



Evaluating Customers' Satisfaction of Service Quality of State-Owned Transport Company: A Case of Kano State Transport Authority (Kano Line), Nigeria

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Abstract. Customers satisfaction and service quality are critical to the business survival of transport organisation. This is why this study attempts to examine the total customer satisfaction together with service quality of the inter-city transport service of Kano State Transport Authority, Nigeria. The data used for this study was obtained through the administration of 210 questionnaires to passengers at KSTA Loading Terminal using simple random sampling technique. The SERVQUAL model was adopted for measuring and management of service quality across different service contexts. Seven dimensions of service quality were used, these include; tangibility, reliability, Empathy, Responsiveness, Safety Comfortability and Assurance. After the analysis, the result shows that, the average mean score of 3.34 was calculated for customer level of satisfaction, which infers that users are fairly contented with the transport services rendered by KSTA. In terms of perception of quality of service of KSTA, the customer average mean score of 3.62 was calculated, implying that the customers perceptions of the quality of service of KSTA is moderately high. The findings also divulge that the satisfaction of Customer is meaningfully interrelated to all the dimensions of quality of service of satisfaction, reliability, responsiveness, assurance, empathy and tangible. Based on these findings, some specific measures that touch on improved vehicle maintenance management practices, passenger care, service reliability and effective service monitoring and regular feedback mechanism are recommended.

Keywords: Service quality · Customer satisfaction · Public transport

1 Introduction

Passenger transport service can be either intra-city or inter-city operations, inter-city bus carries travelers over lengthy distances between different metropolis, municipalities, or other populated locations. Conversely, intra-urban buses have regular stops throughout an urban or municipality. Whereas, inter-city buses commonly have only a stop at a Central Business District (CBD) in the city, and covers long distances without stopover at all. Inter-city bus operations occur all over the globe and can be operated by public or private

establishments. Intra-city bus services frequently focus at densely populated urban zones, while inter-city inter-town bus facilities are of prominent values in lightly populated rural location that regularly have slight or no communal transportation. Although, there are other modes of moving people from cities to cities, bus operation remains the most common mean of transporting people between cities, as they can be found in both developed and developing countries (Ojekunle 2014).

One of the critical issues in public transport is service quality. The quality of service has implication on customer satisfaction as well as on the level of patronage. As customer satisfaction is low it also brings down patronage level which also adversely affects the revenue of public transport organization (Ojekunle 2014; Kostakis and Pandelis 2009). It is presently a verifiable truth that quality of service influences operational performance of transport organization and its economic fortune. The most unfavorable impact of poor service quality is lack of customer's satisfaction and therefore lack of patronage (Gabriella and Laura 2006).

The advent of globalization has brought about the breakdown of local and national exchange borders whereby markets that were up till now controlled by monopolists have brought competitors. In a new world of economic and business competition, transport organizations have come to understand that consumer loyalty is very important. Organizations that cannot devise means and management strategies that can consistently fulfill client's desire will not survive for a long time in a competitive business environment. The need to for business survival has therefore made many organizations to embrace service quality as a basic goal for survival. In recent times, studies have confirmed that quality of service has an encouraging connection with fulfillment of customer expectation and builds customer loyalty (Juan and Rocio 2014). Quality of service measurement is one of the most imperative real-world themes for service providers and regulatory bodies, but it also remains a formidable research subject. For these reasons, it is significant to recognize quality of service features and to certify their rank and impact on customer desire (Gabriella and Laura 2006).

In a competitive business world, a large number of public transport operators attempt to enhance their service quality with aim of improving satisfaction of consumer to make them loyal and dedicated to the companies. Accordingly, communal transportation employs its peculiar strategies to improve its unique quality of service. These strategies are what differentiate one public transport organization from the others. Hence, transport operating company can survive compete favorably and remain in business for a wide range of time.

The search for explanation to quality of service rendered by public transport operators in the urban centres has long attracted the attention of researchers in the field of public transportation system. Since the early 1970's researchers have changed their focus away from the traditional studies of purpose and mode of intra-urban transport system to those that effectively capture the developments fundamental to service quality in the light of the existing technology and current planning procedures (Barabino et al. 2012). Moreover, competition among the transport operating organizations has become a kind of survival of the fittest, efforts to remain afloat in business must be vigorously pursued. Due to competition, the customers turn out to be further fastidious and anticipate improved services from service providing establishments. Therefore, the communal

transportation company encounters the obstacle of rendering better and strong services to their customers. Therefore, failure to provide this key quality service may put the service provider at a disadvantage to those that can provide a superior service. This necessitates the research in order to provide explicit information that would unravel the main aspects of transport services that impact significantly on the customer satisfaction of public transport operating company.

This study therefore focuses on investigating overall customer satisfaction with service quality level of the inter-city transport service of Kano State Transport Authority (Kano Line), Nigeria.

2 Theoretical and Conceptual Framework

There are many underlying factors which can help our understanding of how to measure service quality. An appreciable list of researchers have produced lists of service quality factors; viz Amisstead (1990); and Grönroos (1990) probably provided the best-known determinants emanate from Parasuraman et al. (1985). They provided a list of ten factors that determine service quality: which include communication, access, courtesy, competence, responsiveness, credibility, reliability, tangibles security and understanding. However, a high degree of correlation has been found to exist among courtesy, communication, credibility competence, and security, and between understanding and access (Robert 1997). Hence, they have been combined into two broad dimensions of assurance and empathy. Robert, then collapsed them into five scopes of tangibility, responsiveness, reliability, empathy and assurance as the indicators of measuring their quality of service.

SERVQUAL indicators as observed in Parasuraman et al. (1988) and Zeithaml et al. (1990), vary in their relative importance from a service company to another, but they have confidence in that the major factors of quality of service in many (if not all) consumer service company are encompassed in their list. However, in transport business, there other important factors of service quality which must be included these include safety and comfortability of the customers which were not explicitly captured in the Parasuraman et al. (1988) work.

3 Conceptual Issues

3.1 The MORI Model of Customer Satisfaction

Figure 1 depicts MORI Model of Customer Satisfaction, five major determinants of satisfaction in the public service have been identified, these are: 'Delivery', 'Timeliness', 'Information', 'Professionalism' and 'Staff Attitude'. Delivery infers that the service is rendered to customers while dealing with any down to earth issues that may emerge. Timeliness implies that the service is quickly given to the customers. Information implies that regardless of whether the data supplied to customers is accurate and far reaching. Professionalism discusses the capability and cleverness of worker in giving the service. Lastly, worker dispositions allude to the degree to which frontline staff are eager to offer approachable, obliging and empathetic service to customers.



Fig. 1. Conceptual framework Source: MORI, (2004) and (2010)

However, beyond the variables identified by Mori's model of service quality, there are other factors that are key to measuring transport service; they include the comfort and safety of the customers. The level of passenger comfortability and safety are also considered important in evaluation transport service which are part of the consideration in this study. This is represented in Fig 2 below:

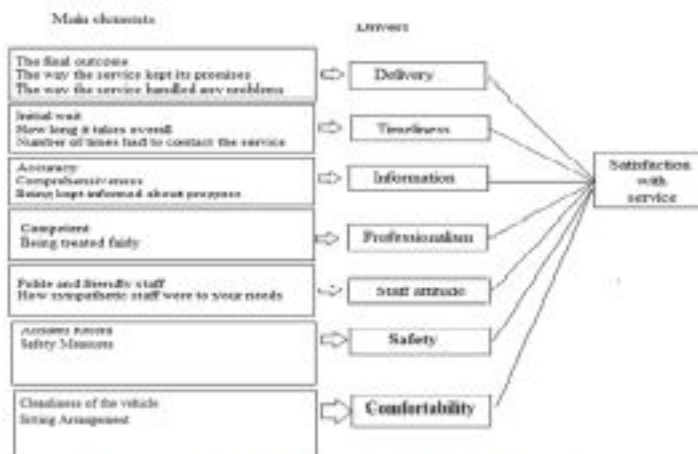


Fig. 2. Transport service quality measures. Source: Modified by the Author

4 Empirical Issues

Quality of service is considered as of the key factors of competitive benefit, as it assists to retain and charm customers. According to Shin and Kim (2008), and Cronin and Taylor (1992) quality of service is related with loyalty and satisfaction of customer. This correlation has been long-established, and researches have demonstrated the encouraging relationship between quality of service and satisfaction of customer, which ultimately result to loyalty of customer (Rashed and Abadi 2014; Santouridis and Trivellas 2010; Kim et al. 2004; Deng et al. 2009). Furthermore, quality of service is involved as an autonomous variable in forecasting loyalty of customer.

Generally, transport service organizations have focusing too much on profit gain and ignoring quality of service; they are basically cost efficient and cost effective oriented instead of service oriented. A degree of cost efficient is classically defined as rendered services (e.g. vehicle-kilometres), whereas, a degree of service effectiveness is defined as expended service (e.g. passenger-kilometres). Figure 3 illustrates the relationship between cost efficient and cost effectiveness. Nonetheless, transport operating bodies essentially do put concentration in obtaining a level quality of service that is high, considering travelers' primacies and necessities (El-Geneidy et al. 2007). For this reason, there is the need to use methods that can help to recognize the reputation of quality of service features on universal satisfaction clients as well as assessing quality of service.

From the reviewed publications, many methods that have been developed to quantify quality of service and satisfaction of customer of communal transport organizations just as in other service companies. These methods are grounded on patron evaluations. The appraisal of quality of service and satisfaction of customer can be gained in diverse means: by questioning customers of their observation or satisfaction on quality of service, by questioning the expectation or importance, or by questioning both observation and expectation. Furthermore, observation can be related with the zone of tolerance of expectations; this is defined as the range between the maximum desired level and minimum acceptable level of expectations (Figini 2003). A rating or ranking of each service features can be requested from patrons.

Govender and Qi (2011) observed that the inter-city bus service seems to offer safer, more cost effective and calm transport service than other alternative means of transportation in the cities. In spite of that they still observe there is great potential for improving service quality in order offer better service to its patrons. Therefore, giving consideration to quality of service could attest to make this approach of travel the ideal choice of travelling for local as well as international tourists. Litman (2015). Also, they discovered that luxury and suitability of travel environments has substantial straight and subsidiary influences on health, wealth and pleasure of customers.

The rapid urbanization and high rate of population growth with attendant traffic overcrowding and lessening regulation of communal transportation in many cities in developing countries compel majority of people in developing world to depend mainly on services giving by public transportation system for their movement wants. This further underscore the necessity for safer, more operative and more well-organized transport system, which is indispensable to ensuring satisfactory and reasonable approachability. Moreover, the enduring maintainable growth of livings in the rural and urban areas largely depends on the efficiency of public transport system (Rwehangira and Mounder 1999).

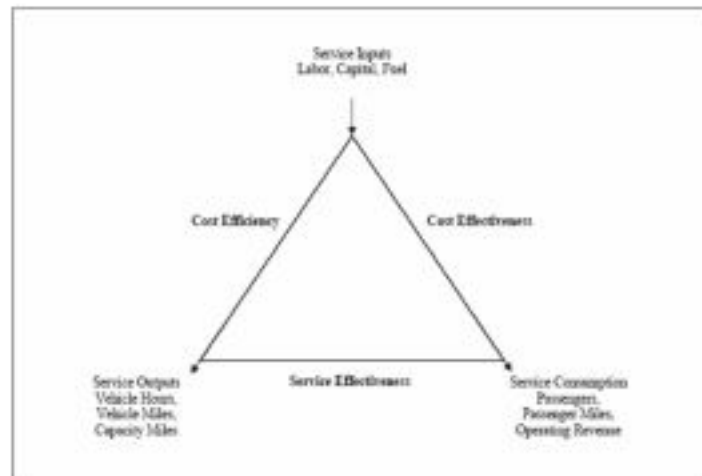


Fig. 3. Relationship between efficiency and effectiveness indicators. Source: Bertini R.L., El-Geneidy A., TRB, 2003.

The cost people are willing to pay for a transport service in order to travel from place to place differs dependent on the category of tour, travel period, traveler's choice and travel circumstances. Travelers always ready to reimburse additional cost or time for more suitability or luxury. For instance, travelers occasionally pay additional for advanced class facility, select slower styles such as trekking and biking since they appreciate the practice, or select a longer transportation path to circumvent transfers (Rwebangira and Moulder 1999).

It was further argued that an enhancement in the quality of service can further fascinate customers of users to the service provided. Base on this, the search to develop systems for measuring and identifying satisfaction of customer is still required. These systems permit the serious parts of the provided services to be acknowledged and satisfaction of customer to be improved (Nakanishi 1997). For transport operating companies for instance, service reliability is considered very vital since both the passengers and the transport service providers value consistent service. Moreover, a correct knowledge of performance evaluation of service can assist customers to be fully involve in the transportation policy and decision-making procedure and give transit operating companies helpful evidence to recognize and examine service difficulties (Nakanishi 1997).

Le-Klahn (2012) discovered that travelers were profoundly happy with Reliability Punctuality, Service Recurrence and Network Connection in the communal transportation while they were disappointed with the workers service, ease at bus stopovers, and the receipt cost. Antonucci et al. (2014) in Italy observed that Waiting Time, Punctuality, Reliability, Regularity, Security, Professionalism, Comfort, Neatness, and Courtesy of staff were vital elements of passengers' gratification. Having explored a more extensive

scope of elements of service in Italy. Barabino et al. (2012), discovered that 'neatness', 'bus reliability', 'recurrence' and 'on-board security', are more vital in deciding the service quality. Kostakis and Pandelis (2009) also uncovered that 'safety', 'service personnel', and 'service inside the bus', 'time', 'availability', 'route precise', and 'route recurrence' are as important service element or attributes that regulate the customer satisfaction of urban transportation in Greece.

Nwachukwu (2014) proved that, in Nigeria, 'comfort' assumed the highest consequence on inclusive satisfaction and seconded by accessibility. The features that followed were 'adequacy' and bus pack amenities'. It was revealed that 'comfort level' and 'waiting-time' as the primary features that move commuters from communal transport service to private automobiles in Dhaka. Kamaruddin et al. (2012) reveals that customer expectation on public transport services mostly depend on users' wellbeing in the Malaysian setting. Nonetheless, it was found that key quality of service fundamentals generally vary among different countries because of differences in social classes and quality of transport system. It was however observed that the priority of quality transportation not a particular transport mode but rather on providing effective transport system that will meet the need of the people. So, travel time, convenience, cost and flexibility are the crucial determinants of user-oriented transportation structure.

5 Methodology

A field survey approach was used to assess quality of service and satisfaction of customer in Kano State Transport Authority. From the operational records of KSTA, a total of 1050 passengers are carried daily. Out of these, 210 passengers were selected randomly from different bus terminals representing 20% of the total study population. The questionnaire survey was carried out at Kano State Transport Authority Loading Terminal. Passengers travelling to and from other cities in the country were the target population. After removing the defective ones, only 197 representing about 94% of the total questionnaire administered were eventually used for the analysis. The SERVQUAL model was chosen vis-à-vis the dimension and management of service quality across different service context. The SERVQUAL model was made up of ten dimensions of service quality these include; communication, tangibility, credibility, reliability, competence, responsiveness, courtesy, security, understanding the customer, and access. The SERVQUAL model is a good gauge for assessing quality of service of different specific industries. Nevertheless, it is appropriate to select the most vital dimension of this model which fit to that specific service being estimated with the goal of guaranteeing dependable and legitimate outcomes. Likewise, this model was utilized because it reflects customers expectation for service and in relation to perception of the service which is greatest ideal method to determine quality of service in the service segment (Shahin 2010). The research employed SERVQUAL to determine quality of service by means of the five paradigms of tangibles, empathy, assurance, responsiveness, and reliability to evaluate satisfaction of customer.

The Cronbach's alpha was adopted to evaluate whether the scale was reliable to measure the internal consistency because the higher the value the better the internal consistency level. Data analysis was carried out by descriptive statistics of Mean scale

ranging from 5 (indicating highly satisfied) to 1 (indicating highly unsatisfied). The Product Moment Correlation Analysis was used to measure the type and strength of relationship between the dependent variable (customer satisfaction) and independent variable (service quality dimensions).

6 Findings and Discussion

Table 1. Customers perceptions on service quality

| S/N | Factors of service quality | Mean | Std. Deviation | N |
|-----|----------------------------|--------------|----------------|-----|
| 1 | Comfortability | 3.7326 | 0.87054 | 197 |
| | Reliability | 4.0241 | 0.92810 | 197 |
| | Responsiveness | 3.5685 | 0.91035 | 197 |
| | Assurance | 3.3553 | 0.79259 | 197 |
| | Safety | 3.2969 | 0.82949 | 197 |
| | Empathy | 3.6814 | 0.76518 | 197 |
| | Tangibility | 3.6954 | 0.82196 | 197 |
| | Overall rating | 3.622 | | |

Source: Author's Computation (2018)

The mean in Table 1 is an excerpt of the scale of 5 = strongly agree to 1 = strongly disagree. Comfortability and Reliability were measured with three items. Also, Responsiveness, Assurance Dimension and Safety were measured by two items. Similarly, Empathy and Tangible dimension were also measured using four items. In terms of perception of quality of service of KSTA the customer average mean score of 3.622 was calculated from Table 1 which implies that customer perceived that the quality of service of KSTA is moderately high. In assessing customers' satisfaction from the service provided by KSTA, Table 2 depicts the passenger rate statement/items regarding satisfaction.

Six different statements of 5-point Likert scale was employed in the questionnaire to measure Satisfaction. The rating is how satisfied the respondent is with the price? The ratings are 5, 4, 3, 2, 1 which depicts Very Satisfied, Satisfied, Average Satisfied, Unsatisfied, Very Unsatisfied respectively. Also, if the respondent feels secured while traveling with Kano line, it is rated in these ratings 5, 4, 3, 2, 1 which depicts Very Secure, Secure, Average Secure, Insecure, and Very Insecure respectively. Conclusively, the customers were asked if they are happy with the transport service, if they will travel with Kano line again or will recommend Kano line to someone and if the service provided meets respondent satisfaction level.

Table 2 reveals the customers' level of satisfaction according to the adopted variables in relation to satisfaction of customer averagely with scores 3.42, 3.33, 3.43, 3.20, 3.17

Table 2. Customer satisfaction

| S/N | Variables of customers satisfaction | Mean | Std. Deviation | N |
|-----|---|--------|----------------|-----|
| 1 | Are you satisfied with the price? | 3.4264 | 0.8695 | 197 |
| 2 | Do you feel secured while traveling with Kano line | 3.335 | 0.79504 | 197 |
| 3 | Would you travel with Kano line again? | 3.4315 | 0.80915 | 197 |
| 4 | Would you recommend Kano line someone | 3.2081 | 0.85853 | 197 |
| 5 | Is the waiting time acceptable? | 3.1777 | 0.81059 | 197 |
| 6 | Does the service provided by Kano line meet your satisfaction level | 3.6447 | 0.77961 | 197 |

Source: Author's Computation (2018)

and 3.64 respectively. Therefore, from the average mean score which is 3.37, by adhering to the scale, the result indicates that customers are generally satisfied with the transport services provided by Kano line.

6.1 Validity and Reliability of the Scale

To evaluate reliability and measure the internal consistency, Cronbach's alpha was employed. Higher value of Cronbach's alpha implies that the internal consistency of items from the scale is higher (Nunnally 1978). Cronbach's alpha is a function of the test items number and the average inter-correlation among the items. Conceptually, the formula for the Cronbach's alpha is shown:

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

From the above equation, N represents equal to the number of items, c-bar represents the average inter-item covariance among the items and v-bar is the average variance.

From the equation, it implies that if you increase the number of items, you increase Cronbach's alpha. Additionally, if the average inter-item correlation is low, it implies alpha will be low. Cronbach's alpha increases as the average inter-item correlation increases as well (holding the number of items constant). From Table 3: Classification of the items based on reliability, responsiveness, assurance, empathy, tangibles and satisfaction was used to measure reliability.

As can be seen from Tables 3, 4, 5, 6 and 7, Cronbach's alphas for Tables 3 and 5 are very low, because they record alphas of less than 0.7 which is considered as the standard (UCLA, Statistical Consulting 2020). This implies service reliability and safety of Kano State Transport Authority are rated low, this is in line with earlier results in Table 1 above. However, Cronbach Alpha result for general customers' rating of staff's Responsiveness and Empathy as well as customers' satisfaction are relatively better as they record Cronbach's Alphas of 0.742, 0.708 and 0.85.

Table 3. Showing Cronbach's Alpha on reliability

| Cronbach's Alpha | Items | No of items |
|------------------|--|-------------|
| 0.582 | * What is the waiting time of the bus? *Is the waiting time acceptable? * How convenient is the business time of the service? * What is your opinion on the on-time execution of services by Kano line? | 4 |

Source: Author's Computation (2018)

Table 4. Showing Cronbach's Alpha on responsiveness

| Cronbach's Alpha | Items | No of items |
|------------------|---|-------------|
| 0.742 | *Are employer willing to help/answer's customers questions? *Are employer willing to maintain error free records | 2 |

Source: Author's Computation (2018)

Table 5. Showing Cronbach's Alpha on assurance

| Cronbach's Alpha | Items | No of items |
|------------------|---|-------------|
| 0.644 | * How do you rate the safety of the transport service? * Drivers have sufficient driving skills * Personnel in bus station have knowledge and courtesy ascribed as employer's | 3 |

Source: Author's Computation (2018)

Table 6. Showing Cronbach's Alpha on empathy

| Cronbach's Alpha | Items | No of items |
|------------------|--|-------------|
| 0.708 | * How do you rate the handling of passenger's problems? * Do the give passengers personal attention? * Are drivers and conductors consistently polite? | 3 |

Source: Author's Computation (2018)

6.2 Relationship Between Satisfaction of Customer and Service Quality Indicators

In this study, Table 8 shows a correlation matrix of both dependent and independent variables the findings of the study indicate that satisfaction of customer is meaningfully proportional to all quality of service scopes of satisfaction, assurance, responsiveness, reliability, empathy and tangible. Also, the result reveals that the relationship between satisfaction of customer and reliability, is high with two variables of $r = 0.704$ and p value

Table 7. Showing Cronbach's Alpha on customers' satisfaction

| Cronbach's Alpha | Items | No of items |
|------------------|---|-------------|
| 0.85 | * Are you satisfied with the price? * Do you feel secure while travelling with Kano line? *Overall are you happy with the transport service? * would you travel with Kano line again? * Would you recommend Kano Line to someone? * Does the service provided by Kano Line meet your satisfaction level? | 6 |

Source: Author's Computation (2018)

Table 8. Pearson correlation between dependent variable and independent variable

| Variable | 1 | 2 | 3 | 4 | 5 | 6 |
|-------------------------------------|--------|--------|--------|--------|--------|---|
| Combine variable for satisfaction | 1 | | | | | |
| Combine variable for reliability | 0.704* | | | | | |
| Combine variable for responsiveness | 0.755* | 0.798* | 1 | | | |
| Combine variable for assurance | 0.731* | 0.678* | 0.732* | 1 | | |
| Combine variable for empathy | 0.634* | 0.632* | 0.740* | 0.716* | 1 | |
| Combine variable for tangible | 0.678* | 0.616* | 0.568* | 0.649* | 0.599* | 1 |

Correlation is significant at 0.01 level (2-tailed).

Source: Author's Computer Analysis (2018).

of <0.01 . This implies that as more consistent services are provided, the more the patrons are satisfied with the services. The result in the Table 8 also indicates that there is a high encouraging correlation between satisfaction of customer and staff responsiveness with correlation coefficient of $r = 0.755$, at p value of <0.01 . This implies that as the company has willingness to help and prompt service to passengers, improves its awareness, the more satisfied customers will be with the services. Consequently, there is a significant correlation between satisfaction of customer and assurance with correlation coefficient of $r = 0.732$ and p value of <0.01 , which indicates that patron assurance has a profound influence on the satisfaction of customer.

Furthermore, from the Table 8 with correlation coefficient of $r = 0.634$, with p value <0.01 reveals equally a strong positive relationship between empathy and satisfaction of customer. This implies that the more compassionate the staff are to patrons the more pleased patrons are with the service provided. The result of the analysis also shows that the relationship between tangibility and satisfaction of customer is very significant with correlation coefficient $r = 0.678$ with p value of <0.01 . This implies that the customers are satisfied with the service if the transportation service provider maintains and improves tangible things to be in good state and good-looking.

This study established that out of the five dimensions that were correlated with satisfaction of customer, three dimensions (i.e. Responsiveness, Reliability and Assurance)

were very good satisfaction of customer predictors. McDougall and Levesque in 2000 earlier discussed that having knowledge of relative status of each dimension of quality of service can extremely support service contributors to rank their energies and properties and arrange them more successfully to enhance each dimension of quality of service. Consequently, this initial information helps transport operators to activate maximally on those dimensions that bid the extreme prospect to augment loyalty and satisfaction of customer. The outcomes of the research indicate that there is consistency with previous results. In 2011, Aldehayyat, conducted a research on Perception of Service Quality in Jordanian Hotels and evaluated the correlation amongst the quality of service dimensions and satisfaction of customer.

The findings illustrate that statistically the three dimensions of quality of service namely; Responsiveness, Reliability and Assurance have positive significant connection with satisfaction of customer; while the relationship between customers satisfaction on one hand and empathy and tangibility on the other is not very strong. This also was earlier confirmed by Akhbab (2006) who focused his studies on the hotel industry with different five-dimensional structure of quality of service. The findings support the claims that dissimilar procedures should be established for dissimilar service framework and the numbers of quality of service dimensions differ according to the specific package being rendered (Filipa et al. 2010; Thomas et al. 2014; Finn and Lamb 1991; Babakus and Boiler 1992; Bouman and Van der Wiele 1992).

7 Conclusion

One of the best ways of keeping customers' loyalty and patronage in a competitive business environment is having an effective and sustainable communication system amongst service providers and consumers. Now there is a significant indication that customers' perceptions of service quality performance of precise acts are very predictive over their overall satisfactions and readiness to patronize the service again, if desired. It is evident that customers are not satisfied with service frequency of the Kano Transport Authority because their rating of waiting time is very low. The safety and assurance of passenger aspects of the service are also considered below the passenger perception. The above findings will require some policy measures to improve the service quality.

8 Recommendations

The following recommendations were made from the research findings:

1. The Kano Line Transportation service reliability should be enhanced in three folds: Firstly, a constantly aligned set of features, procedures and standards that can define appropriately routing of KSTA vehicles should be established. Secondly, effort should be made to replace policy of equipment and spare parts and consistent maintenance of the KSTA buses. Thirdly, new and emerging technologies such as global positioning or tracking system should be introduced to monitor vehicles movement and drivers while on the roads.

- ii. A healthier collaboration with current as well as probable travelers with a opinion to consider their needs more vibrantly should be put in place. Inspections should be carried out frequently and customer criticisms should be taken to cognizance and promptly attended to. Staff needs to be watchful of customer response as well as grievances so that the essential arrangements can be put in place.
- iii. There is also need for Kano Line to consider changing their location of their loading points as customers complain a lot about it.
- iv. Kano Line should implement an effective vehicle replacement policy by purchasing newer and better vehicles which guarantees good comfort for the passengers.

The study has so far helped our understanding of the way passenger perceive the service quality of state-owned transport operating companies in Nigeria and the aspects of their service that will require improvement from time to time.

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