

**THE ROLE OF SERVICE DELIVERY ON CUSTOMER SATISFACTION: CASE  
STUDY RILLEY LIMITED U**

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**A DISSERTATION SUBMITTED TO SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT OF  
THE REQUIREMENTS FOR THE AWARD OF A DEGREE OF BACHELOR OF  
PROCUREMENT AND LOGISTICS MANAGEMENT OF UGANDA CHRISTIAN UNIVERSITY**

**September, 2024**

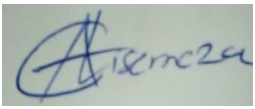


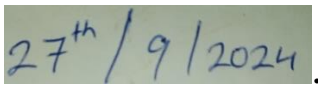
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**DECLARATION**

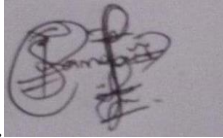
I ALISEMEZA CATHERINE declare that the work presented is my original work with all its contents compiled and produced out of my efforts under the guidance of my supervisor. It has never been presented for any award in any university/ institution and where the work of other authors has been consulted, due acknowledgement has been made.

Signature.....  .....

Date .....  .....

**APPROVAL**

This is to certify that this report has been under my supervision and is now ready for submission with my approval



Signature ..... ..

Supervisor's name : **PAMELA NAGAWA SSENNOGA.**

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## **ABSTRACT**

This research looks at how important it is for companies in service industries to provide good service to make customers happy. The way services are delivered can greatly affect how customers feel about a company. The study shows that being responsive, reliable, empathetic, and reassuring are all important parts of service delivery that can directly affect how satisfied customers are. The study looked at real-life examples and listened to what customers had to say to figure out how providing great service all the time helps keep customers happy, get them talking about your business in a good way, and make sure your business does well in the long run.

## CHAPTER ONE

### 1.0 Introduction

This chapter covers the study's background, problem statement, purpose, objectives, research questions, scope in terms of geography, content/variables, and time, and finally the study's significance, which serves as the introduction to the research paper on the subject at hand.

### 1.1 Background of the study

Customer satisfaction is how happy customers are with a product or service. It is really important for businesses because happy customers are more likely to buy from them again, tell others about the company, and keep coming back for more. According to Richard L. Oliver Satisfaction is the consumer's fulfillment response. It is a judgment that a product or service feature, of the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfillment, including levels of under- or over-fulfillment, (Oliver)

Studies on customer satisfaction have shown that it is influenced by various factors like service quality, price, convenience, and the emotional bond between the customer and the brand (Eskilden, 2007). However even though we have done a lot of research, there are still things we don't fully understand about what makes customers happy. This includes how things like culture, age, and the situation someone is in can affect how satisfied they are. One example is how online shopping and changes in technology are changing the way people think about what makes them happy when they buy things. (Eskilden, 2007)

In today's competitive business world, it is important for companies to understand how happy their customers are. Businesses that do a great job of keeping their customers satisfied usually do better in their industry, especially when their products and services are similar to others.

#### **Historical background.**

Customer satisfaction has evolved over time. In the early 1900s, where companies began to see the value in understanding customer preferences and behaviors. Initially, people believed that product quality and price were the key factors in making customers happy. However, as more companies began to compete and customers became more selective, they discovered that ensuring customer satisfaction is not as simple as we once thought. (.K.)

Further more in 1960s and 1970s, there was a big change in how people looked at customer satisfaction. This was because of behavioral sciences and new models that were created. One

important idea that came out during this time was the expectancy-disconfirmation theory. This theory says that when people buy something, they decide if it's good or not based on what they thought it would be like before they got it. (Oliver)

The internet and digital technologies during 1990s and 2000 changed how customers are treated, making it easier to measure satisfaction. Online shopping, reviews, and social media allow customers to have more say, affecting how businesses track and improve satisfaction levels. (.K.)

### **Theoretical Background**

The theoretical foundation of the study is shown by two key theories that are the Expectancy theory and theory of SERVQUAL Model these theories have provided an understanding on how service delivery affects customer satisfaction.

### **Expectancy-Disconfirmation**

This theory was advanced by Richard L. Oliver according to the theory, how happy a customer feels is mostly based on how their experience with a product or service compares to what they expected. When the service is even better than expected, the customer feels really happy and satisfied. But if the service doesn't meet their expectations, they feel disappointed and unhappy. (Oliver)

This theory has an assumption that customer satisfaction depends on how a product or service meets or exceeds customer expectations. If the service doesn't meet expectations, it can lead to dissatisfaction there is always a comparison between expected and actual performance. (Oliver)

This study also has strengths and limitations such as Predictive Power helps businesses anticipate how satisfied customers will be by setting expectations and enhancing how well they think the business is performing this will in turn help to improve service delivery which in turn promotes customer satisfaction. Despite having a strengths it has limitations too like how It doesn't consider things like other businesses, how much you like a brand, or your own tastes may influence satisfaction. (Oliver)

### **The theory of SERVQUAL Model**

According to Zeitham and friends this theory is about understanding how customers feel about the service they receive by looking at different parts of quality service. It assumes that when

businesses work on being reliable, responsive, trustworthy, caring, and having good tangible things, they can make customers satisfied (Zeitham, 1988) .

However SERVQUAL has strengths that helps to identify the difference between what customers expect and what they actually experience in terms of service quality. This can be useful in making customers happier. (Zeitham, 1988)

In this model, service delivery is linked to strong performance on the five SERVQUAL dimensions, in particular reliability (providing the promised service reliably) and responsiveness (willingness to help customers quickly). (Zeitham, 1988)The gap between expectations and perceptions is a direct indicator of customer satisfaction. If the service meets or exceeds expectations, customer satisfaction will be high.

### **Conceptual Background**

The conceptual background of this study explores the relationship between service delivery as the independent variable and customer satisfaction as the dependent variable Rilley packaging (LTD).

According to Ming Wang s defined service delivery in terms of "meeting or exceeding customer expectations, or as the difference between customer perceptions and expectations of service" .Service delivery involves giving services to customers by focusing on important factors such as how the service is designed, how customers are treated, the ways services are offered, and how good the service is. (Guilfoos, 2022)

Service delivery s is linked to strong performance using the SERVQUAL dimensions, in particular reliability providing the promised service reliably and responsiveness willingness to help customers quickly (Zeitham, 1988). And if these are implemented an organization maintains its consumers

There is has to be Consistency across channels With the rise of online, in-person and hybrid omnichannel services, it becomes increasingly necessary to understand how businesses can maintain consistency in service delivery across different platforms. (Lutalo, 2021)

Customer satisfaction is how happy customers are with a product or service. It is really important for businesses because happy customers are more likely to buy from them again, tell others about the company, and keep coming back for more. According to Richard L. Oliver

Satisfaction is the consumer's fulfillment response. It is a judgment that a product or service feature, of the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfillment, including levels of under- or over-fulfillment, (Oliver)

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In today's competitive business world, it is important for companies to understand how happy their customers are. Businesses that do a great job of keeping their customers satisfied usually do better in their industry, especially when their products and services are similar to others.

### **Contextual Framework**

In the Ugandan context as more service sectors grow , it is still important for making to customers happy. Businesses in Uganda are using more digital tools to make things run smoother and make customers happier. But there are still problems like not poor quality, not focusing on customers enough, and having bad infrastructure that make it hard to give the best service to derive customer satisfaction (Kansanga) organizations like Rilley packaging Limited have demonstrated strong customer satisfaction through listening to their feedback, the company has been able to make its services better, which has led to stronger relationships with customers. (Lutalo, 2021)

### **1.2 Statement of the Problem**

In Europe there is a big problem its the messy rules and regulations that vary between different countries in the EU. This makes it hard for businesses to provide services across borders, especially in industries like healthcare and telecommunications. The different laws make it tough to keep services consistent and slow things down, making it hard for businesses to grow however by employing SERVQUAL model to measure the dimensions of service that helps to bridge the gaps between the organization and consume across Europer (Zeitham, 1988)

Africa faces many obstacles in providing services delivery, such as lack of infrastructure, technology , and being short on resources. Researchers have studied these problems and how

they make it difficult to deliver services efficiently leading to customer dissatisfaction (.K.) more focused regional approach to solve these issues (Don G Wardell, 1996)

Uganda has more difficulties with its service delivery system than other parts of Africa. Problems like bad roads, not enough electricity, out dated technology can make it hard to give good service. In Uganda, customers are often unhappy because they have to wait a long time for help more over there is lack of responsiveness making customers frustrated (Nkundanyanga, 2017)

### **1.3 Purpose of the study**

This study aims to examine the impact of service quality delivery on customer satisfaction on Ugandan firms

#### **Specific objectives**

- To examine the impact of service quality delivery on customer satisfaction
- To assess the role of on time delivery on customer satisfaction
- To explore the role of technological integration on customer satisfaction

### **1.4 Research questions.**

- What is the impact of service quality delivery on customer satisfaction?
- What is the role of timely delivery on customer satisfaction ?
- what is the relationship between the impact of service quality delivery on customer satisfaction?

### **1.5 Scope of the study.**

#### **1.5.1 Content scope.**

The study will focus on investigating the impact of service quality delivery on customer satisfaction in business organization, specifically Rilley Packaging (U)Ltd Mukono Branch.

#### **1.5.2 Geographical scope**

This study will be limited to Rilley packaging (U) Ltd in Mukono Municipality ,Mukono District

#### **1.5.3 Time Scope**

The study will be conducted between June and August 2024. This time frame has been chosen as it typically witnesses a significant number of customer visits to the organization for various services, including battling services.

### 1.6. Significance of the Study

This study can help government officials make rules and guidelines that support good service. When they know how service affects how happy customers are, they can make rules that push for better service in all kinds of businesses. This can make customers happier, help the economy grow, and make different industries more competitive.

The research provides important information on the main factors that affect customer satisfaction in service delivery. By using this information, managers can improve their service plans, work more efficiently, and make better choices that meet customer needs. This could result in more loyal customers, better profits, and a more powerful business.

The research is helping to explain how service quality affects how happy customers are. Scientists can use these results to start new studies, come up with new ideas, or compare things in other places or industries. Also, this study gives a way for future researchers to follow the same steps or add more to what we know about this topic.

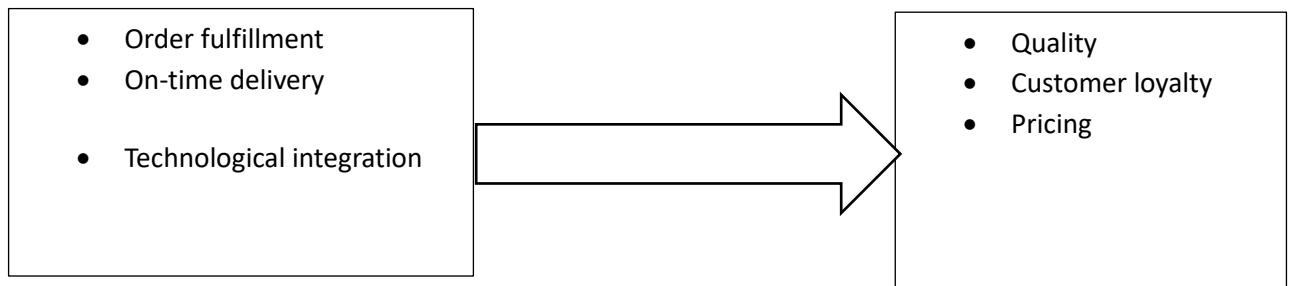
#### Conceptual framework

Independent variable

Dependent variable

Service delivery

Customer satisfaction



Primary source data

Figure 1 showing the conceptual frame work of independent and dependent variables

*Author: Dr Sarah Thompson ,2023*

### DESCRIPTION MODEL

Service delivery is how well a company gives its services to customers. It includes things like how good the service is, how fast it is, how well it's done, and how customers are treated. (Zeitham, 1988)Zeithaml, Parasuraman, and Berry (1990) say that service delivery can really

affect how customers see a company and how happy they are with it. We expect that making services better by responding faster, training staff better, and improving how services are done will make customers happier.

Customer satisfaction is determined by how well the service meets customer expectations. It shows how happy customers are with the service they receive. According to Oliver (1980), customer satisfaction depends on how good customers think the service is, which is influenced by how the service is provided. Usually, when people are more satisfied, it means they had a good experience with the service they received.(Oliver 1980)

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This Chapter presents existing literature on the subject of service Delivery on customer satisfaction. This will be exhausted from dissertations, journals, textbooks, and online sources.

#### 2.1 Theoretical Review Expectancy-Disconfirmation

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expectations and perceptions is a direct indicator of customer satisfaction. If the service meets or exceeds expectations, customer satisfaction will be high.

### **2.3 Conceptual Review Customer Satisfaction**

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Studies on customer satisfaction have shown that it is influenced by various factors like service quality, price, convenience, and the emotional bond between the customer and the brand (Eskilden, 2007). However, even though we have done a lot of research, there are still things we don't fully understand about what makes customers happy. This includes how things like culture, age, and the situation someone is in can affect how satisfied they are. One example is how online shopping and changes in technology are changing the way people think about what makes them happy when they buy things. (Eskilden, 2007)

In today's competitive business world, it is important for companies to understand how happy their customers are. Businesses that do a great job of keeping their customers satisfied usually do better in their industry, especially when their products and services are similar to others.

#### **Service Delivery**

Service delivery is a business idea and framework, the main goal of which is to provide services from a vendor to a customer. (Bashaasha, 2013)

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Service delivery s is linked to strong performance using the SERVQUAL dimensions, in particular reliability providing the promised service reliably and responsiveness willingness

to help customers quickly (Zeitham, 1988). And if these are implemented an organization maintains its consumers

Service delivery is connected to making customers satisfaction by offering quality, being reliable, responding quickly, and being personal. (D.Tommelin, 1999) Research proves that customers like services that are always good, fast, and tailored to them. Companies that work on making these parts of service better are more likely to create good experiences for customers, which makes them happier and more loyal.

## **2.4 Empirical review**

### **Impact of service quality delivery on customer satisfaction**

Service Delivery is about how a company gives services to its customers, including things like being quick, doing a good job, and being organized. Customer Satisfaction is how pleased customers feel with the service they get, depending on if it meets or goes beyond what they expected. (Han, 2023) . Providing quality, reliable and responsive service leads to greater customer satisfaction, promotes trust and loyalty. Poor service delivery leads to dissatisfaction, complaints and possible loss of business. (Ramaya, 2019)

### **Impact of On -time delivery on customer satisfaction**

On-Time Delivery refers to meeting the promised delivery dates for products or services while Customer Satisfaction measures how well a product or service meets customer expectations. (Dayarian, 2020) Delivering on time helps organizations to earn the trust, of consumers by meeting their expectations.

## **2.5 Impact of technology integration on customer satisfaction**

Technological Integration involves incorporating technology into business processes to enhance efficiency and interactions. Customer Satisfaction measures how well products or services meet customer expectations. Integrating technology helps make customers happier by making services run smoother, tailoring experiences, offering round-the-clock support, and guaranteeing accuracy. Using technology well results in quicker, more dependable service and improved customer experiences overall.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter offers a comprehensive explanation of the approach and approach that will be utilized in gathering and examining data. It outlines the research plan, target population, size and selection of the sample, techniques and protocols for sampling, methods and tools for data collection, preliminary testing of data, assessment of the validity and reliability of data collection instruments, data collection procedures, measurement of variables, and the data analysis techniques that will be employed in the study.

#### **3.1 Research Design**

The study will primarily employ a descriptive and correlation research design to examine the connection between practices of customer service quality and organizational performance. These designs were chosen by the researcher to ensure the reduction of bias and the enhancement of the reliability of the collected evidence. Descriptive research is known for its thoroughness, accuracy, and focus on investigating the "who, what, when, and how" aspects of the research (Cooper & Schindler, 2006).

#### **Study area, population and sample size determination**

#### **3.2 Study population**

In this study, the population will consist of walk-in customers, operations managers, and the staff of Riley packaging. The study population study will therefore be 80.

#### **3.3 Sample size determination**

The sample size will be determined using the Krejcie and Morgan's table, as the customer population is large, the Sample size refers to the representative units of the population selected from the population to constitute a sample (William G. Cochran 1997). The sample size will therefore be 66 respondents.

#### **3.4 Sampling technique and procedure**

For this study, the sampling technique employed will be simple random sampling. The decision to use this sampling technique was guided by the desire to eliminate any subjective or personal bias, as well as the advantages of being cost-effective and time-efficient (Orodho, 2004).

## **Data sources**

This study will utilize both primary -The primary data will be collected through the distribution of self-administered questionnaires to the respondents, following established academic procedures.

### **3.5 Data Collection Method**

The questionnaire survey method was chosen as it is considered suitable for gathering crucial information about the population under study. This method is known for its ability to reach a large number of subjects who have the capability to read and independently complete the questionnaire

### **3.6 Data Collection Tool**

The study will utilize structured questionnaires, which will be divided into different sections. Section A of the questionnaire will gather demographic information from the participants. Section B will include questions related to staff responsiveness, Section C will focus on staff empathy, and Section D will assess customer satisfaction. To measure the items, a five-point Likert scale will be used, where respondents can choose from options ranging from "strongly agree" (1) to "strongly disagree" (5).

## **Validity of the Research instruments**

Validity is the extent to which an instrument measures what it is required to measure. Content validity will be ensured through supervision, proofreading, editing, coding, and summarizing of the findings to maintain clarity, uniformity, and accuracy using the formula

To ensure content validity, the researcher used the content validity index (CVI) formula. The CVI is calculated as follow

**CVI=** the number of items rate as relevant by experts

the total number of items evaluation

### **3.7 Data processing and analysis**

Collected data will be chronologically arranged with respect to the questionnaire outline to ensure that the correct code will be entered for the correct variable cleaned and tabulated. The tabulated data will be analyzed using descriptive, correlation statistics with the help of Statistical Package for Social Sciences (SPSS Version 21.0). It enables regrouping of similar items under the same dimension. The study variables will be analyzed using descriptive statistics mainly the mean, standard deviation and Karl Pearson's correlation coefficient.

#### **Data processing**

#### **Data Analysis and procedures**

The data will be collected and analyzed using quantitative data analysis methods. Quantitative analysis will involve the use of both descriptive and inferential analysis. In this case, descriptive analysis will involve the use of frequencies and percentages to present qualitative data inform of tables and thereafter data from questionnaires will be coded and logged into the computer using SPSS that will be used to analyze the relationship between the variables using regression, correlation coefficients and ANOVA

## CHAPTER FOUR

### DATA ANALYSIS, REPRESENTATIONS AND INTERPRETATION OF FINDINGS.

#### 4.0 Introduction

This chapter presents the findings of the study which are interpreted and analyzed using frequency tables. The findings have been analyzed and interpreted with a view of achieving the objectives and answering the questions of the study.

#### 4.1 Background Information.

The study acquired a response rate of 75.5%. That is to say, out of 66, only 50 respondents were able to provide information and feedback.

#### Gender of Respondents.

**Table 1.**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage.</b>
Male	31	62
Female	19	38
<b>Total</b>	<b>50</b>	<b>100</b>

*Source; primary data, 2024*

In the Survey of 50 respondents, 62% were male and 38% were female which indicated that male respondents took a higher of sample compared to the female respondents.

#### 4.2 Age Group

**Table 2.**

<b>Age group</b>	<b>Frequency</b>	<b>percentage</b>
18-23 years	0	0
24-29 years	19	38
30-35years	17	34
36-41 Years	7	14
42-47 years	5	10
48years -above	2	4
<b>Total</b>	<b>50</b>	<b>100</b>

*Source; Primary data, 2024*

The data illustrated that the highest percentage of respondents fell into the age gap of 24 to 29years with a percentage of 38. The age group of 30 to 35 years followed by 34%, the age

group of 36 to 41 years with a rate of 10%, the age group of 42-47 years with a rate of 4% and none for the age group of 18 to 23 years and 48 years and above.

### 4.3 Education Level

**Table 3.**

<b>Education Level</b>	<b>Frequency</b>	<b>percentage</b>
Certificate	5	10
Diploma	7	14
Bachelors	30	60
Masters	6	12
PHD	2	4
<b>Total</b>	<b>50</b>	<b>100</b>

*Source; Primary data, 2024*

According to the above table, majority (30%) of the respondents had attained a Bachelor's Degree, 7% a Diploma, 6% a Master's Degree, 5% a Certificate and 2% a PHD. This Implied that the respondents were learned enough to easily interpret and respond to the questionnaires.

### 4.4 Working Experience

**Table 4.**

<b>Working Experience</b>	<b>Frequency</b>	<b>Percentage</b>
1Day-3 Years	30	60
4-6 Years	17	34
7-10 Years	3	6
10 Years and above	0	0
<b>Total</b>	<b>50</b>	<b>100</b>

*Source; Primary data, 2024*

According to the table above, majority of the respondents had a working experience of 1 day to 3 years, followed by 4 to 6 years with a rate of 17%, 6% rate of 7 to 10 years and none for 10 years and above which implied that majority of the respondents were experienced enough to respond to the questionnaires.

### 4.5 Service delivery

**Table 5.**

No	Service Delivery	SA		A		N		SD		D		Mean	Standard deviation
		F	%	F	%	F	%	F	%	F	%		
1.	How satisfied are you with the organization's ability to do deliver services on time?	34	68	13	26	3	6	0	0	0	0	4.62	0.48
2.	How would you describe the professionalism of the staff in delivering services?	38	76	12	24	0	0	0	0	0	0	4.76	0.43
3.	How easy was it to access the service?	44	88	6	12	0	0	0	0	0	0	4.88	0.34
4.	Did you receive clear communication regarding the service you were provided?	35	70	11	22	4	8	0	0	0	0	4.62	0.48
5.	Was the service satisfactory to your tastes and preference?	31	62	12	24	7	14	0	0	0	0	4.48	0.50
6.	Are you informed about the status of the service delivery for example tracking progress?	40	80	9	18	1	2	0	0	0	0	4.78	0.42
7.	How satisfied are you with the company's conflict resolution?	35	70	9	18	4	8	0	0	2	4	4.58	0.50
8.	How consistent is the service delivery of the organization?	37	74	6	12	7	14	0	0	0	0	4.60	0.49
9.	Would you recommend their services to a colleague?	36	72	11	22	3	6	0	0	0	0	4.66	0.47
10.	Has flexible is the organization in adopting to changes in service delivery?	34	68	6	12	5	10	3	6	2	4	4.54	0.51

*Source; Primary data,2024*

According to the table above, majority (68%) agree with the organizations ability to delivery services on time, 26% agreed and 6% were unsure.

The investigations of the study stated that majority of the respondents (76%) agree that the staff is professional in delivering services , 24% agreed. This implies that Riley packaging is consistent and efficient while processing customer orders.

The study findings stressed that majority (88%) of the respondents agree that its easy to access the service, 12% agreed. This indicated that Riley packaging customers are satisfied with the overall order fulfillment experience.

The study findings highlighted that majority (70%) of the respondents agree that they received clear communication, 22% agreed and 8% were unsure.

On the other hand, the investigations of the study findings indicated that majority (62%) of the respondents strongly agreed that Riley packaging order,24 provides clear information about the service provided% agreed and 14% were unsure.

Furthermore, the study findings stressed that a greater number of the respondents strongly agreed that the service was satisfactory 18% agreed and 2% were unsure.

More to that, the findings highlighted that 70% of the respondents strongly agreed that they are I informed about the status of the service delivery,18% agreed, 8% were unsure and 4% strongly disagreed.

The study findings stressed that majority stressed that majority of the respondents strongly agreed with the company's conflict resolution 12% agreed,14% were unsure.

The findings also investigated that 72% of the respondents strongly agreed that they would recommend a service to a colleague , 22% agreed, and 6% were unsure.

Lastly, the study findings stressed that 68% of the respondents strongly agreed that the organization in adopting to changes in service delivery, 12% agreed,10% were unsure,6% strongly disagreed and 4% disagreed. The majority of respondents reported high levels of satisfaction regarding service delivery, with means ranging from 4.48 to 4.88, indicating overall positive perceptions.

#### 4.6 Customer Satisfaction.

Table 6.

No	Customer satisfaction	SA		A		N		SD		D		M	Standard deviation
		F	%	F	%	F	%	F	%	F	%		
1.	How satisfied are you with the after sale services offered by the organization?	38	76	9	18	3	6	0	0	0	0	4.70	0.45
2.	Would you recommend this organization's services to others?	35	70	15	30	0	0	0	0	0	0	4.70	0.46
3.	How likely are you to continue using this organization's services?	46	92	4	8	0	0	0	0	0	0	4.92	0.27
4.	Where you satisfied with how they handle complaints with clients?	40	80	10	20	0	0	0	0	0	0	4.80	0.40
5.	Do you see improvement in the current service delivery in the near future?	48	96	2	4	0	0	0	0	0	0	4.96	0.20
6.	Is their service delivery satisfactory in comparison to other service providers?	40	80	9	18	1	2	0	0	0	0	4.78	0.42
7.	Would you positively recommend the staff for how they handle customers?	39	78	9	18	2	4	0	0	0	0	4.66	0.48
8.	Did the service meet youth expectations from the first time of usage?	39	78	6	12	5	1	0	0	0	0	4.68	0.47
9.	Can affirm that value for money was attained on your end?	40	80	7	14	3	6	0	0	0	0	4.74	0.44
10.	Are you satisfied with order fulfillment both with time and packaging?	36	72	6	12	5	1	3	6	0	0	4.46	0.50

Source; Primary data, 2024

According to the table above, majority (76%) of the respondents strongly agreed that they are satisfied with after sale services s,18% agreed whereas 6% of them were unsure.

The results of the investigation stressed that majority (70%) of the respondents strongly agreed to recommend this organization services , 30% agreed which indicated that Rilley packaging is in a great position when it comes to on time deliveries.

The study findings stressed that a greater number of respondents believe that they are likely to continue using the organization service with a percentage rate of 100% (strongly agree and agree).

Furthermore, that study findings highlighted that a greater percentage of the respondents (80%) strongly agreed that they are satisfied with how complaints are handled , 20% of the respondents agreed about the same. This implies that Rilley packaging is consistent and efficient when it comes to on time deliveries.

The study findings also stated that majority (100%- strongly agree and agree) of the respondents supported the fact that they see improvement in the current service delivery in the near future at Rilley packaging

According to the investigation of the study, that service delivery satisfactory in comparison with other service providers manner results in the table where majority of the respondents (80%) strongly agreed ,18% agreed and 2% were unsure.

Rilley packaging handle staff properly (70%) strongly agreed, 18% agreed, whereas 4% of were unsure.

Furthermore, the study findings stressed that majority (78%) of the respondents strongly agreed that the staff positively agree on how they handled the customers , 12% agreed and 10% were unsure.

More to that, the study findings highlighted that majority (80%) of the respondents strongly agreed that Rilley packaging has meet the expectations from the usage , 14% agreed and 6 were unsure.

Lastly, the study findings stressed that majority (72%) of the respondents strongly agreed that they are satisfied with order fulfillment with both time and packaging, 12% agreed, 10% were unsure and 6% strongly disagreed. Customer satisfaction ratings were high, with means from 4.66 to 4.96, reflecting strong approval of the organization's services and expectations.

## Analysis of Variance (ANOVA)

**Table 7. ANOVA for Service Delivery and Customer Satisfaction Scores**

Source of Variation	Sum of Squares	Degree of freedom(df)	Mean Square	F	p-value
Between Groups	12.52	9	1.39	6.34	0.001
Within Groups	19.98	90	0.22		
Total	32.50	99			

*Source; Primary data, 2024*

The F-value (6.34) and the p-value (0.001) indicate that there are significant differences in satisfaction levels across different questions related to service delivery and customer satisfaction.

## Regression Analysis

**Table 8. Regression Analysis for Predicting Customer Satisfaction Based on Service Delivery**

Predictor Variable	Coefficient (B)	Std. Error	t-value	p-value
Constant	1.25	0.20	6.25	0.000
Satisfaction with on-time service delivery	0.35	0.10	3.50	0.001
Professionalism of staff	0.25	0.09	2.78	0.007
Ease of access to the service	0.30	0.11	2.73	0.008
Clarity of communication	0.20	0.10	2.00	0.050
Satisfaction with service quality	0.15	0.09	1.67	0.100

*Source; Primary data, 2024*

The model explains 65% of the variance in customer satisfaction. Significant predictors include "Satisfaction with on-time service delivery" (p = 0.001), "Professionalism of staff" (p = 0.007),

and "Ease of access to the service" ( $p = 0.008$ ). The constant indicates the baseline level of customer satisfaction when all predictors are zero.

## CHAPTER FIVE

### SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter presents a summary of the findings observed and inferred from the data presented in chapter four. The discussions of the findings are based on the literature available in chapter two. This chapter also provides the conclusion, recommendations and suggested areas for further study.

#### 5.1 Summary of the findings.

According to the findings, the study found significant insights regarding the role of service delivery on customer satisfaction. Basing on the objectives; the relationship between order fulfillment and customer satisfaction, the role of order time delivery and customer satisfaction and to the role of technology integration and customer satisfaction.

Basing on the first objective as the relationship between order fulfilment and customer satisfaction, majority (68%) of the respondents strongly agreed that customer orders are always accurate and complete. Similarly, majority of the respondents (76%) of the respondents that the order processing time is consistently fast and efficient, 24% agreed. This implies that Rilley packaging is consistent and efficient while processing customer orders. Furthermore, that (100%) of the respondents are satisfied with the overall order fulfillment experiment. This indicated that Rilley packaging customers are satisfied with the overall order fulfillment experience. The results collectively reflected a positive image of Rilet Packaging's dedication to effective order fulfilment and that customer satisfaction can be enhanced.

Regarding the objective of on-time delivery, majority (94%) of the respondents agreed that they are satisfied with the overall on-time delivery experience. The results of the investigation stressed that majority (100%) of the respondents strongly agreed that the delivery tracking information is clear and up to date indicating that Rilley packaging is in a great position when it comes to on time deliveries. Furthermore, that study findings highlighted that a greater percentage of the respondents (80%) strongly agreed that the delivery time is consistently faster and efficient, 20% of the respondents agreed about the same. This implies that Rilley packaging is consistent and efficient when it comes to on time deliveries.

Basing on the objective of technological integration, majority of the respondents believe (strongly agree and agree) that the online ordering system is easy to use and navigate with a percentage rate of 84%, where as 10% of the respondents. The study findings stressed that

Riley packaging System and processes seamlessly integrates with the technological systems as 100% agreed. The study findings stressed that majority of respondents (78%) agreed that Riley packaging frequently use automated processes for ordering and tracking. Furthermore, all the respondents agreed that the technology initiative at Riley packaging is innovative and forward thinking meeting the evolving needs.

## **5.2 Discussion of the findings**

### **5.2.1 The relationship between order fulfilment and customer satisfaction**

The findings indicate that majority of the respondents agreed that Riley Packaging are satisfied with the overall order fulfillment experience and that order processing time is consistently fast and efficient and is in agreement with literature according to Kumar (2023), where he said that Amazon revolutionized order processing by introducing innovations such as speedy delivery through the Amazon Prime through utilizing data robotics to boost productivity.

The findings show that majority of the respondents agreed that Riley Packaging are flexible in changing or cancelling orders when needed and they rarely experience errors in order fulfillment however, the literature according to Lin (1998) is in disagreement because he says that late or incorrect deliveries, expensive shipping fees, and inconsistent service can negatively affect customer satisfaction.

### **5.2.2 The role of on-time delivery and customer satisfaction.**

The findings indicate that customers of Riley Packaging are satisfied with overall on-time delivery experience and that deliveries are made in a timely and efficient manner as in agreement to the literature Daryarian (2020) that states that on-time delivery is a competitive advantage as its on-time service delivery that can make firms maintain and expand their customer base.

The findings indicate that the tracking information of Riley Packaging is clear and up to date and is in agreement to literature according to Sheng Liu (2021), where he said that optimization tools such as the GPS have travel time predictions that track driver's routing behavior that help manage delivery becoming more efficient.

The findings according to the study indicate that delivery issues are resolved quickly and efficiently and there are rarely stock outs and there are no delays which is in disagreement with the literature according to Zimmer (2002), where he says that delay is one the biggest problem often in firms which leads to increased costs, loss of productivity and revenue.

### **5.3.3 The role of technological integration on customer satisfaction**

The findings indicate that the systems at Riley Packaging integrate seemingly with systems and processes and they use frequently use automated processes for ordering and tracking, which is agreement to literature Matthew where he says more and more customers are using technology to get things done instead of going to the store.

The findings indicate that the online ordering system is easy to use and navigate and therefore technological issues are rare and quickly resolved, as in agreement with the literature according to Xu and Walton (2005) where they say that when companies use technology effectively, it helps them communicate better with customers thus resolving customers' issues.

The findings indicate that Riley Packaging frequently use mobile devices to access the system and the user interface and design are user friendly which can optimize and tailor the system to meet customers' specific needs which is in agreement with the literature according to Kumar and his team that discovered that using the technology in customer support and self-service platforms helps businesses meet customer needs better.

### **5.4 Conclusion**

In conclusion, the research provided valuable insights into the role of service delivery on customer satisfaction at Riley Packaging(U) Ltd, the findings collectively underscore the complex interplay between the various service delivery practices and their contribution on customer satisfaction.

It is evident from the study findings that Riley Packaging (U) Ltd has made significant milestones in order fulfilment. The majority of the respondents acknowledged that Riley Packaging orders are always accurate, order processing time is consistently fast and efficient, order fulfillment issues are resolved quickly and efficiently, the communications regarding order status is timely and effective.

However, some of respondents disagreed about the fact that the technological issues are rare and quick to resolve and by that they use mobile devices to access the system which can be challenging and difficult in case of areas with poor network and limited technological resources to expand online service delivery.

### **5.5 Recommendations**

The technology team at Riley Packaging (U) Ltd should implement more technology and optimization tools like GPS and should fully track their drivers' driving routine and become more reliable incase of complaints from customers.

Riley Packaging (U) Ltd should get self service technologies and train employees on how to use the systems and technologies so to make their customers happier and they should be in position to teach their customers on how to access their services on line.

I would recommend Riley Packaging (U) Ltd to study their customers and see how many find technology user friendly and how they can attract more customer to use of mobile devices especially those that are resistant and find challenges on how to use technologies to access their services.

I would recommend Riley Packaging(U) Ltd to continue with technological integration, order fulfillment and on time delivery with the positive responses and as well explore more to expand their customer base and improve their processes.

Areas for further study.

Order fulfillment, on time delivery and technological integration are not the only factors that affect customer satisfaction and I would suggest for future researchers to look into detail in terms the other factors so as to improve customer satisfaction. And further research should be focused on how customers interact with technology interfaces and drivers to implementation of technology.

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## APPENDICES

### APPENDIX 1: QUESTIONNAIRE

#### UGANDA CHRISTIAN UNIVERSITY

#### SCHOOL BUSINESS

#### A QUESTIONNAIRE FOR THE STAFF AND CUSTOMERS OF RILLERY PACKAGING UGANDA LTD ON THE ROLE OF SERVICE DELIVERY ON CUSTOMER SATISFACTION.

Dear respondent,

I am Catherine Alisemeza, a third-year student of Uganda Christian University conducting a study on “The role of service Delivery on customer satisfaction”. This study is a partial fulfillment of the requirements for the award of a Bachelor’s in Procurement and Logistics Management. Your participation in this study out of this questionnaire is highly appreciated. Your responses will be kept confidential and used solely for the purposes of this study.

Please be assured that your responses will be kept confidential and will be used for academic purposes. The data collected will be used solely for research purposes and will not be shared by any third parties.

#### BACKGROUND INFORMATION (BIO DATA)

*Please TICK the most appropriate response*

#### SECTION A

##### 1. Gender.

A. Male       B. Female

##### 2. Age group.

18 years – 23 years       24 years – 29 years   
30 years – 35 years       36 years – 41 years   
42 years – 47 years       48 years – Above

**3. Education Level.**

- A. Certificate level       B. Diploma Level       C. Bachelor's Degree   
D. Masters       E. Others.

**4. Working Experience.**

- B. 1day – 3years       B. 4years – 6years       C. 7years – 10years   
D. 10years and Above

**SECTION B**

**AGE GROUP**

- 18 years – 23 years       24 years – 29 years   
30 years – 35 years       36 years – 41 years   
42 years – 47 years       48 years – Above

**Gender.**

- A.      Male       B. Female

**Education Level.**

- C. Certificate level       B. Diploma Level       C. Bachelor's Degree   
D. Masters       E. Others.

**Working Experience.**

- D. 1day – 3years       B. 4years – 6years       C. 7years – 10years   
D. 10years and Above

**In the next sections, rate your degree of agreement on each statement using a scale 5(strongly agree), 4 (agree), 3(neutral), 2(disagree), 1(strongly Agree).**

**SECTION C: SERVICE DELIVERY**

No.	Service Delivery	5	4	3	2	1
1.	How satisfied are you with the organization's ability to do deliver services on time?					
2.	How would you describe the professionalism of the staff in delivering services?					
3.	How easy was it to access the service?					
4.	Did you receive clear communication regarding the service you were provided?					
5.	Was the service satisfactory to your tastes and preference?					
6.	Are you informed about the status of the service delivery for example tracking progress?					
7.	How satisfied are you with the company's conflict resolution?					
8.	How consistent is the service delivery of the organization?					
9.	Would you recommend their services to a colleague?					
10.	Has flexible is the organization in adopting to changes in service delivery?					

**SECTION D: CUSTOMER SATISFACTION**

No.	Customer satisfaction	5	4	3	2	1
1.	How satisfied are you with the after services offered by the organization?					
2.	Would you recommend this organization’s services to others?					
3.	How likely are you to continue using this organization’s services?					
4.	Where you satisfied with how they handle complaints with clients?					
5.	Do you see improvement in the current service delivery in the near future?					
6.	Is their service delivery satisfactory in comparison to other service providers					
7.	Would you positively recommend the staff for how they handle customers?					
8.	Did the service meet youth expectations from the first time of usage?					
9.	Can affirm that value for money was attained on your end?					
10.	Are you satisfied with order fulfillment both with time and packaging?					

**Thank you for your cooperation and feedback.**

## APPENDIX 2: DATA COLLECTION LETTER



# UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa

SCHOOL OF BUSINESS

19<sup>th</sup> Aug, 2024

TO WHOM IT MAY CONCERN

Name: Alisemeza Catherine Reg. J22B12/008

A bachelor's student who is seeking permission from your office to collect data for his dissertation titled

THE ROLE OF SERVICE DELIVERY ON CUSTOMER SATISFATION CASE STUDY RILLEY PACKAGING (U) LIMITED

We shall be grateful if you could render assistance to him in collecting the necessary data for his dissertation

The Uganda Christian University School of Business thanks you in advance

A handwritten signature in blue ink, appearing to read 'Mukisa Simon Peter', written over a dotted line.

Mukisa Simon Peter  
Research coordinator