

Organizing Services in the Land Transport Enterprise: A Case Study of SOGRAL Ouargla

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Abstract

This study addresses the topic of the land transport enterprise, centering on the question of the extent to which land transport enterprises are able to organize their services. It highlights the importance of this sector in developed countries, where it is regarded as part of strategic planning and as an indicator of the level of civilizational development, particularly when combined with modern technological applications. Algeria has sought to develop the land transport sector by incorporating it into its development plans, with a focus on improving infrastructure and organizing transport stations. However, the sector faces multiple challenges, including weak organization, the absence of oversight over carriers and the condition of buses, in addition to the low level of services within the stations. The study relied on the case-study method at the Ouargla station, using interviews and questionnaires, to evaluate the performance of the enterprise responsible for managing land transport stations. The findings revealed a shortfall in organizational integration despite technological modernization, with the enterprise focusing on technical aspects while neglecting human resources, which negatively affects service quality.

Keywords: *Enterprise; Land Transport; Organization; Control/Oversight; Planning*

1. Introduction

The individual's need for mobility constitutes an urgent necessity that cannot be dispensed with, as it is directly linked to meeting various daily and vital needs, such as commuting to work, engaging in tourism and leisure, and attending to personal and social affairs. Means of transportation have evolved markedly over time, and their forms have diversified considerably, especially in our modern era, which has witnessed rapid technical and industrial progress. However, this expansion in modes of transport, combined with the continuous increase in population density and the growing complexity and branching of road networks, has created a number of organizational problems, particularly in the field of land transport vehicles, which have come to face increasing difficulties in regulating their movement and scheduling.

This situation has resulted in a clear disruption in the organization of station schedules, and in many drivers' failure to comply with permitted speeds or designated stopping points, leading to the spread of disorder and a decline in the trust of land transport users, along with their discontent. These dysfunctions have not been limited to the organizational aspect alone but have extended to include the loss of passengers' luggage and exposure to theft, some carriers' failure to respect passengers' rights and dignity, in addition to the increase in traffic accidents and the resulting material and human losses. All of this has prompted the state to intervene in order to organize carriers within a framework of operating institutions, with the aim of achieving organization on the one hand, and pursuing modernization on the other—facilitating the booking process, enabling

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access to information on services, schedules, and stations without the effort of travel, ensuring passenger safety and security, and reducing the incidence of traffic accidents as well as the material and human losses that result from them.

2. Method and Methodological Tools

2.1. Research Problem and Hypotheses

Land transport is one of the most important sectors of comprehensive development and constitutes an essential resource within the economy. In developed countries it is regarded as part of the overall national plan and as one of the indicators of civilizational progress, particularly given its connection with various systems, foremost among them technological applications. Developing countries have come to need change across all of their sectors, including the transport sector, which accounts for 48% of logistics services in developed countries. At the national level, Algeria has incorporated transport into its overall development plan and has attached importance to securing the needs of this sector through appropriate planning carried out in coordination with other economic sectors.

In light of the problems this sector has experienced in relation to carriers and passengers, and, further, the organizational condition of land transport stations and station facilities — which affect passengers in terms of the quality of service — as well as the absence of oversight over the condition of buses, station facilities, and carrier conduct, resulting in material and human losses, the State has established an enterprise to operate and manage land transport stations, subject to international oversight standards, and equipped with qualified human resources and modern technological inputs capable of managing land transport facilities and means.

On this basis, the following question is posed: Do land transport enterprises satisfy the requirements of organization and service provision?

From this main question, the following sub-questions arise:

- To what extent does administrative control contribute to organizing services within the enterprise?
- What are the merits of administrative modernization as an organizational element within the land transport enterprise?

These sub-questions translate into the following set of hypotheses:

- Activating the enterprise's control mechanisms contributes to organizing services within the land transport enterprise.
- The introduction of modern technology into the transport enterprise contributes to organizing its services.

2.2. Objectives of the Study

The study seeks to achieve the following objectives:

- Diagnose the actual state and condition of the land transport network linking the provinces.
- Highlight the role of land transport service quality in passenger satisfaction.
- Examine the importance and role of the human element in the quality of land transport service.

2.3. Study Methodology

As in any scientific research, every researcher is required to conduct an objective investigation of the phenomenon under study. According to Maurice Angers, any researcher embarking on scientific research must proceed according to a method — that is, a clear approach defined by a set of precise procedures and techniques adopted in order to reach an accurate conclusion and to identify its causes. It is the procedures employed in preparing and carrying out the research that determine its results; the researcher is therefore required to apply this approach correctly and rigorously, following successive stages in a coordinated manner.

In this study we adopted the descriptive method, “which focuses on the precise and detailed description of the phenomenon under study, whether in qualitative or quantitative terms, and which may be confined to describing a given state of affairs within a specific time period, or may extend to cover developments across several periods.” This method aims to observe the phenomenon under study in order to understand its content. We also drew on the case-study

method, which provides the researcher with quantitative and qualitative data concerning the aspects of the case under investigation — whether an institution or individuals — including personal data and the surrounding environment, and which enables the researcher to conduct a study attentive to the details of the case examined.

2.4. Data Collection Technique

For this study we selected the interview technique, since it allows for the collection of precise information concerning the phenomenon under study. It was not possible, however, to complete the interviews, because the respondents were travelers experiencing fatigue, in addition to constraints of time; this required the use of a questionnaire instead, so as to facilitate the collection of a larger volume of information. Presenting the same questions in the questionnaire also enables the researcher to make comparisons more readily than would be possible through interviews.

2.5. Study Sample and Its Determinants

The sample was determined by convenience (accidental) sampling, since the study required surveying the opinions of both carriers and passengers within the transport sector in order to gauge the extent to which services are organized within the land transport enterprise. Because every member of the population is concerned with the use of these services, this sample does not require specific conditions or particular characteristics among its members, and the study population is accordingly heterogeneous.

The study was conducted at the Ouargla Land Transport Enterprise (Algeria) during the month of June 2025, a period corresponding to the summer holiday season, known for high passenger movement across all areas of the province

3. Review of the Literature

3.1. Organizational Control as a Social Mechanism for Regulating Services within the SOGRAL Land Transport Enterprise

Organizational control is regarded as a social means through which the enterprise seeks to guide employees' behavior and ensure their compliance with agreed-upon rules. It is not limited to inspection and administrative review, but extends to the values and norms that emerge within the work group². Sociologists have shown that individuals are influenced by their colleagues' views and expectations, and therefore comply with rules out of concern for their standing among peers, and not merely out of fear of punishment. Control is generally divided into two types: formal control, exercised by management through reports and field inspection, and informal control, arising from colleagues and the norms prevailing within the profession; both complement one another in regulating performance. Control has thus become a factor that unifies professional behavior and limits deviation from the objectives set.³

The clarity of rules also helps the worker understand what is required of him, thereby reducing conflicting individual initiative. In the service sector, the need for control is even greater, because service quality is measured at the very moment it is delivered to the beneficiary and cannot be corrected once the moment has passed. The bus driver, the ticket collector, and the maintenance worker each deliver part of the service directly in front of the customer, and a single small error can damage the reputation of the entire enterprise⁴. Accordingly, viewing control as a social relationship before it is an administrative procedure opens the way to a deeper reading of the reality of services in transport enterprises. Building on this theoretical framework, it is useful to turn to the SOGRAL enterprise in Ouargla Province, in order to understand how control is practiced there and its impact on employee performance and on the quality of the service provided to travelers.

² Abdelaziz Zouatini, **Human Resource Development in Organizations**, 1st ed, Amman: Academic Book Center, 2020, p. 233.

³ Mahmoud Abd al-Majid Assaf & Sayeb Kamal al-Agha, **Educational Administration and Planning: Models and Practical Applications**, Amman: Dar al-Manhal, 2015, p. 269.

⁴ Christopher Lovelock & Lauren Wright, **Principles of Services Marketing and Management**, trans. Ammar Mohamed and Selwa Ahmed al-Abbadi, 1st ed, Cairo: Dar Hemithra for Publishing and Translation, 2022, p. 76.

Control within SOGRAL operates at two complementary levels: the first is formal and is undertaken by management through monitoring departure and arrival times, tracking the condition of buses, and recording passenger complaints; the second is informal and stems from the daily relationships among drivers, ticket collectors, and maintenance workers. A driver who respects his trip schedule does not do so solely out of fear of a wage deduction, but because he knows that his colleagues observe his conduct and that his professional reputation depends on his punctuality. To illustrate, suppose a driver is thirty minutes late for a long-distance trip. Management records the delay in the daily report, inquires into its cause, and draws the driver's attention to its effect on passengers; in turn, the driver feels embarrassed in front of colleagues who complete their trips on schedule, and consequently takes greater care to be punctual in the following days. In this way, formal control and informal social pressure converge on a single goal: improving the service. The daily trip log helps management compare performance across days and detect recurring errors before they become entrenched habits.²

In addition, periodic meetings between management and staff allow observations to be presented and discussed openly. Direct dialogue between supervisor and worker makes correction easier than strict punishment, because the worker feels like a partner in improving performance rather than a suspect being held to account. Nevertheless, the effectiveness of control remains contingent on its fairness and on the clarity of its criteria; if employees perceive discrimination in how they are held accountable, their willingness to comply weakens, and their trust in management declines³.

Since the passenger is the principal beneficiary of the service, the effect of control is reflected in his daily experience of the bus — in the cleanliness of the seats, the observance of schedules, courteous treatment, and road safety. When control is exercised regularly and fairly, the passenger feels reassured, trust in the enterprise grows, and its image within the local community improves. In a vast province such as Ouargla, where distances are considerable and long-distance trips are frequent, control over the condition of vehicles and over drivers' hours of duty becomes a matter of safety before it is a matter of quality. Moreover, the training and motivation of staff reinforce control, shifting compliance from an imposed obligation to a personal conviction.⁴

Recent studies therefore recommend linking control with training and moral recognition, rather than relying on punishment alone. Periodic assessment of passenger satisfaction, through short questionnaires, likewise reveals weaknesses that do not appear in official reports; it is enough for the same observation to recur in complaints for management to know where its efforts should be focused. Furthermore, digital tools — such as GPS-based bus tracking and telephone-based complaint reception — make control faster and more precise. In conclusion, organizational control at SOGRAL is not a constraint imposed on the worker, but rather a social mechanism that organizes work, protects passengers' rights, and drives the enterprise toward better service, provided that it is founded on fairness, dialogue, and motivation.

3.2. Modern Technology and Its Role in Modernizing the Organization of Transport Services at SOGRAL

Modern technology has become a factor in restructuring working methods within service enterprises, foremost among them transport enterprises, which deal daily with large numbers of passengers and with precise schedules. For a long time, SOGRAL, like other enterprises in the

¹ Ali Hassan Alfawwaz, **Approaches to the Cultural Question: The Other, Power, Identity, and Ideology**, 1st ed., Damascus: Dar Nainawa for Studies, Publishing and Distribution, 2022, pp. 147–148.

² Khalil Awad, **Ethical Climate and Its Relationship to Burnout and Organizational Commitment among Department Heads in Education Directorates**, 1st ed., Amman: Dar al-Yazouri al-Ilmiyya, 2019, p. 131.

³ Abd al-Rahim Abd al-Rahman al-Haiti, **Time Management: Contemporary Concepts and Applications**, Amman: Dar al-Hamid for Publishing and Distribution, 2013, p. 127.

⁴ Michael Allison & Jude Kaye, **Strategic Planning for Nonprofit Organizations**, Amman: Al-Obeikan Publishing, 2007, p. 377.

sector, relied on paper records and on direct communication between management and drivers — a method that consumes time and effort and leaves errors likely to occur. With the spread of digital devices and high-speed communication networks, the enterprise has become able to collect and analyze trip data in real time, and consequently to make more accurate decisions regarding the allocation of buses and the scheduling of departure times.¹

Modern software has also made it possible to consolidate information into a single database shared by all departments, reducing duplication of tasks and improving coordination between management and field operations. In addition, digital systems have lowered operating costs, since they have reduced paper consumption and time lost in correspondence, while providing managers with dashboards that clearly display performance indicators. The benefit of technology is not confined to administrative management; it extends to the quality of the service provided to the passenger, in terms of regularity, speed, and transparency. It therefore becomes necessary to examine its direct impact on the organization and field monitoring of trips².

Building on this administrative impact, the value of technology becomes clearly apparent in the daily organization and monitoring of trips. Satellite-tracking systems allow supervisors to know the location, speed, and stop duration of each bus without the need for repeated phone calls to the driver. To illustrate, consider a bus operating a route between two cities that is delayed as a result of a traffic accident.

Under the traditional method, management would not learn of the delay until a considerable amount of time had passed, leaving passengers at the station with no information. With the digital system, however, an immediate alert reaches the control center, enabling the responsible officer to decide either to dispatch a reserve bus or to adjust the route, after which a text message is sent to passengers informing them of the new schedule. In this way, the crisis is brought under control, and the enterprise preserves its customers' trust. Alongside tracking, electronic booking applications help organize the allocation of seats and give management a clear picture of the level of demand on each route and at each time slot. The data accumulated from these operations subsequently becomes a valuable knowledge asset, later invested in improved resource planning — which leads, in turn, to the question of preparing for the future and training the workforce.³

On the basis of this data, the enterprise can move from reactive response to advance planning. Accurate statistics on passenger numbers, peak periods, and vehicle breakdowns help schedule preventive maintenance and determine the actual need for buses and drivers in each season. They also make it possible to evaluate less profitable routes and to redirect resources toward routes of higher demand.

The success of this approach, however, does not depend on the acquisition of equipment alone, since it is the human element that operates it and makes the best use of its results. The enterprise therefore needs ongoing training programs to instruct employees and drivers in the use of digital tools, along with an organizational culture that encourages the acceptance of innovation.⁴

Other challenges remain, such as the cost of the initial investment, the protection of passenger data, and ensuring the continuity of the network in remote areas. Nevertheless, the benefits achieved outweigh the accompanying difficulties, since the service improves and the enterprise's image among passengers is enhanced, making modernization a strategic choice that no transport enterprise seeking to survive and remain competitive can do without.

4. Results

Case 1: Interview with a customer, route linking Ouargla–Biskra.

¹ Saad Ali Reihan al-Muhammadi, **Excellence and Quality Management: The Image of Contemporary Organizations**, 1st ed, Amman: Dar al-Yazouri al-Ilmiyya, 2022, p. 22.

² Mohamed Rabie, **The Arabs in the Eye of the Storm**, Amman: Dar al-Yazouri al-Ilmiyya for Publishing and Distribution, 2018, p. 107.

³ Safwan al-Mubaidin, **Electronic Government: Models, Applications, and International Experiences**, Amman: Dar al-Yazouri al-Ilmiyya for Publishing and Distribution, 2011, p. 150.

⁴ Abdelaziz Zouatini, **Human Resources between Theory and Practice**, 1st ed., Amman: Academic Book Center, 2020, p. 207.

Service organization: he states that transport is available, and since he travels frequently, he has experience with timing—schedules that are fairly well organized. Prices do not vary, as they are standardized. He says the bus is clean, the driver's competence is good, and there are good stopping areas; the next stop is clean, and the driver stops at the designated station. As for the restaurant, it exists but lacks hygiene standards. Rest areas are scarce in the Ouargla station area, and he finds it a hassle and a burden to search for them, especially since Ouargla is merely a transit area.

Case 2: Interview with a customer, route linking Ouargla–Ghardaïa.

He does not find many inter-provincial taxis, and their prices are exorbitant. Service organization: he finds SNTV transport to be organized; it stops for rest on long distances, and cleanliness is acceptable. He does not need a resting place, since the distance between Ouargla and Ghardaïa is short.

Case 3: Interview with a bus driver, route linking Ouargla–Ghardaïa.

Organizational integration: the driver states that psychological factors greatly affect the driver, especially on long distances such as Ghardaïa–Tamanrasset. He also states that traffic accidents are not attributable solely to maintenance problems but are as much psychological and physical in nature.

Case 4: Interview with a customer, route linking Ouargla–Algiers.

Service organization: he expressed satisfaction regarding the organization of timing; the bus is in a clean condition. Regarding the station's services and facilities, oversight of cleanliness is weak—non-existent, in fact—and the service is disastrous. There is only one rest area in the region.

Case 5: Interview with a customer, route linking Ouargla–Biskra.

The condition of the bus is ordinary; the driver sometimes exceeds the speed limit and fails to respect the schedule between one stop and another. The restaurant is chosen by the driver, who also stops at gas stations to attend to certain needs.

Case 6: Interview with a driver, route linking Ouargla–Ghardaïa.

The condition of the bus is clean, and he maintains it periodically. He expressed satisfaction regarding the road, but as for the rest areas at the station, he describes them as poor—there are no places to rest. He sometimes suffers fatigue from travel, and he stated that he never visits a doctor and undergoes no medical check-ups whatsoever.

Table 1: Time spent waiting for the bus

Waiting time	Frequency	Percentage
Long	3	12
Medium	12	48
Short	10	40
Total	25	100

Source: Prepared by the researcher

The table above shows the general trend prevailing in the data: 48% indicate that the time spent waiting for the bus is medium, followed by 40% who stated that the waiting time is short, followed by 12% who stated that the waiting time is long.

Given that the majority reported a medium waiting time, estimated at 48%, which is very close to the 40% who reported a short waiting time, this indicates that the scheduling of trips is subject to organizational conditions and administrative oversight. It also shows that subordinates—that is, the carriers—comply with the directives of the head of the Ouargla station management, which in turn produces a degree of comfort and acceptance among the beneficiaries of the transport service.

Table 2: Time spent on the trip

Trip duration	Frequency	Percentage
Long	7	28
Medium	15	60
Short	3	12
Total	25	100

Source: Prepared by the researcher

The table above shows the general trend prevailing in the data regarding trip duration: the highest percentage, 60%, indicates a medium trip duration, followed by 28% who stated that the trip duration is long, followed by 12% who stated that the trip duration is short.

It is evident from the table that the transport service takes a medium amount of time. Considering the scheduling of departures and comparing this with Table 1, trips depart at fairly acceptable times, and the fact that trip duration is estimated as medium is attributable to the carrier's compliance with legal instructions regarding the required speed. These instructions fall within the operating institution's plan to mitigate the severity of risks arising from the institution's external environment, based on prior forecasts intended to improve service and comfort for the beneficiary of the transport service, and, on the other hand, to reduce the institution's potential losses in the event of exposure to accidents.

Table 3: Respondents' answers regarding bus breakdowns en route

Bus breakdown	Frequency	Percentage
Breaks down	10	40
Does not break down	15	60
Total	25	100

Source: Prepared by the researcher

The table above shows the general trend prevailing in the data: 60% stated that the bus does not break down en route, followed by 40% who stated that the bus does break down en route.

It is evident from the table that the buses are subject to inspection and maintenance conditions, and are, according to respondents' statements in the interviews, relatively good. Given the distances covered are not particularly long, this makes their expected service life acceptable. According to one bus driver's statement, his bus undergoes technical inspection.

Table 4: Refund of fares to passengers in the event of bus breakdown

Fare refund	Frequency	Percentage
Yes	2	8
No	3	12
Does not know	15	60
Total	25	100

Source: Prepared by the researcher

The table above shows the general trend prevailing in the data: 60% stated that they do not know whether a refund is possible in the event of bus breakdown, followed by 12% who stated that they did not receive a refund in the event of bus breakdown, followed by 8% who stated that they did receive a refund in the event of bus breakdown.

The highest percentage, estimated at 60%, of those who stated they do not know about the possibility of a refund from the institution managing the stations—compared with Table 3, where the highest percentage stated that the bus does not break down—can be explained by the fact that these respondents had simply not encountered a bus breakdown en route, nor problems with fare refunds. This is also because the buses are subject to technical inspection and maintenance, being subject to the oversight requirements of the managing institution, which improves the service.

Table 5: Awareness of bus schedule information via the SNTV electronic service

SNTV service	Frequency	Percentage
Aware	5	20
Not aware	20	80
Total	25	100

Source: Prepared by the researcher

The table above shows the general trend prevailing in the data: 80% stated that they are unaware of SNTV's electronic service for schedule information, followed by 20% who stated that they are aware of this electronic service—a very small percentage.

It is evident from the table that a very large proportion, 80%, are unaware of the electronic schedule-information service provided by the managing institution SNTV. This is not, however, attributable to any shortcoming on the institution's part, since it does employ advanced technological techniques in customer service; rather, it is attributable to an external factor—namely, the service beneficiary. The absence of awareness among mobile individuals regarding the importance of the electronic service renders the institution unable to develop itself further, given the absence of a predictive vision of its own areas of shortcoming.

A weak proportion, estimated at 20%, stated that they are aware of the electronic schedule-information service provided by the managing institution SNTV; this is attributable to the fact that these individuals are among the more educated and frequent travelers.

5. Discussion

5.1. First hypothesis: Activating institutional oversight works to develop services within the land transport institution.

The institution is concerned with fundamental aspects—namely, transport services and bus maintenance. We observed, through the tables and interviews with respondents, an absence of organizational integration among the facilities managed by the station, which indicates an imbalance in oversight across all the facilities managed by the station. There is also a conflict of objectives between the station manager and the actors within the SNTV institution's organization, and weak services provided by the station's managed facilities, such as the restaurant and café, which produces a degree of dissatisfaction among travelers—and likewise among carriers in terms of the availability of rest conditions—given that the institution functions in coordination with other external bodies, namely commercial oversight agents responsible for food quality and hygiene.

5.2. Second hypothesis: Introducing modern technology into the institution contributes to the development of its services.

Through our survey of a sample of respondents, it emerged that the institution managing the station works to keep pace with the technological changes prevailing in society and works to update its electronic services. As for their actual use, this depends on individuals' proper use of technology and internet media. Regarding refund services, the institution is equipped with electronic services that schedule trips and also allow an individual to recover the amount paid in the event the bus breaks down or the trip is postponed—which fulfills the requirement of modernizing the institution's service.

Based on the foregoing, and drawing on field data, methodological procedures, and theoretical grounding, we conclude that any organization within an institution is subject to a set of mechanisms that must be present in order to achieve the highest goals of service—through alignment between planned objectives and the means designed to achieve them, objectives which are charted through effective strategic planning. The convergence of material, human, and psychological means is what makes the institution's management process successful. The absence of functional interconnection among the institution's various functions creates a lack of organizational integration; likewise, the absence of competent human resources creates an imbalance in the institution's overall pattern, as seen in the case of the facilities managed by the station—attributable, in turn, to weak oversight by the station manager and to the manager's neglect of the psychological dimensions affecting the actors within the SNTV institution. This results in negative behaviors specific to transport drivers, manifested in psychological symptoms such as lethargy, fatigue, and psychological strain, and even illness. In parallel, the absence of dedicated rest rooms for drivers is likely to produce alienation and may also result in psychological and physical illnesses.

As for the institution's technological dimension, it does fulfill the requirement of modernization, in line with the organizational objectives the institution sets for itself. However, the success of technology within the institution cannot be achieved without the availability of external factors—namely, in this study, the individuals who benefit from the transport service—depending on the extent of their familiarity with the use of technology and remote services.

In sum, the findings may be summarized in the following points:

- Organizational integration within the institution is not achieved.
- The institution's services have been updated from a technological standpoint.
- The institution focuses on technical, material, and technological aspects while neglecting the human element.

6. Conclusion

Given the lack of awareness among mobile individuals of the technological services available at the station, it has become necessary to establish a specialized office to guide beneficiaries on how to make bookings, to inform them of the role of the station-management institution and the nature of the services it provides, and to receive beneficiaries' complaints and suggestions aimed at developing the institution's services. It is also suggested that open days be organized for citizens to explain the role of technological applications in the field of transport and their impact in facilitating service for the individual, and to exchange inquiries and observations regarding these technologies and how to benefit from them.

Within the framework of efforts to reduce traffic accidents, periodic training programs should be conducted to qualify carriers and test their competence in dealing with hazards, in addition to subjecting them to mandatory examinations to confirm their fitness to perform the transport function. It is also necessary to establish rest facilities specifically for bus drivers, along with periodic psychological testing that would help reduce traffic accidents. Given that certain types of buses have come to pose a danger to both carriers and passengers, it is necessary to withdraw them from service and replace them with higher-quality buses.

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