

EFFECT OF SERVICE QUALITY ON CUSTOMERS' SATISFACTION OF SELECTED PRIVATE TRANSPORT COMPANIES IN ABUJA METROPOLIS

EGWUTU Anthony Ogochukwu

Department of Business Administration, Nasarawa State University, Keffi.

Abstract

This study examined effect of service quality on customers' satisfaction of selected private transport companies in Abuja Metropolis. The population comprises all the customers of all the selected transport companies in Abuja and this study used survey research design. Cochran formula was used to determining the sample size 323 for this study. Primary source of data collection was adopted using 5-point likert scale questionnaire. Data were analyzed using partial least squares structural equation model (PLS-SEM). The study revealed tangibility has positive and significant effect on customer satisfaction while responsiveness has positive and insignificant effect customer's satisfaction. The study recommended that transport companies should invest in maintaining and upgrading physical aspects such as cleanliness, seating comfort, and overall aesthetics of vehicles and stations. This can improve the tangible experience for customers. Also, they should implement technology solutions such as mobile apps that facilitate quicker responses to customer queries and complaints, making the service feel more accessible.

Keywords: *Service Quality, Tangibility, Responsiveness, and Customers Satisfaction*

INTRODUCTION

In the competitive industry like the transportation service, customer satisfaction is considered as the essence of success. Organizations operating in service industries should consider service quality a key strategic issue for the business success (Spathis et al., 2014). Those service providers who establish a high level of service quality retain a high level of customer satisfaction; they also obtain a sustainable competitive advantage. Research indicates that companies with an excellent customer service record reported a 72% increase in profit per employee, compared to similar organizations that have demonstrated poor customer service; it is also five times costlier to attract new customers than to retain existing customers (Duncan, 2016).

Customer satisfaction is one of the important tools to run a business and to achieve the mission statement. Indeed, customer satisfaction has great significance for the future of an organization and it is seen as a basis for securing market position and achieving other objectives of the organization (Perng, 2017). Thus, the importance of customer satisfaction in today's dynamic corporate environment is obvious as it greatly influences customer's repurchase intentions whereas dissatisfaction has been seen as a primary reason for customer's intentions to switch. Satisfied customers are most likely to share their experiences with other five or six people around them. Equally well dissatisfied customers are more likely to tell another ten people about their unfortunate experiences with a particular organization. In order to achieve customer satisfaction, organizations must be able to build and maintain long lasting relationships with customers through satisfying various customers' needs and demands (Pizam & Ellis, 2018).

Service quality is an essential strategy to be implemented in order to secure and achieve high levels of customers' satisfaction specifically in the transportation service (Nathan, 2019). Service quality is a universal phenomenon that applies to all service-providers regardless of industry or geographical location of operation. For service-delivery companies in today's era of consumer enlightenment and sophistication to be able to succeed, they must have the capacity to consistently deliver high quality services that meet or exceed customers' expectations (Akpoyomare et al., 2016).

Baloch and Jamshed (2017) added that the key to running a successful service-oriented business, especially one with a high contact feature such as transportation, where passengers and service providers interact more closely, is delivering high quality services. Service quality is an assessment of how well a

delivered service conforms to the client's expectations. Service business operators often assess the service quality provided to their customers in order to improve their service, to quickly identify problems, and to better assess clients' satisfaction.

Mobility is an essential need for an individual therefore the demand for transport service especially for private transport companies has increased in this modern society (Hamid, 2016). In fact, the private transport companies are slowly revolutionizing the transport industry, particularly replacing the conventional public transportation industry. In today's technology-driven era, the private transport companies have grown tremendously and well accepted by consumers throughout the globe including Nigeria.

The increase demand for private transport service quality has induced the national union of Road Transportation Workers (NURTW) to engage in readjustment of their decision regarding commercial transportation in Abuja (Enimola, et.al 2022). There are different private transportation companies in Abuja, among them are God is Good Motors, Young Shall Grow Motors, Cross Country (these transportation companies are registered with Corporate Affairs Commission).

Service quality has been a vital issue of discussion and research over the past three decades. Research on service quality has well established that the customer perception of the quality of a service depends on customer's pre-service expectations. Studies by Parasuraman et al. (2005) noted that the key strategy for the success and survival of any business institution is the delivering of quality services to customers. Accordingly, Chang (2018) deemed that excellent service quality is vital to business success and survival. Hence, delivering quality service to customers is a necessity for success and survival in today's competitive world (Kheng et al., 2017).

Service quality and customers' satisfaction are leading components in the system of external relation of each organization, as at today they largely determine its competitiveness. The desire to manage relationships with customers leads to the fact that organizations are starting to pay attention to the development and implementation of service standards. Quality is an important source of competitive advantage in service sector. Service quality is used to differentiate and add value to service offerings and to win strategic competitive advantage. New managerial methods explain quality as the customer satisfaction, for that reason organizations must recognize the high quality and quick service offering obstacles and solve them (Ghasemi et al., 2012).

Tangibility is defined as physical facilities, equipment, and appearance of personnel used to provide the service. Ziethaml et al. (2013) defined tangibles as the appearance of physical facilities, equipment, personnel, and communication material. Tangibles provide physical representations of the service that customers use to evaluate quality. Tangibles are especially important to service delivery firms as they are crucial variables to developing strong, positive and inspiring customer association and experience, through its proprietary assets. Therefore, the tangibility is important to satisfy consumers with the service that have been provided to them. Thompson and Schofield (2007) defined responsiveness as the willingness to help customers and provide them without delaying the schedule time, if the responsiveness is not applied in the quality service it will lead to a bad perception and expectation from the consumer. Responsiveness is communicated to customers by the length of time they have to wait for assistance or attention to their problems. Responsiveness captures the notion of flexibility and ability to customize the service to the customers' needs. It is however based on the backdrop that the study investigates the effect of service quality on customer satisfaction of selected private transport companies, Abuja.

Statement of the Problem

One of the means of transportation used by most of the Abuja residents is private transport services. However, there were problems on the traditional private transport services reported such as delays, condition of the vehicles, refusing to attend to passengers' requests/ complaints, quality of services

overloading and unreasonable fares. The emergence of private transport companies has helped to reduce the problems in private transportation service, despite the fact that private transport companies keep advancing at a fast rate in Abuja Metropolis, it was observed that customers are still using the conventional private transport service irrespective of such advancements of private transport companies. This was the concern that this study seeks to examine the service quality in private transport companies and its effect on customers' satisfaction. Some research has been carried out on service quality and customer satisfaction of transport companies in different countries such Malaysia (Melan et.al., 2021); Indonesia (Sumaedi et al., 2012); South Africa (Govender, 2014); and Vietnam (Khuong & Dai, 2016) but very few has been carried out in Nigeria, evidently there's a gap in literature in service quality and customer satisfaction in Abuja Private transport companies. It is however based on the backdrop that the study investigates the effect of service quality on customer satisfaction of selected private transport companies, Abuja.

Objectives of the Study

The main objective of the study is to determine the effect of service quality on customers' satisfaction of selected private transport companies, Abuja. The specific objectives are to;

- i. ascertain the effect of tangibility on customer satisfaction of selected private transport companies in Abuja, Nigeria.
- ii. determine the effect of responsiveness on customer satisfaction of selected private transport companies in Abuja, Nigeria.

LITERATURE REVIEW

Customer Satisfaction

According to Abd-El-Salam et al. (2019) that customer satisfaction is the result of a customer's comparison of perceived quality and actual service performance. This comparison may lead to customer satisfaction or dissatisfaction. Kaura et al. (2018) suggests that customer satisfaction reflects the degree to which a consumer believes that the use or possession of a specific service will evoke positive feelings. Hence customer satisfaction is the physiological state of emotion associated with the conformity or nonconformity of a consumer's perceived quality of service during and after service experience (Kaura et al., 2018). While Caruana (2017) likened customer satisfaction to an expectancy/disconfirmation paradigm, this paradigm is the background for most studies on customer satisfaction. It encompasses four constructs namely; Expectations, performance, disconfirmation and satisfaction. The confirmation or disconfirmation that may arise from the difference between the service quality expectation and the actual service performance during or after service consumption (Caruana, 2017).

Customer satisfaction is based upon the common judgment of products or services that provide the maximum rate of satisfaction for the customers (Oliver et al., 2017). Customer satisfaction can either be considered as contentment, pleasure, or ambivalence based upon the kind of service being rendered to the customer at a specific purchase occasion (Zeithaml, 2008). Customer satisfaction can also be impacted by price, service features, product perceptions, and service quality.

Service Quality

Hakim (2019) define service quality is regarded as the disparity between what customers expect from a service and what they get. Service quality is composed by the act of interactions between customers and employees, in which employees try to seek an advantage to influence customers' perceptions and the image of the carriers (Gursoy, 2005). Service quality conceptualization incorporates procedure related to service delivery and service outcome (Parasuraman, 2008). Rahaman et al. (2011) define service quality "as an approach to manage business processes in order to ensure full satisfaction of the customers which will help to increase competitiveness and effectiveness of the industry".

Yoo and Bai (2013) view service quality as components of product which is perceived by a customer. Service quality can be defined as a consumer's overall impression of the efficiency of the organization

and its services. Service quality is composed by the act of interactions between customers and employees, in which employees try to seek an advantage to influence customers' perceptions and the image of the carriers (Gursoy, 2005). It is referred to the judgment of consumer on an entity's excellence or superiority. Service quality is the result of an evaluation process in which customers compare their perception of service delivery and its outcome against what they expect (Melaku, 2015). Service quality is described as a service provider's overall evaluation of its performance to the general expectations of customers on how businesses in that industry operate. This means that service quality is the contrast in what customers perceive or expect from service organizations. Simply put, service quality assesses how well a service provider meets the needs of the customer.

Tangibility

Tangibles, relating to the appearance of physical facilities, equipment, and service provider personnel. The attributes of this dimension are: modern equipment, visually appealing facilities, neat and professional looking employees and materials related to visually appealing services. According to Khan and Fasih (2014), tangibles are seen to be perceptible by touch or a visible existence. Information and Communication Technology (ICT), tool, sites, company's employees and any visible facilities form the tangible dimension of service quality. However, these tangibles are applied in various ways by the service providers and are perceived and experienced on different levels by the end users. Tangibles are especially important to service delivery firm's as they are crucial variables to developing strong, positive and inspiring customer association and experience, through its proprietary assets (Naidoo, 2014).

Tangibles entail the physical evidence of the service. Specifically, the concept explores the physical facilities of the service provider, the appearance of personnel, the tools and equipment used to provide the service including other customers in the service facility. Tangibles are used by firms to convey image and signal quality (Zeithamal et al., 2006). Tangibility is defined as physical facilities, equipment, and appearance of personnel used to provide the service. Parasurman et al. (1988) suggested using physical appearance of measure service quality in private transportation. Sureshchandar et al. (2012) stated that the appearance of the employee, and the man-made physical environment surrounding the service, which is commonly known as the service scape can be known as the tangibility of the service. Physical quality refers to make a good consumption during the delivering the service to the customer. Therefore, the tangibility is important to satisfy consumers with the service that have been provided to them.

Responsiveness

The process in which service providers react quickly to resolve customer problem positively within a given time is called responsiveness (Berry, et. al., 2019). This dimension of service quality is perceived through the people aspect of service quality. However, information technology advancement like emails, webpage and customer service interface improves the responsiveness of service delivery firm (Kaura et al., 2018). Thompson and Schofield (2012) defined responsiveness as the willingness to help customers and provide them without delaying the schedule time, if the responsiveness is not applied in the quality service it will lead to a bad perception and expectation from the consumer. Thus, employee's behavior is related to the consumers' perception and satisfaction.

Responsiveness is for the customers should be based on the length of time they have to wait for help, answer to the questions or concerns about their problems, thus, service quality can be improved through the responsiveness (Khan et al., 2018). The responsive employees in practice can be indicated such as by notifying their customers accurately when the ordered goods are ready, giving full attention to the customers, encouraging service, and responding according to the customers' requests. The employees' readiness is to provide services at any time if there is a shortage or service problem will affect customer satisfaction (Rahaman et al., 2020). Responsiveness is a service quality dimension related to the willingness of service providers to help customers and provide services quickly. The attributes of this dimension are: informing customers about the certainty of the delivery time of services, prompt service for customers, willingness to help customers and readiness to respond to customer requests. Zeithaml

(2002) states that responsiveness is the ability of a website or application to provide appropriate information exactly when there is a problem in its use.

Tangibility and Customer Satisfaction

Nyabundi (2021) established the effect of tangibility on customer satisfaction among micro finance banks (MFB) customers in Kisumu City. This study was anchored on a Market based theory; Survival based theory and the Expectancy Disconfirmation theory. A correlation research design was used. Study targeted 10,300 MFB customers in Kisumu City. A sample size of 370 MFB customers was drawn from the target population using simple random sampling technique. The study used primary data from questionnaires. The findings indicated that Tangibility is associated with 63.1% of the variation in customer satisfaction, an increase in tangibility affects customer satisfaction by 0.341. The correlation analysis to determine the effect of tangibility on customer satisfaction shows a significant correlation existed ($r = 0.631$, $p < 0.05$). This shows 63.1% of the variations on customer satisfaction are associated with tangibles. The study used correlation analysis; other method of data analysis such as regression analysis can be used to see the effect of tangibility on customer satisfaction.

Tamwatin, et al. (2018) studied the effect of tangible and intangible service quality on customer satisfaction and customer loyalty in Siam Kempinski Hotel in Bangkok, Thailand. A self-selection sampling technique was used to select the sample by sending the questionnaires to the guests who stayed at the hotel, out of which 425 guests returned the completed questionnaires. Structural equation modelling (SEM) was used to analyze the collected data. Findings confirmed that tangibles and intangible services influence customer satisfaction significantly and all these jointly influence customer loyalty. Other methods of sampling techniques can be considered in the study.

Wahid (2017) examined the effect of tangibility and reliability service quality towards homestay customer satisfaction. In total, 102 customers were selected and they stated that on the average, the tangible quality was rated as 4.95 out of 10 points which indicated that the overall tangible quality provided did not meet the customers' needs. Meanwhile, the reliability quality was rated higher than tangible quality ($M = 6.95$). The regression analysis revealed that the tangible and reliability has significant direct effect towards customer satisfaction ($\beta_1 = .676$, $p = .000$; $\beta_2 = .466$, $p = .000$). Furthermore, 58.30% of customer satisfaction was influenced by tangible and reliability quality itself.

Responsiveness and Customer Satisfaction

Ronny (2022) examined the effect of responsiveness, reliability, ease, security, and aesthetics on customers' satisfaction using mobile banking. The study was conducted in Indonesia with 582 samples having used mobile-banking banks. The data were collected by distributing questionnaires online to the respondents. Then, they were analyzed using SEM (Structured Equation Model). The result shows that the variables of aesthetics, ease, and security had a significant effect on customer satisfaction using mobile banking. It implies that the banks should strengthen and improve the aesthetic quality of mobile banking applications so that they can make the customers attractive to use it.

Junaidi and Sabar (2019) evaluated the influence reliability, and responsiveness on E- Satisfaction in users of application redkendi. The population in this research is 33 companies that have made transactions through the online platform of PT Redkendi Andalan Mitra with 99 respondents. The data analysis technique used is multiple linear regression analysis using SPSS 25. The results showed that all X variables (efficiency, reliability and responsiveness partially had a positive and significant effect on the Y variable (e-satisfaction) and all X variables (efficiency, reliability, and responsiveness) simultaneously have a positive and significant effect on the variable y (e-satisfaction) The results of this research could be considered by companies to determine policies that can be taken to increase customer satisfaction.

Service Quality Theory (SERVQUAL)

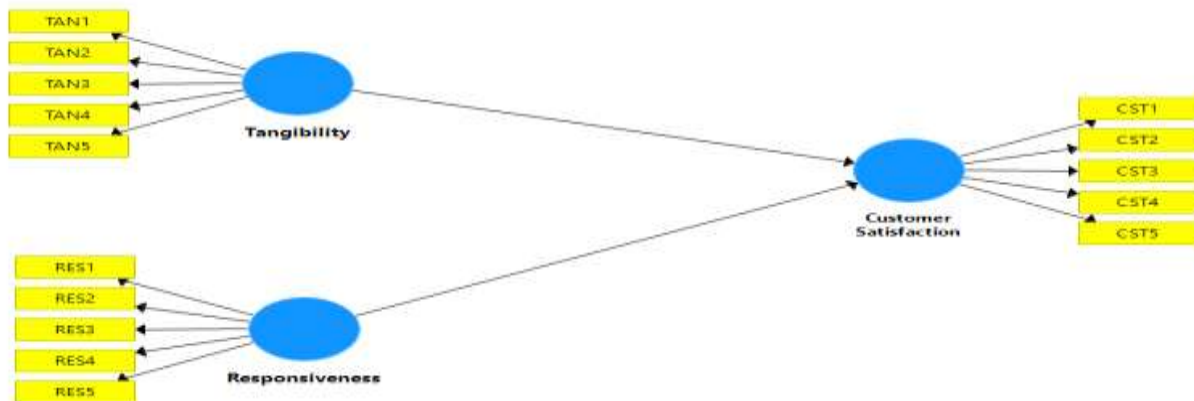
The prevailing theory for measuring service quality is the SERVQUAL theory conceived by Parasuraman et al. (1985). The SERVQUAL model is a multiple-item measure that can be used to identify and deduce customer perceptions and service expectations. It is considered to be reliable and valid for evaluating service quality in a number of industries. To develop the SERVQUAL scale, Parasuraman et al. (1985) gathered empirical data from five different service industries: appliance renovation and maintenance companies, retail banking, long distance telephone, security, brokerage, and credit cards.

The SERVQUAL model initially acknowledged ten dimensions of service quality (tangible, reliability, responsiveness, communication, credibility, security, competence, courtesy, understanding/ knowing customers, and access). Subsequently, these ten dimensions were suppressed into five (reliability, responsiveness, tangible, assurance and empathy). The SERVQUAL model hinges on gaps in service quality, which addresses differences in service quality expectations and perceptions. Hence, SERVQUAL dimensions are adopted in this study. This study is underpinned by the SERVQUAL theory.

METHODOLOGY

The research employed survey research design. Survey research design was adopted for the study through a structured questionnaire which was used to elicit information from the target respondents who are customers of private transport companies within Abuja Metropolis. The population of the study consists of customers of private transport companies within Abuja Metropolis. Since the population is infinite, but there is no accurate recorded data on the number of people that use private transport companies, the researcher therefore used Cochran Formula to get a sample size of 323. Convenience sampling was used based on the fact that consumers are available and have used private transport companies once or more. The questionnaire was adapted. The researcher employed the use of a questionnaire to collect necessary data for the study. The Partial Least Squares Structural Equation Model (PLS-SEM) statistics was used to test the hypotheses formulated with the aid of SmartPls3.

Figure1: Model Specification



Source: SMART, PLS Output, 2024

RESULTS AND DISCUSSION

Out of the three hundred and twenty-one (323) distributed questionnaires, 305 were properly filled and returned giving a response rate of 95%. Subsequently, all further analyses were done using 305 responses data.

Table 1: Descriptive Statistics

variable	Mean	Median	Min	Max	SDV	Kurtosis	Skewness
TAN	4.49	4.5	1	5	0.71	2.71	-1.53
RES	4.17	4.3	1	5	0.90	2.79	-1.45
CST	4.21	4.4	1	5	0.72	2.40	-1.33

Source: SMART, PLS Output, 2024.

Data on the study variables were described in Table 1 above in terms of the mean, minimum, maximum, standard deviation, skewness and kurtosis values. Tangibility (TANS) revealed an average value of 4.4 with a standard deviation value of 0.71. However, the minimum and maximum values stood at 1 and 5 respectively. Responsiveness (RES) had minimum and maximum values of 1 and 5 respectively however, it showed an average of 4.1 along with a standard deviation of 0.90. Furthermore, customer satisfaction (CST) showed a minimum value of 1 and a maximum value of 5 with an average value of 4.21 accompanied with a standard deviation value of 0.72. All the skewness and kurtosis values were less than 1 which shows that there is a normal distribution of data.

Assessment of Measurement Model

In assessing the measurement model, the researcher began by assessing the item outer loadings. As a rule, loadings above 0.708 are recommended, as they indicate that the construct explains more than 50 percent of the indicator's variance, thus providing acceptable item reliability (Hair, et al., 2019). However, Hair, et al., (2019) posited that low but significant indicator loading of 0.50 can be included hence justifying why indicators with loadings less than 0.708 and above 0.50 were not deleted from the model as seen in figure 2 below.

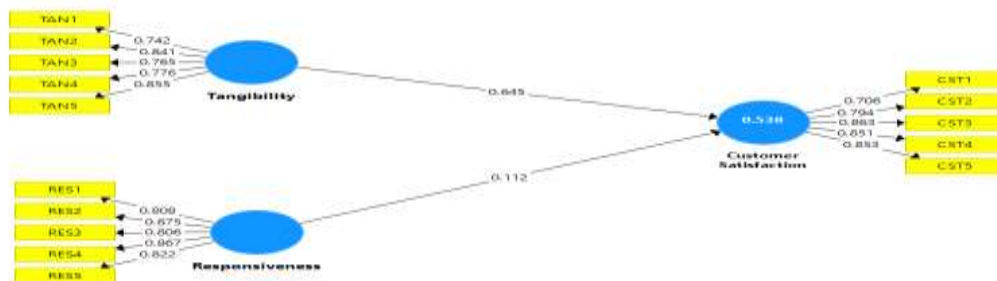


Fig 2: Indicator Loadings.

Source: SMART, PLS Output, 2024

Table 2: Reliability of study scale

S/N	Variables		Factor Loadings	Cronbach Alpha	Composite Reliability	Average Variance Extracted (AVE)	No of Items
1	Tangibility (TAN)	TAN1	0.742	0.857	0.897	0.635	5
		TAN2	0.841				
		TAN3	0.765				
		TAN4	0.776				
		TAN5	0.855				
2	Responsiveness (RES)	RES1	0.808	0.894	0.921	0.699	5
		RES2	0.875				
		RES3	0.806				
		RES4	0.867				
		RES5	0.822				
3	Customer Satisfaction (CTS)	CST1	0.706	0.874	0.908	0.665	5
		CST2	0.794				
		CST3	0.863				
		CST4	0.851				
		CST5	0.853				

Source: SmartPLS Output, 2024

Composite reliability of Jöreskog's (1971) was applied to test for internal consistency of the study. All the values fall within the Hair, et al., (2019) rating of good consistency. The Cronbach alpha value was above 0.60 which is the minimum threshold as recommended by Sekaran (2010). To test for the convergent validity, the average variance extracted (AVE) was used. All the latent variables showed values greater than 0.50 which indicates that the constructs explain at least 50 percent of the variance of its items. According to Henseler, et al., (2015) the Fornell-Larcker criterion does not perform well when explaining discriminant validity, particularly when the indicator loadings on a construct differ only

slightly. As a replacement, they proposed the Heterotrait-Monotrait (HTMT) ratio of the correlations which is the mean value of the item correlations across constructs relative to the (geometric) mean of the average correlations for the items measuring the same construct (Voorhees et al., 2016). Discriminant validity problems are present when HTMT values are high than 0.90 for structural models (Henseler, et al., 2015).

Table 3: Heterotrait-Monotrait Ratio (HTMT)

	Tangibility	Responsiveness	Customer Satisfaction
Tangibility	1.000		
Responsiveness	0.666	1.000	
Customer Satisfaction	0.818	0.891	1.000

Source: SmartPLS Output, 2024

The variance inflation factor (VIF) was used to evaluate collinearity of the formative indicators. All the VIF values were less than 5 indicate the absence of critical collinearity issues among the indicators of formatively measured constructs (Hair, et al., 2019).

Model Goodness of Fit (GoF)

Sequel to the need to validate the PLS model, there is a need to assess the goodness of fit of the model as Hair, et al. (2017) suggested. This study used the standardised root mean square residual's (SRMR). The choice of this index was based on the fact that the SRMR provides the absolute fit measure where a value of zero indicates a perfect fit. The study adopted Hu & Bentler (1998) suggestion that a value of less than 0.08 represents a good fit while applying SRMR for model goodness of fit. The study result indicates an SRMR value of 0.030. This indicates the model is fit.

Assessing the Structural Model

Having satisfied the measurement model assessment, the next step in evaluating PLS-SEM results is to assess the structural model. Standard assessment criteria, which was considered include the path coefficient, t-values, p-values and coefficient of determination (R^2). The bootstrapping procedure was conducted using a resample of 5000.

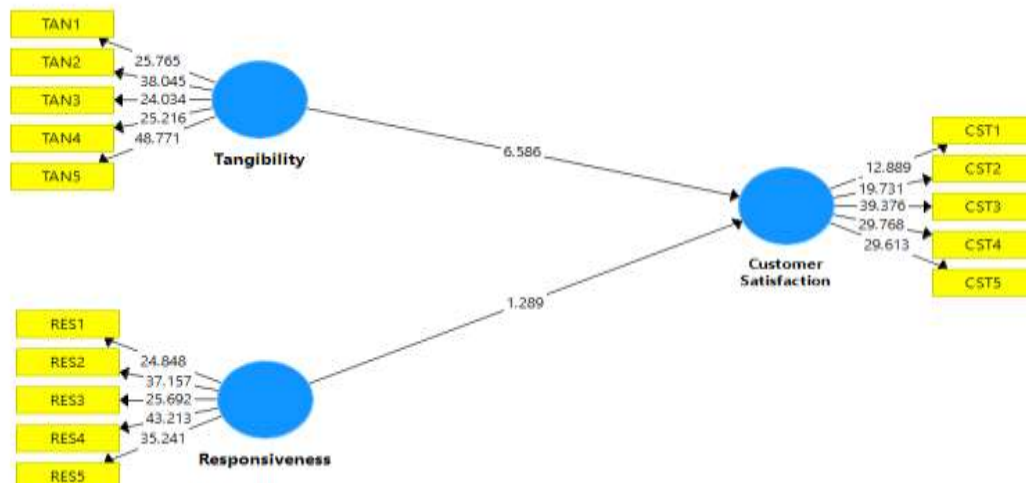


Fig. 3: Path Coefficients of the Regression Model.

Source: SMART, PLS Output, 2024

	R Square	Q Square
Customer Satisfaction	0.538	0.516

Source: SmartPLS Output, 2024

The R-square value stood at 53.8% indicating that service quality proxied by tangibility and responsiveness are responsible for 54% variation in the customers' satisfaction. The remaining 46% variation could be explained by other factors not included in the study. Based on Hair, et al., (2019), the r-square is considered substantial. The result of the path analysis is presented in the table below:

Table 5: Path Coefficients

Variable	Path Coefficient *** (Beta)	t-value	p-value	Decision
Tangibility -> Customer Satisfaction	0.645	6.586	0.000	Rejected
Responsiveness -> Customer Satisfaction	0.112	1.289	0.197	Accepted

Source: SmartPLS Output, 2024

The result from the analysis indicates that tangibility has positive and significant effect on customer satisfaction of selected private transport companies, in federal capital territory, Nigeria. The decision was reached based on the t-value of 6.586 which is greater than 1.964 and a beta value of 0.645 with a p-value of 0.000. The positive effect implies that as the tangibility of the services improves, customer satisfaction increases. Tangibility in this context might include cleanliness and maintenance of buses, trains, or stations. The quality and comfort of seating. This finding is in agreement with that of Wahid (2017) who found that tangibility has positive and significant effect on the customer satisfaction. The result from the analysis indicates that responsiveness has positive but insignificant effect on customer satisfaction of selected private transport companies, in federal capital territory, Nigeria. The decision was reached based on the t-value of 1.289 which is less than 1.964 and a beta value of 0.112 with a p-value of 0.197. This implies that as responsiveness improves, customer satisfaction tends to increase. However, the increase is minimal or weak, indicating that other factors may play a larger role in driving satisfaction. This finding agrees with that of Junaidi and Sabar (2019) who found that responsiveness has positive effect on customer satisfaction.

CONCLUSION AND RECOMMENDATIONS

The study concluded that services quality has significant effect on customer satisfaction of selected private transport companies in Abuja, Nigeria. Based on the study's findings:

- i. Transport companies should invest in maintaining and upgrading physical aspects such as cleanliness, seating comfort, and overall aesthetics of vehicles and stations. This can improve the tangible experience for customers. Also, they should consider integrating technology that improves the tangible experience, such as mobile apps for real-time tracking and updates, which can enhance customer satisfaction by providing clarity and convenience.
- ii. Organization should improve the clarity and frequency of communication with customers, particularly regarding service changes, delays, and other relevant information. Clear updates can help customers feel more informed and valued. They should also implement technology solutions such as mobile apps that facilitate quicker responses to customer queries and complaints, making the service feel more accessible.

REFERENCES

- Abd-El-Salam, E. M., Shawky, A. Y., & El-Nahas, T. (2013). The impact of corporate image and reputation on service quality, customer satisfaction and customer loyalty: testing the mediating role. Case analysis in an international service company. *The Business & Management Review*, 3(2), 177-185.
- Akpoyomare, O. B., Adeosun, L. P. & Ganiyu, R. A. (2016). Airline service quality dimensions and customer loyalty: Empirical evidence from air passengers in Lagos State. *Czech Journal of Tourism*, 5(2), 155-171.
- Baloch, Q. B. & Jamshed, J. (2017). Service quality attributes and customer loyalty: Case study of Pakistan International AirLine. *Journal of Social Sciences, Summer*, 11(1), 92-105
- Berry, L. L., Wall, E. A., & Carbone, L. P. (2019). Service clues and customer assessment of the service experience: Lessons from marketing. *Academy of Management Perspectives*, 20(2), 43-57.
- Caruana, A. (2017). Service loyalty: The effects of service quality and the mediating role of customer satisfaction. *European journal of marketing*, 36(7/8), 811-828.
- Chang, H. H. (2018). The impact of e-service quality, customer satisfaction and loyalty on e- marketing: Moderating effect of perceived value. *Total Quality Management & Business Excellence*. 4(1), 33-47.

- Duncan, E. (2016). Customer service quality and financial performance among Australian retail financial institutions. *Journal of Financial Services Marketing*, 7(1), 25-4.
- Ghasemi, M., Kazemi, A., & Esfahani, A. N. (2012). Investigating and Evaluation of Service Quality Gaps by Revised Servqual Model. *Interdisciplinary Journal of Contemporary Research in Business*, 3(9), 1397-1408.
- Govender I. & Chaka J. G. (2017). Students' perceptions and readiness towards mobile learning in colleges of education: A Nigerian perspective. *South African Journal of Education*, Volume 37, pp.1
- Hakim, J. & Jang, S. S. (2019). Perceived justice in service recovery and behavioral intentions: The role of relationship quality. *International Journal of Hospitality*
- Khan, AG, Lima, RP, & Mahmud, MS. (2018). Understanding the Service Quality and Customer Satisfaction of Mobile Banking in Bangladesh: Using a Structural Equation Model. *Global Business Review*, 22(1), 85-100
- Khan, M. M., & Fasih, M. (2014). Impact of service quality on customer satisfaction and customer loyalty: Evidence from banking sector. *Pakistan Journal of Commerce and Social Sciences*, 8(2), 331-343.
- Kheng, L.L., Osman, M., Ramada, T. & Mosahab, R. (2017). The Impact of Service Quality on Customer Loyalty: A Study of Banks in Penang, *Malaysia. International Journal of Marketing Studies* 2(2), 57-70.
- Khong. P (2016). The Effects of Service Quality on Customer Loyalty for a study of Bus Air Conditioner Service Center's Customer Satisfaction using Structural Equation Modeling (SEM), *Journal of System and Management Sciences*, 12(6), 220-238.
- Melaku, M. (2019). Impact of service quality on customer satisfaction: The case of bank of Abyssinia S.C. EMBA Thesis submitted to College of Business and Economics of Addis Ababa University.
- Melan, M., Zahid, M. M., Sabar, R. (2021) Effectiveness on Drop Trailer Method (DTM) of Haulage Industry in Malaysia *International Journal of Supply Chain Management* Vol 8, No 5.
- Naidoo, V. (2014). Service quality perceptions of students at a South African University.
- Nathan, L. (2019). *The Malaysian Reserve*. Retrieved from <https://themalaysianreserve.com/2019/05/31/grab-malaysia-scores-lowest-in-effective-crisis-management/>
- Oliver, R. L., Rust, R. T., & Varki, S. (2017). Customer delight: foundations, findings, and managerial insight. *Journal of retailing*, 73(3), 311-336.
- Parasuraman, A., Zeithaml, V. & Berry, L. (1985). A conceptual model of service quality and its implication for future research (SERVQUAL). *Journal of Marketing*, 49, 41-50.
- Parasuraman, A., Zeithaml, V. A., & Malhotra, A. (2005). E service Quality: a multiple item scale for Assessing Electronic Service Quality. *Journal Of Service Research*. 7(2), 213-233.
- Peng, Y. H. (2017). A Service Quality Improvement Dynamic Decision Support System for Refurbishment Contractors, *Total Quality Management & Business Excellence*, 18(7), 731-49.
- Pizam, A. & Ellis, T. (2018). Customer Satisfaction and Its Measurement in Hospitality Enterprises. *International Journal of Contemporary Hospitality Management*, 11, 326-339.
- Rahaman, MA, Taru, RD, Ali, MJ, & Rahman, Z. (2020). Investigating the Effect of Service Quality on Bank Customers' Satisfaction in Bangladesh. *Journal of Asian Finance Economics and Business*, 7(10), 823-829
- Spathis, C., Petridou, E. & Glaveli, N. (2014). Managing service quality in banks: customers gender effects, *Emerald Group Publishing Limited*, 14(1), 90-102.
- Sumaedi, S., Bakti, I.G.M.Y., Yarmen, M. & Metasari, N (2012). The empirical study of private transport passengers' behavioral intention: the role of service quality, perceived sacrifice, perceived value, and satisfaction. *International Journal for Traffic and Transport Engineering* 2.1, 83-97
- Sureshchandar, G.S., Chandrasekharan., & Anantharam. (2012). The Relationship between Service Quality and Customer Satisfaction- A Factor Specific Approach. *Journal of Service Marketing*, 16(4): 363-379.

- Tamwatin, U., Trimetsoontorn, J., & Fongsuwan, W. (2018). The effect of tangible and intangible service quality on customer satisfaction and customer loyalty: A SEM approach towards a five-star hotel in Thailand. *Journal for Global Business. Advancement*, 8(4), 399.
- Thompson, K., & Schofield, P. (2007). An investigation of the relationship between private transport performance and destination satisfaction. *Journal of Transport Geography*, 15, 136-144.
- Yoo, K.; Yum, B. (2023). The Impact of Service Quality on Customer Loyalty through Customer Satisfaction in Mobile Social Media. *Sustainability*, 15, 11214. <https://doi.org/10.3390/su151411214>
- Zeithaml, V. A. (2008). Consumer perceptions of price, quality, and value: a means-end model and synthesis of evidence. *The Journal of marketing*, 2-22.
- Zeithaml, V.A & Bitner M.J. (2013). *Services Marketing: Integrating customer focus across the firm*. 3rd Edition. McGraw-Hill.
- Zeithaml, V.A. & Bitner, M.J. (2016), *Services Marketing*, the McGraw-Hill Companies

APPENDIX: Questionnaire

Instruction: kindly tick ☒ the appropriate box.

Tangibility (Kar Man, 2019)

- 1 Drivers' attire is neat
- 2 Private transport companies' vehicles are durable
- 3 The interior of vehicle is clean
- 4 Vehicle used not older than seven (7) years
- 5 The vehicles are very reliable and comfortable

Responsiveness (Kar Man, 2019)

- 6 Drivers will know alternative route to reach the destination
- 7 Drivers keep the customer informed of any delay or inability to deliver the services
- 8 Private transport companies provide timely and efficient service
- 9 Communication with drivers are clear and helpful
- 10 Private transport drivers' response is efficient

Customer Satisfaction (Kar Man, 2019)

- 11 I am overall satisfied with private transport companies
- 12 I am satisfied with the convenience of private transport companies
- 13 I am satisfied with the payment method
- 14 I am satisfied with drivers' attitude
- 15 I am satisfied with private transport companies' application