The Effects of Transportation Service Quality on Employees' Satisfaction (The Case of Selected Higher Institutions in Ethiopia; Ambo University & Wollega University)

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Abstract
The purpose of this research is to find out how the quality of transportation services affects employee satisfaction at two Ethiopian higher education institutions; Ambo University and Wollega University. Data was collected from 374 survey participants from both universities using simple random sampling techniques to investigate the effects of transportation service quality on employee satisfaction. Using structural equation modeling, the researchers used descriptive and confirmatory factor analysis. By controlling the demographic background of the respondents, multiple regressions as a basis for causal paths were utilized to evaluate all hypotheses. All recommended service quality factors; reliability, tangibility, responsiveness, empathy, and assurance capacity have a direct positive effect on employee satisfaction with transportation services, according to research findings. Hence, to improve the employees' satisfaction; organizational management need to reconsider workplace transportation qualities
Keywords: Employees Satisfaction, Service Quality, Service Dimensions

1. Introduction

Transportation was considered to as the engine for economy by (**Johnson & Karlay, 2018; Purohit et al., 2022, Kunri 2005**), and hence its lack of management hurts the economy as a whole. It is also true that transportation systems enable mobility and accessibility, shape countries, influence social and economic activity, influence the size of cities and the lives of their inhabitants by facilitating trade, simplifying resource access, and enabling greater economies of scale by bridging the gaps that exist between producers or suppliers and the ultimate consumers (**Kunri, 2005; Kumasey, 2014; Zuidgeest & Maarseveen, n.d. and Kunri 2005**). The study conducted by(**Fateh et al., 2013Agboyi & Ackah, 2015; Gyamfi et al., 2014**) indicated that transportation takes one third of the logistic costs and highly influence performance of manufacturing companies. As (**Sow et al., 2016**; **Transportation Research Board 2010**) stated the efficient, effective and flexible public transportation services should use responsive technologies that can handle customer requests, fast process to make the services feasible and reliable transportation communication systems. More specifically, a good and efficient bus services have been also current practices of many universities around the world(**Agboyi & Ackah, 2015;Edelman and Palomo et al 2011**)

According to the findings of a study conducted on **Ricky Boakye Yiadom Company (2014**), inadequate transportation management jeopardizes the company's other services by preventing easy mobility of people and materials. The research also stated that people and material mobility are the

most important demands that should be met in society and the economy at large. As a result, in order to retain and attract more customers, transportation services must be of high quality in order to meet and fulfill a wider range of client needs **(Anable 2005).** In order to construct an appealing and efficient public transportation system, it is necessary to summarize the knowledge about what drives customer happiness and discontent in the public transportation sector. Given the importance of efficiency in transportation services, it is only reasonable to broaden our understanding of the transportation problem's service quality **(Hirschhausen and Cullmann, 2010).** The services to be delivered by the provider should be quality to achieve the intended objectives of the organization. **(Haming et al., 2019)** stated service quality as a comparison between customer expectation and perception of service; it also stated that service quality has five dimensions: tangibles (physical facilities, equipment, and appearance of personnel), reliability (ability to perform the promised service reliably and accurately), responsiveness (willingness to assist customers and provide prompt service), assurance (knowledge and courteousness of employees), and Empathy (caring, individualized attention the firm provide its customer). Unreliability in public transportation drives away current and potential clients; also, the reliability and comfort of buses, as well as the attitudes of drivers, are key concerns in Universities **(Osman & Ilham, 2013; Zahayu et al, 2014)**

Customer satisfaction refers to the overall evaluation of all services and products **(Leem and Yoon, 2004);** many companies implement some strategies and technologies to increase customer satisfaction **(Chien et al., 2015; Chowdhary, 2014; Hypermarket et al., 2021);** people want very efficient transportation that saves their time and outstanding appearance of buses **(Kumasey, 2014; Lymperopoulos, 2008);** in their finding they concluded that the bus appearance and cleanness, its time and money saving are the major factors affecting users satisfaction level.

Even though efforts have been continuously taken by the University, there is high requirement for improvement on the quality of services in Ethiopian Higher Education. Some complaints from University community and students including insufficient of buses, reliability of the buses, the facilities of buses and also the attitudes of the bus drivers, long waiting time, and lack of quick response are the concerns**(Khokhar et al., 2019; Zerihun A. & Tujuba A, 2018).** Therefore, evidence-based assessment of the transport service quality and level of satisfaction in terms of services quality dimensions and service perception for future improvement is crucial for Ethiopian Higher Education institutions. The rationale for this study is to determine the persistence of the knowledge gap in terms of transportation service quality (in service dimensions) and level of service satisfaction in Ethiopian Higher Education Institutions by

identifying the gap between expected and perceived services by focusing on two universities: Ambo University and Wollega University.

Research Hypothesis

To see if the core service quality dimensions have a beneficial effect on employee satisfaction, the researcher developed five basic research hypotheses.

- ✍ **H$_1$**:Services **Reliability** has direct or positive effect on organizational Employees Satisfaction
- ✍ **H$_2$:** Services **Tangibility** of the has direct effect on organizational Employees Satisfaction
- ✍ **H$_3$:** Services **Responsive** has direct effect on organizational Employees Satisfaction
- ✍ **H$_4$:** Services **Empathy** has direct effect on organizational Employees Satisfaction
- ✍ **H$_5$:** Services **Assurance** has direct effect on organizational the Employees Satisfaction

2. Related Literature Reviews and Proposed Hypothesis

2.1 Services and Quality Concepts

Kottler (2003) stated services as any intangible action or advantage that one party can provide to another that does not result in ownership of anything. Its production could be linked to a physical product or not. Service refers to any intangible actions performed by people, technology, or both to produce a positive perception among users. Although services are provided jointly by service providers and consumers, their quality influences the customer's impression and value assessment **(Hypermarket et al., 2021; Rao, 2007);** it is the process consisting of a series of more or less intangible activities that normally take place in interactions between the customer and service employees or physical resources or goods and/ or systems of service provider, which are provided as solutions to customer problems**(Hamid, 2018; Gronroos, 2000)**

Quality was largely considered as a defensive mechanism but it is seen as a competitive weapon for emergence of new markets as well as growing market share **(Gyamfi et al., 2014; Davis et al., 2003).** Quality can be stated as satisfying or exceeding customer requirements and expectations, and consequently to some extent it is the customer who eventually judges the quality of a product**(Yassin & Ali, 2014; Shen et al., 2000). Joseph (2005)** examined the concept of service and stated that one of the issues with measurement is the intangibility of services. Quality also refers to the match between what clients want and what they get in the service industry, where production, delivery, and consumption can all happen at the same time

Service Quality is seen as a significant instrument in an industry's effort to stand out from its competitors **(Khokhar et al., 2019; Ladhari, 2008);** it is the global judgment or attitude relating to

particular service; the customer's overall impression of the relative inferiority or superiority of the organization and its services(Chiguvi & Guruwo, 2017; Fogli 2006). Customers assess service quality by comparing what they want with what they get or perceive they are getting (Bea, 2014; Zeithaml & Berry, 1988; Shukri et al., 2020; Lim & Tang 2000). Academicians and practitioners alike increasingly focused their attention on service quality (Frinaldi et al., 2020; Negi, 2009); and it is recognized as a customer's overall assessment of a service (Gaber & Fahim, 2019; Eshghi et al., 2007).

Fateh et al., 2013; Duff et al. 2008 pointed out that corporations able to give services at a better quality level presumably result in higher customer satisfaction; services quality as a result of consumers' opinions of what service firms should offer and perceptions of the performance of firms delivering the services (Chiguvi & Guruwo, 2017; Akroush 2008); service quality is the results of comparison that consumers make between their expectations and perceptions (Hamid, 2018; Gronroos 2007). Customer's expectation serves as a foundation for evaluating service quality because, quality is high when performance exceeds expectation and quality is low when performance does not meet their expectation(Kumasey, 2014; Yüksel & Yüksel, 1977; Athanassopoulos et al., 2001; Ahmed & Masud, 2014; Duncan & Elliot, 2004).

Customer satisfaction, financial performance, manufacturing costs, customer retention, customer loyalty, and marketing plan success are all linked to service quality (Ariani, 2015; Sio et al., 2019; Cronin et al., 2000; Wong et al., 2008;Nawaz et al., 2016; Spathis *et al.*, 2004). Through service quality, organizations can reach a higher level of service quality, a higher level of customer satisfaction, and can maintain a constant competitive advantage (Ahmed & Masud, 2014; Dawes, 2000;Meuter *et al.*, 2000). Most scholars believe that customer satisfaction is an attitude or judgment created by comparing the customer's pre-expectations of the product's performance to their subjective perceptions of the performance they actually received (Azad, 2020; Decha et al., 2020;Sriyam, 2010). Satisfaction is a customer's overall attitude toward a service provider, or an emotional reaction to the gap between what customers expect and what they get in terms of meeting certain objectives, goals, or desires(Hanaysha et al., 2011; Zeithaml & Berry, 1988; Hansemark & Albinson 2004; Zekiri 2011); it is the person's feelings of pleasure or disappointment resulting from comparing a product's or service's perceived performance (or outcome) in relation to his or her expectations (Sio et al., 2019; Kotler and Keller, 2006; Samuel, 2006)

2.2 Dimensions of Service Quality

Among the models for measuring service quality, the most acknowledged and applied model in diversity of industries is the SERVQUAL model developed by (Parasuraman et al, 1988). The model proposed five dimensional construct of perceived service quality tangibles, reliability, responsiveness, assurance and empathy as the instruments for measuring service quality (Zeithaml & Berry, 1988; Parasuramanet *el al*., 1988).

Reliability

Reliability refers to the company's ability to deliver its services on time (Management et al., 2017; Shukri et al., 2020;Gilaninia et al., 2013 Iberahim, Mohd Taufik, Mohd Adzmir, & Shaharuddin, 2016);the process in which service provider remains faithful in rendering services to its customers can be considered as the reliability(Fateh et al., 2013; Route & Mireku, 2014;Khan & Fasih, 2014, Blery, et al., 2009). Reliability assures the customer of a service provider's ability to consistently provide a perceived quality of service. Reliability has an impact on trust and the overall impression left in the mind of a customer after service consumption (Hanaysha et al., 2011; Majid, 2018; Abd-El-Salam, et al., 2013). The reliability dimension of service quality is vital and apparent through the people aspect of service quality (Johnson & Karlay, 2018; Kaura, et al., 2012). Studies proved that reliability is the most important element in SERVQUAL and it positively affects customer satisfaction(Sah & Campus, 2022;Kashif et al., 2015). Endorsement of sophisticated technology also will give an edge to firms and will help in providing reliable services. The ability to deliver the expected standard, how the business manages customer service problems, executing the correct service at the right time, delivering services on time, and maintaining an error-free record are all indicators of reliability

Hypothesis 1: Reliability has direct and significant effect on Customer satisfaction

Tangibles

Services tangibility are considerable and perceptible visible existence of services(Fateh et al., 2013; Khokhar et al., 2019; Khan & Fasih 2014; Blery et al.,2009). The tangible dimension of service quality is formed by information and communication technology (ICT), tools, places, firm employees, and any observable facilities. However, service providers use these tangibles in a variety of ways, and end users perceive and experience them on different levels. Tangibles are especially important to service delivery firm's as they are crucial variables to develop strong, positive and inspiring customer

association and experience, through its proprietary assets**(Ramseook-munhurrun et al., 2010; Sow et al., 2016;Naidoo, 2014).**

> **Hypothesis 2:** Tangible has direct or positive and significant effect on Customer satisfaction

Responsiveness

The process in which service providers react quickly to resolve customer problem positively within a given time is called responsiveness **(Bea, 2014; Frinaldi et al., 2020; Blery et. al., 2009).** 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**(Haming et al., 2019; Sah & Campus, 2022;Kaura, et al., 2012).** Although responsiveness does not the most important factor in the service quality model, it has a significant effect on customer satisfaction **(Frinaldi et al., 2020; Malik, 2011; Yassin & Ali, 2014; Al-Azzam, 2015).** The ability to react responsively to employees, can improve customer satisfaction at a high level. Thus, it is important for firms to do some maintenance on improving responsiveness towards transportation services concerns of its employees.

> **Hypothesis 3:** Responsiveness has a direct or positive and significant effect on customer
>
>   Satisfaction

Empathy

Empathy is defined as the company's provision of care and individual consideration to its customers. **Parasuraman et al., (2005)** extended this definition to include firms having operating hours convenient to all their customers and having an understanding of the specific needs of their customers in terms of speed and accessibility**(Decha et al., 2020;Marzouq & Alqeed, 2013; Mwatsika,2014).** According to **Flick (2015)** proved that empathy positively affects customer satisfaction. Furthermore, customers will never be pleased if they lack empathy **(Abbas, 2020; Khokhar et al., 2019; Loke, Taiwo, Salim, & Downe, 2011**). **Khan & Fasih (2014)** state empathy as a company's capacity to pay attention to particular customer problems and demands and then effectively address these concerns; **Khan & Fasih (2014); (Fateh et al., 2013; Sio et al., 2019; Yüksel & Yüksel, 1977; Blery et al. (2009)** also argues that the way the company takes responsibility to address problems faced by their customers on an individual or group level is classified as empathy. The people aspect of service quality is how this dimension of service excellence is seen **(Kaura, et al., 2012).**

> **Hypothesis 4:** Empathy has positive and significant effect on customer satisfaction.
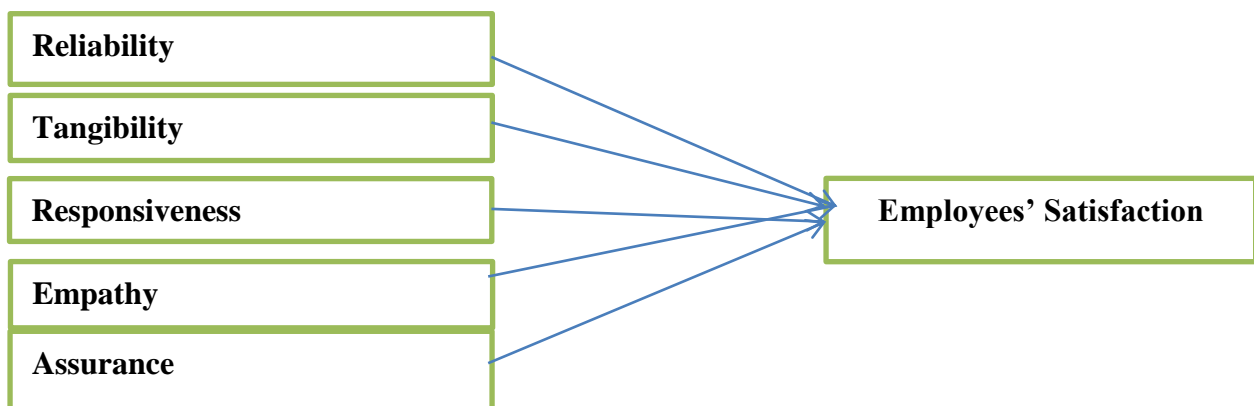
Assurance

Khan & Fasih (2014) stated that the process of acquired knowledge being showcased by staffs in executing their term of preferences during service delivery can be highly assuring to customers. Customers can rest assured that the service delivery agent will carry out his or her duties professionally and ethically **Naidoo (2014)** argues that not all customers have the competence to comprehend the level of service and value they received, and that as a result, effective communication or personal explanations may be required to understand the value they obtain. This service quality dimension is executed through the people aspect of service quality **(Kaura et al., 2012).**

Hypothesis 5: Assurance has positive and significant effect on customer satisfaction

2.3 Conceptual Framework

Figure 1 below illustrates tangibility, reliability, assurance, empathy, responsiveness are the five service quality dimensions that can affect customer satisfaction **(Khan & Fasih, 2014).** The people, process and physical evidence mechanisms are responsible for activating these dimensions in the minds of customers **(Kaura et al., 2012).** However, this research will be focusing on tangibility, empathy, responsiveness, reliability and assurance which are facilitated through the people aspect of service quality.

Figure 1:Conceptual Framework

Source: Adopted from Parasuraman, et al., 1988

3. Materials and Methods

3.1 Research Design

According to Kothari, the research design contains the structure of the research topic, the framework, organization, or configuration of a study's relationships among variables, as well as the investigation

strategy utilized to acquire empirical data on those relationships. Accordingly, the author used both descriptive and explanatory research. This study is an exploratory in nature where the purpose is to describe the level of employees satisfaction on university transportation service. This study is both descriptive study and inferential. The hypothesis were developed and tested on major transportation service quality dimensions. The target population under this investigation is the entire employees of the two Ethiopian Higher Education Institutions. To achieve reliable results 13,553 total populations of the two universities were considered. From the above given population size the researchers used simple random sampling and took the sample of 374 respondents regardless of gender, age, race, religion and nationality. The sample size for this study was proportionally chosen from the two universities which were selected for the study; while determining the sample size of the study, the formula of Kothari (2004) was utilized. This method was used for the reason that it is one of the best methods in determining the sample size in probability sampling. By using this formula and assuming 5 percent of accepted error (true value) with 95 percent confidence. Then the sample size was computed as:

$$n = \frac{Z^2 * (P) * (Q) * (N)}{e^2(N-1) + Z^2 * P * Q}$$

$$n = \frac{1.96^2 \ (0.5)(0.5)\ (13,553)}{0.05^2(13,553-1) + \ 1.96^2 \ (0.5)(0.5)} = \frac{1.96^2 \ (0.5)(0.5)(13,553)}{0.05^2(13,552) + \ 1.96^2 \ (0.5)(0.5)} = 374$$

n = sample size   N = Total Population Size
Z α /2 = Normal reduced variable at 0.05 level of significance z is 1.96
P = Population Reliability (or frequency estimated for a sample of size n), where P is 0.5
Q = 1 – P , e: margin of error considered is 5 % for this study

p = sample proportion, q = 1 – p;
z = the value of the standard variate at a given confidence level and to be worked out from table   showing area under normal curve;
n= size of sample.

Table 1: Sample of the Study

SN	Universities	Ni(Number of Respondents in Each University	Sample Proportion
1	Ambo University	5,713	158
2	Wollega University	7840	216
	Total	**13,553**	**374**

Source: Human Resources Divisions of Universities (2022)

3.2 Data Collection Methods

The survey questionnaire designed was composed of two parts: employees' profile and questions about transportation service quality and satisfaction provided by the university. The questions

comprised both dependent and independent variables. Respondents who would participate in the survey were required to select one of the scales that accord with their real feeling. Each of the questions had five scales, which is 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree and 5-Strongly Agree. It was assumed that all specific service quality attributes have a significant positive relation with overall satisfaction. This means that when satisfaction with a specific service quality attributes increases; overall satisfaction increases too. In addition to correlation and regression overall satisfaction scores were regressed on supporting transport service quality attributes.

4. Results and Discussions

The analysis began with a mapping of the respondents' demographic attributes using frequency distribution tables. The Pearson correlation was used to examine the association between the hypothesized five latent variables (unobserved variables) and employee satisfaction in the study institutions. Hence, the researcher took reliability, convenience, security, and empathy and comfort ability to measure the employees transportation service satisfaction. Finally, the proposed hypotheses were analyzed to see the effect of independent variable on the independent variable.

4.1 . Regression Model

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5$$

Y= the value of dependent variable (Staff Satisfaction)

α= the constant value (intercept)

b_1= beta coefficient for X_1

b_2= beta coefficient for X_2

b_3= beta coefficient for X_3

b_4= beta coefficient for X_4

b_5 = beta coefficient for X_5

X_1= first independent variable(Reliability)

X_2= second independent variable (Tangibility)

X_3= third independent variable (Convenience)

X_4= fourth independent variable (Empathy)

X_5= fifth independent variable (Assurance)

4.2 Respondents' Demographic Characteristics

The data related with sex, age, service year, work experience, educational background of the respondents was collected and shown in the following table 2. It is shown that (table 2) majority of the respondents were male and this is due to the fact that female less participation of higher education institutions in Ethiopia. The age distribution of the respondents indicates that younger

group is dominating the targeted study institutions during the study period. It is also illustrated that high number of respondents (42.25%) are having 1-5 service years followed by (31.55%) with services year between 6 – 10 years. Majority of the respondents who filled the questionnaire were from academic work area because the researcher intentionally preferred for the sake of accessibility and reliability of the data to be collected. It should be also clear that most of the academic staffs highly concerned with the quality of services (transportation services) in an organizations. The responses of the study participants regarding their level of education also show that significant number of employees is master holder in the study universities.

Table 2: Respondents' Bio Data

		Frequency	**Percent**
Gender	Male	228	60.96
	Female	146	39.04
Age	20-25	32	8.65
	26-30	164	43.85
	31-35	94	25.13
	36-40	60	16.04
	41-45	16	4.28
	>45	8	2.14
Service Year	1- 5	158	42.25
	6-10	118	31.55
	11 and above	98	26.20
Work area	Academic Employees	194	51.87
	Administrative Employees	180	48.13
Level of Education	Diploma and Below	28	7.49
	Bachelor Degree	152	40.64
	Master	182	48.66
	PhD	12	3.21

Source: Survey Result, 2022

4.2 Regression Analysis

The researcher utilized a regression model to demonstrate the effect of the five proposed latent variables on employee satisfaction with university transportation services. This was done to control the demographic factor of the research participants and determine the dependent variable
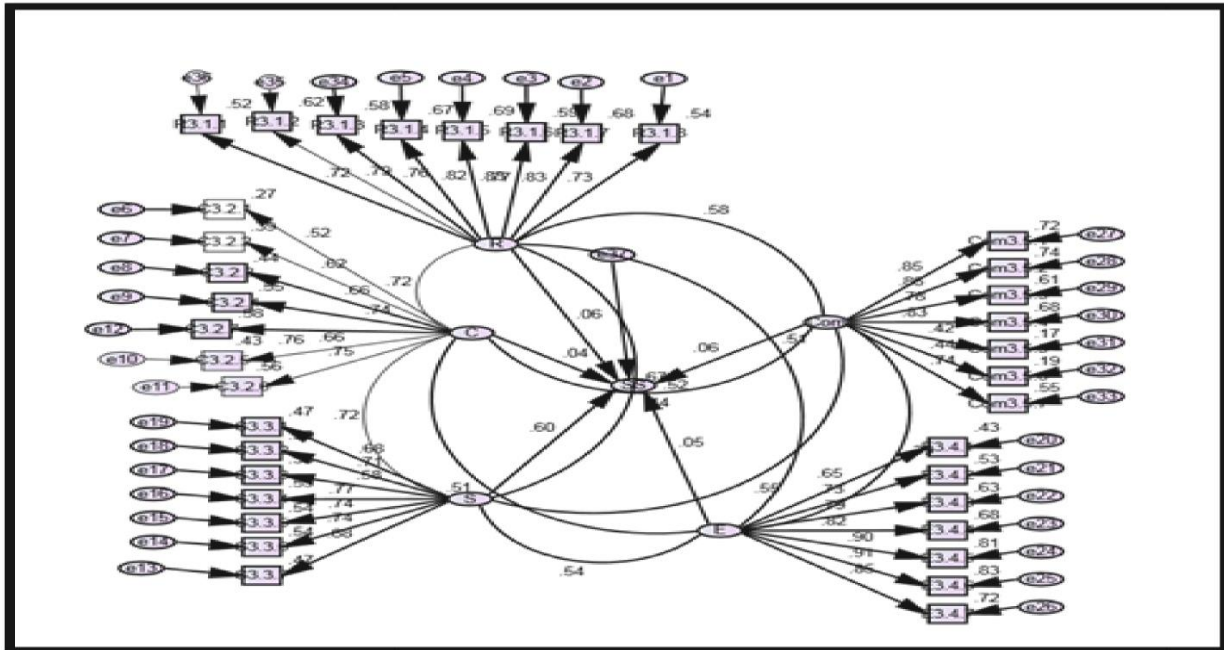
Table 3: Discriminant Validity of the Measurement Model (for Fit Measure)

Constructs	Correlation	Comment
A <--> Rel	0.582	Discriminant validity holds
Rel <--> E	0.512	Discriminant validity holds
Rel <--> R	0.668	Discriminant validity holds
A <--> E	0.393	Discriminant validity holds
A <--> R	0.55	Discriminant validity holds
A <--> T	0.445	Discriminant validity holds
S <--> E	0.538	Discriminant validity holds
C <--> E	0.521	Discriminant validity holds
Rel <--> T	0.732	Discriminant validity holds
C <--> R	0.722	Discriminant validity holds

Source: Research Amos Output March, 2022

As it can be seen in the above table 3 the correlations of all proposed variables show below the threshold of 0.80 which indicates the existence of discriminant validity. Hence, the overall model fit was acceptable.(A= Assurance, Rel=Reliability=Responsiveness, T= Tangibility, E= Empathy)

Figure 2: Full Cofactor Analysis of the Measurement Model

Source: Amos Output March 2022

Table 4: Hypothesis for Structural Model

Hypothesis	Exogenous Variable	Endogenous Variable	Path-Coefficient	P-Value	Results
H1	Rel	SS	.100(b1)	***	Supported
H2	T	SS	.100(b2)	***	Supported
H3	R	SS	.096(b3)	***	Supported
H4	E	SS	.099(b4)	***	Supported
H5	A	SS	.098(b5)	***	Supported

Source: Amos Output March 2022

4.3 . Discussion of Empirical Finding

This part is to answer the main objective of the research question "The Effects of Transportation Services Quality on Employees Satisfaction". Hence, the five dimensions of transportation service proposed have an effect on employee satisfaction with the institutions' transportation services

Hypothesis 1: The Transportation Service Reliability has positive effect on Employees Satisfaction. The findings of the structural equation modeling analysis using Amos demonstrate that hypothesis (H1) is empirically validated. As a result, transportation service reliability has a positive effect on employee satisfaction, as evidenced by the path coefficient ($ß=0.10$ and P0.001), which is statistically significant and positive, as predicted. This shows that having a sufficient number of buses and efficiently managing them, having acceptable bus schedule and operating it accordingly, having prompt services, and working on transportation service-related difficulties all have a significant effect on employee satisfaction.

Hypothesis 2: The Transportation Services Tangibility has direct effect on Employees Satisfaction. The empirical result shows tangibility has positive effect on the Employees satisfaction with transportation services with the path coefficient ($\beta=0.10$ and $P<0.001$) which is statistically significant and positive as hypothesized. Hence, seats, cleanness, good ventilations, resting seat at bus terminals and shades distance walk to bus stop and for low waiting time bus, appropriate terminals for staffs, related with transportation service influenced the Employees satisfaction

Hypothesis 3: Responsiveness has positive effect on Employees satisfaction. The level Responsiveness of the transportation services positively affects the Employees satisfaction with standardized path coefficient of ($\beta=0.096$ and $P<0.001$) which is statistically significant. From the data collected it was revealed that being happy and willingness to serve the Employees, quick response to the Employees requests safety of the road, capability of drivers, periodical checkup of the cars and

service targeting are highly related with responsive of the bus services. Hence, the hypothesis is accepted that the transportation service responsiveness has direct effect on employees' satisfaction.

Hypothesis 4: Empathy of transportation personnel has positive effect on employees' satisfaction. The empathy transportation service personnel positively influence the employees' satisfaction with the transportation services. It is empirically significant with the path coefficient (β=0.098 at P<0.001) which supports the impact of servant's politeness, helpfulness, respect for customers and good discipline on staff satisfaction with transportation services

Hypothesis5: The Assurance of the services has positive effect on the employees' satisfaction .The empirical result of the study shows that the assurance of the buses (the required skill in providing Services, trustworthy and confidence; courtesy and politeness, knowledge level and skills) positively influenced the employees' satisfaction. It is statistically significant at path coefficient (β=0.098 at P<0.001) which supports the stated hypothesis and hence it is accepted

Generally, the findings of this research is consistent with survey results of Khan & Fasih (2014); Kaura, et al. (2012); Naidoo (2010, 2014); Jayasundara, et al. (2009); Aga & Safakli (2007) and Ismail, et al. (2006) which stated the positive significant influence service quality dimension on employees satisfaction as reliability empathy, responsiveness, tangibility and assurance. This study is also in conformity with Berry, et al. (1983) who finds the concept of service quality differs from organization to organization

5. Conclusion

In this investigation the proposed five service quality dimensions (reliability, tangibility responsiveness, empathy and assurance) were confirmed to measure the transportation service quality. The result of this finding indicates that the employees' satisfaction shows slight variation with the proposed service quality dimensions. More precisely, the effects of the transportation service quality dimensions have a direct and positive effect on the employees' satisfaction. The result of this study also shows that currently the level of employees' satisfaction in both universities is unsatisfactory. Finally, it should be concluded that the universities should avail sufficient number of buses and work on its efficient mobilization, check the appropriateness of bus schedule and direct all bus operation according to their schedule, and reduce the waiting time for bus arrival, controlling and the periodical checkup of bus before its mobilization, maintain the interior bus clean, well ventilated, increasing capability of derivers through continuous training and facilitating customer handling training for assistants to increase the employees' satisfaction

6. Managerial Implication

The key focus of this study was to examine how transportation services quality can affects organizational employees' satisfaction by taking selected Higher Institution in Ethiopian. To test the validity of these Services Quality constructs or dimensions, the researcher proposed and tested the five hypotheses. The study offer insights of employees' satisfaction with the quality transportation services will be offered by the organizational management. The findings are in favor of the transportation services rationale and suggesting that the poor transportation service management should be improved in order to enhance employees' satisfaction. Finally, the result of this empirical test revealed that services quality dimension is positively related to organizational employees' satisfaction. Hence, organizational managers who are interested in boosting employees' satisfaction need to reconsider workplace transportation management. Finally, both theoretical and empirical study results are coincident and have similar managerial implications for the study organization. Therefore, the findings of this research may provide additional evidence for the notion that transportation services compositions in the organization can be considered as an important factor in satisfaction improvement. Finally, finding in this study is in line with several previous researches those showed a positive correlation between transportation services management and employees satisfaction which can in adverse effect organizational performance.

7. Limitations and Future Suggestions

The focus of this study was only the effects of transportation service quality on employees' satisfaction of the two selected Ethiopian Higher Education Institutions; or the study was limited to geographic areas Ambo University and Wollega University, Ethiopia. Hence, the results are limited in terms of generalizations and are not a complete representation of all Higher Education Institutions in Ethiopia; drawings conclusions on the basis of representation must be considered carefully. Therefore, future research should verify the effects of these services quality dimensions factors in all Higher Institutions in Ethiopia. In addition the transportation services challenge is not the only challenges of Higher Institutions in Ethiopia; therefore other future researchers should be able to test the effects service quality on other activities performing by Universities in Ethiopia.

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