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## Article

# Assessment of Service Quality and Customer Satisfaction from Local Transport Company a Case Study of Niazi Express Pakistan

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**Abstract:** This study examines the perceived levels of customer satisfaction and service quality associated with NIAZI express. This sector has not been the focus of prior work or research. This study aims to identify the factors contributing to the acquisition of loyal clients. This quantitative study collects data from respondents using survey research. Data is collected via self-visits to NIAZI express Lahore terminal using a self-structured questionnaire. All transport users are our research population. A large percentage of Pakistanis use transport providers. Since middle-class people use transportation, many use it. Findings reveals that most passengers express satisfaction, it is essential to devise strategies to address the needs of neutral and dissatisfied customers within the organization. Consistent service, enhanced communication, and incremental improvements in transport services can ensure sustained patronage and a competitive edge for transport operators in Pakistan.

**Keywords:** SERVQUAL Model; Customer Loyalty and Satisfaction; Public Transport; Service Quality

## Introduction

Local transport companies are a vital part of the daily lives of urban residents as they offer essential mobility services. But these companies are plagued by issues with infrastructure, operational efficiency and customer service. Improving net performance and improving the travel experience for travelers requires an understanding of the variables that impact customer satisfaction and travel service quality in this context (Kuo et al., 2023). Public transport systems cater to variety of demographic groups in the any nation for intercity and regional connectivity. However, these services often come under the scrutiny due to poor infrastructure, inconsistent schedules, and lack of cleanliness, safety concerns and service delivery gaps (Wisutwattanasak et al., 2023).

The concept of service quality in transportation fulfilling customer expectations across key dimensions. Such as physical facilities and equipment “*tangibility*”, consistent, dependable services “*reliability*”, prompt, helpful service “*responsiveness*”, competence and courtesy of employees “*assurance*”, and personalized care and attention “*empathy*” (Njelita & Opara, 2023a).

The concept of customer satisfaction is multifaceted, encompassing consumers' expectations and their perceptions of service quality (Kumari & Perera, 2021). The physical environment, service provider behaviour, and the overall experience of using the service are all significant factors that influence a great deal (Gonçalves et al., 2020).

The quality of service and client happiness are crucial for the viability, success, and sustainability of the service industry, particularly in the public transport sector. In light of increasing competition and evolving customer expectations, transport businesses must prioritize service quality and

customer happiness to maintain market presence and attract new clientele (Vicente, Suleman, et al., 2020).

Recent studies in the Pakistani context reveal lack of cleanliness, safety issues and driver behavior as challenges. That adversely impact the user experience (Habib et al., 2024). For instance, both variations in satisfaction population targets the fact that women tend to be less happy with public transport services as they are concerned with safety and comfort whereas men. These are more concerns with addressing higher customer satisfaction and a more sustainable transport system (Al-Rashid et al., 2021).

### *Statement of the Problem*

Even though enormous investments have been made in recent years, passengers are nonetheless dissatisfied with the service providers. They frequently voice their dissatisfaction with the bus service company's subpar offerings. They even claimed that these companies demand high fees. They complain about poor service, excessive charges, overloading, and inadequate fare pricing, among other issues (Iqbal et al., 2020). Understanding user needs and improving public transport services requires assessment of service quality and customer satisfaction in local transport systems.

This research investigates the NIAZI express perceived level of customer satisfaction and service quality. This sector has not previously been the subject of any work or research. Through our study, we will be able to determine the elements that go into acquiring devoted clients. Through our study, we will be able to determine what the company's customers desire and what it actually offers them. Usually, service quality in public transport is measured with frameworks like SERVQUAL that consider dimensions of tangibility, reliability, responsiveness, assurance and empathy. These dimensions have a powerful impact on how our customers perceive us and are happy with our products and services.

### *Objectives of the Study*

This study has one of the major objective

1. To find out the factors influence of the service quality on customer satisfaction towards local transport company.

## **Literature Review**

The public transport sector is fundamentally dependent on the quality of service and the satisfaction of customers, both of which are critical for the success and sustainability of any service industry (Ibrahim et al., 2022). In the past years, transport companies have faced increased competition and evolving customer expectations. The enhancement of service quality and customer satisfaction is crucial for maintaining market position and attracting new customers (Cruz & Sarmiento, 2020). Essential mobility services are served by local transport companies, whose role is crucial in the daily lives of the urban dwellers. But these companies often struggle with infrastructure, operational efficiency and customer service. This is to understand the factors that affect service quality and customer satisfaction in this context to improve total performance and also to improve the travel experience of the commuter (Ahijo, 2022).

Service quality plays a key role in affecting customer satisfaction and commitment in the public transport business (Javid et al., 2021). Reliability is explored as a service quality dimension in public transport in several studies. Factors that influence these dimensions include vehicle condition, driver behavior, punctuality and information availability (Tanwar & Agarwal, 2024).

Customer satisfaction is a complicated one and measures how service quality is perceived and whether customer expectations are met (Oliver, 1980). Since different factors such as the physical environment, behaviour of service provider as well as the experience of using the service can affect service quality.

A variety of factors in the service quality of the transport sector influence customer satisfaction. The punctuality of the bus service is essential for achieving customer satisfaction. Should the bus service maintain punctuality and the company guarantee timely departures and arrivals, it will cultivate a loyal customer base. The conduct of employees significantly contributes to customer loyalty; therefore, it is essential for company personnel to exhibit exemplary behavior to gain the customers satisfaction (Arslan, 2020). Charging adequate fares by the company is an effective strategy to achieve customer loyalty; the company should implement fair pricing for its customers. Cleanliness is a significant factor that impacts customer loyalty. The responsiveness of the employees and management in addressing issues and providing satisfactory solutions to customer complaints will significantly influence customer loyalty. The company should offer a diverse range of services that align with customer needs, which will also be beneficial for achieving customer loyalty (Van Lierop et al., 2018). The duration required by management to address customer complaints directly impacts the operational time utilized by both management and employees, which in turn affects customer perceptions. Reducing the time taken by the company below the specified duration will enhance customer perception and foster loyalty among clients. The various factors influencing service quality are essential for the transport company to enhance its service offerings and achieve customer loyalty and satisfaction.

### *Theoretical Framework*

Success in business depends strongly on service quality together with customer satisfaction especially within public transportation service domains. Researchers have established different theoretical frameworks to explore the connection between service quality and customer satisfaction by focusing on methods which service providers can use to boost customer satisfaction.

### *SERVQUAL Model and Service Quality Dimensions*

The SERVQUAL Model represents one of the most established mechanisms to measure service quality because Parasuraman, et al., published it in 1988. The SERVQUAL model ensures an organized assessment of public transport service quality by detecting main service shortcomings which influence customer satisfaction according to Mikhaylov et al. (2015). The five core elements described in the SERVQUAL Model determine customer success in assessing service quality support. **Tangibility** is the physical facilities, equipment, and appearance of service personnel. Customers assess the quality of transport services through bus hygiene standards alongside waiting area and seating arrangements (Mikhaylov et al., 2015). **Reliability** stands for a dependable service that performs as promised accurately. The scheduled transport service quality measurement consists of accurate operating according to schedule (Javid et al., 2021). **Responsibility** stands for a service organizations demonstrate responsiveness by showing readiness to help customers along with their dedication to rapid service delivery. Customers receive support services as well as complaint resolution and rapid problem correction through this system (Arslan, 2020). **Assurance** depend on employee courtesy together with their knowledge base and inspiration of trust which leads to assurance. Driver conduct as well as ticketing staff professionalism and platform safety protocol both contribute to transport sector service quality (Njelita & Opara, 2023b). **Empathy** is the provision of individualized care to passengers forms a core aspect of empathetic service which includes proactive employee understanding of client requirements (Anantharanthan Parasuraman et al., 1991).

### *Expectation-Confirmation Theory (Oliver, 1980)*

Customers evaluate satisfaction through their personal expectations in relation to their service experiences according to the Expectation-Confirmation Theory (Oliver, 1980). This theory explains that customer satisfaction depends on three specific stages. **Pre purchase Expectations** are the service expectations from personal experiences along with promotional materials and verbal feedback. **Service Performance & Perception** are the traveling passenger's judgement towards the quality of



service against their pre-defined expectations (Oliver 1980). *Confirmation or Disconfirmation* are the experience moving forward confirms when service standards reach or surpass expectations therefore producing satisfaction. The service evaluation which produces expectations below their initial standards leads to dissatisfaction according to (Al-Rashid et al., 2022; Oliver, 1980). The Public Transport service theory demonstrates how Niazi Express passengers maintain their utilization of this provider's services. Passengers build loyalty and trust upon experience confirmation and negative encounters result in dissatisfaction and customer departure (Vicente, Sampaio, et al., 2020).

### 3. Customer Loyalty and Behavioral Intentions

According to the Customer Loyalty Theory satisfied service users demonstrate increased frequency of continuing to use the provider and propagate their recommendations to additional consumers (Arslan, 2020). The perception of passengers about the reliability comfort and safety of their transport company determines their loyalty. Price Fairness through transparent pricing models creates long term loyalty because customers can trust affordable rates (Abdi et al., 2025). High-quality consistent delivery along with service fosters trust between customers and organizations to develop a strong customer base. Research indicates that better service quality continues to boost customer satisfaction and loyalty which results in sustained passenger loyalty together with positive recommendation of the company to others (Ahmed et al., 2023).

#### *Conceptual Framework*

The research uses SERVQUAL Model principles (Parasuraman et al., 1988) together with Expectation-Confirmation Theory (Oliver, 1980) to examine the relationship of Niazi Express service quality dimensions to customer satisfaction within Pakistan. Customer satisfaction is essential for any firm; those with loyal consumers exhibit superior profitability compared to their competitors (Oliver, 1980). The significance of perceived service quality escalates daily. The trend of obtaining ISO certification is increasing daily. Organizations endeavor to meet ISO service standards to enhance service quality. This discussion will focus on how perceived service influences consumer loyalty. Our study examines two primary variables: perceived service quality and customer satisfaction.

The aim of our study is to develop a more sophisticated method for assessing perceived service quality and to explore its significance in achieving customer satisfaction. In the current competitive landscape, every organization aims to deliver services that are not only effective but also efficient in quality. This can be accomplished only when the quality of your service aligns closely with the needs of consumers. The client expresses satisfaction with the caliber of your service. Exceptional service quality cultivates client loyalty, leading to enhanced profitability. We conduct quantitative analysis for our project. Quantitative research is conducted with the aim of exploration. In this context, perceived service quality functions as the independent variable, whereas customer satisfaction acts as the dependent variable. The level of service perceived by customers directly influences their satisfaction. SERVQUAL serves as a framework for assessing service quality in public transport, encompassing elements such as tangibility, reliability, responsiveness, assurance, and empathy (Mikhaylov et al., 2015). These variables strongly affect customer perceptions and their satisfaction levels.

#### *Formulation of Conceptual Model*

The SERVEQUAL approach was employed in this study to evaluate the actual service quality with the perceptions and expectations of customers. In 1991, Parasuraman et al. established the SERVEQUAL model. The service industry can primarily benefit from this scale because of its focus on measuring service quality (Arun Parasuraman et al., 1991). The SERVEQUAL model consists of five components, as shown in Table 1

**Table 1.** Five dimensions of SERVEQUAL model.

Service Dimension	Usability in Transport Sector	References
Tangibility	Tangibility involves physical objects and equipment, among others. In the transport sector, several tangible factors are involved, including cleanliness, terminal environment, and buses, among others.	(Javid et al., 2021)
Reliability	The dimension of reliability is fundamental within the SERVEQUAL framework. Reliability signifies the provision of accurate information and the effective execution of the company's obligations. The relationship between punctuality and reliability in the transport sector is significant.	(Tanwar & Agarwal, 2024)
Responsiveness	To respond to customers swiftly and handle their concerns promptly and accurately is known as responsiveness. The organization should train their personnel to respond to their clients in a better way. Problem-solving pertains to this dimension.	(Oliver, 1980) (Arslan, 2020)
Assurance	The assurance includes elements such as competence, respect, security, and credibility. Individuals within the organization are required to convey these characteristics to ensure the loyalty of customers. This is a crucial metric for companies to evaluate employee performance. In the transportation business, courteous workforce is essential for achieving client loyalty. The commendable conduct of employees is associated with assurance.	(Mikhaylov et al., 2015).
Empathy	Empathy involves comprehending how effectively employees recognize client needs and focus appropriately on their customers. The organization's staff and management should comprehend and evaluate customer requirements, subsequently taking the necessary actions to fulfil those needs. The organization offers a variety of services that are closely linked to empathy. Management provides these diverse services while considering the unique needs of various customers.	(Arun Parasuraman et al., 1991) (Arslan, 2020)

*Conceptual Research Model*

This study focused on dimensions SERVEQUAL model to measure service quality. Many individuals priorities the SERVEQUAL model due to its five key components: reliability, responsiveness, tangibles, empathy, and assurance. This study extracted six key components “PUNCTUALITY, GOOD BEHAVIOR, ADEQUATE PRICE, CLEANLINESS, PROBLEM SOLVING, RANGE OF SERVICES” from the above defined dimensions of SERVEQUAL model and formulated a conceptual research model (Figure 1).

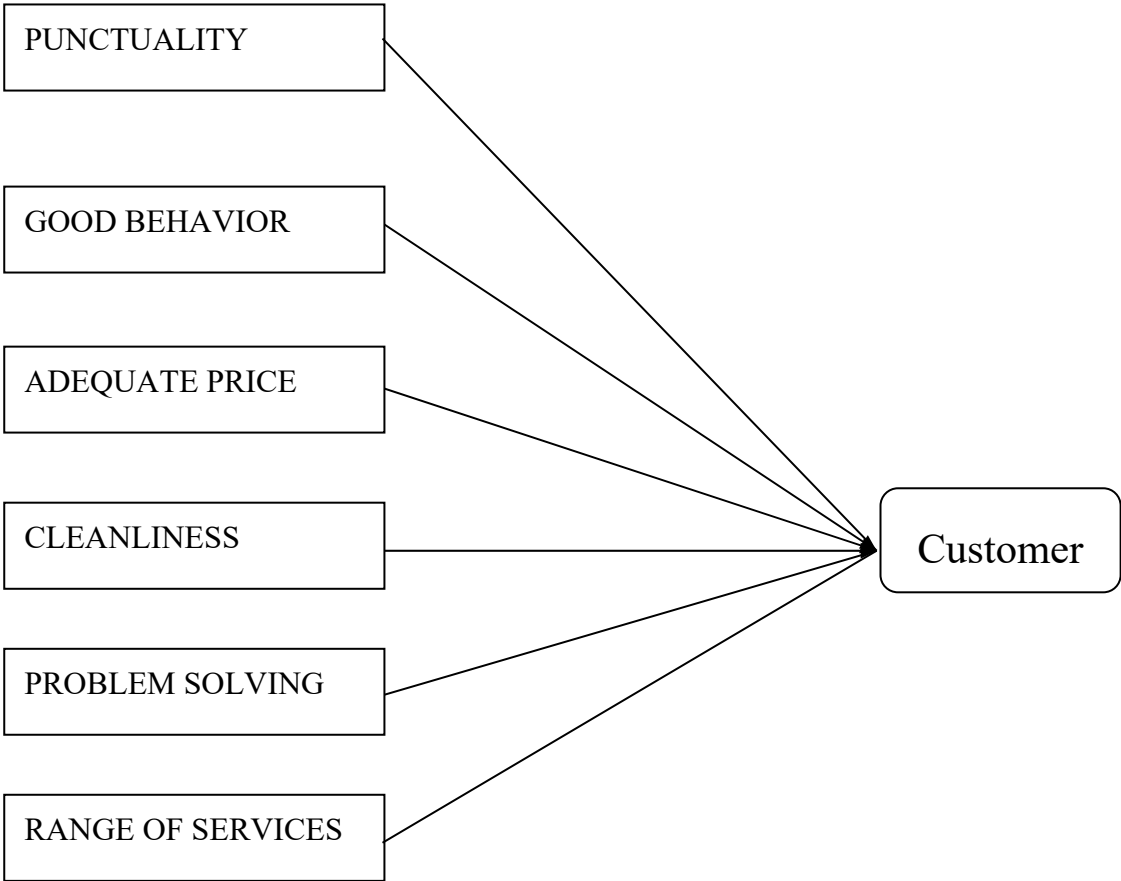


Figure 1. Conceptual Research Model.

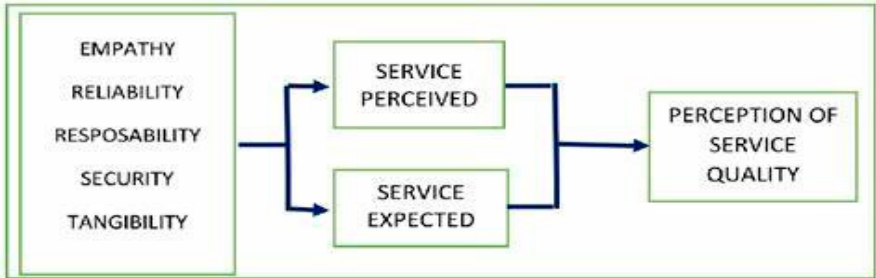


Figure 1. SERVQUAL Model (Parasuraman et al., 1988).

Hypothesis Formulation

Hypothesis of the study are formulated with the help of conceptual research model. First hypothesis is a main hypothesis and other all are subsidiary hypothesis.

**H1**=Perceived service quality have positive influence on the customer satisfaction.

**H1-a**= Punctuality of bus service has positive influence on the customer Satisfaction

**H1-b**=employee good behavior with passengers has influence on the customer loyalty.

**H1-c**=Adequate price of ticket has influence on the customer loyalty.

**H1-d**=terminal environment has influence on the customer loyalty.

**H1-e**=cleanliness at terminal and in bus has influence on the customer loyalty.

Research Methodology

We undertake fundamental research to pursue knowledge for its unique purpose. We aim to identify the disparities between customer-perceived service quality and customer loyalty, as well as to ascertain customer expectations from the company. What measures should the organization

implement to enhance the quality of its services? To this end, we shall often visit the NIAZI Express station in Lahore.

**Research Design:** This investigation employs a quantitative approach, utilising survey research methods to gather data from participants. A self-structured questionnaire is employed to gather data through self-visits to the NIAZI express terminal in Lahore.

**Population:** The study population includes all individuals utilising transport services. A considerable portion of the population in Pakistan relies on transport companies for their travel needs. A considerable portion of people rely on transport companies, as this mode of travel plays a crucial role for the middle class.

**Target Population:** A variety of individuals utilise different bus services, with particular emphasis placed on those travelling with NIAZI Express. The focus group consists of individuals travelling on the NIAZI express.

**Method of Sampling:** It is not feasible for us to conduct interviews and gather responses from every consumer of NIAZI Express. The sample technique is chosen for this reason. Various sampling methods exist, including cluster sampling, random sampling, and convenience sampling, from which we selected convenience sampling for our sampling approach. A total of 200 passengers were included in the sample size.

**Data Collection and Analysis:** A self-structured questionnaire is employed to gather data through regular visits to the NIAZI express Lahore terminal. Questionnaire is distributed through convenience sampling technique among 200 passengers of NIAZI express Lahore terminal. 198 responses are found correct and ready for further analysis. The collected data is analyzed through SPSS 22<sup>nd</sup> edition.

Data Analysis and Results

Age Wise Distribution

The data shown in Table 2 and Figure 2 indicate that the majority of our respondents were young.82% of respondents are aged 15-25, 26% are aged 35-45, and 15% are aged 45-55. The majority of our responders were young.82% of respondents are aged 15-25, 26% are aged 35-45, and 15% are aged 45-55.

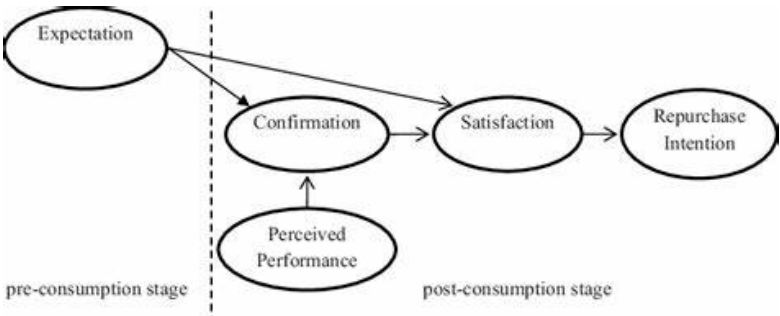


Figure 2. Expectation-Confirmation Theory (Oliver, 1980).

Table 2. Age wise distribution.

Categories	Frequency	Percent	Cumulative Percent
15-25	82	41	41.4
25-35	75	37.5	79.3
35-45	26	13	92.4
45-55	15	7.5	100



<b>Total</b>	198	99	
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#### *Gender Wise Distribution*

Table 3 indicates that around 72% of passengers utilizing Niazi Bus Service are male, while just 25% are female; 2% did not disclose their gender.

**Table 3.** Gender wise distribution.

Categories	Frequency	Percent
males	145	72.5
females	53	25.5
Total	196	100

#### *Education Wise Distribution of the Respondents*

Table 4 shows that a significant number of passengers travelling through Nazi had relatively low levels of education. Only 2% held a PhD, nearly 25% possessed a master's degree, 32% were graduates, 21% had an intermediate level of education, 8% completed metric, and 9% fell below metric.

**Table 4.** Education wise distribution.

Education			
Categories	Frequency	Percent	Cumulative Percent
Primary	3	1.5	1.5
Middle	14	7	8.7
Metric	17	8.5	17.4
Intermediate	42	21	39
Graduate	65	32.5	72.3
Master	50	25	97.9
PhD	4	2	100
<b>Total</b>	195	97.5	

#### *Descriptive Statistics of Income*

According to the data in Table 5, the majority of passengers travelling through Nazi are middle class, with nearly 26% falling in the 10000 - 20000 income group and nearly 25% falling in the 5000 - 10000 income group. Other percentages are shown in the table.

**Table 5.** Income based statistics.

Categories	Frequency	Percent
5000-10000	48	24.5
10000-20000	52	26.5
20000-30000	40	20
30000-50000	13	6.5
50000-100000	11	5.5
100000-500000	3	1.5

not employed	31	15.5
Total	198	100%

### *Results Related to Study Variables*

This study evaluates the customer satisfaction through the 05 service quality determinants “Punctuality, employee good behavior, adequate price of ticket, terminal environment, and cleanliness”. Results regarding opinion of customers of Niazi Express Lahore Terminal are stated in the following tables.

#### *Customer Satisfaction from Punctuality of Bus Service*

The findings shown in Table 6 reveal that 73% of passengers concur with the assertion that Nazi buses historically departed the terminal punctually, while only 15% express dissatisfaction regarding their timeliness, and 11% of passengers report that they have never observed the bus departure times. A total of 71% of passengers expressed appreciation for the on-time arrival of the buses, while only 16% believed that the buses do not arrive punctually at the terminal. Additionally, 13% reported that they had never paid attention to the arrival times. The findings reveal that nearly 68% of passengers believe they arrive at their destination more quickly using Niazi, while approximately 18% feel that Niazi buses take longer than necessary for arrival, and 13% remain neutral on the matter. Sixty-one percent of passengers indicated that they choose to travel with the same bus service due to the comprehensive range of services offered. A quarter of passengers indicate neutral behaviour in this area.

**Table 6.** Punctuality of Bus Service (N-198).

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Satisfied on timely departure of bus from terminal	5%	11%	11%	44%	29%
Satisfied on Timely arrival of bus at destination	5%	11%	13%	43%	28%
Satisfied on Less time taken to reach a destination	5%	13%	13%	44%	24%
Satisfied on in-time seat confirmation	06%	12%	07%	51%	24%
Satisfied on departure of bus with minimum number of passengers	08%	07%	15%	44%	26%
Satisfied from overall services provided by Niazi Bus services	06%	09%	25%	37%	23%

#### *Customer Satisfaction from Employee Good Behavior*

The findings presented in Table 7 indicate that nearly 70% of passengers express satisfaction with the conduct of employees towards them. Many have reported that this positive interaction influences their preference to use the same bus service for future travels. 64% of passengers concur that effective management of services by the company impacts their decision to continue using the same bus service. Conversely, approximately 18% of individuals hold a differing viewpoint on this matter. Sixty percent of the total passengers express full satisfaction with the service provided by well-behaved booking clerks and carriers. Seventy percent of the passengers expressed a willingness

to travel again using the same bus services immediately following their complaints. While 14% of passengers oppose this viewpoint.

**Table 7.** Employee good behavior.

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Service providers, such as conductors and drivers, exhibit commendable behaviour during travels.	7%	11%	12%	48%	21%
Service providers who exhibit good behaviour (booking clerk, carriers) Organization effectively oversees a wide array of services.	08%	07%	14%	45%	26%
Company management guarantees that employees address customer issues swiftly.	06%	12%	18%	45%	19%
Prompt attention to your concerns by the management of the transport company	05%	16%	19%	36%	24%
Immediate response to your complaints by transport company management	06%	09%	15%	51%	19%

#### *Customer Satisfaction from Adequate Price of Ticket*

The findings presented in (Table 8) reveal that 68% of passengers choose NIAZI EXPRESS due to its competitive low fares relative to other transport services. A significant 69% of total passengers concur that the absence of fare increases during special occasions compels them to utilise the same bus service for their travels. Nonetheless, 19% of the passengers oppose this viewpoint. Seventy percent of the total respondents fully concur with the assertion that the company imposes no additional fees for ticket cancellations, while fifteen percent express disagreement with this claim. 64% affirmed that Niazi Express imposes no additional fees on advance bookings, while only 15% disagreed with this view.

**Table 8.** Adequate price of ticket.

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Low fare as compared to other bus services	5%	16%	32%	47%	0%
No increases in fare on special occasions like Eid, etc.	13%	6%	12%	40%	29%
No extra charges on ticket cancellation.	07%	08%	15%	41%	29%

No extra charges of wifi, minial water, other extra services	06%	09%	21%	45%	19%
No extra charges on advance booking.	15%	11%	10%	39%	25%

#### *Customer Satisfaction from Terminal Environment and Cleanliness*

The data presented in Table 9 indicates that around 61% of passengers report satisfaction with the company's diverse services, which encompass APV, Cargo, and Coach. On the other hand, 24% of the passengers display neutral behaviour, whereas 69% are influenced by the terminal environment. Furthermore, 14% of passengers exhibit neutral behaviour. Conversely, almost 17% express disagreement. A significant 73% of passengers utilise the same bus service, attributing their choice to the consistently neat and clean environment of the bus. A significant 64% of passengers express a preference for the well-equipped waiting area. Conversely, 20% of passengers exhibit no apprehension regarding the waiting area. On the other hand, 15% of passengers do not agree. A majority of 56% of passengers express a positive sentiment regarding the use of air freshener on the bus during their travels. Approximately 31% of the passengers display neutral behaviour.

**Table 9.** Terminal environment and Cleanliness.

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Diverse range of services (APV seven seater vehicle), (coach 24 seaters), (cargo service)	07%	08%	24%	44%	17%
Well equipped waiting area (furniture, air conditioner) at the bus terminal)	08%	07%	21%	45%	19%
Use of fragrance (air freshener) inside bus during travel	07%	06%	12%	51%	24%
Buses with shock absorbers under every seat(Nishi parlor)	06%	09%	25%	24%	36%
Neat and clean bus terminal environment	07%	11%	14%	46%	19%
Neat and clean inside area of bus	07%	08%	12%	50%	23%

#### *Hypothesis Validation*

The data presented in Table 10 demonstrates that all dependent variables of service quality—punctuality, employee behaviour, pricing, terminal environment, and cleanliness—exert a significant positive influence on the independent variable of customer satisfaction. Consequently, all hypotheses of the study (Table 10) are accepted, as their values are significant at a P-value of less than 0.05.

**Table 10.** Hypothesis Validation.

	Hypotheses	P. Value	Validation
<b>H-1</b>	Perceived service quality have positive influence on the customer satisfaction	0.000	>0.05 <b>Accepted</b>

<b>H1a</b>	Punctuality of bus service has positive influence on the customer Satisfaction	0.000	<b>&gt;0.05 Accepted</b>
<b>H1b</b>	Employee good behavior with passengers has influence on the customer loyalty.	0.034	<b>&gt;0.05 Accepted</b>
<b>H1c</b>	Adequate price of ticket has influence on the customer loyalty.	0.000	<b>&gt;0.05 Accepted</b>
<b>H1d</b>	Terminal environment has influence on the customer loyalty.	0.021	<b>&gt;0.05 Accepted</b>
<b>H1e</b>	Cleanliness at terminal and in bus has influence on the customer loyalty.	0.000	<b>&gt;0.05 Accepted</b>

## Discussion

The study comprehensively assesses the level of awareness on the parts of the customers of Niazi Express concerning the factors that determine their level of satisfaction. Findings of this study are validated the through the findings of Ojekunle (2021) which reveal that the service quality is by meaning correlated to all the dimensions of customer satisfaction, reliability, sensitivity, assurance, empathy and tangibility (Ojekunle et al., 2021).

Assessing the punctuality of Niazi Express the findings indicates that Niazi Express is highly efficient in its timetables and has punctuality records, preferred by 73% of the passengers. Thus, seven out of ten people think that the service allows to get to the destination faster than the competitors, which creates customer loyalty. Ensuring that the as few as one percent issues of delayed delivery is also as crucial will can help to improve satisfaction.

The findings of the study also states another very important area is employee behavior. Where the attention to being professional at work or even courteous to the needs of the employees was shown with over 70% of the passengers claiming to be satisfied. Now, timely responses to such complaints also increase customer loyalty levels among the particular business. However 18% for dissatisfaction with management practices may be an area that requires improvement, specifically in the field of standardization and staff training.

The fact that a company is affordable and has a clear pricing policy strategy is such a powerful weapon. The highlights that embody low ticket prices, no additional charges on ticket cancellations, bookings done in advance besides ticket prices on otherwise special occasions are also beneficial for the majority. Meeting the needs of additional 15-19% of disgruntled customers could add onto the already established trust.

The findings related to terminal environment and cleanliness indicates that the variety of services; APVs, cargo, and coaches are attractive to 61% of the customers; clean buses: 73% and neat terminals: 69%. Also, 64% of passengers find convenient the providing of the comprehensively equipped waiting zones, but the neutral statements suggest potential improvement. The air fresheners are a liked feature by 56 % of the respondents however the significance will vary from one passenger to another.

## Conclusion

These aspects of the company have been clearly seen at Niazi Express; the company has operated and managed itself to be efficient and consumers friendly with punctuality, professionalism of employees, reasonable fares, and cleanliness of the buses. Taking into account the fact that the majority of the passengers are satisfied, it is important to develop ways of meeting the needs of the neutral and dissatisfied customers in the company. Regularity, better communication, and stepwise



improvement in services can guarantee long-term patronage of transportation services and a better competitive advantage of transport operators in Pakistan.

Customer satisfaction is also highly affected by Niazi Express dedication to diversity of services which include clean buses and well maintained terminals. A combination of these factors with which the company provides amenities like equipped waiting areas and clean environment; make it a reliable transport company. Satisfaction is further enhanced by addressing the concerns of the neutral and dissatisfied segments. Niazi Express can continue to innovate in service offerings and maintain their competitive edge in the transport sector by ensuring uniform standards.

### Recommendations

- Define clear mechanism for regular maintenance of vehicles to ensure local safety standards.
- Provide staff training, to meet and exceed passengers' expectations.
- Periodically collect customer feedback on received services to measure the CSAT score.
- Increase social media presence for soft image building and brand reputation.
- Introduce the weekly/monthly packages for frequent travelers.
- Launch loyalty program and to increase Customer lifetime value (CLTV) and customer volume.
- Establish strategic partnerships for enhanced service offerings and incremental revenues.
- Ensure seamless customer journey throughout all touch points i.e. ticket counters, bus stations and during commute/travelling etc.
- Addition of latest comfortable buses in fleet like other big player i.e. Faisal movers.
- Switch to reduced emission buses for example (Hybrid, Electric) in order to synchronize with Go green global trend and fulfill social responsibility.
- Niazi express can introduce the insurance of passengers like Daewoo.
- They should upgrade the security systems as per current requirements.
- Niazi Express can introduce online/App tickets booking.
- Niazi express can serve the hot meal during long journeys like Karachi, Multan, Islamabad.

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