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EDITORIAL NOTE

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From Policy to Practice: Governance, Education, and Social Transformation in Africa:

Welcome to the October 2026 issue of the Journal of Contemporary Society and Education (JCSE). The sixteen articles assembled in this volume reflect the journal's commitment to rigorous, interdisciplinary scholarship on the pressing social, political, and educational challenges confronting contemporary Africa. Together, they illuminate a central tension of our time: the persistent gap between policy ambition and lived reality.

Several contributions in this issue grapple directly with the question of governance and service delivery. Motadi examines the opportunities and barriers shaping digital transformation in South African government departments, while Moloto and Pillay explore technology's influence on governance at the local municipal level. Akindele, Sanni, and Lamidi assess citizen satisfaction with public transportation in Lagos State, offering an important reminder that the legitimacy of the state rests on the quality of everyday services. Jutta and Alao interrogate the democratisation of the administrative state through South Africa's Government of National Unity, and Okudolo examines decentralisation and the effectiveness of local political leaders in Nigeria. Kambiri's analysis of governance challenges in managing internal displacement further underscores the consequences of normative commitment without implementation capacity. Agbor's critical perspectives on the operational independence of Elections Cameroon and the Constitutional Council round out this focus on democratic institutions.

Education remains a cornerstone of social progress, and this issue devotes considerable attention to it. Mtshali and Meyiwa assess the role of climate change education in maritime studies, while Modiba asks whether rural secondary schools are adequately managing learners with special educational needs associated with HIV/AIDS. Babalola interrogates the legal and policy complexities of foreign partnerships in Nigerian higher education, and Shabangu examines how school management teams respond to violence in rural South African schools. Nephawe and Mudimeli offer a distinctive contribution on the indispensability of English as a lingua franca in interpreting selected Pauline epistles.

The issue also foregrounds questions of gender, culture, and well-being. Nesane and Amaechi explore *Mamalo* as a resource for gender equality and women's empowerment in Limpopo, while Gudani, Khosa, and Nomatshila examine adolescents' perceptions of child support grant management through a family systems lens. Matheere offers an exploration of the life journey of traditional healers in rural Limpopo, and Nkuna and colleagues provide an analytical study of compounding and naming in Siswati personal

names. These articles remind us that social transformation is experienced at the level of culture, family, and community.

Collectively, these contributions demonstrate the vitality and breadth of contemporary social science research in Africa. They challenge scholars and policymakers alike to move beyond policy pronouncements toward meaningful implementation. We thank our authors and reviewers for their dedication and trust that this issue will stimulate further inquiry and debate.

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**CITIZEN SATISFACTION AND PUBLIC
TRANSPORTATION IN LAGOS STATE: A STUDY OF
LAGOS STATE METROPOLITAN TRANSPORTATION
AGENCY**

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ABSTRACT

The primary aim of this study is to assess citizen satisfaction with the publicly owned transportation service in Lagos State. The specific objectives include investigating the impact of service delivery on citizen satisfaction, analyzing the influence of staff attitudes on public satisfaction, and examining the relationship between timeliness and citizen satisfaction. To achieve these objectives, a combination of primary and secondary data was employed. Primary data was collected through a comprehensive questionnaire administered to 500 commuters of the Lagos State Metropolitan Transportation Agency (LAMATA) Blue Bus service, which operates between CMS/TBS and Ikorodu. This selection was based on a random sampling technique. Descriptive statistics were used to present the collected primary data, while regression and correlation analyses were applied to test the formulated hypotheses. In addition, secondary data was sourced from various reputable resources, including books, journals, the internet, newspaper articles, government publications, etc. The Expectancy-Disconfirmation Theory, as postulated by

Van Ryzin, was utilized as the theoretical framework for this study. The study's findings revealed the transformation of LAMATA's services from their initial state to their current subpar condition. Notable issues identified include inadequate customer relations, frequent overcrowding, and extensive time wasted due to lengthy queues, all contributing to significant dissatisfaction among citizens. Based on the study's findings, several recommendations are proposed. These include regular bus maintenance, quarterly staff training to enhance user relationships, and the implementation of sanctions for staff members displaying disrespectful behavior toward customers, and vice versa. Additionally, the creation of a mobile application for real-time bus monitoring using Geographic Information System (GIS) technology is advised. The app should also enable citizens to purchase tickets online to reduce the time spent queuing for buses. Furthermore, the study suggests increasing staff recruitment and procuring additional buses to improve the efficiency and effectiveness of the transportation system within the urban metropolis.

Keywords: Citizen Satisfaction, public transportation, service delivery, and public services,

1. INTRODUCTION

. This metric Globally, public agencies often grapple with excessive bureaucracy, political challenges, and operational inefficiencies. According to Van de Walle (2018), citizens have increasingly come to view and engage with public services as customers. This underscores the need to balance citizen satisfaction with expectations without sacrificing economic progress. Salim et al. (2017) emphasized that satisfaction in the public context is closely tied to the quality of public services. This metric aligns closely with citizen satisfaction in public service delivery. This concept of citizen satisfaction permeates public management and research, as noted by scholars such as Bouckaert (2005), Miller, Kobayashi, and Hayden (2009), Poister and Thomas (2011), and Andersen (2014). Im and Lee (2012) posit that citizen satisfaction encompasses both universal and subjective assessments of individuals'

experiences with public services. This includes their perceptions of "objective services" and their own "judgmental evaluations," as discussed by Bouckaert & van de Walle (2003), Kampen, van de Walle, & Bouckaert (2006), and Lee & Lee (2006).

Similarly, Carvalho and Brito (2012) emphasized that public services significantly influence citizens' daily lives and the competitiveness of economies. This underscores the imperative for heightened efficiency and effectiveness within public agencies. Crus (2004) contended that governmental actions are driven by political dynamics aimed at enhancing service delivery. While citizens often assume the role of customers in public organizations, various researchers have drawn parallels between citizens and customers in other sectors (Alizadeh and Kianfar, 2013). Crus (2004) further classified customers of public institutions based on direct or indirect interactions, primary or secondary

involvement, and whether they are internal or external stakeholders. Treating citizens as customers entails not only heeding their feedback on the services provided but also demonstrating courtesy and respect, ensuring consistently high service standards, and promptly rectifying any deviations from the promised service levels (Crus, 2004).

Road transport is the cornerstone of transportation in Lagos, playing a pivotal role in the city's development and economic growth. This underscores the critical need for effective planning, operational efficiency, management, and urban progress (Atubi, 2013, 2015, Oluwaseyi and Gbadamosi, 2017, Atubi, 2021). Given the magnitude of urbanization and growth in Lagos State and Nigeria as a whole (Oni, 2004), various reform initiatives have explicitly aimed to enhance citizen satisfaction with public services and to maintain or restore public trust in the government (Van de Walle, 2018). Clark (2001) and Thomassen et al. (2014) contend that the introduction of citizen and customer charters symbolizes a growing emphasis on citizen and customer satisfaction. This marks a clear delineation between expectations in public service delivery and the standards set by citizens, which, in turn, leads to the emergence of discerning and critical citizens (Norris, 1999).

In a world where more than half of the global population resides in urban areas, rapid urbanization has led to the emergence of densely populated cities (Chourabi, 2015). Future projections indicate that these urban dwellers will comprise up to two-thirds of the world's

population by 2050 (Addanki & Venkataraman, 2017; United Nations, 2019). However, cities occupy only two percent of the Earth's surface yet account for a significant 80% of energy consumption and contribute to 75% of carbon dioxide emissions (Correia, Marques & Teixeira, 2022). This rapid urbanization has amplified the density and interconnectivity of urban infrastructure, leading to heightened concerns (Serdar, Koç, & Al-Ghamdi, 2022). The resulting consequences include escalated traffic congestion, heightened pollution levels, increased waste production, and aggravated transportation challenges, all of which pose a substantial threat to the sustainability of urban areas. In response, city authorities – including Lagos – are striving to adopt sustainable strategies aimed at alleviating congestion and effectively managing the mobility of their burgeoning populations (Omoruyi, Omoruyi, Okokpuije & Okokpuije, 2018).

The Ministry of Transportation in Lagos, working through LAMATA, is actively addressing one of the most pressing challenges – traffic congestion – which is a major drain on productivity. Lagos, the commercial capital of Nigeria, currently hosts a population estimated between 15 and 18 million, with projections exceeding 25 million by 2025 (Olawole, 2012). The surge in private automobile ownership, coupled with persistent traffic congestion, has underscored the urgent need for urban transport operators to prioritize the monitoring and enhancement of service quality (Nwaogbe, Ukaegbu, & Calistus,

2013). Prior to the introduction of the Bus Rapid Transit (BRT) scheme, the mobility of Lagos' populace heavily relied on an uncoordinated and informal fleet of around 75,000 minibuses (Danfo), minibus (Molue), and shared taxis (Kabu-Kabu). These vehicles operated in a disorderly and unorganized manner. Their services lacked proper regulation, resulting in fluctuating fares, market-driven operations, and low-capacity services. These modes of transport were often subpar, providing slow and uncomfortable journeys (Olawole, 2012). The idea for the BRT system originated from a feasibility study conducted by the consulting firm Integrated Transport Planning Limited (Mobereola, 2009). This proposal sought to provide passengers with a customer-centric experience, focusing on reasonable pricing, comfort, efficiency, cost-effectiveness, and predictable travel times through the integration of a rail transportation system.

The BRT scheme emphasized the need for a robust institutional and regulatory framework. This approach not only delivered substantial socioeconomic benefits but also led to a range of service improvements. These included the establishment of exclusive rights-of-way, the adoption of quieter, cleaner vehicles, and the implementation of rapid off-board fare collection. Furthermore, the scheme focused on creating visually appealing infrastructure and minimizing wait times. It also prioritized swift, efficient fare collection, made accessible both at stations and on board. In addition, it enforced effective regulations for bus

operators (Mobereola, 2009; Kuye et al., 2017; Kolluru & Jain, 2015). The BRT system in Lagos stands as a prominent example in Sub-Saharan Africa, revolutionizing urban interactions. However, despite this remarkable initiative and its unique advantages, Lagos still faces substantial transportation challenges. Around 2,600 km of roads in the city remain persistently congested, as it accommodates over a million vehicles daily (African Association of Public Transport, 2010; LAMATA, 2014). While numerous studies have delved into various facets of BRT services, the aspect of customer satisfaction in relation to service delivery has often been overlooked, with the primary focus placed on elements like accessibility and proximity to bus stops (Olawole, 2012).

1.1. Statement of the Problem

Lagos – a bustling urban hub – stands as the economic heartbeat of the nation (Yen, Mulley, & Shearer, 2019; Yakubu, Adeyemi, Sule, & Ogunbajo 2020). Across the world, road transportation reigns supreme as the most common means of transportation (Kuye, Sulaimon & Azeez, 2017). In cities like Lagos, the intricate interplay between land use and transportation infrastructure forms the lifeblood, enabling the seamless flow of people and goods (Eniola, Njoku, Seun & Okoko 2013; Atubi, 2021). However, it's worth noting that while road routes are familiar to Lagos State commuters, the urban transportation landscape in Nigeria notably lacks robust public transit options (Igwe, Oyelola, Ajiboshin & Raheem, 2013).

Mobility is a core and defining element of a city's socio-economic role (Aworemi, Abdul-Azeez, Oyedokun & Adewoye, 2009; Raji & Waziri, 2008; Oluwaseyi & Gbadamosi, 2017). Consistent with Sander (2015), Kuye et al. (2017) point out that traffic congestion frequently hinders effective mobility. This congestion has caused a significant global impact, including 87,606 crashes in work zones, 1,200 deaths, 37,476 injuries, 482 million hours of driver delays, and economic losses totaling \$6.5 billion.

Lagos residents grapple with a range of transport-related challenges. These include escalating transport fares, persistent road congestion, and unprofessional driving practices by commercial drivers. Consequently, this leads to economic inefficiency, lost productivity, and exasperating traffic bottlenecks (Economic Intelligence Unit Ministry of Economic Planning and Budget, 2013; Kuye et al., 2017). In fact, reports indicate that traffic congestion in Lagos depletes as much as 40% of bus commuters' income (Mobereola, 2012). The widespread issue of traffic congestion, particularly prevalent in developing nations, leads to extensive delays, fuel wastage, and financial loss (Olagunju, 2015; Ukpatu & Etika, 2012; Kuye et al., 2017).

To combat this pervasive challenge, the government introduced the BRT system. This was a carefully deliberated approach that involved various stakeholders in the transport sector. Mobereola (2009) affirmed that the BRT concept embraces an open deliberative approach among stakeholders in the

transport sector and government representatives. To facilitate this, a BRT Steering Committee was inaugurated, chaired by the then Commissioner for Transportation, Muiz Banire (SAN), and tasked with conducting extensive research on modalities that would satisfactorily consider local user needs, context, and deliverability (Kuye et al., 2017).

Understanding user satisfaction is a crucial aspect of enhancing performance and identifying areas for improvement in public services (OECD, 2013; Byaro, 2018). Despite the Lagos state government outsourcing transport management to Primero Transport Service Limited, citizens' sentiments often reveal a less than satisfactory experience. Twitter feeds from @PrimeroTSL – accessed in February 2019 – display various complaints, indicating a lack of compassion among workers, poor service quality, and even instances of selling tickets without corresponding bus availability. Below are some of the complaints:

- @Brainwehinmi to @PrimeroTSL: *"An empty busses was just passing by...this was not nice!! These workers need to be more compassionate more than what they displayed today."*

- @Brainwehinmi to @PrimeroTSL: *"It took 2hours to get a bus going to Ikorodu from Fadeyi and the ticketers made the situation uneasy for every passenger under discomfort."*

- @smalltallest88 to @PrimeroTSL: *"It's not just that your service is poor alone. Selling tickets for*

passengers when you know there are no buses to convey them to their destination is an act of criminal. You guys need to educate your ticketers."

- @kingdan0813 to @PrimerTSL: *"I ask her to sell tickets for me she refused and tell me if she works or not she will get her money at the end of the month not first time she has been doing this to people every time I come to buy tickets."*

These tweets highlight a glaring disparity between the provided service and customer expectations, prompting the need for a comprehensive re-evaluation from a citizen-centric perspective. Also, these tweets shed light on various issues, including citizen dissatisfaction, uncompassionate workers, poor service, selling tickets without bus availability, and a nonchalant attitude towards customers.

This study aims to delve into the realm of citizen satisfaction within the BRT service framework, with a specific focus on service delivery, staff attitudes, and timeliness. In contrast to previous research primarily examining the socio-economic impact of BRT, this study shines a spotlight on the citizen's viewpoint. Concentrating on the Blue Bus BRT route between CMS/TBS and Ikorodu, which traverses a densely populated area, this research promises insightful inferences. Although the scope is limited to the Ministry of Transportation, this study holds potential for informing broader mandates within Lagos State, thus providing a more profound understanding of citizens' experiences.

2. LITERATURE REVIEW

2.1. Citizen Satisfaction

Lindquist, Vincent & Wanna (2013) highlighted how democratic governance consistently aims for enhanced service quality, increased citizens' engagement, and comprehensive institutional reforms. According to Morfoulaki et al. (2010), satisfaction can be defined as the holistic experience a customer has with a service, compared to their predetermined expectations. Recently, citizen satisfaction has taken a central position in governmental agendas and emerged as a focal point for research endeavors (Hao, Hien & Duy 2017). It is a multifaceted construct encompassing subjective elements like customer needs, emotions, and cognitive stability, as well as objective factors including the product, service institution/brand, and service attributes.

Afridi (2017) emphasized the pivotal role of the state in governing and delivering public services, significantly influencing a country's economic growth trajectory. The appraisal of public services by citizens is an encompassing evaluation (Hassett & Watson 2003; Kelly & Swindell 2003), wherein the interplay between citizen satisfaction, institutional reform, and perceptions of service delivery impacts the broader economic landscape. As Ma (2019) aptly notes, satisfaction epitomizes the mental evaluation of consumed services.

In the intricate interplay between citizens and government, trust in government is closely linked to satisfaction. A decline in satisfaction is associated with a decline in trust

(Simonofski, Snoeck, Vanderose, Crompvoets & Habra, 2017; Galvagno et al., 2014). Categorizing citizens as customers or participants reflects both democratic and service delivery paradigms (Simonofski et al., 2017). Akinly et al. (2014) extended this concept, envisioning citizens as partners in co-creation and co-production within the state's framework. Significantly, citizen satisfaction emerges as a crucial cornerstone, shaping the interaction between the state and its citizens. This satisfaction becomes a pivotal determinant of the legitimacy attributed to public services, forming the bedrock of theoretical frameworks for service performance (Zhang, Chen and Petrovsky, 2021).

Drawing on this conceptual backdrop, Van de Walle (2018) prompted public administration scholars to delve deeper into the mechanics of satisfaction with public services, the underlying theories, and the consequences of varying levels of satisfaction within the field. This clarion call spurred reform initiatives since the 1980s, anchoring them to the twin goals of enhancing citizen satisfaction and restoring public trust, thereby casting citizens in the role of clients. The essence of these endeavors is to clearly delineate the process of service delivery from the ensuing outcomes.

2.2. Service and Service Delivery

Tekeba and Mengistu (2018) succinctly define service as the interaction established between customers and service providers. Broadly, it encompasses any intangible activity

offered by one party to another, without resulting in ownership of a tangible item (Kotler and Armstrong, 2006). Johnston and Clark (2008) further elaborate, framing service as a fusion of customers' experiences and their perceptions of the resulting outcomes. Matei and Matei (2010) categorized service delivery into two segments – the front office, primarily associated with specialized core functions, and the back office, focused on assistance, consultation, or information dissemination. Notably, services and their consumers are inherently intertwined. They encompass a spectrum of deeds, processes, and performances, highlighting their inseparable nature within the service-provider relationship (Zeithaml and Bitner, 2004).

2.3. Public Service

Public service plays a pivotal role in driving national development. The Global Competitive Index (2012) identifies four essential pillars for fostering national development, namely: public and private institutions, transport, energy and telephony infrastructure, macroeconomic environment, and health and primary education (Andrea & Gina, 2012).

Platiş (2004) further affirmed that public service serves three fundamental functions:

- a. **Allocation function:** the allocation function entails state participation in the market mechanism to determine the type and quality of public services.
- b. **Income distribution function:** the income distribution function involves the role of the state in

shaping the economic landscape. This includes regulating income and financial resources derived from economic activities, primarily through tax administration.

- c. **Stabilizing function:** the stabilizing function provides the platform for creating the legal framework that ensures and protects both public and private economic transactions.

Public service acts as an allocator, regulator, and stabilizing force, all contributing to the overall wellbeing of the population. Through its functions of allocation, income distribution, and stabilization, public service acts as a catalyst for improving infrastructure, ultimately leading to the enhancement and transformation of critical aspects of national development, including roads.

2.4. Theoretical framework

Various theories provide the foundational understanding of how customers form satisfaction decisions. Yüksel and Yüksel (2001), in alignment with Yi (1990), have identified a comprehensive theoretical framework that delves into customer satisfaction. This framework encompasses theories such as:

- a. The Expectancy-Disconfirmation Theory
- b. The Equity Theory
- c. The Attribution Theory
- d. The Value-Percept Theory
- e. The Dissonance Theory
- f. The Contrast Theory
- g. The Comparison Level Theory
- h. The Importance-Performance Theory

- i. The Evaluative Congruity Theory.

These theories can be broadly classified into three main groups: Expectancy Disconfirmation, Equity, and Attribution (Adee, 2004). Some posit that consumers assess their satisfaction in relation to their values and desires (the Value-Percept Theory), while others suggest that the standard is set by predictive expectations (the Expectancy Disconfirmation Paradigm [EDP]), or experience-based norms (the Comparison Level Theory). There are also hypotheses proposing that satisfaction results from the evaluation of the balance between consumer inputs and outputs (the Equity Theory). In a nutshell, these theories collectively propose that consumer satisfaction is a relative concept, shaped by standards yet inherently influenced by individual perceptions.

At the heart of the satisfaction process lies the interplay between the anticipated and actual performance of a product or service – a process traditionally expressed as the 'confirmation/disconfirmation' paradigm. The Expectancy Disconfirmation Theory initially emerged to elucidate customer decision-making, but its application and validation have extended into the realm of public management (Oliver 1997, Grimmelikhuijsena & Porumbescu 2017). The Expectancy Disconfirmation Model (EDM) has established itself as the predominant framework for explaining citizen satisfaction in the public sector (Van Ryzin 2004, 2006; James 2009; Morgeson 2012).

Grimmelikhuijsena & Porumbescu (2017) assert that the model posits citizen satisfaction not only as the outcome of the objective performance of

government services but also as contingent on the implicit prior performance expectations for that service.

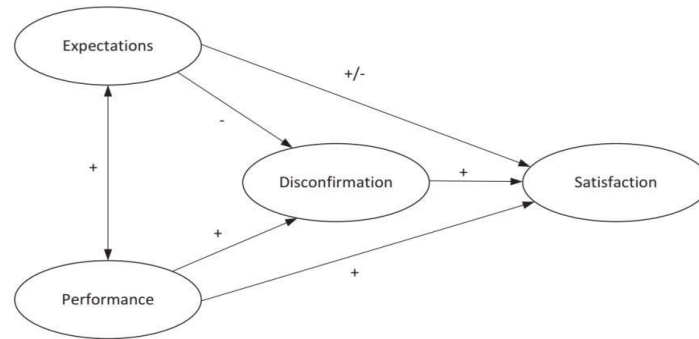


Figure 1: EDM MODEL

Source adapted (Ryzin, 2013)

The EDM is anchored in three fundamental interconnections. The first main link involves the direct influence of perceived performance on citizen satisfaction. This effect is reasonably intuitive. The second link envisions a direct impact of expectations on satisfaction. Expectations could have a direct positive effect on satisfaction, since individuals often use them as a yardstick for assessing service. These expectations could either bolster or cloud the satisfaction judgment independently. The third relationship at the core of the EDM is disconfirmation. It implies that when performance is notably high, there is a tendency to surpass expectations, leading to heightened satisfaction. Conversely, high expectations for services are less likely to be met, even when performance is high. Consequently, high expectations may yield negative disconfirmation and reduced satisfaction.

In the context of this study, it means that the primary purpose of BRT buses is to provide a service, and citizens inherently expect this service to meet certain standards. These expectations serve as a fundamental benchmark for comprehensively evaluating the service in pursuit of the desired outcome. Ultimately, meeting or surpassing these expectations results in a positive assessment of the BRT, while falling short may result in disconfirmation.

The EDT, widely employed to gauge post-purchase satisfaction, revolves around the disparities between customers' expectations and the actual performance of products or services (Tang, Lin-Pun & Wu, 2017). However, Yuksel and Yuksel (2001) criticized this theory, arguing that a customer can still experience satisfaction even if the service falls below their predictive expectations, as long as it exceeds the

minimum level of tolerance – a factor not accounted for in the original theory.

Application of Expectation–Disconfirmation Theory to the Study

Expectation–Disconfirmation Theory (EDT) provides the principal theoretical lens for this study because it explains how citizens evaluate public transportation services by comparing their prior expectations with their actual service experiences (Oliver, 1980). Within this framework, expectations represent citizens' anticipated standards regarding the quality, accessibility, reliability, and responsiveness of public transportation services before service use. Perceived performance refers to citizens' actual experiences with the services received, while disconfirmation reflects the extent to which actual performance either exceeds, meets, or falls below these expectations. Positive disconfirmation occurs when service performance exceeds expectations, resulting in higher levels of satisfaction, whereas negative disconfirmation arises when service performance falls short of expectations, leading to dissatisfaction.

The three independent variables examined in this study operationalise the performance dimension of EDT. Public transportation service delivery reflects the overall quality, accessibility, safety, and reliability of transport services experienced by citizens. Staff attitude captures the interpersonal dimension of service performance through employees' courtesy, professionalism, responsiveness, and willingness to assist commuters. Timeliness of service delivery represents operational

performance by assessing the consistency, punctuality, and efficiency of service provision. Citizens evaluate these aspects against their prior expectations, and the resulting disconfirmation determines their overall level of satisfaction. Thus, improvements in service delivery, positive staff attitudes, and timely service provision are expected to generate positive disconfirmation and consequently increase citizen satisfaction.

The empirical findings support the central propositions of EDT. The significant positive relationships observed between service delivery dimensions and citizen satisfaction indicates that when public transportation services meet or exceed commuters' expectations, satisfaction increases significantly. Conversely, deficiencies in service quality, poor staff attitudes, or service delays contribute to negative disconfirmation and reduced satisfaction. These findings demonstrate that citizen satisfaction is shaped not merely by objective service performance but by the degree to which actual experiences correspond with prior expectations.

EDT is considered more appropriate than alternative satisfaction theories because it directly explains the cognitive evaluation process underlying citizens' satisfaction with public services. While Equity Theory focuses primarily on perceptions of fairness in exchanges, Attribution Theory explains how individuals assign responsibility for service outcomes, and Value–Percept Theory emphasises the congruence

between desired and received service attributes, EDT provides a more comprehensive explanation of how expectations, perceived performance, and disconfirmation interact to determine satisfaction. Given that this study seeks to examine how citizens' evaluations of service delivery influence their satisfaction with public transportation services in Lagos State, EDT offers the most appropriate analytical framework for explaining these relationships.

2.5. Public Transportation Service in Nigeria

Salau (2015) argued that public transportation is a crucial facilitator of convenience and affordability for urban commuters, applicable both in developed and developing worlds (Ikya, 1993; Solanke, 2005; Ademiluyi & Solanke, 2013). Intra-urban transportation unifies various aspects of the city, including work, school, and recreation (Solanke, 2013). Although urban transportation encompasses land, waterways, and even air travel, vehicular transportation remains pivotal and presents distinct challenges. Studies in urban transportation confirm that over 75% of the urban population relies on public transport, with approximately 25% depending on private transport systems (Ogunbodede, 2008).

Badejo (2011) observed that Nigeria's transportation sector is afflicted by a warped and defective approach to development. Solanke (2013) noted that road transport accounts for roughly 90% of both freight and passenger transport in Nigeria. However, there is limited

connectivity between waterways and railways, except in areas like Apapa and Port Harcourt. This situation has resulted in a range of issues, including traffic congestion, parking difficulties, accidents, environmental pollution, excessive noise – leading to irritation and dissatisfaction – and disruptions to urban tranquility. While urbanization is an ongoing process, it is crucial to balance population growth with road construction to expand the road network and manage these challenges effectively.

2.6. An Overview of Lagos Bus Rapid Transit

Rodrigue (2012) emphasized that transit is the primary urban transportation mode, particularly in large metropolitan areas, enabling mobility within densely populated settlements. Lagos – being the economic and commercial hub of Nigeria – grapples with the transport challenge of traffic congestion, often referred to as "go-slow." A functional human society heavily relies on adequate, reliable, safe, and affordable transport systems (Atubi, 2013). In response to the plight of commuters, the State government launched the BRT project. This initiative gained prominence following a feasibility study conducted by Integrated Transport Planning Limited (Mobereola, 2009).

Lagos contends with approximately 2,600 km of roads, grappling with frequent congestion and accommodating over a million vehicles daily (African Association of Public Transport, 2010; LAMATA, 2014). In 2007, the Lagos State government launched a mission to transform the city-state into Africa's

model megacity and a global economic center. This strategic initiative was rooted in a 10-point agenda covering crucial sectors like roads, transportation, power and water supply, environment and physical planning, health, education, empowerment, food security, shelter, and employment.

Regarding transportation, LAMATA is responsible for harmonizing transport policies, programs, and procedures across all transport-related agencies. They oversee the execution and extensive administration of public transport services in Lagos State. Alongside the BRT scheme, which stands as a cornerstone initiative, LAMATA has introduced other vital institutions in the road and water sectors. The BRT bus system commenced operations on March 17th, 2008. By December of the same year, the total number of commuters was 39,457,962. This figure rose substantially to 113,949,072 by December 2009.

Nigeria, particularly Lagos, has grappled with the challenges of establishing an ideal transportation system. In response, Adebambo & Adebayo (2009) conducted empirical research on the impact of BRT in Lagos metropolis. Their findings suggested that BRT presents a practical and technically viable alternative to highway reconstruction. Also, Kolawole (2010) examined intra-city passenger movement on BRT within two years of operation, assessing its overall contribution to urban passenger operation as a viable solution. The study revealed that BRT maintains a low accident rate and specializes in route

efficiency. Furthermore, Okuagbe, Adamu, Iuase, and Owokolo investigated the tribulations encountered by BRT commuters. They discovered that passengers experienced reduced commuting time, with minimal gender differences in the challenges encountered. In a study by Kuye et al. (2017) evaluating the socio-economic impact of BRT in Lagos State, the findings indicated that mobility, cost reduction, and road safety attract commuters to use bus services. However, perceived reliability, responsiveness, empathy, assurance, and tangibility showed a negative outlook regarding service quality.

For an effective boost in public transport utilization, it is essential to customize the service to meet customers' specific needs (Beirão and Sarsfield Cabral, 2007). However, Friman and Felleson (2009) argue that the validity of this assumption has not been consistently demonstrated in prior research. Scholars have extensively examined various aspects, including reliability, frequency, travel time, and fare levels (Hensher et al., 2003; Tyrinopoulos & Aifadopoulou, 2008), as well as comfort and cleanliness (Eboli & Mazzulla, 2007; Swanson et al., 1997). Additionally, factors such as network coverage and proximity to stops have been scrutinized (Eriksson et al., 2009; Tyrinopoulos and Antoniou, 2008), as have safety considerations (Smith & Clarke, 2000; Felleson and Friman, 2008). Public transport significantly contributes to the development of socially, environmentally, and economically sustainable communities (Lierop,

Badami, and El-Geneidy, 2018). In Lagos State, road transport is the predominant mode of transportation,

with a diverse network extending across the state.

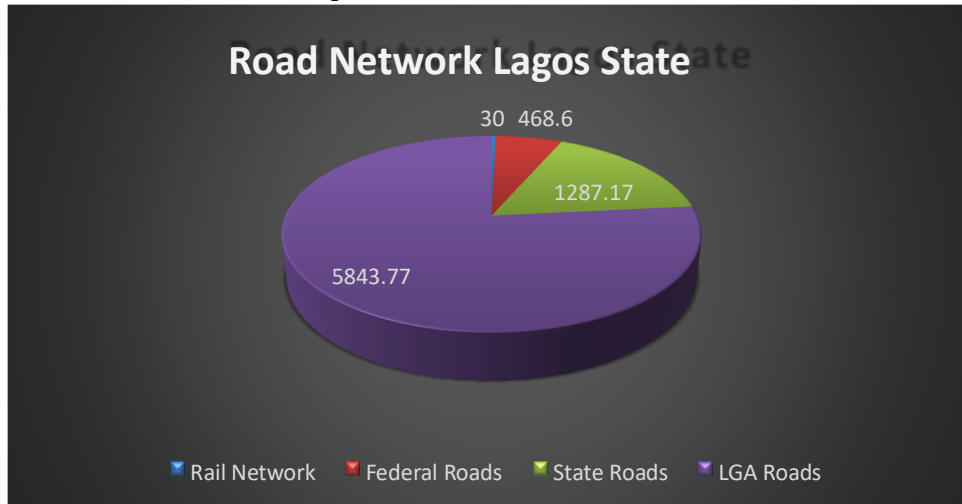


Figure 2: The primary road network (Federal and State Roads) that links the major population centers. Source: Lagos Metropolitan Area Transport Authority, 2015

The figure above gives an overview of the federal, state, and local government areas. It shows that a significant number of roads fall under the jurisdiction of local governments. Unfortunately, the majority of these roads are in a deplorable condition.

2.7. Empirical Review

When it comes to using public transport, commuters often have certain expectations, which may or may not be met. A study by Dana et al. (2016) examined passenger satisfaction in Ethiopia's public transport sector, considering factors such as personnel accuracy, dependability, comfort, cost-effectiveness, and affordability. The results revealed that 62.6% of passengers were dissatisfied with the tariff's cost-effectiveness and affordability. Additionally, nearly 57%

expressed dissatisfaction with the timeliness of the announcement and explanation of bus departures. In terms of the accuracy and dependability of bus station personnel, almost 57% of customers were dissatisfied with the services. Moreover, 70.4% of respondents disagreed with the availability of basic services at bus stations.

In a separate study, Oh (2009) explored the intricate relationship between service quality, customer satisfaction, and word-of-mouth. The research proposed an integrated model to comprehensively grasp consumer decision-making processes. It was postulated that when service quality and customer value are amalgamated, they might completely mediate perceptions that lead to customer satisfaction. This model accounted for 80% of the variance in word-of-mouth recommendations.

3. Methodology

This paper employs quantitative methods with a specific focus on examining the variables. It seeks to assess the crucial factors or determinants using a Likert-type instrument, in relation to citizen satisfaction with the service delivery of public transport, specifically the BRT Bus managed by Primero Transport Service Limited. The sample population comprises commuters traveling from CMS/TBS to Ikorodu, who serve as the primary evaluators. Data were directly collected through the use of a survey instrument. The study applies the SERVQUAL model's five dimensions of service quality – assurance, reliability, responsiveness, empathy, and tangibles – from which questions were derived to gauge citizens' satisfaction. LAMATA serves an estimated 5,000 commuters per day within the scope of the sample population. The sample size was determined using the simple percentage method, selecting 10 percent of the population, resulting in 500 commuters being sampled for the study.

The questionnaire was carefully designed to align with the content requirements and to be easy for citizens to navigate when assessing their satisfaction with the services provided by the BRT Bus. This encompasses both organizational and administrative aspects. It consisted of four sections: A, B, C, and D. Section A collected basic demographic information, while Section B featured five questions/items pertaining to overall services. Section C concentrated on staff attitude, and Section D addressed the crucial aspect of

BRT timeliness, a key factor influencing citizen satisfaction. Items were presented as statements with the same rating scale. These items were rated on a five-point Likert-type scale ranging from 1 = very dissatisfied to 5 = very satisfied. Given the consistently high commuter volume at the TBS/CMS axis, a simple random sampling method was employed. Since almost all passengers have prior experience with the BRT Blue Bus, this method was deemed suitable. Out of the 500 distributed questionnaires, an impressive 93% were returned, totalling 465 responses.

3.1. Population and sample size

For this study, 500 commuters using the LAMATA Blue Bus along the CMS-Ikorodu axis were selected through random sampling. The sample size was spread over 10 working days. For each working day, 50 commuters were conveniently drawn from the regular daily commuters at the TBS/CMS axis. The fieldwork exercise was conducted for 10 days in the same axis. The targeted sample for each day is 50 commuters, which is aggregating to 500 commuters in 10 days. The inclusion criteria were based on the willingness and experience of the commuters on the subject matter. The exclusion criteria were based on non-coercion of commuters to respond to the questionnaire.

3.2. Validity and Reliability of Research Instrument

To assess the validity of the research instrument used in this study, content validity was employed. Reliability, on

the other hand, was established through the internal consistency reliability method, yielding Cronbach's alpha coefficients of 0.760, 0.738, 0.819, and 0.722 for service delivery, staff attitude,

timeliness, and citizen satisfaction respectively. These outcomes affirm the reliability of the research instrument, as all coefficients exceed the recommended threshold of 0.7.

Table 1: Reliability results of the constructs used for the study.

S/N	Variables	Cronbach's Alpha Coefficients
1	Service Delivery	0.760
2	Staff Attitude	0.738
3	Timeliness	0.819
4	Citizen Satisfaction	0.720

3.3. Data Presentation Analysis

Out of the 500 questionnaires distributed, 35 were deemed invalid due to incomplete responses. As a result, 465 valid responses were utilized for the

study's analysis. Among the respondents, 205 (44%) were male, while 260 (56%) were female.

3.4. Analysis of respondents' responses to items on the questionnaire.

Table 2: Relationship between service delivery and citizen satisfaction

Source: Field Survey, 2025

Items on service delivery and citizen satisfaction		VS	S	A	D	VD	Total
You enjoy the overall experience with the service of BRT	Frequency	97	85	67	90	126	465
	Percentage	21%	18%	14%	19%	27%	100%
The bus provides adequate comfort for commuters	Frequency	89	82	100	90	104	465
	Percentage	19%	18%	22%	19%	22%	100%
Commuters are treated with courtesy and care	Frequency	67	90	97	110	101	465
	Percentage	14%	19%	21%	24%	22%	100%
The checkers relate with commuters amiable	Frequency	90	90	99	87	99	465
	Percentage	19%	19%	21%	19%	21%	100%
When misplace of ticket occur are you being treated fairly	Frequency	120	90	100	110	45	465
	Percentage	26%	19%	22%	24%	10%	100%

The data in Table 2 offers valuable insights. To begin with, 39 percent of the respondents (182 individuals) expressed

satisfaction with the overall BRT service. Conversely, 46 percent (216 individuals) reported dissatisfaction. In

terms of comfort, 37 percent (171 respondents) believed the buses provided adequate amenities, while 41 percent (194 respondents) held the opposite view. Concerning courtesy and care, 33 percent (157 individuals) felt content, while 46 percent (211 individuals) perceived a lack of it. Regarding the conduct of checkers, 38

percent (180 individuals) appreciated their amiable approach, but 40 percent (186 individuals) found it unfriendly. When faced with ticket misplacement, 45 percent (210 individuals) were content with the resolution, while 34 percent (155 individuals) felt they were treated unfairly.

Table 3: Relationship between staff attitude and citizen satisfaction

Source: Field Survey, 2025

Items on staff attitude and citizen satisfaction		VS	S	A	D	VD	Total
The staff and ticketer are receptive	Frequency	89	86	75	100	115	465
	Percentage	19%	18%	16%	22%	25%	100%
Staff make extra effort to provide friendly service	Frequency	101	69	87	109	99	465
	Percentage	22%	15%	19%	23%	21%	100%
The staff treated customers fairly	Frequency	90	54	89	92	140	465
	Percentage	19%	12%	19%	20%	30%	100%
Staff are competent and perform their duty optimally	Frequency	78	90	100	92	105	465
	Percentage	17%	19%	22%	20%	23%	100%
Prompt and adequate attention is given to elderly citizens	Frequency	98	95	85	102	85	465
	Percentage	21%	20%	18%	22%	18%	100%

Table 3 provides a comprehensive view of respondents' sentiments. Firstly, 37 percent (175 individuals) expressed contentment with the responsiveness of staff and ticketing personnel, while 47 percent (215 individuals) did not. Additionally, 37 percent (170 individuals) believed staff members exerted extra effort to offer friendly services, but 44 percent (208 individuals) disagreed. Regarding fairness in treatment, 31 percent (144 individuals)

were satisfied, while 50 percent (232 individuals) were dissatisfied. In terms of competency and performance, 36 percent (168 individuals) were content, whereas 43 percent (197 individuals) felt staff did not perform optimally or were not competent. Furthermore, 41 percent (193 individuals) expressed satisfaction with the prompt and thorough attention given to elderly citizens, while 40 percent (187 individuals) were not satisfied.

Table 4: Relationship between timeliness and citizen satisfaction

Source: Field Survey, 2025

Items on timeliness and citizen satisfaction		VS	S	A	D	VD	Total
The bus driver arrives and leave on time	<i>Frequency</i>	90	97	78	90	110	465
	<i>Percentage</i>	19%	21%	17%	19%	24%	100%
The managers make an effort to bring another BRT bus when there are many commuters	<i>Frequency</i>	97	78	84	115	91	465
	<i>Percentage</i>	21%	17%	18%	25%	20%	100%
Commuters' can plan their activities around BRT and achieve it	<i>Frequency</i>	97	88	79	81	120	465
	<i>Percentage</i>	21%	19%	17%	17%	26%	100%
The drivers spend considerable time at each bus stop for efficiency	<i>Frequency</i>	70	90	100	90	115	465
	<i>Percentage</i>	15%	19%	22%	19%	25%	100%
Commuters who replace those that alighted have a seat	<i>Frequency</i>	65	64	95	132	109	465
	<i>Percentage</i>	14%	14%	20%	28%	23%	100%

Table 4 presents a detailed overview of respondent opinions. Firstly, 40 percent (187 individuals) expressed satisfaction with the punctuality of bus drivers, while 43 percent (200 individuals) did not. Additionally, 38 percent (175 individuals) were content with the efforts made by managers to deploy more BRT buses during peak times, but 45 percent (206 individuals) disagreed. Regarding the ability to plan activities around BRT schedules, 40 percent (185

individuals) found this feasible, yet 43 percent (201 individuals) were dissatisfied. In terms of time efficiency at each bus stop, 34 percent (160 individuals) were content, while 44 percent (205 individuals) believed that drivers lingered unnecessarily. Moreover, 28 percent (129 individuals) were pleased with the availability of seats for boarding passengers, whereas 51 percent (241 individuals) were not.

3.5. Hypotheses Testing

Hypothesis one

H1: There is no relationship between service delivery and citizen satisfaction.

The hypothesis was tested using the Person Product Moment Correlation

Analysis. This analysis examined the relationship between the variables of service delivery and citizen satisfaction.

Table 5: Relationship between service delivery and citizen satisfaction

Correlations			
		Service delivery	Citizen satisfaction
Service delivery	Pearson Correlation	1	-.738**
	Sig. (2-Tailed)		.001
	N	465	465
Citizen satisfaction	Pearson Correlation	-.738**	1
	Sig. (2-Tailed)	.001	
	N	465	465
**. Correlation is significant at the 0.05 level (2-tailed).			

The table above illustrates a high negative relationship between service delivery and citizen satisfaction, denoted by the correlation coefficient ($r = -0.738$). This finding holds statistical significance, as evidenced by the p-value of 0.001, which falls below the chosen significance level of 0.05.

To summarize, the study rejects the null hypothesis and supports the alternative hypothesis. This leads to the conclusion that there is indeed a significant negative relationship between service delivery and citizen satisfaction.

Decision:

In summary, the study rejects the null hypothesis and supports the alternative hypothesis. This leads to the conclusion that there is indeed a significant negative relationship between service delivery and citizen satisfaction.

Hypothesis Two

H2: There is no relationship between staff attitude and citizen satisfaction.

Regression analysis was used to test this hypothesis

Independent variable = Staff attitude

Dependent variable = Citizen satisfaction

Table 6: relationship between staff attitude and citizen satisfaction

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.876 ^a	.768	.767	9.73589	1532.054	.000 ^b
Predictors: (Constant), staff attitude						

The model summary provides insights into the impact of staff attitude on citizens' satisfaction. With a coefficient of determination ($R^2 = 0.768$, p -value < 0.05), it's evident that 76.8% of the variability in citizens' satisfaction can

be attributed to staff members' attitude. This outcome is statistically significant, as indicated by the p -value of 0.000, which is less than the chosen significance level of 0.05 for this study.

Table 7: citizen satisfaction and staff attitude

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.800	.708		8.197	.000
	Staff attitude	-.888	.023	.876	39.141	.000
Dependent Variable: citizen satisfaction						

Regression model:

Citizen satisfaction = $5.8 - 0.888$ Staff attitude

Analyzing the unstandardized coefficients of staff attitude ($b_1 = -0.888$, p -value < 0.05) shows that it can serve as an accurate predictor of citizens' satisfaction. This means that a unit negative change in staff attitude would lead to an 88.8% decrease in citizens' satisfaction. On the other hand, an improvement in staff attitude would correspondingly increase citizens' satisfaction by 88.8%.

Decision:

The null hypothesis has been rejected, and in its place, the alternative hypothesis is accepted. Consequently, it can be inferred that staff attitude exerts a negative influence on citizen's satisfaction.

Hypothesis three

H3: There is no significant relationship between timeliness and citizen satisfaction.

The hypothesis was further tested using the Person Product Moment Correlation Analysis, focusing on the variables of timeliness and citizen satisfaction.

Table 8: *timeliness and citizen satisfaction*

Correlations			
		Timeliness	Citizen satisfaction
Timeliness	Pearson Correlation	1	.297**
	Sig. (2-Tailed)		.000
	N	465	465
Citizen satisfaction	Pearson Correlation	.297**	1
	Sig. (2-Tailed)	.000	
	N	465	465
**. Correlation Is Significant At The 0.05 Level (2-Tailed).			

The table above indicates a notably low relationship between timeliness and citizen satisfaction ($r = 0.297$). This result is statistically significant, as evidenced by the p-value (0.000), which is lower than the 0.05 level of significance set for the study.

Decision:

The null hypothesis is rejected, while the alternative hypothesis is accepted. This leads to the conclusion that there exists a significant relationship between timeliness and citizen satisfaction.

Table 9: *Summary of findings*

S/N	Hypothesis	Tool of analysis	Result	Decision
1	There is no relationship between service delivery and citizen satisfaction	Correlation analysis	Null Hypothesis Rejected ($r = -0.738$, p-value < 0.05)	There is a high negative relationship between service delivery and citizen satisfaction
2	Staff attitude does not affect users citizens satisfaction	Regression analysis	($R^2 = 0.768$, pvalue < 0.05)	Staff attitude affect users' citizens satisfaction significantly
3	There is no significant relationship between timeliness in service delivery and citizen satisfaction	Correlation analysis	($r = -.297$, p-value < 0.05)	There is a low positive relationship between timeliness and citizen satisfaction

Interpretation of Hypothesis Testing Results

The hypothesis testing results provide empirical evidence regarding the relationship between public transportation service delivery and citizen satisfaction in Lagos State. For Hypothesis One, the Pearson Product Moment Correlation analysis revealed a positive and statistically significant relationship between public transportation service delivery and citizen satisfaction ($p < 0.05$). This finding indicates that improvements in the quality, accessibility, reliability, safety, and affordability of public transportation services are associated with higher levels of citizen satisfaction. The positive correlation suggests that service delivery is an important predictor of citizens' perceptions of government performance in the transport sector. Consequently, the null hypothesis was rejected, while the alternative hypothesis was accepted, confirming that service delivery significantly influences citizen satisfaction.

The results of Hypotheses Two and Three similarly demonstrate statistically significant relationships between the independent and dependent variables. The findings indicate that the identified dimensions of public transportation service delivery collectively contribute to variations in citizen satisfaction and explain a substantial proportion of the observed differences in users' perceptions. Overall, the hypothesis testing confirms that effective public transportation service delivery plays a significant role in enhancing citizen

satisfaction in Lagos State. These findings are consistent with previous studies which argue that efficient, reliable, and citizen-centred public services improve public confidence, service utilisation, and trust in government.

4. Findings

The study investigated how service delivery influences citizen satisfaction, particularly regarding staff attitudes and timeliness in public transportation. The findings reveal a negative relationship between service delivery and citizen satisfaction ($r = - 0.738$). This result holds statistical significance, as the p-value (0.001) is less than the 0.05 level of significance set for the study. Regarding staff attitude, the outcome suggests that a unit negative change in staff attitude leads to an 88.8% decrease in citizen satisfaction. Conversely, an improvement in staff members' attitude results in an 88.8% increase in citizen satisfaction. The table above illustrates a rather low relationship between timeliness and citizen satisfaction ($r = 0.297$). This finding also holds statistical significance, with a p-value of 0.000, which is less than the 0.05 level of significance employed in the study. In light of these results, it is evident that overall service delivery has not been as effective or as encouraging as desired. Hence, there is a pressing need to improve the nature of service delivery.

The findings demonstrate that public transportation service delivery significantly influences citizen satisfaction in Lagos State; however, the

nature of the relationships observed across the variables differs considerably. The significant association between the study variables supports the central proposition of Expectation–Disconfirmation Theory (EDT), which posits that citizens evaluate public services by comparing their expectations with actual service performance (Oliver, 1980). Nevertheless, the dimensions of service delivery do not affect satisfaction uniformly, suggesting that citizens' evaluations are shaped by multiple service quality attributes rather than by overall service performance alone.

A particularly noteworthy finding is the strong negative relationship between overall service delivery and citizen satisfaction ($r = -0.738$). Although this result appears counter-intuitive, it may reflect the persistent gap between citizens' expectations and their actual experiences with public transportation services in Lagos State. Under EDT, when perceived service performance falls below citizens' expectations, negative disconfirmation occurs, resulting in dissatisfaction. Despite ongoing investments in transport infrastructure and reforms, commuters may continue to experience overcrowding, traffic congestion, safety concerns, fare increases, inadequate route coverage, and inconsistent service quality. Consequently, respondents may have rated certain aspects of service delivery relatively positively while remaining dissatisfied with the overall transport experience because their expectations were substantially higher. Similar findings have been reported in studies of public service delivery, where improvements in service provision do not automatically translate into higher

citizen satisfaction if public expectations increase at a faster rate than service performance (Van de Walle & Bouckaert, 2003; James, 2009).

The study also found that timeliness exhibited a weak positive relationship with citizen satisfaction ($r = 0.297$). This suggests that although punctuality and reduced waiting times contribute to positive user experiences, timeliness alone is insufficient to determine overall satisfaction. Public transportation users evaluate services holistically, taking into account factors such as affordability, safety, comfort, accessibility, staff behaviour, reliability, and the condition of transport facilities. Therefore, improvements in punctuality may have only a modest influence on satisfaction if other service deficiencies persist. This finding aligns with previous research indicating that timeliness is an important but not exclusive determinant of perceived service quality in public transportation systems, particularly in rapidly growing urban environments where multiple service challenges coexist.

Comparing these findings with previous studies reveals both consistencies and differences. Consistent with earlier studies, the results confirm that citizen satisfaction is closely linked to the quality of public service delivery and the extent to which government institutions meet public expectations. However, the negative correlation between overall service delivery and satisfaction contrasts with studies conducted in more stable transport systems, where improvements in service quality generally produce corresponding increases in user satisfaction. This difference may reflect the unique

operational and institutional challenges facing urban transportation in Lagos State, including rapid population growth, infrastructure constraints, traffic congestion, and increasing commuter expectations. These contextual factors reinforce the importance of interpreting citizen satisfaction not merely as a function of objective service performance but also as an outcome of citizens' evolving expectations and lived experiences.

This study has several limitations that should be acknowledged. First, the study employed a cross-sectional research design, limiting the ability to establish causal relationships between service delivery and citizen satisfaction over time. Second, the findings are based on self-reported perceptions, which may be influenced by respondents' recent experiences or subjective biases. Third, the study focused exclusively on public transportation users within Lagos State, thereby limiting the generalisability of the findings to other states or sectors of public service delivery in Nigeria. Future research should adopt longitudinal or mixed-method approaches to examine changes in citizen satisfaction over time and incorporate qualitative evidence to provide deeper insights into the factors shaping citizens' expectations and perceptions of public transportation services.

5. Conclusion

This study examined the relationship between public transportation service delivery and citizen satisfaction in Lagos State using Expectation–Disconfirmation Theory (EDT) as the guiding theoretical framework. The

findings demonstrate that the study's research objectives were successfully achieved by establishing the nature and strength of the relationships between service delivery, staff attitude, timeliness, and citizen satisfaction. The empirical results confirm that citizens' satisfaction with public transportation is influenced by their evaluation of service performance relative to their expectations, thereby supporting the central propositions of EDT. While service delivery and staff attitude significantly influenced citizen satisfaction, the findings also revealed variations in the strength and direction of these relationships, highlighting the multidimensional nature of service quality in the public transportation sector.

The demographic profile of respondents provides important context for interpreting the findings on citizen satisfaction with public transportation service delivery. The study found that 56% of the respondents were female, while 44% were male, indicating a relatively balanced sample with a slight female majority. This distribution suggests that women constitute a significant proportion of public transportation users in Lagos State and that their perceptions are well represented in the study. Since women often rely more heavily on public transport for commuting and may place greater emphasis on issues such as safety, accessibility, and staff conduct, the gender composition of the sample may have influenced the overall assessment of service quality and satisfaction. Future studies should incorporate more comprehensive

demographic profiling and employ statistical techniques such as independent-samples t-tests, analysis of variance (ANOVA), or multiple regression to examine whether demographic characteristics significantly influence citizen satisfaction with public transportation services. Such analyses would provide deeper insights into how different population groups perceive service quality and assist policymakers in designing more inclusive and user-centred transportation policies.

Although service delivery, staff attitude, and timeliness collectively contribute to citizens' evaluation of public transportation services, they represent conceptually distinct dimensions of service quality. Service delivery refers to the overall effectiveness of public transportation in meeting commuters' needs through the provision of accessible, reliable, safe, affordable, and efficient transport services. Staff attitude captures the interpersonal or human-relations dimension of service delivery, focusing specifically on the behaviour, courtesy, professionalism, responsiveness, and willingness of transport personnel to assist commuters during service encounters. Timeliness, on the other hand, measures the operational efficiency of the transportation system by assessing punctuality, waiting time, schedule adherence, and the consistency of service provision. While these dimensions are related, each reflects a different aspect of commuters' experiences and therefore warrants separate measurement.

6. Recommendations

The study contributes to knowledge by extending the application of Expectation–Disconfirmation Theory to public transportation service delivery within the Nigerian context, an area that has received relatively limited empirical attention. By examining service delivery, staff attitude, and timeliness as distinct dimensions of service performance, the study provides a more comprehensive understanding of the factors influencing citizen satisfaction and offers evidence that can inform service improvement strategies and public policy. Practically, the findings underscore the need for transport authorities and policymakers to improve service reliability, strengthen staff professionalism, enhance operational efficiency, and better align service delivery with citizens' expectations to improve public confidence and satisfaction.

The enhancement of business ethics and acceptable behavior within Primero Transport Service Limited, along with rigorous bus maintenance protocols and effective strategies to reduce waiting times, will significantly elevate service delivery and, consequently, boost citizen satisfaction. Furthermore, the Ministry of Transport should consider establishing an independent service quality assurance team to collaborate with other entities in order to augment the quality of service delivery. Additionally, this study advocates a heightened focus on bus maintenance, along with regular quarterly staff training, to improve user interactions. There should be measures in place to penalize staff who exhibit blatant disrespect towards customers, and vice

versa. It is further recommended to develop a mobile application that enables citizens to monitor buses in real time via GIS, purchase tickets, and thereby substantially reduce waiting

times. Furthermore, recruiting more staff and procuring additional buses would alleviate shortages and contribute to a more efficient, effective, and sustainable urban transport system.

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