

THE EFFECT OF LOGISTICS MANAGEMENT PRACTICES ON CUSTOMER SATISFACTION: A CASE STUDY AT GLOVO UGANDA

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**UGANDA CHRISTIAN
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DECLARATION

I ACEN DAWN hereby declare that this research presented here is entirely original, conducted in accordance with the required standards. The information in this report has not been presented to any other educational institution or for other academic recognition.

Signed: 

Date: 07/05/2026

ACEN DAWN

S23B12/002

APPROVAL

This report titled "The Effect of Logistics Management Practices on Customer Satisfaction, a Case Study at the Glovo Uganda", with its head office at Lourdel road, Kampala has been submitted by ACEN DAWN for examination with my approval as the University supervisor, and it's now ready for presentation for the award of a Bachelor's Degree in Procurement and Logistics Management of Uganda Christian University, Mukono.

Signed:


Date:


Mr. DUNCAN TUMUHAMYE

(Academic Supervisor)

DEDICATION

This dissertation is especially dedicated to my beloved family and friends for all their support, encouragement, prayers and love throughout this research study and academic journey. I couldn't have done it without you, I am so thankful for you to be in my life, I am so blessed by your financial, spiritual and psychological sacrifice for me.

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ABSTRACT

This study looks at the influence of logistics management practices on customer satisfaction in Glovo Uganda with major factors being delivery timeliness, order accuracy, rider performance, and communication systems. In recent years, urban delivery has become more efficient, with on-demand delivery services gaining more traction each day, and logistics management plays a crucial role in guaranteeing timely deliveries, minimizing service failures, and delivering high satisfaction levels to customers.

A mixed methods approach is used for the research, which involves qualitative case analysis and quantitative analysis of secondary data from company reports, industry publications, online statistics, and customer reviews. The study examines operational trends and performance metrics to determine the impact of key logistics practices on customer satisfaction and service reliability.

Results show that good logistic management practices contribute to customer satisfaction through timely delivery, error minimization in orders, performance improvement of the riders and effective communication with the customers. Problems like urban traffic, coordination of the riders, communication delay, etc. affect the overall service efficiency.

The study offers evidence based recommendations to Glovo Uganda on how to optimize its logistics processes, make the service reliable and enhance customer satisfaction. From the academic point of view, the study adds to the scarcity of knowledge related to logistics management and customer satisfaction in digital delivery markets in emerging contexts and can provide insights to guide future research, policy making and operational strategies in such markets.

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter preconditions this research on the effects of logistics management practices on customer satisfaction by providing an overview of the background of study, problem statement, objectives, research questions, significance, scope of the study, conceptual framework and justification of the study.

1.1 Background of the Study

Logistics management is another important part of the supply chain that is involved in ensuring the efficient flow of goods, information, and services between the suppliers and the end users (Chopra and Meindl, 2019, Lysons and Farrington, 2016). It consists of a system of interrelated operations including transportation, warehousing, inventory management, order processing and distribution management (Fawcett et al., 2014). Best practices in logistics management are geared towards ensuring that the right product is delivered to the right quantity and place at the right time and with the lowest possible cost. With the last ten years, logistics management has ceased to be a purely operationally-focused domain that is concerned solely with transportation and storage to evolve into a strategic tool aimed at enhancing customer satisfaction and gaining competitive advantage in both manufacturing and service industry (Christopher, 2016).

The customer satisfaction has turned into one of the most important performance indicators of modern organizations (Kotler and Keller, 2016). It signifies how far or beyond an organization satisfies or surpasses the anticipations of its customers in its products and services. Customer satisfaction on logistics based business depends on various aspects including delivery speed, accuracy, reliability, responsiveness and communication. Research has indicated that when companies have effective logistics systems, they have a higher chance of attaining greater levels of customer satisfaction, customer loyalty and profitability (Mentzer and Williams, 2001). The current competitive business environment has made logistics performance extend past cost reduction to include enhancement of customer experience and value creation (Novack et al., 2019). Theoretical models such as SERVQUAL model (Parasuram, Zeithami and Berry, 1988) emphasize that service quality dimensions such as reliability, responsiveness, assurance and empathy are

key determinants of customer satisfaction especially in logistics environment that deals with services.

However, the interaction between logistics management and customer satisfaction has been widely researched in the conventional retail and manufacturing setting, but little has been done to understand how on-demand delivery platform interacts with logistics management and customer satisfaction in developing economies. Richey et al. (2020) discovered that the effectiveness of online delivery platforms in managing logistics operations is the key determinant of success in online delivery platforms. The customer expectation in sub-Saharan Africa is rising as customers are demanding higher and more responsive deliveries influenced by exposure to global standards in e-commerce (Agyabeng-Mensah, Ahenkorah & Afum, 2020). The trend has rendered logistics management to be a key success determinant of delivery companies based in emerging markets.

The development of digital platforms (Aberdeen, 2007) and on-demand delivery services like Glovo, Jumia, Uber Eats, and Bolt Food have redesigned logistics operations, especially in urban areas through the focus on real-time responsiveness and performance of last-mile delivery services (Zhang and Huang, 2019; Schoenherr and Tummala, 2018). Glovo, a company that has its headquarters in Uganda, was founded in 2020 and is an on-demand delivery company that links customers, merchants, and couriers via a mobile application. The company also offers delivery services of food, groceries, medicine and other goods which allows customers to receive their orders within short time periods. Its business model is highly based on the effective logistics management practices, particularly the last-mile delivery phase, where customer satisfaction is directly dependent on the timeliness, condition, and accuracy of the delivered items (Fawcett et al., 2014).

The logistics sector in Uganda is critical in terms of facilitating trade, e-commerce and distribution within the major cities of the country including Kampala, Wakiso and Mukono. Nonetheless, congestion, poor road infrastructure, and unstable fuel prices remain to be a significant challenge to the efficiency of delivery (Mugerwa & Nabirye, 2021). All these pose challenges that demand companies like Glovo Uganda to implement innovative logistics management strategies such as optimizing routes, rider tracking systems, real-time customer communication and

performance monitoring of the delivery partners. The success of Glovo to effectively coordinate thousands of deliveries per day, is dependent on the integration of technology, management of riders and data-driven decision making to improve customer experiences (Schoenherr & Tummala, 2018).

It is necessary to mention that the logistics management within the on-demand delivery platforms is not limited to the physical distribution; the information flow, customer interaction, and management of the quality of provided services are also a part of the logistics management. Integrated technology systems enable Glovo to gather information on the delivery times, customer complaints, and the rates of completion of orders, which can be analyzed to enhance operational efficiency (Wagner & Neshat, 2010). Nonetheless, along with these improvements, customer complaints of tardy deliveries, ineffective communication, and inconsistencies in customer satisfaction results remain, which is why there might still be gaps between the performance of logistics, and customer satisfaction outcomes. To fill this gap, we need to understand well how logistics management practices are related to satisfaction outcomes (Sodhi & Tang, 2012). As such, this paper aims to determine the impact of logistics management practices on customer satisfaction, with a particular emphasis on Glovo Uganda. The research will examine how various aspects of logistics like timeliness of delivery, accuracy of order, performance of riders, and communication systems influence the level of customer satisfaction, who use the Glovo application. Through the analysis of secondary data and available literature, the study will offer some insights which could be used in the improvement of services and retention of customers in the Ugandan delivery industry.

1.2 Statement of the Problem

Ideally, in a logistics environment, companies will be able to deliver the appropriate products, in the right shape, at the right moment, with the help of effective distribution, accurate processing of orders and effective communication systems that, together, will increase customer satisfaction (Christopher, 2016). Practices of logistics management should be efficient to ensure reliability of delivery, responsiveness and quality of service delivery, which ultimately lead to customer loyalty and competitive advantage. Research has established in the world that organizations that have good logistic practices register better customer satisfaction and long-term profitability.

Although the importance of logistics management as a core driver of customer satisfaction and organizational success has been widely accepted, there is still limited empirical research on how specific logistics management practices directly determine customer satisfaction and organizational success in the context of on-demand delivery platforms, and especially in developing countries such as Uganda. Delayed deliveries, inaccurate orders, weak communication and uncoordinated distribution processes that cumulatively lead to customer dissatisfaction and lack of loyalty continue to pose a challenge to many organizations (Mentzer and Williams, 2001). Ineffective logistics practices in such competitive industries may not have far reaching impacts on service quality, retaining customers, and overall company performance.

The massive growth in the number of digital delivery platforms like Glovo has augmented the need to have efficient logistics operations to meet the increasing customer demands. Nevertheless, issues like inadequate road infrastructure, high fuel prices, road traffic congestion, and unreliable rider performance have remained to affect timeliness and reliability of deliveries in urban areas in Uganda. Although Glovo Uganda has invested in technology-based logistics systems such as real-time tracking, rider dispatch algorithm, and customer feedback tools customer reviews and online feedback still reveal the issue of delayed delivery, lost order, and communication failure during delivery process. These problems indicate that there may be inefficiencies in the logistics management practices which compromise customer satisfaction and the reliability of the services.

Moreover, although the role of technology and digital coordination in the delivery industry is increasing, few studies have studied how these elements of logistics management including route optimization, inventory coordination, order accuracy and rider management affect the customer satisfaction in the service sector in Uganda. Lack of local research Studies show that a comprehensive local research is lacking in scope, as a result, organizations like Glovo Uganda may not have sufficient data on which logistics factors most significantly influence customer perceptions and loyalty. In the absence of this knowledge, initiatives to enhance the quality of service delivery may continue to be piecemeal and reactive instead of being strategic and data-driven.

Consequently, the paper aims to explore how the practice of logistics management can impact customer satisfaction through the case of Glovo Uganda. The study will be aimed at finding out the logistics practices used by Glovo, how they affect the reliability of deliveries and customer satisfaction, and give insights that can help improve operations and have a positive impact on the overall customer experience.

1.3 Objectives of the Study

1.3.1 General Objective

The research aims at assessing the effect of logistics management practices on customer satisfaction using Glovo Uganda as a case study.

1.3.2 Specific Objectives

- To examine the role of delivery timelines in influencing customer satisfaction at Glovo Uganda.
- To examine the effect of order accuracy and handling on customer satisfaction at Glovo Uganda.
- To examine the impact of communication and tracking systems on customer satisfaction at Glovo Uganda.

1.4 Research Questions

This study seeks to answer the following questions;

- What is the role of delivery timelines in influencing customer satisfaction at Glovo Uganda?
- What is the role of order accuracy and handling in improving customer satisfaction at Glovo Uganda?
- What is the impact of communication and tracking systems in enhancing customer satisfaction at Glovo Uganda?

1.5 Scope of the Study

1.5 1 Geographical Scope

The study was confined to Glovo Uganda, an on-demand delivery service that operates mostly in Kampala and its suburbs. The research was limited to the logistics operations of the company in these regions since they formed the major part of the company operation in terms of the logistic operations and its effects on customer satisfaction.

1.5 2 Time Scope

The study was aimed at a three-month period to draw relevant and analytical data and capture current and past information about logistics management practices and its effects on customer satisfaction. This timeframe provided sufficient time to gather, analyses, and report on the secondary data that was required to make conclusions and recommendations.

1.5 3 Content Scope

The research evaluated how practices in logistics management such as delivery schedules, accuracy of orders, performance of riders, and customer communication systems affected customer satisfaction using the example of Glovo Uganda. The secondary sources of data that were studied to analyze how these logistics practices contributed to customer satisfaction included company reports, industry publications, online statistics, and customer reviews.

1.6 Theoretical Framework

Two theories have been used to guide this study; the SERVQUAL model and the Customer Satisfaction Theory. These theories offer a systematic perspective of the connections between the logistics management practices and customer satisfaction in the context of Glovo Uganda (Parasuraman, Zeithaml and Berry, 1988; Kotler and Keller, 2016; Mentzer et al., 2001). Grounding the study in existing theoretical perspectives, one can analyze the impact of the operational factors on customer perceptions and service outcomes.

The SERVQUAL model underlines the fact that there are five dimensions of service quality that influence customer satisfaction: reliability, responsiveness, assurance, empathy and tangibles (Parasuraman, Zeithaml and Berry, 1988). These dimensions are shown through logistic management practices like delivery schedules, accuracy of orders, rider performance and communication systems in the context of the Glovo Uganda (Christopher, 2016; Fawcett et al., 2014). Indicatively, an example of this is through reliable and timely deliveries to enhance the perceived reliability dimension and through effective rider communication and customer support to enhance responsiveness and empathy. These dimensions should also be high performance, as it will enhance overall customer satisfaction, decrease complaints and encourage repeat use (Mentzer et al., 2001; Kotler and Keller, 2016).

According to the Customer Satisfaction Theory, satisfaction occurs with the fulfillment of customer expectations or their surpassing (Kotler and Keller, 2016; Mentzer et al., 2001). Practically, this theory highlights the need to ensure that the logistics activities are in line with the expectations of the customers. In the case of Glovo Uganda, the efficient management practices of logistics such as route optimization, tracking systems and proper rider management are necessary to ensure that the customers receive timely, accurate and reliable deliveries (Zhang and Huang, 2019; Christopher, 2016). When such practices fail, the expectation of customers is not met and this aspect can have a negative impact on loyalty, trust and brand perception. This theory offers a point of departure in assessing the combined effect of operational efficiency and the quality of service on customer behavior and its resultant satisfaction.

1.7 Justification of the Study

This study was warranted by the need to understand how the following logistics practices influenced customer satisfaction; the timelines of delivery, accuracy of orders, performance of riders, and the communication systems. This knowledge of these practices assisted Glovo Uganda to streamline operations, minimize service failures, and increase customer loyalty (Chopra and Meindl, 2019; Kotler and Keller, 2016).

In the managerial sense, this study presented evidence-based advice on how to enhance operational efficiency, resource distribution and strategic planning in the organization (Slack et al.,2020). It also assisted in decision making with the aim of adoption of best practices in the logistics management which enhanced competitiveness in the fast growing delivery market in Uganda. (World Bank, 2020; Christopher, 2016).

Academically, the research was a contribution to the small pool of research on the topic of logistics management and customer satisfaction in emerging economies and specifically so within the on-demand digital platform framework (Gunasekaran et al., 2009; Zhang & Huang, 2019). It provided empirical evidence that could be used as a reference in future research, policy making, and practical uses within the areas of supply chain management, logistics, and service quality in Uganda and other similar markets (Mentzer et al., 2001; Schoenherr & Tummala, 2018).

1.8 Significance of the Study

It is hoped that the results of this study will offer useful information on which the management of Glovo Uganda can base its logistics operation and help to improve the overall customer satisfaction. This will probably result in more efficient delivery procedures, enhancement of coordination between riders and resources, and service reliability, thus resolving operational issues that the organization is experiencing now.

This research is expected to be of value to the employees and the operational managers of Glovo Uganda because it is expected to inform the strategic decision-making, enhance performance monitoring, and align logistics practices with the expectations of customers. It can also lead the company to adopt new innovative

delivery strategies, improved order accuracy and better communication and tracking systems which have the end result of having stronger customer loyalty and competitive advantage in the Ugandan delivery market.

Moreover, the results can be used by academicians and researchers to have empirical evidence on how the practices of logistics management relate to customer satisfaction in the conditions of digital delivery platforms. The research can be used to advance the theoretical knowledge of logistics performance and service quality, motivate further researches in the emerging markets and to add to the broader field of supply chain and operations management.

1.9 Limitations of the Study

The research relied on publicly accessible reports, industry publications, online statistics, and customer reviews. Part of this information might have been incomplete, out-of-date, or biased, which may have compromised the quality in the accuracy and reliability of the findings. These limitations were countered by trying to triangulate information between various sources with a good reputation.

Moreover, the research was specific to the case of Glovo Uganda and urban delivery services, specifically in Kampala and the surrounding regions. This meant that the results might not have been entirely applicable to other areas, rural settings or other delivery platforms with different logistical, infrastructural or socio-economic settings.

1.10 Key Terms and Concepts of the Study

Logistics Management Practices: Refers to the planning, implementation, and control of the effective flow and storage of goods, services and associated information between the point of origin and the point of consumption to meet the customer requirement effectively (Christopher, 2016).

Customer Satisfaction: The level at which customers feel that their expectations of the products or services have been met or even surpassed. In the framework of on-demand delivery services, it includes timeliness, accuracy of orders, professionalism of the riders, and responsiveness to customer questions (Kotler & Keller, 2016).

Delivery Timelines: The time taken to make the delivery to the customer, after placing the order. Effective delivery schedules play an important role in customer satisfaction and efficiency in operations (Mentzer et al., 2001).

Order Accuracy: The degree to which the delivered product or service is similar to the specifications of the order made by the customer. Accuracy of high order is linked with a higher trust and repeat customers (Gaur et al., 2005).

Rider Performance: Refers to the effectiveness and efficiency of delivery personnel that complete the delivery, including schedule adherence, interaction with customer, and solving problems during the delivery process (Aldrighetti et al., 2013).

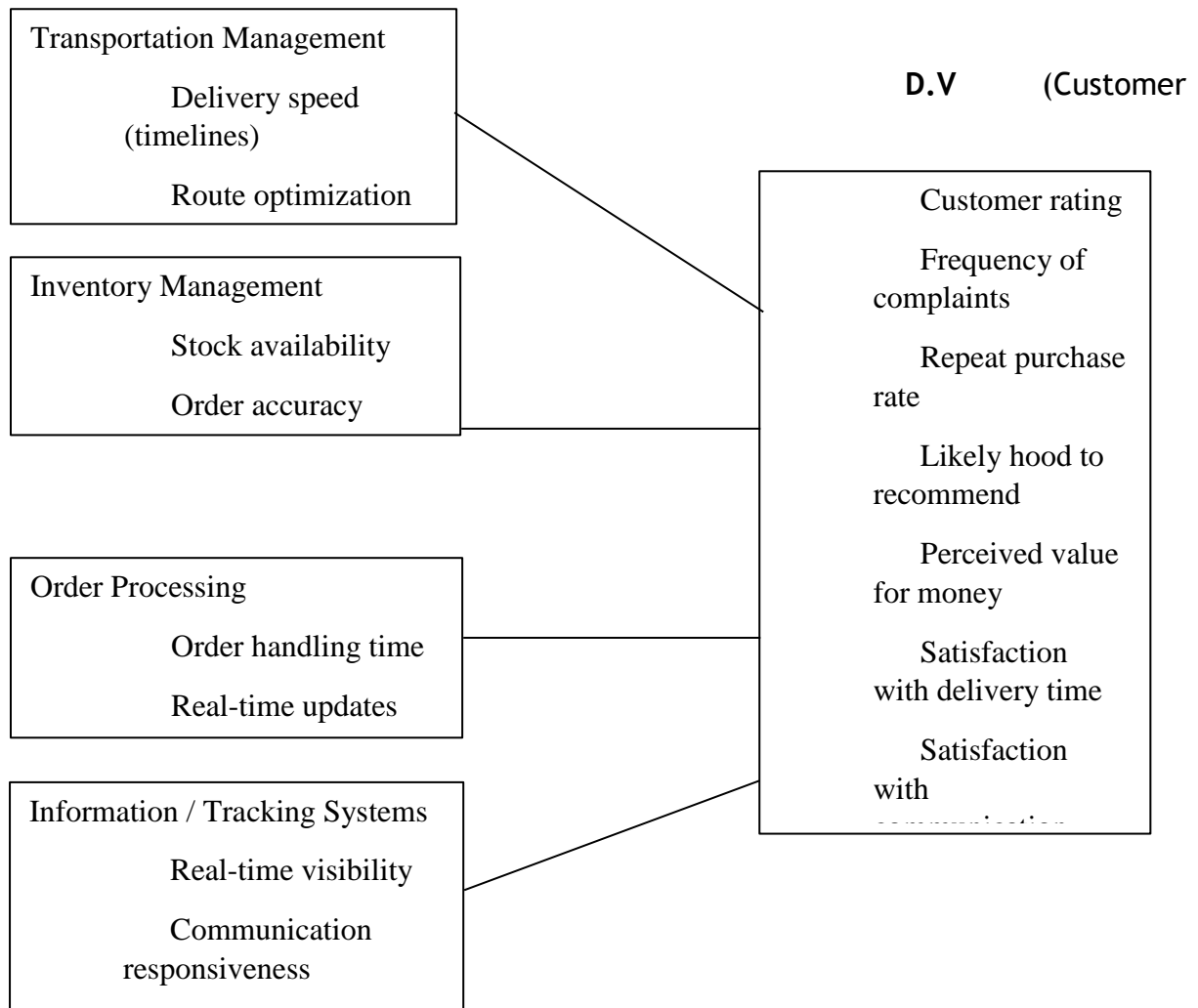
Communication Systems: The tools and platforms that a logistics organization uses to coordinate the company, delivery personnel, and customers, including notifications, tracking updates and customer support channels (Bowersox et al., 2013).

Operational Efficiency: The overall efficiency of the logistics operations in reducing costs, delays, and maximizing use of resources without compromising service quality (Chopra & Meindl, 2016).

Service Reliability: The consistency and dependability of the delivery service to meet promised standards, including punctuality, order accuracy, responsiveness to customer issues (Stevenson, 2018).

1.11 CONCEPTUAL FRAMEWORK

I.V (Logistics Management Practices)



CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

This chapter will provide a literature review of the studies that have been carried out by various scholars on the practices of logistics management and customer satisfaction. The chapter will explore the most significant logistics practices that are applicable in the context of on-demand delivery platforms, a theoretical review that discusses the theories that have contributed to the development of logistics performance and service quality, and an empirical review that examines practical evidence of various studies on the relationship between logistics performance and customer satisfaction.

2.1 The Role of Logistics Management Practices on Customer Satisfaction

The adoption of effective logistics management practices has become one of the main strategies of business operations within the digital delivery platform segment driven by increasing demands on the fast, accurate, and reliable delivery of services in highly competitive markets (Christopher, 2016, Chopra and Meindl, 2019; Gunasekaran et al., 2009). The ability to efficiently route, communicate in real time, coordinate riders, and be accurate in service delivery are all the logistics capabilities that have become rapidly essential operational requirements (Zhang and Huang, 2019; Schoenherr and Tummala, 2018). Organizations are becoming more conscious of the need to integrate technology-driven logistics processes into their service operations with the cited benefits of reduced delivery time, improved accuracy of orders, enhanced customer interactions, and improved coordination across delivery networks (Fawcett et al., 2014; Lysons and Farrington, 2016). The quality of service delivered in time as well as the quality of the service is usually a contributor to the competitive position of any delivery platform in more ways than only meeting operational targets (Mentzer et al., 2001; Kotler and Keller, 2016).

According to scholars like Chopra and Meindl (2016), the management of logistics can improve the quality of services by ensuring that shipments are delivered in the expected time, no shipments are lost, or the services are performed poorly. Another way in which customer satisfaction is enhanced through good logistics processes is by ensuring that the delivery processes are standardized,

inconsistencies are reduced and customer expectations are met across the various service categories. The standardization may be achieved by route optimization, real-time monitoring of riders, correctly batching orders, and reducing operational variability.

Moreover, the unceasing communication among riders, customers, and the platform contributes to the innovation and bettering of services (Zhang and Huang, 2019; Schoenherr and Tummala, 2018). Logistics teams will get customer feedback, monitor delivery performance, and respond to emerging needs in real time through digital communication systems, which will improve operational efficiency and increase satisfaction (Wagner and Neshat, 2010, Gunasekaran et al., 2009). Through the active promotion of such interactions, logistics management helps to expedite innovation in the delivery process and improve the customer experience and foster repeat use (Mentzer et al., 2001, Kotler and Keller, 2016).

Stock and order management is also important in the performance of logistics (Lysons and Farrington, 2016). In the case of platforms that relay with partner stores or restaurants, the timely data exchange will see the orders being fulfilled accurately and shipped within a short time (Kraljic, 1993). The real-time synchronization will help to minimize idle time and avoid the risk of stock outs or miscommunication (Zhang & Huang, 2019). This increases customer loyalty and boosts the competitive advantage of the platform (Christopher, 2016). Enhancing flexibility in logistic processes is a sure way of maintaining flexibility of service providers to varying customer demand, traffic changes, and peak-hour congestions (Gunasekaran et al., 2009). Quick changes can be facilitated by integrated data systems, GPS tracking, and predictive analytics, which notify riders or partner stores about any changes in the delivery routes, surges in demand, or any modifications to the orders (Schoenherr and Tummala, 2018).

There are numerous delivery platforms that are centrally managed digital systems where riders operate in a decentralized manner (Fawcett et al., 2014). This kind of architecture must have a constant synchronization between dispatch algorithms, partner merchants and rider networks. Effective logistics management will help large savings of time and resources due to the improvement of communication

flows, the reduction of the number of operational disruptions, and the increase in the productivity of riders (Lysons & Farrington, 2016).

Customer satisfaction is also greatly influenced by logistics information systems (Zhang and Huang, 2019). A digital logistics platform can enhance the order tracking, deliver quick and precise delivery information, increase transparency, and bring a more coordinated flow of information between stakeholders (Gunasekaran et al., 2009). Thus, the processing of orders, navigation, the real-time tracking of products and services, and communication with customers are the main operational activities that are impacted by digital logistics technologies (Schoenherr & Tummala, 2018).

When analyzing the logistics practice at Glovo Uganda, it is worthwhile to know the theoretical basis upon which the logistics efficiency has an impact on the customer satisfaction. The theories have been influential in shaping the logistics practices in terms of customer perceptions and organizational performance (Mentzer et al., 2001).

According to the Resource-Based View (RBV), unique capabilities in the form of efficient rider networks, optimized delivery routes, and good communication systems create competitive advantage (Barney, 1991). These abilities help a delivery service to continuously live to the expectations of its customers, thereby increasing customer satisfaction and loyalty (Fawcett et al., 2014).

On the same note, the dimensions of reliability, responsiveness, assurance, and empathy in on-demand delivery operations are highlighted in the Service Quality (SERVQUAL) model by Parasuraman et al. (1988), which explicitly identifies the dimensions, which are directly affected by the logistics performance. An accurate and timely delivery, quick feedback and updates, and professional rider behavior are the fundamental elements of customer satisfaction on the delivery platform.

The Logistics Performance Theory further elaborates that the efficiency of logistics can be measured through the cost, delivery time, flexibility and service quality dimensions (Gunasekaran et al., 2009). The use of technology and the formation of networks of riders thus improves the customer satisfaction, enhances trust, and helps to maintain uniformity in services. These theories combined can be used to

understand how the logistics management practices affect customer satisfaction and operational efficiency levels at Glovo Uganda.

2.2 The Effect of Logistics Operational Practices on Delivery Timelines

Order cycle processes, also known as delivery timelines are a key area of the logistics management that has a direct effect on customer satisfaction. The efficiency of the logistics process is one of the main factors that determine the service quality in the on-demand delivery industry (Christopher, 2016). The delivery cycle involves a number of steps and includes; order placement, order processing, rider assignment, dispatch, transportation and final delivery to the customer. Any form of delay or inefficiency at a certain level may lead to a late delivery, unhappy customers and the possibility of loss of business. Within the framework of the Glovo Uganda, effective management of these stages through organized logistics practices can guarantee timely service delivery, minimize mistakes and enhance the overall client satisfaction.

There are a number of causes that lead to delays in the delivery schedule. These are the nature of the order (e.g., size, complexity, or special handling requirements), availability of riders, traffic conditions, urban infrastructure, and communication between operating teams. Research has revealed that systematic logistics practices can be adopted to greatly reduce the cycle times and become efficient. As an example, Mentzer et al. (2001) believe that logistics efficiency is attained when all the processes of the supply chain are coordinated and information and goods flow through the supply chain seamlessly.

Order Receiving and Processing

At Glovo Uganda, the correct and quick processing of the received orders is the first step in making sure that there are efficient timelines of delivering orders to customers. As a customer makes an order through the mobile application or the web site, the order is automatically recorded in the system capturing the required details of the order like the delivery location, the contents of the order, payment verification and priority status. This automated order processing removes the manual data entry, minimizes human errors, and makes sure that every order is immediately visible to the logistics operations team. In the past, order processing

was done manually resulting in a lot of paper work leading to delays, miscommunication and mistakes in the allocation of orders. Through automated order processing, Glovo Uganda will be able to ensure that orders are always routed to the operations team to be dispatched and reduce delays and increase chances to deliver goods on time (Kotler and Keller, 2016).

Rider Allocation and Assignment

As soon as orders are received, rider allocation is vital in ensuring deliveries are timely. The intelligent allocation system used by Glovo Uganda takes into account several factors such as the proximity of the rider to the pickup area, the current workload, previous performance indicators, and estimated delivery time. Riders who have a track record of punctuality and high customer ratings are given priority during urgent or high-value deliveries. When there is a congestion or unforeseen delays the system dynamically reassigns the orders to other riders in order to keep the delivery schedule. This systematic approach will ensure that the rider resources are optimally utilized and customer satisfaction is achieved through ensuring that delivery times are met (Golicic et al., 2003).

Route Optimization and Real-Time Tracking

The optimal path and GPS enabled tracking systems also improves the delivery schedules. Glovo Uganda uses software to compute most efficient routes depending on distance, traffic patterns, and real-time road conditions. The operations team can also proactively change routes to prevent congestion or delays by constantly monitoring rider movements as well as delivery progress. They give customers real-time updates on the status of orders, the estimated delivery time, and any unforeseen delays, which enhances transparency and trust. This is a technology-based strategy that does not only cut down delivery times, but also enhances reliability and confidence of customers in the service (Christopher, 2016).

Coordination and Communication

Another key element in minimizing the delivery cycle times is effective coordination between the riders, operations staff as well as customer service representatives. Glovo Uganda creates well-structured communication protocols so that the riders could report quickly the obstacles or challenges and be advised by the operations team. To illustrate, in case a rider is faced with a road closure or the inability to find a delivery address, it is possible through real-time communication to reroute or reassign the order in real-time. Also, customer support teams will proactively communicate to customers about any delays or problems and ensure transparency and trust. These communication systems ensure that the disruptions caused by the service are reduced to a minimal and that the customers get the service that is consistent and reliable (Mentzer et al., 2001).

Continuous Monitoring and Feedback

To maintain efficiency in the delivery timelines, Glovo Uganda constantly observes key performance indicators (KPIs) which include average delivery time, frequency of delays, accuracy of orders, and customer complaints. The operations system incorporates post-delivery surveys and customer feedback that help to identify the recurring issues and areas of improvement. As an example, when some delivery zones constantly experience delays because of traffic congestion or infrastructure issues, changes like rider reallocation or changes in the delivery schedules are undertaken. Glovo Uganda is committed to making certain that the delivery schedules are optimized to the maximum by continuously analyzing data and improving the logistics processes, ultimately resulting in customer satisfaction (Kotler & Keller, 2016).

Impact on Customer Satisfaction

All these logistics operations practice; automated order processing, intelligent rider allocation, route optimization, structured communication, and continuous monitoring, all help to reduce delivery time cycles, minimize errors, and provide timely service. The happier customers are to receive their orders on time and in good conditions, the more likely they are to be satisfied, write positive reviews

and stay loyal to the service. Customer trust and perceived quality of service are directly related to reliable delivery schedules, so effective logistics management is a critical factor in customer satisfaction in the on-demand delivery industry (Christopher, 2016).

To summarize, the systematic nature of logistics management at Glovo Uganda contributes to a significant improvement in the delivery schedules, improvement in coordination, and optimization of the utilization of resources. With a systematic application of these operational practices, the organization ensures that the customer experiences reliable, timely and high quality service and therefore enhances the overall customer satisfaction and loyalty.

2.3 The Influence of Logistics Efficiency Techniques on Customer Satisfaction

To maximize the advantages of the logistics management approach in improving customer satisfaction, Glovo Uganda will adopt a number of operational practices strategically (Chopra and Meindl, 2019). The practices are designed to simplify delivery processes, maximize the use of resources, deliver services on time, and ensure a high level of standards of communication. The organization will be able to drive more customer relationships and loyalty by concentrating on the efficiency of each stage of the delivery process (Heizer et al.,2020).

Order Prioritization and Segmentation

Prioritization of orders effectively is essential in ensuring that orders are delivered on time to customers. Glovo Uganda divides the orders according to urgency, place of delivery, and type of customer. Express or high-priority orders are booked immediately to riders with the capacity and proximity to carry them out in a timely manner, with routine or low-priority orders scheduled efficiently to optimize the workload of the riders. This level of segmentation is used to make sure that the resources are allocated effectively and that there are minimal delays and that the services are more reliable. Through a systematic control of the types of orders, the organization minimizes the errors in deliveries and provides the customers with the time-sensitive deliveries (Christopher, 2016).

Rider Allocation and Performance Management

One of the most important aspects in logistic efficiency is rider allocation. Glovo Uganda allocates the riders to deliveries according to a mixture of performance history, proximity, and current workload. Riders who have good track records of punctuality and accuracy of orders are given priority in critical or high value deliveries. In order to maintain quality, the organization has performance monitoring dashboards that monitor some of the key measurements like order completion times, delivery accuracy, customer ratings and the rate at which complaints are resolved. Periodic feedback meetings and incentives based on performance will ensure that riders take care of high standards in service delivery. Using the rider capabilities and customer needs, Glovo Uganda has ensured that the service quality remains consistent to the needs of the customers, increasing the overall level of customer satisfaction (Mentzer et al., 2001).

Communication and Customer Interaction

Being open and active when communicating with customers is crucial in establishing a trusting relationship with the customer. Glovo Uganda has integrated notification systems, which give clients a real-time update on their order status, rider location, and estimated delivery time. The customers are informed in various ways such as in-app, SMS, and email messages. Moreover, riders are directly in touch with the customers, when needed, such as to explain the delivery details or report unexpected delays. These communication practices lead to less uncertainty, greater customer trust and perceived reliability of the service (Kotler and Keller, 2016). The constant contact with customers, such as the request to provide feedback after their delivery service, will enable Glovo Uganda to gauge customer satisfaction, consider the gaps in their services and take corrective action.

Technology-Driven Coordination

Efficiency and minimization of errors are greatly improved using technology in logistics operations. To facilitate the movement of riders in real time, Glovo Uganda relies on GPS-enabled tracking systems, route optimization software, and automated dispatch tools. Such systems enable the logistics management team to

reshuffle riders as needed due to traffic conditions, demand spikes or unanticipated occurrences ensuring that the delivery timelines are observed. With such a combination, the company reduces turnover rider time, avoids late shipments, and minimizes fuel and labor expenses. These systems also provide visibility, which leads to proactive communication with customers and, consequently, to a greater satisfaction and trust (Golicic et al., 2003).

Continuous Improvement Through Feedback and Monitoring

Institutionalization of the feedback mechanisms to continuously refine operations in logistics is institutionalized in Glovo Uganda. After delivery surveys, customer ratings and complaint monitoring is systematically examined to find areas that require improvement. As an example, the frequent delays in some zones or the poor performance of riders in specific types of deliveries are resolved by means of additional training, redesign of the process, or updating the system. The adoption of data-driven insights to guide the make of operational decisions enables Glovo Uganda to constantly ensure that logistics practices are continuously transformed to respond to the shifting customer expectations. This culture of continuous improvement does not only lead to operational efficiency but also reflects the way the organization is committed to quality service, which positively influences customer satisfaction (Christopher, 2016).

Integration of Operational Techniques for Holistic Performance

The overall effect of prioritization of orders, assigning riders, communication, integration of technology and monitoring of feedback ensures that the service of the company, Glovo Uganda, is smooth and reliable. All the elements of the logistics management system are synergistic: efficient allocation of riders will reduce delays, technology will improve coordination, communication will enhance transparency, and feedback will ensure continuous improvement. Using these logistics practices, managed systematically, Glovo Uganda ensures fewer mistakes in delivery, better utilization of resources, and improved overall customer experience (Christopher, 2016).

Finally, the uptake and assimilation of logistics efficiency methods have a great impact on enhancing customer satisfaction in Glovo Uganda. The deliberate use of these practices will shorten the delivery cycle time, reduce errors, and improve communication in time and build customer trust and loyalty. As a result, the logistics management is considered to be a key driver of service quality and customer satisfaction in the on-demand delivery industry.

2.4 Research Gaps

Practices of logistics management are vital elements in the business of on-demand delivery platforms like Glovo Uganda. Customer satisfaction is directly influenced by efficient logistics practices, such as delivery timelines, the accuracy of orders, the performance of riders, communications systems, and technology integration (Christopher, 2016). Although other researchers have noted the significance of logistics in operational efficiency, few studies have investigated the overall impacts of particular logistics management practices on customer satisfaction in new emerging markets of digital delivery such as Uganda. This gap restricts the knowledge as to which operational strategies are most effective in ensuring that timely deliveries, customer retention, and the quality of the services are achieved.

Even though the literature has acknowledged that the performance of the delivery process has an influence on customer satisfaction, most articles have extensively focused on the overall efficiency of the supply chain or technological interventions without relating specific operational activities to customer perceptions and feedback. As an example, although timely delivery is commonly viewed as an important factor in determining customer satisfaction, there is little empirical research done on how rider assignment algorithms, real-time tracking, and communication systems interact to affect customer experiences in urban African settings. Moreover, the majority of the research is based on the data of global or developed market settings, which is unlikely to be representative of the unique infrastructural, regulatory, and socio-economic issues that organizations in the Uganda market have to deal with (Mentzer et al., 2001).

The other critical gap is in terms of quantification of the benefits of logistics performance in on-demand delivery operations. Although Glovo Uganda and other organizations of this nature have invested in technology to enhance the level of

efficiency in their operations, there is very little empirical evidence on how exactly these interventions affect the level of efficiency in their operations, the level of order accuracy in their orders, and the overall level of customer satisfaction. To illustrate, no published studies have conducted a systematic assessment of the effect of real-time route optimization, or automated rider assignment, on reducing delays, minimizing errors, and improving customer experiences in the local Ugandan delivery market. There is also very little information on the role of internal communication systems among the operational teams and the customer service departments in service recovery when delays or mismatch of orders occur (Golicic et al., 2003).

Moreover, limited case studies which investigate the interaction between two or more logistics practices are available. Although some studies have investigated individual practices, e.g. integration of delivery management software with rider performance monitoring, little information exists on how a mixture of individual operational processes, e.g. integration of delivery management software with rider performance monitoring, affect the customer satisfaction outcomes. These interdependencies are important in the operations of organizations such as Glovo Uganda because the operational decisions made by these organizations must be balanced to ensure efficiency, cost-effectiveness, and quality of the services offered by these organizations. Besides, research investigating the long-term development of logistics practices and their sustainable effects on customer loyalty, repeat use, and brand perception in the new urban markets is limited (Kotler and Keller, 2016).

Also, most research on logistics management in delivery services focuses on adoption of technology but often fails to focus on the human aspect in terms of training, motivation and engagement which is a critical consideration in the quality of service delivery. Limited literature exists that explains how performance management systems, incentive systems and rider feedback systems impact operational efficiency and even customer satisfaction. On the same note, the impacts of dynamic urban conditions, which include traffic congestion, infrastructural problems, and changing demand patterns, on logistics practices has been under researched. They are especially applicable in Kampala and other urban

centers in Uganda, where the efficiency of delivery is often limited by the unpredictability of environmental variables (Christopher, 2016).

Lastly, research studies do not always present a holistic framework that connects the practices in logistics management with customer satisfaction in digital delivery platforms within the context of the Ugandan setting. Research can be done to focus on one specific element, e.g. delivery schedules or order accuracy, but few research studies have provided an integrated perspective that links various operational practices to customer outcomes that can be measured. This creates a knowledge gap on how organizations can design and implement an integrated logistics plan that will maximize service quality and customer satisfaction and overcome the local constraints in operations.

Overall, although the role of logistics management in the global and regional research is gaining momentum, there are still several research gaps that need to be filled in understanding specific practices that can drive customer satisfaction in on-demand delivery service in Uganda. Empirical research that studies the combined impact of delivery schedules, accuracy of orders, rider performance and communication systems on customer satisfaction and research that measures the impact of these factors and their long-term sustainability are needed. The study thus aims to fill such gaps by exploring how logistics management practices can influence customer satisfaction in the context of emergent urban delivery markets and markets like Glovo Uganda.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter introduces the research methodology to be used in studying the impact of logistics management practices on customer satisfaction in Glovo Uganda. It describes the research design, target population, sampling procedures, data collection tools, data analysis methods and ethical considerations followed in the study. The approach ensured the entire process of making reliable and valid findings by describing how the information was collected, processed, and interpreted. The approach adopted in the study allowed the researcher to capture both numerical and descriptive information of the respondents, and as such, the study was able to do a comprehensive examination of the relationship that existed between the logistics management practices and customer satisfaction. The chapter thus offers a systematic guideline that guided the research in the data collection to the interpretation.

3.1 Research Design

The research design was descriptive in the sense that it involved quantitative research design to analyze the impacts that the logistics management practices have had on customer satisfaction at Glovo Uganda. Quantitative data contained measurable evidence on the critical dimensions of logistics like delivery reliability, order accuracy, responsiveness, tracking efficiency, communication practices, and returns handling. The research design also made the researcher able to quantify the levels of customer satisfaction using structured questionnaires containing closed-ended Likert-scale items, enabling the respondents to rate their experiences based on predefined statements. This approach enhanced the analysis, as it created numerical patterns that produced trends, proportions and relationships among the study variables (Creswell, 2014).

The quantitative method thus augmented the validity and richness of the results by quantifying the results of observable results and by placing so much emphasis on numbers. It best fitted this study as logistics management is very operational and as such there is need to carry out an examination of the statistical trends.

3.2 Target Study Population

The target study population in this research included individuals and groups, who had direct or significant interaction with the logistics management practices at the Glovo Uganda. This population consisted of employees who work in the logistics and operations division, delivery couriers, and customers who actively used the Glovo platform. The groups were deemed necessary since they were involved in the logistical processes on various levels and thus provided varied information on how the logistics management had an impact on customer satisfaction.

The first group consisted of logistics and operations employees of Glovo Uganda including delivery operations managers, rider operations coordinators, fleet supervisors, dispatch administrators, and customer experience employees who were in close contact with the delivery process. These employees assisted in planning, monitoring, and evaluating significant logistics functions, which include assigning orders, route planning, delivery time, resolving complaints, and general service quality. They were involved to make them key players in determining the effectiveness and reliability of the service delivery process.

The second group comprised of Glovo couriers, who formed a part of the logistics chain. Couriers also communicated with the customers in a physical way and contributed significantly to what the customers perceived about them; fastness, professionalism, the handling of goods and order accuracy. Their experiences also gave the insightful views of how logistics policies, digital systems, training and operational controls influenced their performance and the level of customer satisfaction.

The third group consisted of the customers of Glovo, namely active users who had already ordered the product in the platform. The final beneficiaries of the logistics operations of the Glovo Company included its customers who enjoyed the consequences of the company's order handling, delivery dependability, communication and responsiveness of the company to the services offered. Their feedback played a crucial role in determining how the practices of logistics management could be translated into satisfaction or dissatisfaction, repeat or repeat not usage, and even complaints. The engagement of customers in the study

developed a complete picture of the correlation between the logistics operations and the perceived service quality.

On balance, the three groups were studied because they encompassed all major players in the logistics system (planning and execution), delivery and consumption. Their participation made the research have a balanced and holistic picture of how the practices of the logistics management impacted customer satisfaction in Glovo Uganda.

3.3 Sampling Procedures

3.3.1 Sample Size

Sample size was the percentage of the target population that was utilized to gather information to be used in conducting the study. In this study, the target population comprised of 100 internal employees across the logistics, warehouse, procurement, customer service, and operations departments at the Glovo Uganda. Such employees were directly engaged in controlling and carrying out of logistics processes that influenced the customer satisfaction.

The sample size was determined using Taro Yamane's (1967) formula as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n is sample size

N is population size (100)

e is margin of error (0.05)

$$n = \frac{100}{1 + 100(0.05)^2}$$

$$n = \frac{100}{1 + 100(0.0025)}$$

$$n = \frac{100}{1 + 0.25}$$

$$n = \frac{100}{1.25}$$

$$n = 80$$

Thus, 80 workers were chosen to be involved in the study. This sample size was appropriate in that it was representative of the target population and was manageable in terms of collection and analysis of data.

3.3.2 Sampling Technique

To pick the respondents, a simple random sampling method was used. The target population, which comprised of every employee, had equal opportunities of making it into the study. This approach was desirable since it was simple, selection bias was eliminated, and all qualified employees were fairly represented (Creswell, 2012).

The process entailed establishing a sampling frame, which comprised of listing all the employees in the applicable departments. All employees received individual numbers. The selection of employees to take part in the study was done using a random number selection process to pick 80 employees. This strategy ensured that all persons had an equal chance of being sampled, and thus the sample was not biased or skewed toward any specific group of individuals (Bryman, 2016).

3.4 Data Collection Methods and Sources

3.4.1 Data Sources

3.4.1.1 Primary Data

Primary data was defined as an original information that was gathered by the researcher/investigator directly by the respondents first of all. The primary data, which were collected in this study, were the employees of Glovo Uganda who were directly involved in the processes of delivery and logistics management of the organization. Structured questionnaires and interviews were used to gather data to understand how logistics management practices are practically applied, whether such practices are effective in delivering services and how such practices impact customer satisfaction. This kind of data was deemed to be reliable and accurate since it was collected directly at the time of conducting the investigation. Primary data was used to offer information on delivery schedules, accuracy of order, rider performance, communication systems, and other logistical practices which determined the customer satisfaction levels.

3.4.1.2 Secondary Data

Secondary data was defined to be the information that had already been gathered by other researchers or organizations. In the research, secondary data comprised reports on operations of the company, customer feedback records, performance records, online statistics, and existing literature including journal articles, books, and industry publications relating to logistics management and customer satisfaction. This information assisted in supporting primary data and a wider perspective of current trends and best practices in logistics operations. The use of secondary data ensured that the study contributed to the existing body of knowledge as well as shedding light on gaps that needed further research to fill the gaps and therefore avoid unnecessary duplication of efforts.

3.4.2 Data Collection Methods

3.4.2.1 Questionnaires

The questionnaires were structured and were carried out on some of the employees working in the different departments of logistics, warehouse, operations, and customer service. The questionnaires were close-ended questions that were meant to measure the effectiveness of logistics practices. This method allowed obtaining measurable data and also gaining insights into the operational issues, strengths and opportunities. The questionnaires were administered electronically and physically where needed, to ensure the highest response rates and inclusivity of all workers who are involved in the delivery process.

3.4.2.2 Document Analysis

Document analysis consisted of examining internal company documents, such as order tracking systems, customer feedback forms, performance reports, delivery logs, and order tracking systems. This approach gave objective data on the efficiency of logistics management practices, including compliance with delivery schedules, order accuracy, and customer complaints response. The triangulation of the results of questionnaires and interviews through the analysis of these documents enabled the researcher to increase the credibility of the study. The secondary documents were also instrumental in determining the trends in the past and given areas of consistent strengths or common issues with operations.

3.5 Data Analysis

3.5.1 Quantitative Data Analysis

The data represented by the structured questionnaires were analyzed by descriptive statistics, including frequencies, percentages, means and standard deviations. These statistical indicators were used to generalize and explain the answers of employees of Glovo Uganda to the effectiveness of logistics management practices, such as delivery schedules, accuracy of orders, rider performance, and communication systems. Descriptive statistics also allowed patterns and trends in customer satisfaction to be determined as affected by the different logistics activities.

The relationships between the particular logistics practices and customer satisfaction levels were depicted with the help of cross-tabulations and charts. As an example, the mean scores in delivery timeliness were compared with the ratings of customer feedback to identify the relationships. This approach gave a clear, numerical insight of how the practices of logistics management influenced service quality and the overall customer satisfaction in Glovo Uganda.

3.5.2 Qualitative Data Analysis

Thematic content analysis was used to analyze the data collected in the form of questionnaire responses. The identification and classification of key themes, patterns, and recurring ideas were done on the basis of logistics processes, challenges of operation, and the outcomes of customer satisfaction. This approach enabled the derivation of deep information about managers and workers about the operational efficiency of the delivery and logistics strategies.

Triangulating qualitative results with quantitative results was also aided by thematic analysis, thus contributing depth and strength to the conclusions. As an example, the trends in delivery times or the accuracy of the orders were explained by feedback on the riders and warehouse managers based on the quantitative data.

3.6 Data Validity and Reliability

3.6.1 Validity

To make the data valid, data was gathered with the key employees being directly involved in the logistics of Glovo Uganda. Also the secondary sources like company reports, records of customer feedback and the industry literature on logistics management and service quality was reviewed. This guaranteed that the results were correct and reflected actual operational practices and their effect on customer satisfaction.

3.6.2 Reliability

To achieve reliability, the test-retest technique was applied wherein the same questionnaire was used on a small sample of employees at different time periods. Responses were consistent which meant stability and reliability of the instrument.

Pilot study was also carried out before the actual research. This preliminary work was a small sample of the target population to determine ambiguous, unclear, or conflicting questions in the data collection tools. It was then adjusted according to the feedback to improve the adequacy and trustworthiness of the final questionnaire and interview guide.

These steps would make sure that the data obtained is dependable and credible to give a strong foundation upon which accurate analysis and conclusions can be made in this case with regard to the effect of logistics management practices on customer satisfaction at Glovo Uganda.

3.7 Ethical Considerations

Ethics can be defined as the guidelines and standards according to which certain behavioral patterns are distinguished between right and wrong (Aquinas and Helen, 2002). In this research, ethical and respectful treatment of all the participants was observed in the research process. The study was purely voluntary and respondents had the right to decline to respond to any question or to withdraw at any point in the study without any punishment.

The names of participants, such as procurement officers, warehouse and logistics employees, riders, IT employees, and finance managers, were highly confidential. No personal information was provided and all the responses obtained were utilized

only in the study. Interview guides and questionnaires were created in a manner that would not violate the privacy of the participants; thus who will be permitted to give honest and correct feedback without the fear of being judged or punished.

Moreover, any communication with employees was fair, and impartial, keeping a neutral position and not influencing or biasing their answers. Data collected was safely kept and only the researcher was allowed access to data. Through these ethical codes of conduct, the study has guaranteed the protection of the rights of the participants as well as offering credible information regarding the effects of the logistics management practices on customer satisfaction at Glovo Uganda.

CHAPTER 4: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction

This chapter introduces, analyses and interprets the results of the study on the impact of the practice of logistics management on the customer satisfaction at Glovo Uganda. This analysis was led by the particular objectives of the study and arranged based on sections of the questionnaire. Section A encompassed the background of the respondents, and Section B to Section E contained the key constructs of the logistics management and satisfaction measured using a five-point Likert scale. Section F was the open-ended responses. In Section A, all variables were coded based on the questionnaire: gender, age, category of respondents, duration of using the Glovo services, education background and frequency of using the Glovo services. In Sections B to Section E, questions 6-25 were to be answered using a Likert scale with the following coding: 1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree and 5 Strongly agree. Questions 26 and 27 in Section F were thematically analyzed and were open-ended. This part has shown the demographic data of respondents in terms of frequency tables and other charts and subsequently provided narrative interpretation.

4.1 Demographic Characteristics of Respondents (Section A)

4.1.1 Gender of Respondents

Gender was coded in the questionnaire as 1 = Female, 2 = Male and 3 = Prefer not to say. The answers were recoded into labels and summed up as indicated in the table below.

Table 4.1 shows the gender distribution of respondents.

ID	GENDER	FREQUENCY	PERCENTAGE
1	Female	25	47.2
2	Male	18	34
3	Prefer not to say	10	18.9

According to the results in Table 4.1, most of the respondents were female as they constituted 47.2 percent of the sample (25 out of 53). The number of male respondents was 34.0 percent (18 respondents), and the number of female respondents was 18.9 percent (10 respondents). This trend indicates that the research had quite diverse sample in terms of gender with a slightly more number of female participants. The comparably high percentage of these respondents that did not indicate their gender also indicates a degree of sensitivity or privacy over their gender identity among a group of Glovo users and stakeholders. Research wise, this gender distribution would mean that the views regarding the logistics management practices and customer satisfaction of Glovo are framed by a combination of male, female and undisclosed gender identities, which would provide a breadth to the perspectives that are captured in this study.

Figure 1 graphically presents the gender distribution of respondents.

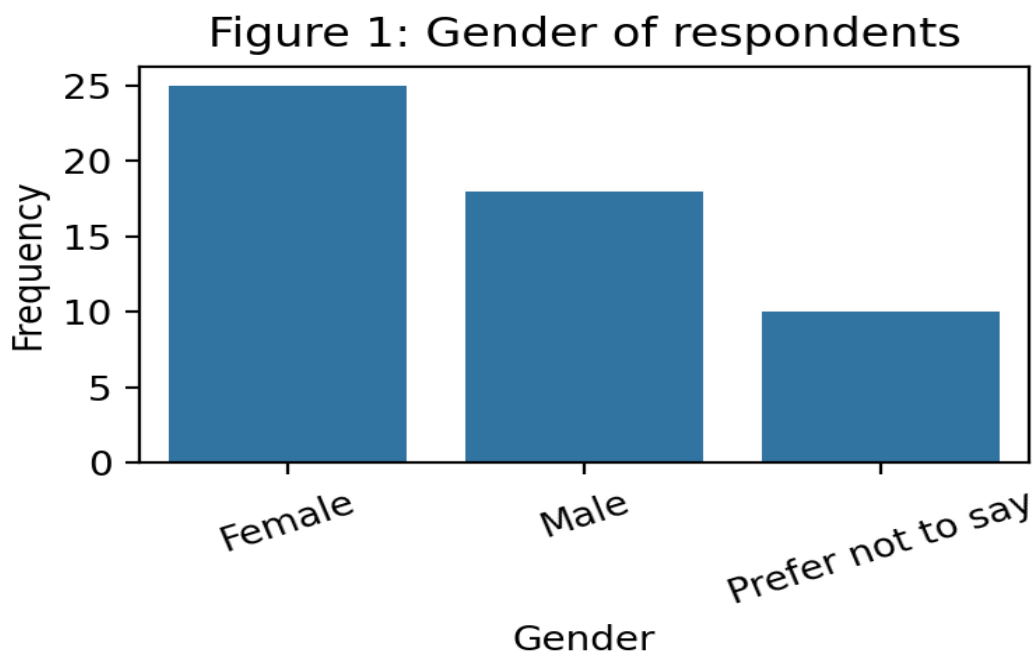


Figure 1 provides a visual support of the tabulated results by showing that the bar of female respondents is the tallest, next comes that of male respondents, and third is that of prefer not to say, which is the smallest, but is still quite large. The bar chart enables one to observe the relative proportions at the face of the bar and gives a clear picture, as to the prevalence of female and male categories compared to those who did not want to reveal their gender.

4.1.2 Age of Respondents

Age was captured using categorical codes where 1 = Below 20 years, 2 = 21-30 years, 3 = 31-40 years, 4 = 41-50 years and 5 = Above 50 years. The data was recoded into meaningful age groups and the table below analyzed it.

Table 4.2 shows the age distribution of respondents.

ID	AGE	FREQUENCY	PERCENTAGE
1	21-30	28	52.8
2	31-40	9	17
3	41-50	6	11.3
4	Above 50	5	9.4
5	Below 20	5	9.4

The results given in Table 4.2 show that a little more than half the respondents 52.8 percent (28 out of 53) of the total number, were aged between 21 and 30 years. This implies that most users of Glovo and stakeholders in this study are young adults who are in their early career or late education years. The age group 31-40 years represented 17.0 percent (9 respondents), and 41-50 years was 11.3 percent (6 respondents). The age group above 50 years comprised 9.4 percent (5 respondents), and the age group below 20 years also represented 9.4 percent (5 respondents). In general, the findings indicate that the customer base and the related stakeholders that were involved in this study are mainly young people with

more than two-thirds of the respondents falling within the 21-40 years' age range. This is in line with the international trend of the usage of digital platforms where younger adults are more likely to be active users of on-demand delivery services. The fact that older age groups though less significant, are still present and it is helpful in terms of seeing differences in satisfaction and expectations among generations.

Figure 2 provides a visual representation of the age distribution of respondents.

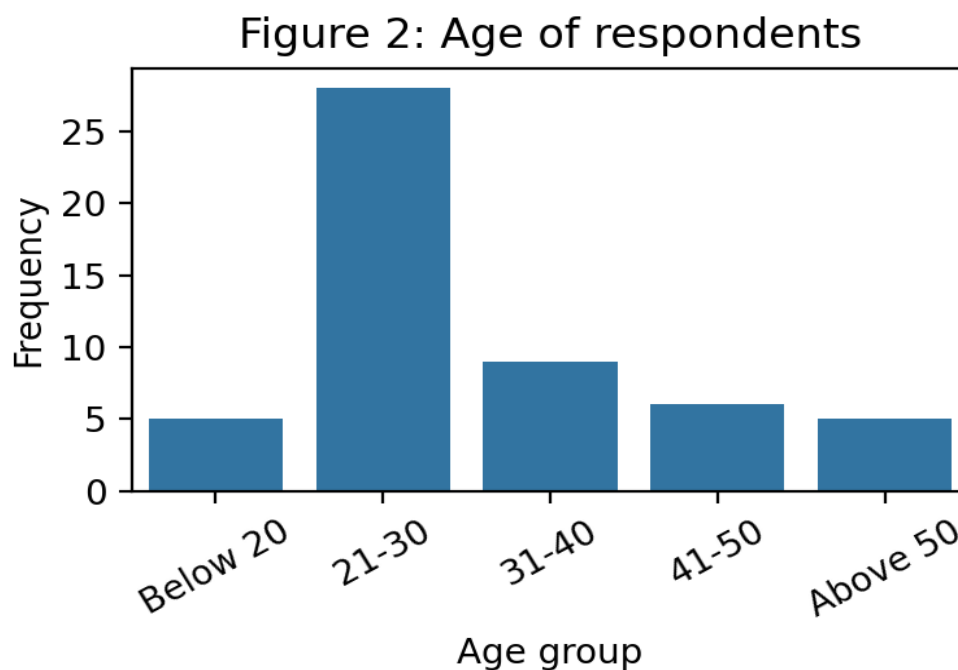


Figure 2 presents the bar of the 2130 age category conspicuously higher than all other bars, visually indicating the dominance of the group of ages 2130 in the respondents. The rest of the age groups have relatively shorter bars, which implies less but significant representation. This chart shows that the user and stakeholder profile of the app used in this study is extremely skewed towards younger adults, which could have implications on their sensitivity to the aspects of their app, such as usability, speed of delivery and technological features.

4.1.3 Category of Respondents

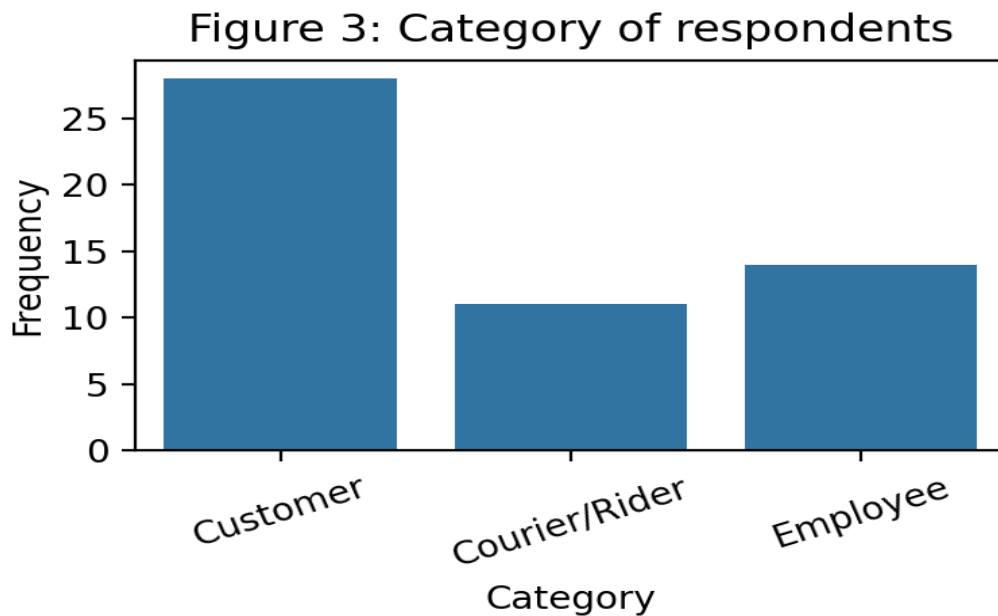
The research included three main groups of the respondents that were coded in the questionnaire as 1 = Customer, 2 = Courier/Rider and 3 = Employee. These groups were coded into descriptive terms and summarized as in Table 4.3.

Table 4.3 shows the categorical distribution of the respondents.

ID	CATEGORY	FREQUENCY	PERCENTAGE
1	Customer	28	52.8
2	Employee	14	26.4
3	Courier/Rider	11	20.8

As per Table 4.3, the majority of respondents was made up of the customers, and that, they constituted 52.8 percent of the sample (28 respondents). The employees of Glovo were 26.4 percent (14 respondents), and the couriers or riders 20.8 percent (11 respondents). This distribution means that the study mainly captures the perceptions and experiences of the customers of Glovo, who are the largest beneficiaries of the practices of logistics management and thus critical in measuring customer satisfaction. Simultaneously, the involvement of employees and couriers/riders offers a significant internal perspective on operations as these groups are directly involved in the order processing, routing, delivery and customer interaction. The presence of these three categories makes the analysis more comprehensive as it brings together demand side (customers) and supply side (employees and delivery partners) views and provides a more comprehensive analysis of the impact of the logistics practices on satisfaction.

Figure 3 illustrates the category distribution of respondents.



As indicated in Figure 3, the bar of the customers is significantly higher than the bars of other employees as well as couriers/riders, which signifies the superiority of customer input in the dataset. The fact that the number of the relatively smaller but still significant bars representing employees and couriers/riders is lower implies that the voice of those two groups will also be represented and will be useful in the triangulation of findings regarding the service quality, the process of delivering services and communication.

4.1.4 Duration with Glovo

Length of stay with Glovo was coded in the questionnaire as 1 = Less than one year, 2 = 1 -3 years, 3 = 4-6 years, 4 = 7-9 years and 5 = More than ten years. These categories were recoded and summarized in Table 4.4.

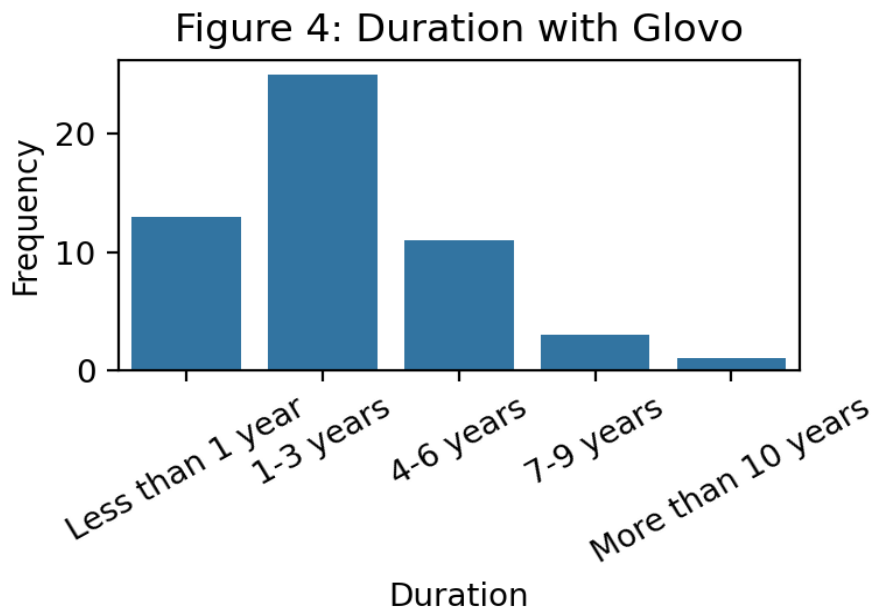
Table 4.4 indicates how long the respondents have been a part of Glovo.

ID	DURATION	FREQUENCY	PERCENTAGE
1	1-3 years	25	47.2
2	Less than 1 year	13	24.5
3	4-6 years	11	20.8
4	7-9 years	3	5.7
5	More than 10 years	1	1.9

Table 4.4 shows that the group of respondents whose stay with Glovo was the longest, 47.2 percent (25 of 53), had been with Glovo since 1-3 years. It implies that a large portion of its users and other stakeholders have a moderate amount of experience with the platform, which is enough to develop informed opinions about their logistics practices and quality of their services. Approximately 24.5 percent (13 respondents) had under one year of experience using or working with Glovo, which is relatively new users or staff/riders who have been recently engaged with Glovo. A proportion of 20.8 percent (11 respondents) reported having been with Glovo 4-6 years, which indicates a smaller, but significant group of long-term users or employees who can speak to changes and consistency in service over time. The proportion of respondents who said that they have been associated with Glovo since 7-9 years ago amounted merely to 5.7 percent (3 respondents), with only 1.9 percent (1 respondent) of the respondents indicating that they had been associated with Glovo since greater than one-decade ago. In general, the distribution shows that the majority of the respondents had enough experience with the functioning of Glovo to comment on the issue of order processing,

delivery timeliness and communication, with a combination of new and long-term experiences enriching the analysis.

The duration the respondents have been with Glovo is graphically presented in Figure 4.



The bar representing the 13 years' category is significantly higher than the others, which is clearly shown in Figure 4. The less than one year and 46 years' bars are moderately high with secondary clusters of respondents with less and more experience respectively. The 79 years and above age group is represented by very small bars indicating the limited yet existent representation. This visual effect highlights the fact that most of the answers in this study are obtained via people with low to middle tenure with Glovo, which might represent the one that is relatively new in terms of growth and adoption of app-based delivery services in the Ugandan setting.

4.1.5 Education Background of Respondents

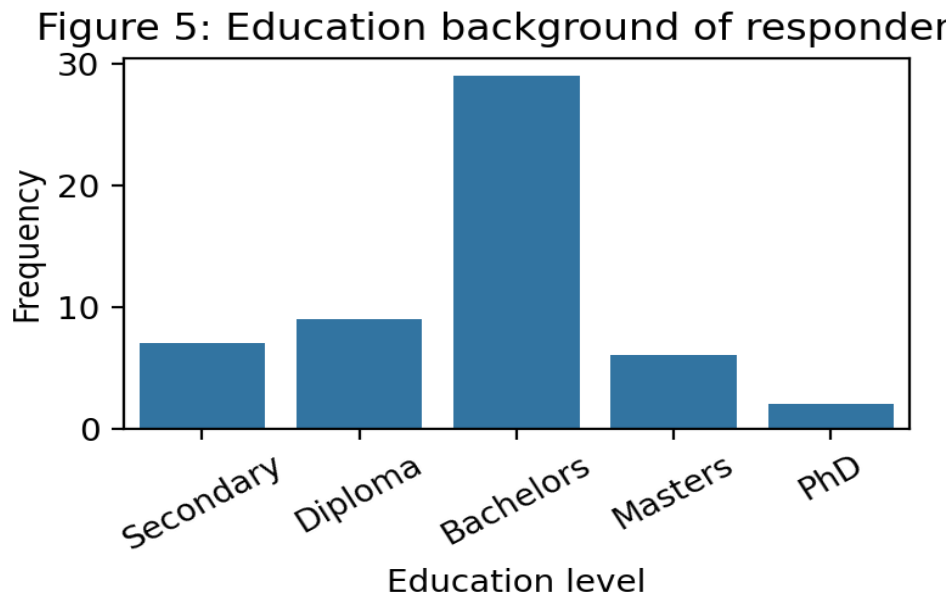
The measurement of education background used the following codes; 1 = Secondary, 2 = Diploma, 3 = Bachelors, 4 = Masters and 5 = PhD. The coding of these codes was converted to descriptive levels of education and summarized as indicated in Table 4.5.

Table 4.5 shows the level of education of respondents.

ID	EDUCATIO N	FREQUENCY	PERCENTAG E
1	Bachelors	29	54.7
2	Diploma	9	17
3	Secondary	7	13.2
4	Masters	6	11.3
5	PHD	2	3.8

Based on Table 4.5, it is clear that most of the respondents, 54.7 percent (29 out of 53), had a bachelor's degree. It implies that the majority of the participants of the study are relatively highly-educated and are likely to have a good knowledge regarding digital platforms, service quality and logistics processes. The 17.0 per cent (9 respondents) and the 13.2 per cent (7 respondents) constituted the respondents with the diploma qualification and secondary education respectively. Master degree holders constituted 11.3 percent (6 respondents) and a very small percentage of 3.8 percent (2 respondents) of the total respondents had obtained a PhD. The fact that bachelors and diploma holders make up a large share of the user and stakeholder base of Glovo in this study indicates that much of the expectations of efficiency, reliability and responsiveness of logistics services among people with tertiary education have been captured by the sample. The fact that the respondents represent all the categories of the educational attainment, however, implicates the interpretation of the satisfaction levels.

In figure 5, the education background of the respondents is depicted.



The tall bar of the bachelor's degree holders is clearly visible followed by shorter bars of the diploma holders, secondary and master's holders and lastly the PhD holders have the shortest bar. This graphical representation highlights the fact that most respondents are people with tertiary-level education and complements the tabular data by giving a quick visual impression of the educational profile of the sample. The importance of such an educational distribution is found in the fact that the higher the educational level of a person, the more knowledgeable he/she is likely to be in terms of his/her familiarity with technology, the critical attitude to service processes and the readiness to provide systematic feedback.

4.1.6 Frequency of Using Glovo Services

The frequency of using Glovo services was coded into 1 = Daily, 2 = Weekly, 3 = Monthly and 4 = Occasionally. These were recoded into descriptive frequency labels and analyzed as indicated in Table 4.6.

Table 4.6 shows the frequency of using Glovo services.

ID	USE	FREQUENCY	PERCENTAGE
1	Occasionally	17	32.1
2	Weekly	17	32.1
3	Daily	13	24.5
4	Monthly	6	11.3

According to the results presented in Table 4.6, the two largest groups of respondents (each of them constitutes 32.1 percent (17 respondents each)) noted that they use the services of Glovo either weekly or sometimes. This means that a relatively large group of the sample is a consistent user of the service, which is not always on a daily basis, yet another comparable sized group of the sample is a more sporadic user of the service depending on the need. Daily users (13 respondents) were 24.5 percent of the sample, a relatively small group with extremely high interaction with the platform and thus with a higher rate of exposure to the logistics performance of Glovo. The least represented group was the monthly users (11.3 percent or 6 respondents). Put together, these findings indicate that most of the respondents use Glovo frequently enough to have developed clear opinions regarding issues relating to order accuracy, delivery times, tracking and communication. The combination of daily, weekly, monthly and occasional users further enables the study to capture the differences in satisfaction across the different intensity-of-use profiles.

Figure 6 is a visual representation of how often respondents use the services of Glovo.

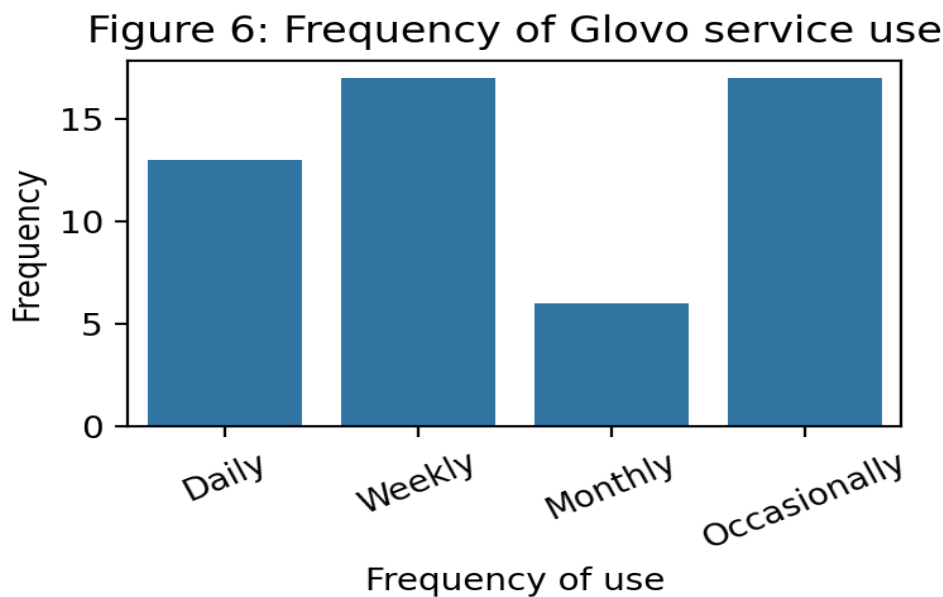


Figure 6 shows that the bars of the weekly and occasional use are the same in height and taller than the bar of daily use, and the bars of monthly use are shorter. This distribution allows at a glance that, although there is a core group of regular daily users, the larger section of the respondents is classified in moderate-use groups, using Glovo either weekly or as the need arises. Logistically speaking, in terms of customer satisfaction, these usage patterns are significant as they define how frequently respondents experience problems related to such aspects of customer satisfaction as late deliveries, order mistakes or tracking errors, and, consequently, affect their overall satisfaction ratings that they will use in the next sections of the questionnaire.

4.2 Descriptive Statistics for Logistics Management Practices and Customer Satisfaction (Questions 6-25)

In this section, the descriptive statistics of the core variables of the study which was measured using a five points Likert scale where 1 is Strongly disagree, 2 is Disagree, 3 is Neutral, 4 is Agree and 5 is Strongly agree. These items, which were labelled as Q6-Q 25 in the questionnaire and the data, capture various dimensions of logistics management practices and customer satisfaction at Glovo Uganda. The

mean and standard deviation of each item were calculated to demonstrate the central tendency and the level of variation in the opinions of the respondents.

4.2.1 Summary of Likert-Scale Items

A summary of the Likert-scale items (Q6 Q25) is presented in Table 4.7, with the mean and standard deviation of each of the statements. The closer the values of the mean are to 5, the more the people agree with the statement and the closer the values of the mean are to 1, the more the people disagree with the statement. The values of 3 indicate that there is a neutrality or mixed perceptions of the respondents.

Table 4.7: The mean and standard deviation of the logistics and satisfaction items.

ID	ITEM	MEAN	STANDARD DEVIATION
1	Q6	3.415	1.151
2	Q7	3.396	0.947
3	Q8	4.132	1.177
4	Q9	3.547	1.029
5	Q10	3.962	1.037

The table indicates, e.g., that the mean score of item Q8 is relatively high (around 4.13) with a standard deviation (around 1.18). In the same manner, Q10 mean is around 3.96 and the standard deviation is slightly higher than 1.03, again, this is indicative of a general agreement with moderate variability. Conversely, those items that have a mean value that is nearer to the mid-point of the scale (around 3.40) such as Q6 and Q7, will have more mixed or neutral perceptions among respondents to the statements that the two statements represent. The standard

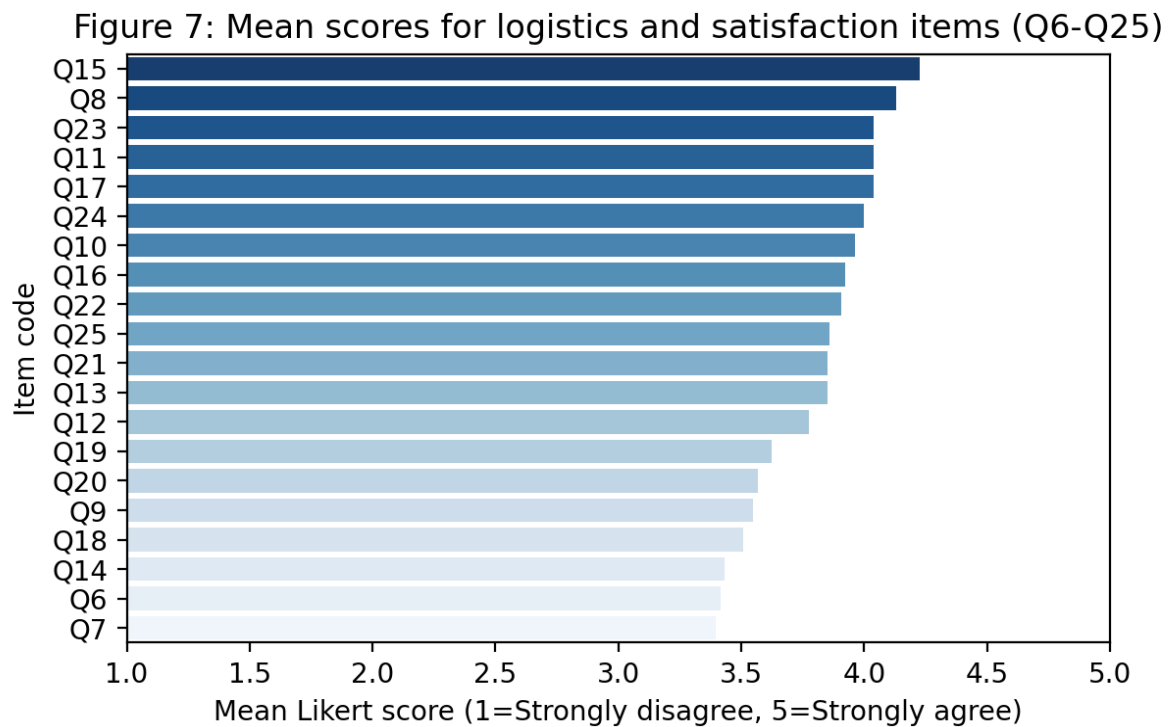
deviations which are mostly found to be around 1 indicate that the views are not spread very widely, but rather are very concentrated and therefore there is a very constant pattern of perceptions across the sample.

The combination of these descriptive statistics would suggest that on average the respondents would tend to lean towards agreeing with several of the logistics management and satisfaction statements especially those that are represented by items such as Q8 and Q10, whilst being more neutral or divided with others such as Q6 and Q7. This pattern underscores the fact that some of the dimensions of logistics management at Glovo Uganda are seen in a relatively positive light, but that other aspects might need additional attention and enhancement.

4.2.2 Overall Comparison of Item Mean Scores

To further give a better visual comparison of the way respondents rated the various items of logistics management and customer satisfaction, the plotted bar chart of the mean scores of all Likert-scale items (Q6-Q25) were plotted in a bar chart as illustrated in Figure 7. The items are ranked in terms of the highest to the lowest mean score, and allow one to quickly identify the areas, where Glovo Uganda is performing reasonably well and the ones, where perceptions are more neutral or less favorable.

Figure 7: Mean scores for logistics management and customer satisfaction items (Q6-Q25)



The chart shows that some items are more prominent with higher average scores, which can be attributed to a stronger agreement between the respondents. Mean scores of items higher in the chart, like Q8 and Q10, are closer to 4 which is the category of Agree, indicating that the respondents tend to see these specific aspects of the logistics processes and service experience at Glovo in a positive light. They may be considered the areas like the reliability of delivery under normal conditions, the clarity of communication to most orders or the overall satisfaction with the specific logistics arrangements, depending on how this or that item was formulated in the questionnaire.

On the other hand, the things that seem to be lower on the figure, with the mean values being closer to the mid-point of the scale are indicative of more ambivalent views. In the case of such items, the respondents on average are closer to Neutral which indicates that they do not strongly endorse or strongly reject the statements. This may indicate inconsistency in experiences, lack of awareness in some of the logistics practices or even a combination of being positive and negative regarding performance in certain areas. The fact that the standard

deviations of items are relatively moderate, as opposed to radically polarized, lend credence to the fact that, though there is variation among individual respondents, the group, as a whole, is exhibiting a coherent pattern of responses as opposed to being radically polarized.

Overall, the descriptive statistics and the comparative bar chart together indicate that although there are significant strengths in some of the logistics management practices, which positively contribute to customer satisfaction, there are still some aspects, where the performance of Glovo Uganda can be seen as average or uncertain. These results are a quantitative foundation of determining priority areas to improve and to correlate certain logistics practices to overall satisfaction results, which can be further investigated in the following inferential analysis and in the thematic assessment of the open-ended responses.

4.3 Thematic Analysis of Open-Ended Responses (Questions 26 and 27)

Questions 26 and 27 of the questionnaires were open-ended and they asked the respondents to explain the most significant challenges they face with the services of Glovo and to provide recommendations. The dataset included these questions as OPEN1 and OPEN2. The thematic analysis was provided to determine common patterns and issues that were raised by the respondents.

The responses were firstly examined and later divided into general themes depending on the prevailing key words and ideas. The key themes that were found in both OPEN1 and OPEN2, and their frequencies, are summarized in table 4.8 below.

Table 4.8: Themes of open-ended responses on the challenges and proposed improvements.

ID	THEME	FREQUENCY
1	Delayed deliveries and traffic	21
2	Order errors and accuracy	7
3	App tracking and location issues	5
4	Limited restaurant options	4
5	Customer support and responsiveness	3

The findings indicate that the most commonly mentioned theme is associated with delayed deliveries and traffic, next comes the topic of order errors and accuracy, next is the topic of app tracking and location issues, limited restaurant choices, and customer support and responsiveness. This shows that the first things the respondents are concerned with are the promptness and reliability of deliveries, the accuracy of orders, how well the app tracking feature works, the number of restaurants available as well as the responsiveness and effectiveness of the Glovo team in addressing issues.

4.3.1 Challenges Experienced by Respondents (Question 26 / OPEN1)

As one can see by inspecting the OPEN1 responses, many customers, riders and employees have reported that the delivery took too long, a fact that many of them attribute to traffic or improper routing. Some of the common comments were repeated in the same theme and these phrases included: “Delayed deliveries and traffic and prolonged delivery times due to traffic. This theme had the most frequency indicating that time-related logistics challenges are the top challenge

that is perceived by respondents. These results are not new since the nature of last-mile delivery in congested urban settings is that traffic conditions can greatly impede planned delivery schedules and impact customer satisfaction.

The other issue that is common is that of order errors and accuracy. Some of the respondents specifically mentioned that there were errors in order, wrong items delivered or mistakes in order. As an example, one respondent wrote to me that there were Order errors-wrong items delivered, and another just wrote to me that there were Order errors. These remarks were divided into the following theme: Order errors and accuracy. This theme is not as prevalent as delayed deliveries, but it is nonetheless significant and indicates a quality control issue in the order preparation, verify or dispatch process. As a logistics management concept, it implies that there may be some weaknesses in the coordination between Glovo, partner restaurants and riders, or the systems to verify the order prior to delivery.

Another group of issues is related to the tracking and location features of the apps. The respondents indicated that sometimes the app does not track the customer location, and was recorded under the theme App tracking and location issues. Such challenges suggest that the digital infrastructure supporting the logistics operations, may not necessarily be reliable, which may lead to the riders not always being able to find customers, which will only increase delivery times and cause frustration on both sides. This concern is directly related to the route planning and accuracy of real-time information, which are key elements of an efficient logistics management system.

On top of that, few restaurant choices were also pointed out by some respondents as a problem. Indicatively, one of the comments clearly said that there should be addition of more restaurants. This feedback was grouped under “Limited restaurant options”. Although this theme is less operational in the scope of delivery logistics, it has implications in terms of customer satisfaction and positioning in the competitive environment, as in case of the lack of preferred restaurants or a proper set of options, customers may find this platform less attractive.

Lastly, there is a minor yet significant theme of customer support and responsiveness. Comments like; prompt response to errors and mistakes, are

indicative that respondents do experience delays or inadequacies in the manner in which issues are dealt with once they arise. This is a theme that is labelled as Customer support and responsiveness whereby, in addition to the actual processes of physical logistics, the service recovery mechanisms and channels of communication is also part and parcel of the overall equation of satisfaction. Whenever issues that include late deliveries or order mistakes arise, the customers expect prompt and efficient remedial action, which any failure in this regard may compound the dissatisfaction.

4.3.2 Suggested Improvements (Question 27 / OPEN2)

The responses to the OPEN2 questions are suggestions on how to change the services of Glovo and these are mostly similar to the challenges highlighted in OPEN1. Numerous of the respondents gave operational solutions to the issue of delayed deliveries and traffic causing issues like the use of alternative routes in case of traffic. This recommendation was divided into both of the following categories: “Delayed deliveries and traffic and Use of alternative routes. It highlights the importance of more sophisticated optimization of routes and real-time traffic-sensitive navigation of riders, which may be achieved by better integration of mapping tools and real-time dynamic routing algorithms.

To mitigate the issue of order errors and accuracy issues, some of the respondents proposed that Glovo should work on reducing order errors and accuracy problems by ensuring that it doubles checks before dispatching an order. These lines relate directly to the theme of the Order errors and accuracy and stress the importance of the verification steps of the logistics workflow. Stricter order-checking procedures upon pickup points, e.g., by having riders and restaurant staff systematically confirm that the correct items are delivered to customers, can help ensure that correct items are delivered to customers, and hence improve reliability and trust.

Regarding the technology aspect, the respondents proposed the way of improving the app tracking and location accuracy. Suggestions to improve tracking and more accurate location detection point to the need to upgrade and improve the systems, better GPS calibration or better user interfaces to address entry and confirmation. The increased capabilities of the app to locate customers and show real-time rider

movements would probably help to reduce the delivery time and minimize the cases when the rider cannot find the delivery address.

Some of the recommendations also indicated expansion of the platform especially by adding more restaurants. This can be summed up by the statement that More restaurants should be added. This suggestion, which falls under the theme of Limited restaurant options, suggests that the respondents think that the service should be made more attractive and convenient by increasing the number and variety of partner restaurants, thus, more customer satisfaction will be achieved even before the logistical implementation is even thought of.

In terms of customer support and responsiveness, respondents pointed out that it is necessary to be able to act swiftly in case of errors or issues reported by customers. Comments like, the timely response to errors and mistakes, are an indication of what is expected of more active and efficient customer service. It means that, in addition to simplifying its complaint-handling processes, Glovo should make sure that communication channels are easy to use and ensure that customers are provided with feedback and solutions in case of a problem in a timely manner.

4.3.3 Synthesis of Thematic Findings

On the whole, the thematic analysis of open-ended responses gives the logical picture of the key logistics-related issues and desired changes among the users of Glovo in Uganda. The main theme of delayed delivery and traffic shows that the management of the last-mile delivery in the congested urban environment is the key to success. The recurring reference to order errors, and accuracy issues, is an indicator of the necessity of more stringent quality control and coordination in the process of preparing the order and dispatching it. The problems with the tracking of apps and location further prove the idea that the performance of logistics is not only about physical movement but also the quality of digital support systems that allow to make the right choice and deliver goods in time.

Simultaneously, the demands to have more restaurant choices and improved customer services highlight that customer satisfaction is multidimensional. It relies upon the performance as well as the dependability of the logistics chain and on the extent of service offerings and service recovery in the event that things go wrong.

These qualitative results can be combined with the quantitative results of the Likert-scale items to support the conclusion that an increase in logistics management practices such as reducing delays, minimizing errors in the orders, increasing the accuracy of tracking and improving customer service practices are likely to translate into increased levels of customer satisfaction with Glovo Uganda.

4.4 Integration of Quantitative and Qualitative Findings

A combination of the quantitative Likert-scale responses (Questions 625) and the qualitative open-ended responses (Questions 2627) already creates a complete image of the logistics management practices and customer satisfaction at Glovo Uganda. This section will connect the two streams of data as it will bridge between the main themes identified in the open-ended responses and the specific constructs measured in the Likert items.

4.4.1 Delayed Deliveries and Traffic (Most Frequent Theme)

Delays in deliveries and traffic congestion had 21 mentions in both questions and were the most commonly mentioned challenges in the open-ended responses. Some representative quotations are: Prolonged delivery times due to traffic and suggestions such as: Use of alternative routes in case of traffic. This theme is directly related to the Likert-scale construct of timeliness and speed of delivery, which is reflected in such items as Q8 (mean = 4.13) and Q10 (mean = 3.96). Though these items have fairly high agreement, the frequency with which complaints are raised about delays in the open-ended responses suggests that despite some positive perceptions, speed of delivery is a significant pain point to a large portion of the customer base. The variation can be attributed to the fact that, even though some of the respondent's experience timely deliveries, some especially those in regions with heavy traffic or in peak hours' experience consistent delays. The recommendation to adopt alternative routes implies that respondents are aware that there exists a potential logistics solution and expect Glovo to adopt more sophisticated routing algorithms to defer traffic-related delays.

4.4.2 Order Errors and Accuracy

Order errors and accuracy was the second most popular theme and was mentioned 7 times. Some of the problems reported by the respondents included "Order errors, wrong items delivered" and some of the suggested improvements included: "Reduce order errors, wrong items delivered" This theme is consistent with the Likert-scale construct of order accuracy and reliability, which is probably reflected in the items that measure the correctness of orders and the reliability of the service. The relatively fewer mentions than delivery delays may indicate that although, order errors exist, they are not as widespread as timing issues. But their mere mention highlights their significance to customer satisfaction, where a single order error can greatly jeopardize trust and satisfaction, even though these errors may not be that frequent.

4.4.3 App Tracking and Location Issues

Five of the respondents cited issues with the app tracking and location precision, with quotations including, but not limited to, the following: "Sometimes the app does not accurately track the location of the customer" and "App freezes, no orders available." This theme is aligned with the Likert-scale construct of functionality in apps and digital support, which will be the foundation of the whole logistics operation. The correct track of the product is necessary not only to the peace of mind of the customers but also to coordinate the logistics. Failure of the app to detect location or freezes is what causes operational inefficiencies, and frustrations to customers. The relatively moderate frequency of mentions (5) indicates that the problems with the app, although not the leading issue in concern, are still a significant source of dissatisfaction among a significant segment of users.

4.4.4 Limited Restaurant Options and Customer Support

Themes of limited restaurant choices (4 mentions) and the customer response department (3 mentions) are secondary yet significant issues. Suggestions included by the respondents were More restaurants should be added and called upon Prompt response to errors and mistakes and Better customer support responsiveness. These themes comment that the issue of customer satisfaction does not only depend on the efficiency of logistics but also on the scope of service provision and

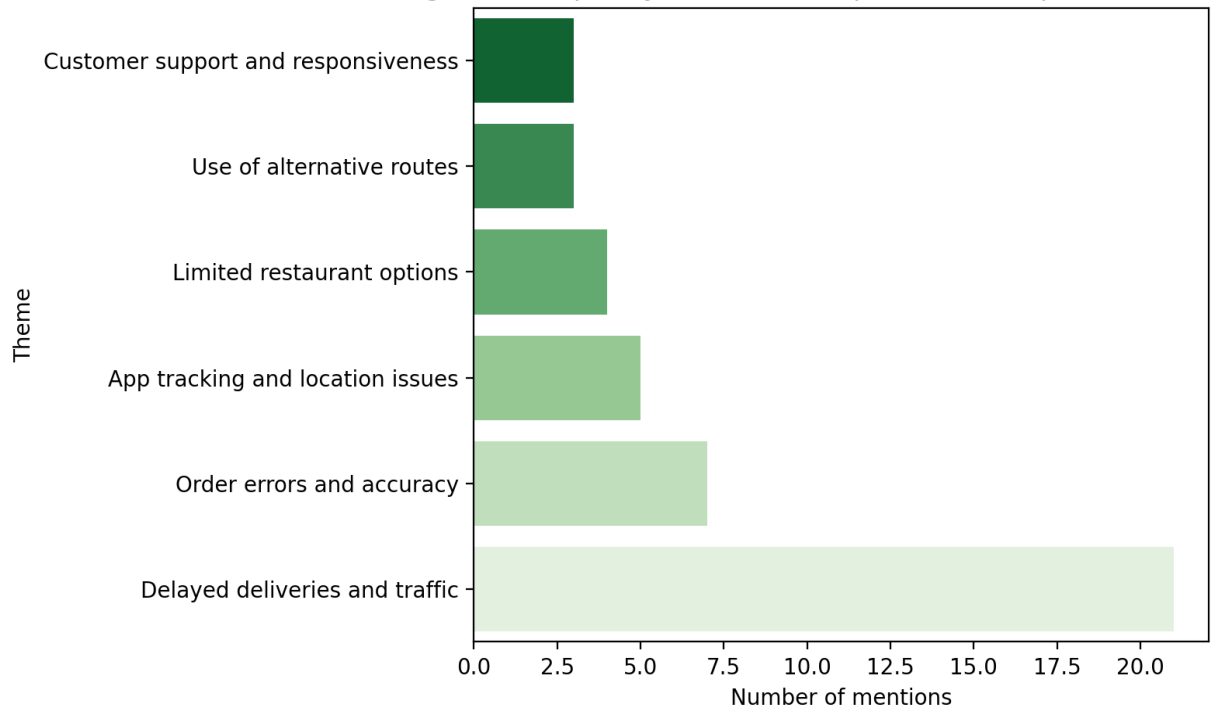
on the quality-of-service recoveries. Whenever errors are made, the speed and efficiency of customer support in eliminating errors is of critical importance to overall satisfaction.

4.4.5 Synthesis and Implications

The combination of quantitative and qualitative results shows that even though Glovo Uganda shows decent performance in a range of areas related to logistics management (as depicted in a median to high Likert-scale means), certain gaps in operations and services lead to customer dissatisfaction. The fact that complaints are concentrated on the issues of delivery delays and traffic is an indication that this is the most important area of improvement. The fact that there are some errors in order, tracking issues with the apps, and responsiveness to the customer concerns, but they are less commonly practiced, indicate that there is a need to approach the logistics management holistically, i.e. not only in terms of speed but also in terms of accuracy, digital infrastructure and customer service.

The qualitative recommendations given by the respondents like using alternative routing, verifying orders and dispatching, enhancing the stability of apps and developing partnerships with restaurants are actionable recommendations that can be used in the operational enhancement. These results precondition the following inferential analysis that will investigate the statistical association between particular logistics management practices and overall customer satisfaction and allow a more rigorous determination of the most effective areas to intervene.

Figure 8: Frequency of themes in open-ended responses (Q26-Q)



CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter includes a synthesis of all the findings of the study regarding the impact of logistics management practices on customer satisfaction at Glovo Uganda. It expounds on the information gathered and discussed in Chapter Four and correlates the results with the goals of the study and the research questions. The chapter starts with a critical analysis of the major findings, putting them into perspective of the previous research and theories. Conclusions are then made as to how the schedule of delivery, the accuracy and the way orders are handled, and the communication and tracking systems impact customer satisfaction. Lastly, the chapter offers suggestions that would help improve logistics performance and customer satisfaction and identify future research areas that would help extrapolate the findings of this study.

5.1 Discussion of Key Findings

5.1.1 The Role of Delivery Timelines in Influencing Customer Satisfaction

The results of the study showed that the delivery time schedules are a significant factor influencing customer satisfaction in Glovo Uganda. Most of the people interviewed, customers, employees and couriers all highlighted that timely deliveries had a significant impact on their view of the quality of service provided by Glovo. Customers reported that the timely deliveries not only were meeting their expectations but also were a contributor to trust and loyalty towards the platform. Delay, however, was always linked to dissatisfaction, frustrations and a reduced tendency of repeat use. The employees and couriers pointed out that efficient planning of the routes, real-time monitoring of the traffic, and prioritizing urgent orders helped to keep the timely deliveries and reduce the number of delays.

This focus on delivery schedules is aligned with the statements made by Chopra and Meindl (2019) when they indicate that responsiveness and speed are important factors driving customer satisfaction in logistics and supply chain management. Delivery timeliness is also part of reliability and this is a primary element of perceived service quality. In the present research, the results are that the efficiency of logistics operations, observed with Glovo, is not only affected by the

technical systems under the company but also by the extent of coordination and responsiveness of the people involved in the delivery process. The findings indicate that the capability of Glovo to ensure a consistent delivery performance is a major factor contributing to positive customer experiences and brand loyalty.

5.1.2 The Effect of Order Accuracy and Handling on Customer Satisfaction

The study also showed that customer satisfaction is directly influenced by the accuracy of orders and how the orders are handled. The customers stated that to be provided with the right items in the desired conditions, is crucial to the overall experience of the customers. Any order mismatch, such as missing ordered items, incorrect quantity ordered, or damaged products, had a negative impact on their perception of the reliability and professionalism of Glovo. Workers affirmed that the packaging, sorting and loading of products to be delivered was done carefully to ensure accuracy and maintain the quality of the products. Another observation made by couriers was that appropriate training, in handling delicate or perishable goods, led to fewer errors and complaints, hence resulting in improved customer satisfaction.

Mentzer et al. (2001) also support these findings by arguing that the fulfilment of orders accuracy is a decisive factor of the quality of the service of logistic activities. Proper fulfilment of orders minimizes the disruptions caused during the operations, reduced returns and complaints as well as the enhanced trust between the customers and the service providers. In the framework of Glovo Uganda, the results indicate that the preparation and handling of orders should be focused on detail as much as the timely delivery of the order. The two factors collaborate to bring a smooth customer experience. Moreover, the research found out that in case order accuracy and handling is regularly maintained, customers perceive the service as professional, reliable, and high quality, and this leads to customers feeling loyal to the platform.

5.1.3 The Impact of Communication and Tracking Systems on Customer Satisfaction

The other important conclusion that was made after this study was the positive effect that communication and tracking systems have to the customer satisfaction. According to the feedback by customers, the ability to see the real-time updates on their orders, including information about the estimated delivery time and location of the courier, and any potential delays, helped customers feel more in control and trust the service. Employees have stated that the internal communication tools that were used in Glovo helped employees to respond quickly to customer inquiries, resolve customer complaints, and support couriers in the field. Courier business also registered that tracking systems helped them coordinate their activities more effectively, enabling them to change routes, communicate directly with clients, as well as effectively manage their workload.

Christopher (2016) confirms the significance of communication and information transparency in logistics, as it has a strong impact on customer experience. In this research, the results indicate that the communication and tracking systems of Glovo are part of the mechanisms that contribute to high customer satisfaction levels. When customers could get timely updates and track their orders in real-time, it gave them an assurance. This openness does not only help minimize uncertainties but also helps the organization to manage expectations proactively to prevent cases of dissatisfaction and to also build better relationships with customers.

The combination of these systems and the processes of delivering goods also seems to enhance the overall operational efficiency. Couriers and employees mentioned that having access to real-time information enabled them to solve problems faster, more effectively allocate resources, and make more informed decisions all of which allows them to achieve a smoother and more satisfactory customer experience. The results indicate that technology-based communication and tracking are no longer a matter of choice but key component of a successful logistics management and customer satisfaction in modern delivery systems.

5.2 Conclusion

According to the obtained results of the study, it should be concluded that the level of customer satisfaction largely depends on the practices of the logistics management of Glovo Uganda. Timelines, accuracy and handling of orders, and communication and tracking are all important elements in the logistics process that will directly affect the way customers perceive the service. Effective delivery services, proper fulfilment of orders, and effective communication are all enhancing the aspect of reliability, trust, and satisfaction among customers of Glovo.

The most immediate and visible aspect of customer satisfaction impact has been found to be delivery timeliness. There were frustration and negative perception that were related to delays, and customer confidence and loyalty were strengthened through prompt delivery. The accuracy of the order and the handling was also an important factor because an error or inadequate handling can easily outweigh the advantages of timely delivery. Lastly, communication and tracking systems offered the required exposure and reassurance to customers enabling them to monitor the progress, predict potential problems and have confidence in the services offered by Glovo.

This research paper shows that these practices of logistics management are interdependent. Weaknesses in one area such as order accuracy may compromise the high performance in another area such as timeliness in delivering orders. Hence, it is essential to adopt a holistic approach to logistics management in order to ensure high customer satisfaction levels. Moreover, the results indicate that one should invest in technology, training, and monitoring of operations as it would contribute to the stability and effectiveness of logistics performance.

5.3 Recommendations

In order to provide better customer satisfaction by adopting better logistics management at Glovo Uganda, a number of suggestions are put forth. To begin with, the organization must focus on further optimization of delivery operations by improving the route planning, monitoring the courier performance, and reducing the potential delays. It should focus on developing strong schedules and

contingency plans to manage peak times, traffic disturbances or sudden demand surges.

Secondly, accuracy of orders and proper handling should be kept as one of the main priorities. To guarantee that products are packed, labelled and handled properly before leaving the restaurant or warehouse, Glovo should standardize quality control measures during order preparation and introduce more stringent checks to ensure that products are packed, labeled and handled properly before leaving the restaurant or warehouse. Employee and courier training on appropriate handling techniques especially in handling fragile or perishable goods will minimize the amount of errors and increase the level of customer trust.

Thirdly, communication and tracking systems must be constantly enhanced. According to the study, the customers place high importance on transparency as far as their orders are concerned. Hence, Glovo must invest in high-quality real-time tracking systems, enhance notification systems, and make sure that customers receive accurate and timely information on the status of their order. It should also ensure that its efficient communication channels in providing customer support are strengthened so that issues are quickly addressed or answered.

Lastly, the organization ought to put in place feedback mechanisms to enable the organization to frequently seek customer feedback on their satisfaction levels and experiences with the logistics processes. It is this information that can be used to guide the continuous improvement initiatives, making sure that Glovo is responsive to the needs of its customers and is able to adjust its logistics practices accordingly. Incorporating technology, training of personnel, and customer feedback into a unified logistics strategy will enable Glovo to improve the quality of its services, create customer loyalty, and enjoy a competitive edge in the fast-changing delivery business.

5.4 Areas for Future Research

Although this study was conducted on Glovo Uganda, in the future, this research could be broadened, comparing logistics management practices in various delivery platforms operating in Uganda. Exploring the role of new technologies, like the use of artificial intelligence to optimize routes or predictive analytics to forecast

demand could offer further insights into how the adoption of emerging technologies can influence customer satisfaction. Also, longitudinal investigations of the patterns of customer satisfaction over time may help organizations to optimize their operation strategies. Studies might also be conducted to explain the relationships between logistics practices and other elements that contribute to customer satisfaction, including pricing, marketing communications, and platform usability.

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APPENDIX I

QUESTIONNAIRE

Dear Respondent,

My name is Acen Dawn, registration number S23B12/002. I am pursuing a Bachelor's degree in Procurement and Logistics Management at Uganda Christian University. For this research study, I am examining the effect of logistics management practices on customer satisfaction using Glovo as my case study. This questionnaire is designed to collect information for academic research only. Your responses will be treated with strict confidentiality and privacy.

SECTION A: BACKGROUND INFORMATION

1. Gender: Male Female Prefer not to say

2. Age: Below 20 21-30 31-40 41-50 Above 50

3. Category: Customer Courier/Rider Employee

4. Duration with Glovo: <1 year 1-3 years 4-6 years 7-9 years >10 years

5. Education level attained: Secondary Diploma Bachelors Masters
 PHD

6. How often do you use Glovo services? Daily Weekly Monthly
 Occasionally

SECTION B: DELIVERY TIMELINES

Instructions

Tick (✓) or circle the most appropriate answer.

Scale: 1 - Strongly Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 - Strongly Agree

6. Orders are delivered within the promised time. 1 2 3 4 5

7. Delays in delivery are rare. 1 2 3 4 5

8. Fast delivery improves my satisfaction with Glovo. 1 2 3 4 5

9. Couriers follow efficient routes. 1 2 3 4 5

10. Delivery time influences my decision to use Glovo again. 1 2 3 4 5

SECTION C: ORDER ACCURACY AND HANDLING

11. I receive the correct items I ordered. 1 2 3 4 5

12. Orders are delivered in good condition. 1 2 3 4 5

13. Packaging protects items from damage. 1 2 3 4 5

14. Errors or mistakes are resolved quickly. 1 2 3 4 5

15. Order accuracy increases satisfaction. 1 2 3 4 5

SECTION D: COMMUNICATION AND TRACKING SYSTEMS

16. The app provides clear tracking and updates. 1 2 3 4 5
17. Notifications keep me well informed about my order. 1 2 3 4 5
18. Customer support responds promptly to issues. 1 2 3 4 5
19. Communication with couriers is effective. 1 2 3 4 5
20. The app is easy to use. 1 2 3 4 5

SECTION E: CUSTOMER SATISFACTION

21. I am satisfied with Glovo services overall. 1 2 3 4 5
22. Services meet my expectations. 1 2 3 4 5
23. I would recommend Glovo to others. 1 2 3 4 5
24. I intend to continue using Glovo services. 1 2 3 4 5
25. Logistics performance influences my satisfaction level. 1 2 3 4 5

SECTION F: OPEN ENDED

26. What challenges have you experienced?
27. What improvements would you suggest?

Thank you for participating.

INTRODUCTORY LETTER



**UGANDA CHRISTIAN
UNIVERSITY**

A Centre of Excellence in the Heart of Africa

School of Business

05th March 2026

Dear Sir/Madam

Re: Introduction of Acen Dawn, S23B12/002 for Data Collection Permission

I am writing to introduce **Ms.Acen Dawn, S23B12/002**, a student of Bachelor's Degree in Procurement and Logistics Management at Uganda Christian University. **Acen Dawn, S23B12/002**, is currently in the advanced stage of her academic journey and is conducting a dissertation on **"THE EFFECT OF LOGISTICS MANAGEMENT PRACTICES ON CUSTOMER SATISFACTION WITHIN AN ORGANIZATION."**

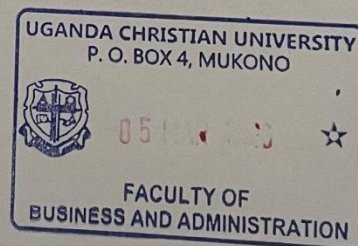
I assure you that **Ms.Acen Dawn, S23B12/002**, will adhere to all ethical guidelines and treat any data collected with the utmost confidentiality. She is a responsible student dedicated to conducting a thorough and rigorous study.

We kindly request your support in granting **Ms.Acen Dawn, S23B12/002** access to relevant data and personnel within any department and as well as any personnel with objective knowledge regarding her topic. Your valuable insights will significantly contribute to the success and quality of her research.

Thank you for considering her request. Should you require any additional information, please do not hesitate to contact me on the address provided here below.

Sincerely,

.....
Mukisa Simon Peter
Lecturer and undergraduate
Research coordinator UCU School of Business
Email smukisa@ucu.ac.ug Mob. 0752938600



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