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Workers Productivity and Organizational Performance of a Transport Company in Port Harcourt Rivers State

Samuel, Ogonda Victor*

[1] Department of Employment Relations and Human Resource Management, Faculty of Administration and Management, Rivers State University, Port Harcourt, Nigeria

***Correspondence:** victor.samuel@ust.edu.ng

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Abstract

This study examined the relationship between workers productivity and organizational performance of a transport company in Port Harcourt. Using a correlational research design, data were collected from a sample of 114 respondents determined through Taro Yamane's formula. Two structured questionnaires measured worker productivity (timeliness, efficiency, and effectiveness) and organizational performance (customer satisfaction, employee engagement, and goal achievement). Data were analyzed using Pearson Product Moment Correlation via SPSS version 25. The findings revealed a strong and significant positive relationship between timeliness and customer satisfaction ($r = 0.720$, $p < 0.01$), efficiency and customer satisfaction ($r = 0.780$, $p < 0.01$), and effectiveness and customer satisfaction ($r = 0.720$, $p < 0.01$). These results indicate that improvements in timeliness, efficiency, and effectiveness of service delivery significantly enhance customer satisfaction, thereby contributing positively to organizational performance.

Keywords: Worker Productivity, Customer Satisfaction, Timeliness, Efficiency, Effectiveness, Organizational performance.

1. Introduction

Worker's productivity, often termed labor productivity, refers to the output generated per unit of labor input and serves as a fundamental metric of economic efficiency and organizational performance (Ruth, et al 2019). Mathis and John (2017) define productivity as both the quantity and quality of work achieved relative to the cost of resources utilized. It represents the capacity to deliver more with fewer resources, enhancing organizational profitability (Tende & Maru, 2018). From an organizational standpoint, worker productivity reflects how effectively and efficiently employees contribute to achieving corporate goals. High and sustained productivity levels are essential for maintaining competitiveness and ensuring organizational growth (Collier, 2018). Simply put, elevated worker productivity enhances the overall performance and sustainability of an organization.

Worker performance can be evaluated using various indicators, with this study focusing on timeliness, efficiency, and effectiveness (Utin & Yosepha 2019). According to Utin and Yosepha (2019), quantity of work relates to efficiency, while quality of work relates to effectiveness. Opara and Akhasegbe (2021) further explain that timeliness refers to meeting set deadlines, efficiency concerns resource optimization, and effectiveness involves the quality and impact of completed tasks. In the transport sector, these indicators translate into the ability of workers particularly drivers and operational staff to deliver goods or passengers within scheduled timeframes, with optimal resource usage, and to the satisfaction of customers.

Organizational performance has also been approached from multiple perspectives. Cook and Hunskaer (2014) view it as how well employees meet set standards, while Camilleri (2021) frames it as a comparison between actual and expected outcomes. Ofobruku and Yusu

(2016) argue that sustainable performance hinges on meeting objectives without exhausting resources or overburdening employees. (Tsai, et al. 2020) emphasize that performance is an outcome of aligning organizational efforts with strategic objectives. In this study, three performance indicators will be adopted: customer satisfaction, employee engagement, and goal achievement (Tsai et al., 2020). Customer satisfaction reflects the extent to which client expectations are met or exceeded, promoting loyalty and business continuity. Employee engagement captures the dedication and emotional investment of staff, which boosts productivity and reduces turnover (Kazimoto, 2016). Goal achievement involves meeting specific objectives aligned with organizational strategy (Aguilera & Samuel (2024).

Transport companies play a crucial role in facilitating the movement of goods and people across different locations using diverse transportation modes such as road, rail, sea, and air. These firms, including logistics operators, freight companies, and passenger service providers, depend heavily on the efficiency, effectiveness, and timeliness of their workforce to ensure strong organizational performance. Transport Company has encountered persistent challenges, including operational inefficiencies, regulatory gaps, policy inconsistencies, and intense competition from both public and private sector transport operators (Amamilo & Samuel (2024).

Given the competitive nature of the transport industry in Rivers State, a transport company performance is critical to its long-term survival and market relevance. Without consistent high performance, Transport Company risks declining market share and financial instability. Worker productivity is thus a central driver of transport organizational performance, influencing its ability to meet customer needs and organizational objectives. While previous studies have explored the general relationship between worker productivity and organizational performance across various sectors, there is limited research focusing specifically on the transport sector within the Nigerian context, particularly government-owned firms Rivers State. This study seeks to fill this gap by developing a conceptual model that illustrates the link between worker productivity and the performance of Transport company in rivers state, considering the unique operational realities of the transport industry in Rivers State.

1.1. Conceptual Framework

The framework illustrates that worker productivity, measured through timeliness, efficiency, and effectiveness, influences key indicators of organizational performance such as customer satisfaction, employee engagement, and goal achievement. This model is rooted in the findings of Nosike and Okerekeoti (2022), who emphasized the role of employee performance in determining organizational success. It also integrates the views of Tsai et al. (2020) and Aguilera et al. (2024) on organizational performance metrics, while Utin and Yosepha (2019) and Opara and Akhasegbe (2021) provide the foundational indicators of worker productivity.

2. Literature Review

2.1. Theoretical Framework

The study is underpinned by Hertzberg's Two-Factor Theory, proposed by Fredrick Hertzberg in 1959, explains employee motivation and job satisfaction through two distinct categories of factors: hygiene factors and motivators. Hygiene factors are extrinsic elements related to the work environment, such as salary, working conditions, company policies, job security, interpersonal relationships, and supervision (Robbins, 2006). While these factors do not directly lead to higher job satisfaction, their absence results in employee dissatisfaction. Conversely, motivators are intrinsic to the job and fulfill psychological needs. These include achievement, recognition, the nature of the work itself, responsibility, opportunities for advancement, and personal growth. When present, motivators contribute to job satisfaction and enhanced employee motivation (Robbins, 2006).

Applying this theory to a transport company, hygiene factors such as adequate salary, job security, and favorable working conditions reduce worker dissatisfaction. Simultaneously, the presence of motivators, such as recognition for good performance

and opportunities for career advancement, fosters job satisfaction and drives higher worker productivity (Yusoff & Idris, 2013). Increased worker productivity, in turn, enhances the overall performance of the organization by improving efficiency, timeliness, and effectiveness in service delivery Solomon et al. (2022). Thus, Hertzberg's Two-Factor Theory provides a theoretical lens to understand how addressing both extrinsic and intrinsic factors can positively influence worker productivity and, by extension, organizational performance.

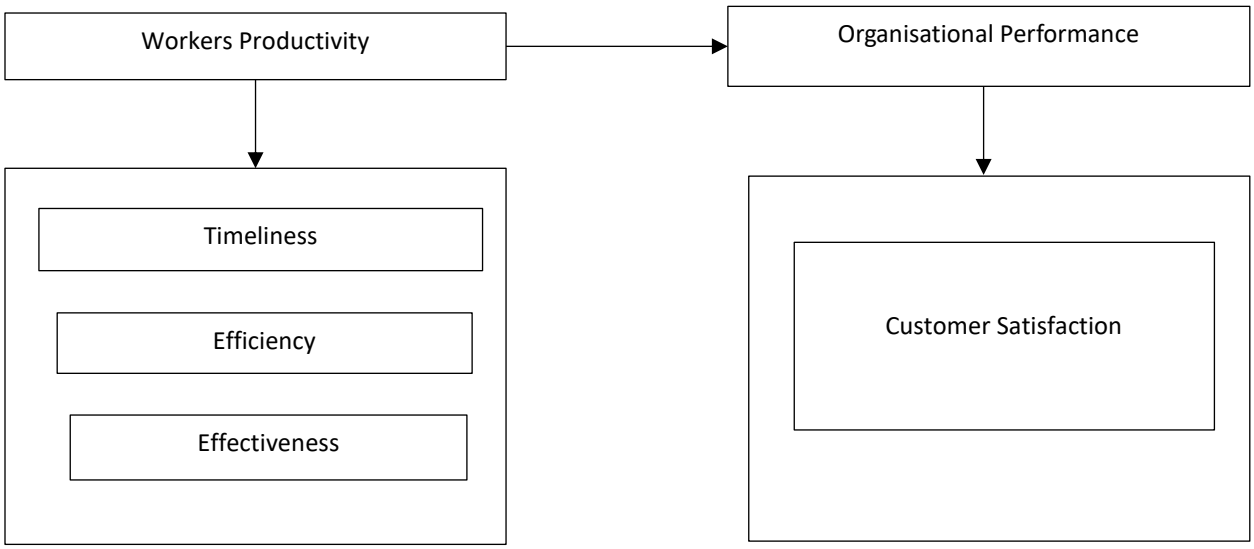

Figure 1: Conceptual Framework Linking Worker Productivity to Organizational Performance.

Source: Adapted from Nosike and Okerekeoti (2022); Tsai et al. (2020); Utin and Yosepha (2019); Opara and Akhasegbe (2021); Aguilera et al. (2024).

2.2. Conceptual Review

2.2.1. Worker Productivity

Employee productivity reflects how effectively workers utilize resources such as labor, capital, and time to achieve organizational goals (Samuel & Nyebuchi 2024). In service industries like transport, productivity is also linked to service quality and customer satisfaction (Wright, 2018). This study focuses on productivity through worker effectiveness, efficiency, and time management. Labour productivity measures output per unit of labor, while Total Factor Productivity (TFP) and Multi-factor Productivity (MFP) assess combined input efficiency. Partial productivity focuses on individual inputs like labor or capital, while technological and organizational productivity evaluate the impact of technology and management practices on output.

Timeliness is critical to productivity and organizational success. Drucker, Whetten, Cameron, and Deming emphasized that managing time effectively boosts service delivery and responsiveness. In transport firms, timeliness ensures prompt deliveries, minimizes delays, and enhances customer satisfaction. Worker efficiency entails optimal use of resources to deliver high-quality results (Vavrek & Bečica, 2020). In transport, efficiency is seen in scheduling, route optimization, vehicle maintenance, customer service, and adherence to safety protocols (Gallagher Team et al. (2024). Worker effectiveness is the ability to achieve organizational goals with quality outcomes (Elekwachi & Samuel, 2023). It is enhanced through skills development, leadership, teamwork, and favorable work conditions (Berlin School of Business and Innovation, 2019; Task Manager Guide, 2024). In transport, effective workers ensure smooth operations,

regulatory compliance, customer satisfaction, and optimal resource use (Išoraite, 2005).

2.2.2. Organizational Performance

Organizational performance is a multi-faceted concept reflecting how effectively a firm meets its strategic objectives and delivers value to stakeholders. It includes both the outcomes of activities and the processes driving them. Tangen in Matui (2017) describes performance as encompassing the success of a firm's activities, actual results, and the capacity to consistently achieve goals. Successful organizations align performance drivers with strategic objectives across all levels. Daft (2010) defines organizational performance as achieving goals through the efficient and effective use of resources, while Sok, O'Cass, and Sok (2013) highlight goal attainment as a key indicator. Performance measurement is essential for diagnosing challenges, motivating teams, and improving accountability (Njihia et al., 2013). Performance is commonly assessed using both financial and non-financial measures (Jarad, 2010).

Kiragu (2009) outlines four performance perspectives: financial, customer, internal processes, and innovation. Financial indicators include profit margins and asset turnover (Odhuno & Wadongo, 2010), while customer-centric metrics focus on satisfaction and loyalty. Njihia et al. (2013) prioritize financial metrics due to their shareholder value, but Ittner and Larcker (2009) recommend integrating operational and market indicators. Non-financial measures better align with long-term strategic goals and enhance managerial motivation (Banker et al., 2012).

Customer satisfaction is integral to performance, influencing retention, brand strength, and lifetime value (Franklin, 2024). It promotes loyalty, repeat business, and customer acquisition. Jayarathna, Dias, and Madhushani (2018) identify key drivers such as addressing feedback, maintaining safety, and resolving issues promptly. Commence (2023) emphasizes that customer understanding, service quality, and technology are essential for customer satisfaction. Satisfied customers strengthen brand equity, while poor satisfaction erodes it. Businesses must show genuine concern, offer efficient service, and leverage digital tools to meet evolving customer expectations. In the transport sector, customer satisfaction is vital for survival and competitiveness. By prioritizing service excellence and technology, transport firms can build lasting customer loyalty and drive sustained growth.

2.3. Empirical Review

Fatima and Lodhi (2015) analyzed the impact of employee performance on organizational goal achievement in the hospital sector of Karachi, Pakistan. Using a sample of 200 employees and applying descriptive and inferential statistics, the study found a strong positive relationship between employee performance and the achievement of organizational goals. Adeniran and Fadare (2018) examined the relationship between passengers' satisfaction and service quality at Murtala Muhammed International Airport, Lagos. Based on a sample of 384 respondents, correlation analysis showed that 71.1% of service dimensions had a very strong positive correlation, while only 2.6% showed a very weak correlation. The study concluded that service quality significantly influences passengers' satisfaction ($p < 0.05$).

Solomon and Chukwuemeka, (2022) explored employee productivity and performance management in road transportation companies in Nigeria. Using a survey and correlation analysis, the study found positive and significant relationships between employee productivity and performance management elements: employee compensation ($r = 0.979$), employee appraisal ($r = 0.929$), and overall performance management ($r = 0.979$) at $p < 0.005$. Igboanugo and Ndubuisi (2022) assessed time management as a tool for organizational survival in transportation firms in Anambra State. Using ANOVA to test hypotheses at 0.05 significance level with a sample of 207 respondents, the study found that setting goals significantly affects organizational survival, while setting priorities does not. Emenike, and Olasojumi (2022) examined how time management influences employee performance in selected organizations in Edo State. Using Pearson Product Moment Correlation (PPC) analysis, the study found that adherence to time ($r = 0.413$) and controlling distractions ($r = 0.511$) have significant positive effects on employee performance. A sample of 229

respondents was drawn from a population of 535 using the Taro Yamane formula.

Ajitha and Ramya (2023) studied employee engagement factors affecting staff productivity in private hospitals in Karaikal district. Data from 138 respondents revealed that employee engagement explains 47.4% of the variation in staff productivity, indicating a positive and significant impact on productivity. Nyaberi, and Mwaura (2023) investigated the influence of service responsiveness on customer satisfaction among public transport SACCOs in Nakuru city, Kenya. Using data from 79 managers and 158 customers, the study found a strong, significant relationship between service responsiveness and customer satisfaction. Hypothesis testing confirmed that responsiveness significantly impacts satisfaction levels.

3. Methodology

The study employed a correlational research design to examine the relationship between worker productivity and organizational performance. The population comprised 160 employees and management staff of a Transport Company in rivers state Port Harcourt, as obtained from the Human Resources Department. A probability sampling technique was adopted to ensure that every participant had an equal chance of being selected, minimizing bias. The sample size was determined using the Taro Yamane formula, resulting in 114 participants.

The study relied on primary data, which was directly collected from respondents with firsthand experience of the research topic. This approach was adopted due to the practical challenges of obtaining secondary data within the limited timeframe of the study. Data were gathered from customers of a Transport Company in Port Harcourt using two structured, closed-ended questionnaires designed from existing literature. The first instrument, titled Worker Productivity Questionnaire (WPQ), captured data on worker productivity and consisted of three sections: timeliness in service delivery (6 items), efficiency in service delivery (6 items), and effectiveness (5 items). The second instrument, titled Organizational Performance Questionnaire (OPQ), collected data on organizational performance and also comprised three sections: customer satisfaction (7 items), employee engagement (6 items), and goal achievement (5 items). Both instruments employed a four-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (4), allowing respondents to express both the direction and intensity of their opinions.

The questionnaires were personally administered by the researcher, with support from a transport company management staff who assisted in distributing them to customers. The content and face validity of the instruments were reviewed and confirmed by field experts and the research supervisor, ensuring that the items adequately addressed the constructs under investigation. A pilot test was conducted with 20 respondents drawn from another transport company offering similar services. Feedback from the pilot was analyzed, and the internal consistency reliability of both instruments was assessed using Cronbach's Alpha. A reliability coefficient of 0.70 and above was deemed acceptable for the study. Data were analyzed using the Pearson Product Moment Correlation (PPMC) technique, as it was appropriate for determining the relationship between two continuous variables. Hypotheses were tested at a 0.05 level of significance. All statistical analyses were performed using SPSS version 25.

4. Results and Discussions

Table 1: Response Rate for Questionnaire

Items	Frequency	Percentage (%)
Number of questionnaires administered	114	100
Number of questionnaires returned	108	94.7
Number of questionnaires not returned	6	5.3

Source: Researcher Survey (2025)

Table 1 presents the response rate for the administered questionnaires. A total of 114 questionnaires were distributed to respondents, representing 100% of the sample size. Out of these, 108 questionnaires were successfully retrieved, accounting for 94.7% of the total administered, indicating a high response rate. However, 6 questionnaires were not returned, representing 5.3% of the total. The high retrieval rate suggests that the data collected is sufficiently representative and reliable for analysis.

Table 2: Sex Distribution of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	64	59.3	59.3	59.3
	Female	44	40.7	40.7	100.0
	Total	**108**	**100.0**	**100.0**	

Source: Researcher Survey (2025)

Table 2 shows the sex distribution of the respondents. Out of the 108 respondents, 64 were male, representing 59.3% of the sample, while 44 were female, accounting for 40.7%. This indicates that male respondents were more than female respondents in the study, with males constituting a larger proportion of the total participants. The cumulative percentage shows that all respondents together make up 100% of the sample.

Table 3: Marital status distribution among respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	39	36.1	36.1	36.1
	Single	54	50.0	50.0	86.1
	Divorced	15	13.9	13.9	100.0
	Total	**108**	**100.0**	**100.0**	

Source: Researcher Survey (2025)

Table 3 presents the marital status distribution of the respondents. Out of the total 108 respondents, 39 respondents representing 36.1% were married, 54 respondents accounting for 50% were single, while 15 respondents or 13.9% were divorced. This indicates that the majority of the respondents were single, followed by those who were married, with divorced respondents forming the smallest group. The cumulative percentage shows that together, all categories sum up to 100% of the respondents.

Table 4: Academic Qualification Distribution among Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSCE	2	1.9	1.9	1.9
	NCE/ND	34	31.5	31.5	33.3
	B.Sc/HND	57	52.8	52.8	86.1
	M.Sc	15	13.9	13.9	100.0
	Total	**108**	**100.0**	**100.0**	

Source: Researcher Survey (2025)

Table 4 shows the distribution of respondents based on their academic qualifications. The majority of the respondents, 57 (52.8%), hold either a Bachelor's degree or Higher National Diploma (B.Sc/HND). This is followed by 34 respondents (31.5%) with NCE/ND qualifications, while 15 respondents (13.9%) possess a Master's degree (M.Sc). Only 2 respondents (1.9%) have SSCE as their highest qualification. This distribution indicates that most of the respondents are well-educated, with a significant proportion having tertiary education.

Table 5: Showing Work Experience of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	28	25.9	25.9	25.9
	5-10 years	59	54.6	54.6	80.6
	11-15 years	21	19.4	19.4	100.0
	Total	**108**	**100.0**	**100.0**	

Source: Researcher Survey (2025)

Table 5 presents the work experience of the respondents. The data shows that the largest group, 59 respondents (54.6%), have between 5 to 10 years of work experience. This is followed by 28 respondents (25.9%) with less than 5 years of experience, while 21 respondents (19.4%) have between 11 to 15 years of experience. This suggests that the majority of the respondents have mid-level work experience, indicating a workforce with considerable exposure to organizational processes and practices.

Table 6: Mean score ratings of respondent's responses on Timeliness

	Timelines	SD	D	N	A	SA	X	Std.
1	Drivers arrive at pick up locations on time	8	9	9	26	56	4.05	1.271
2	Transportation routes are completed within specified timeframe.	6	6	9	45	42	4.03	1.098
3	The transport company promptly tackles unexpected road traffic situations that could negatively affect timely service delivery.	5	4	8	20	71	4.37	1.082

Source: Research Survey Data, 2025

Table 6 presents respondents' views on the timeliness of transport services. The item with the highest mean score is "The transport company promptly tackles unexpected road traffic situations that could negatively affect timely service delivery" with a mean of 4.37 and a standard deviation of 1.082, showing that most respondents strongly agree that the company efficiently handles traffic issues to ensure punctuality. The statement "Drivers arrive at pick-up locations on time" has a mean score of 4.05, suggesting a high level of agreement, while "Transportation routes are completed within specified timeframe" also recorded a high mean of 4.03. Collectively, the responses indicate that the company is generally viewed as effective in maintaining timely services.

Table 7: Mean score ratings of respondent's responses on Efficiency

	Efficiency	SD	D	N	A	SA	X	Std.
1	The company manages resources to ensure timely completion of transport services.	4	5	5	40	54	4.25	1.006
2	The company optimizes route planning to minimize travel time and maximize efficiency.	13	11	5	25	54	3.89	1.430
3	The company handles unforeseen challenges to maintain smooth transport service delivery.	7	1	4	18	60	3.97	1.377

Source: Research Survey Data, 2025

Table 7 reveals respondents' perceptions of the company's efficiency. The highest-rated statement is "The company manages resources to ensure timely completion of transport services" with a mean of 4.25, suggesting that most respondents agree that resources are effectively utilized. The next is "The company handles unforeseen challenges to maintain smooth transport service delivery" with a mean of 3.97,

reflecting a positive but slightly less strong agreement. The lowest-rated is "The company optimizes route planning to minimize travel time and maximize efficiency," with a mean of 3.89, though still leaning towards agreement. Overall, the company is perceived as efficient, but there might be room to improve route optimization.

Table 8: Mean score ratings of respondent's responses on Effectiveness

	Effectiveness	SD	D	N	A	SA	X	Std.
1	I am generally satisfied with the overall service delivery of my company	10	6	7	40	45	3.96	1.245
2	I successfully complete my tasks based on my organization's pre-defined and acceptable standards and goal	4	2	7	41	54	4.29	0.984
3	Attaining the organization's goal is the top priority of every member of our company	4	5	5	40	54	4.25	1.006

Source: Research Survey Data, 2025

Table 8 captures the respondents' views on the effectiveness of the company. The statement "I successfully complete my tasks based on my organization's pre-defined and acceptable standards and goal" received the highest mean of 4.29, reflecting strong agreement regarding personal task achievement within company standards. "Attaining the organization's goal is the top priority of every member of our company" followed closely with a mean of 4.25, suggesting employees are goal-oriented. The item "I am generally satisfied with the overall service delivery of my company" has a mean of 3.96, still within a high agreement range. Overall, respondents perceive themselves as effective workers and are generally satisfied with the organization's performance.

Table 9: Descriptive statistics for Worker Productivity

	N	Minimum	Maximum	Mean	Std.
Timeliness	108	2.00	5.00	4.18	0.865
Efficiency	108	1.50	5.00	3.92	0.938
Effectiveness	108	1.50	4.75	4.12	0.819
Valid N (listwise)	108				

Source: SPSS Output, 2025

Table 9 provides a summary of descriptive statistics for the dimensions of worker productivity timeliness, efficiency, and effectiveness. Timeliness has the highest mean score of 4.18, indicating that respondents largely perceive timely service delivery as a strong attribute of the company. Effectiveness follows with a mean of 4.12, suggesting that employees believe they are meeting organizational goals and standards. Efficiency has the lowest mean at 3.92, which, while still positive, is comparatively lower than the other two variables, signaling that improvements could be made in areas such as resource management or operational procedures. In relation to the study, these results collectively show that the company is rated highly in terms of worker productivity, particularly with respect to timeliness and effectiveness. However, efficiency, though rated positively, is slightly less robust and may be a critical area for management intervention. This pattern suggests that while the organization is timely and effective in its service delivery, refining internal processes and resource optimization could further enhance productivity and overall organizational performance.

Table 10: Mean score ratings of respondent's responses on Customer Satisfaction

	Customer Satisfaction	SD	D	N	A	SA	X	Std.
1	I am satisfied with adherence to schedule by the company	5	4	8	20	71	4.37	1.082
2	I am satisfied with level of comfort in using the company's rides	6	7	6	23	66	4.26	1.171
3	I am satisfied with the safety provision by the company	13	19	12	25	39	3.54	1.437

Source: Research Survey Data, 2025

Table 10 presents the respondents' ratings on customer satisfaction. The statement "I am satisfied with adherence to schedule by the company" has the highest mean score of 4.37 with a standard deviation of 1.082, indicating that respondents strongly agree that the company consistently meets scheduled times, contributing positively to customer satisfaction. The next is "I am satisfied with the level of comfort in using the company's rides" with a mean of 4.26, suggesting that most respondents are comfortable with the transport services provided. However, the lowest mean score of 3.54 is for "I am satisfied with the safety provision by the company," reflecting a moderate agreement and signaling that safety standards may require improvement to meet customer expectations.

Table 11: Descriptive statistics for organizational performance

	N	Minimum	Maximum	Mean	Std.
Customer satisfaction	108	2	5	3.76	.854
Valid N (listwise)	108				

Source: SPSS Output, 2025

Table 11 provides a summary of customer satisfaction as a component of organizational performance, with a mean score of 3.76 and a standard deviation of 0.854. This indicates an overall positive perception of customer satisfaction but with room for improvement. The minimum score of 2 suggests that while most respondents are satisfied, there are some who rate the company lower, particularly in aspects like safety, as observed in Table 10.

Table 12: Relationship between Timelines and Customers Satisfaction

		Timeliness	Customer Satisfaction
Timeliness	Pearson Correlation	1	.720**
	Sig. (2-tailed)		.000
	N	108	108
Customer Satisfaction	Pearson Correlation	.720**	1
	Sig. (2-tailed)	.000	
	N	**108**	**108**

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

Source: SPSS Output, (2025)

Table 12 shows the Pearson correlation analysis between timeliness and customer satisfaction. The Pearson correlation coefficient (r) is 0.720, indicating a strong positive relationship between timeliness and customer satisfaction. This suggests that as timeliness in service delivery increases, customer satisfaction also increases. The correlation is statistically significant at the 0.01 level ($p = 0.000$), meaning that there is less than a 1% probability that this relationship occurred by chance. The positive correlation of 0.720 implies that timeliness such as drivers arriving on time, completing routes within specified timeframes, and handling traffic disruptions efficiently has a major influence on how satisfied customers are with the company's services. In other words, improvements in the punctuality and time management of transportation services are strongly

associated with higher levels of customer satisfaction. The N = 108 shows that the sample size for this analysis is 108 respondents, ensuring a reasonable level of reliability for generalizing the findings. In summary, the result emphasizes that timeliness is a key driver of customer satisfaction within the organization. To boost customer loyalty and improve organizational performance, management should focus on sustaining and enhancing timely service delivery.

Table 13 Relationship between Efficiency and Customer Satisfaction

		Efficiency	**Customer Satisfaction**
Efficiency	Pearson Correlation	1	.780**
	Sig. (2-tailed)		.000
	N	108	108
Customer Satisfaction	Pearson Correlation	.780**	1
	Sig. (2-tailed)	.000	
	N	**108**	**108**

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

Source: SPSS Output, (2025)

Table 13 presents the Pearson correlation analysis between efficiency and customer satisfaction. The Pearson correlation coefficient is 0.780, indicating a very strong positive relationship between efficiency and customer satisfaction. This means that as the company becomes more efficient in its transport service delivery, customer satisfaction levels significantly increase. The relationship is statistically significant at the 0.01 level (p = 0.000), indicating that there is a less than 1% probability that this result occurred by chance. The strong correlation coefficient of 0.780 suggests that operational efficiency such as proper resource management, optimized route planning, and the effective handling of unforeseen challenges plays a critical role in enhancing customer satisfaction. With a sample size of N = 108, the analysis is based on sufficient data to ensure credibility. In conclusion, the results highlight that efficiency is a key factor influencing customer satisfaction. Improving efficiency in areas such as minimizing travel time, managing resources effectively, and responding to challenges promptly can lead to higher customer contentment and loyalty, which in turn may positively impact the company's overall performance.

Table 14: Relationship between Effectiveness and Customer Satisfaction

		Effectiveness	**Customer Satisfaction**
Effectiveness	Pearson Correlation	1	.720**
	Sig. (2-tailed)		.000
	N	108	108
Customer Satisfaction	Pearson Correlation	.720**	1
	Sig. (2-tailed)	.000	
	N	**108**	**108**

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

Source: SPSS Output, (2025)

Table 14 shows the Pearson correlation analysis between effectiveness and customer satisfaction. The correlation coefficient is 0.720, indicating a strong positive relationship between the two variables. This means that higher levels of effectiveness in the company's operations are associated with higher levels of customer satisfaction. The significance value is 0.000, which is below the 0.01 threshold, confirming that the relationship is statistically significant at the 1% level. This suggests that the likelihood of this correlation occurring by chance is very low.

With a sample size of N = 108, the findings are reliable. The strong correlation implies that when the company operates effectively such as meeting organizational goals, ensuring task completion to set standards, and prioritizing goal attainment customers are more likely to feel satisfied with the service. In summary, effectiveness has a meaningful impact on customer satisfaction, reinforcing the importance of aligning service delivery with organizational objectives and maintaining high standards of performance to enhance client experiences.

5. Discussion of Findings

The results reveal a consistent pattern of strong positive relationships between key operational performance indicators timeliness, efficiency, and effectiveness and customer satisfaction. The correlation between timeliness and customer satisfaction ($r = 0.720$, $p < 0.01$) underscores that punctual service delivery, such as on-time arrivals and efficient navigation of traffic disruptions, significantly contributes to customer satisfaction. This aligns with the findings of Parasuraman et al. (1988), who emphasized timeliness as a critical dimension of service quality influencing customer perceptions.

Similarly, the correlation between efficiency and customer satisfaction ($r = 0.780$, $p < 0.01$) shows that operational efficiency reflected in resource optimization, reduced travel times, and effective problem resolution is vital in enhancing customer satisfaction. This result is consistent with the work of Zeithaml et al. (1996), who established that efficiency in service processes leads to higher customer satisfaction and loyalty. The relationship between effectiveness and customer satisfaction ($r = 0.720$, $p < 0.01$) also confirms that achieving service goals and delivering expected outcomes directly correlates with customer satisfaction. This finding aligns with Kotler and Keller (2016), who noted that organizational effectiveness in delivering on its value proposition enhances the overall customer experience. Collectively, these findings suggest that customers place high value on how timely, efficient, and effective the transport service is, and that deficiencies in any of these areas could negatively affect their satisfaction levels. The strength and significance of these correlations highlight that improving operational performance is instrumental to boosting customer satisfaction.

6. Conclusion

This study concludes that timeliness, efficiency, and effectiveness are critical determinants of customer satisfaction within the transport service sector. Each of these variables demonstrates a statistically significant and strong positive relationship with customer satisfaction, underscoring their collective importance in shaping positive customer experiences. It is recommended that management prioritize timely service delivery by enforcing strict scheduling and route management to minimize delays. Additionally, the organization should invest in process optimization and technology to improve operational efficiency and reduce service delivery bottlenecks. Lastly, efforts should be made to ensure that company operations consistently meet or exceed set objectives and standards, as this will further enhance customer satisfaction and loyalty. By focusing on these three operational dimensions timeliness, efficiency, and effectiveness the organization will not only increase customer satisfaction but also foster stronger customer loyalty and improve its competitive positioning in the transport service industry.

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