FACTORS AFFECTING QUALITY SERVICE DELIVERY IN COURIER COMPANIES IN KENYA: A CASE OF ARAMEX KENYA LIMITED

RUKUNGA NKIROTE MONICA

A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP AT THE MANAGEMENT UNIVERSITY OF AFRICA

AUGUST, 2018
DECLARATION

This research project is my original work and has not been presented for award of degree in any other University.

Signature:………………………………………… Date:………………………………

Rukunga Nkrothe  Monica

BML/12/00431/3/2015

This research project has been submitted for examination with my approval as the University Supervisor.

Signature:………………………………………… Date:………………………………

Ms. Juster Nyaga

The Management University of Africa
DEDICATION

This research project is dedicated to my lovely parents Mr. & Mrs. Rukunga and my sisters & brothers for their support as a family and making me who I am today.
ACKNOWLEDGEMENT

I wish to thank my supervisor, Ms. Juster Nyaga for her guidance during my research project. She has guided me through this academic work from the beginning till the end and her input and encouragement is highly appreciated.

I am grateful to the entire team of lecturers at the Management University of Africa who tirelessly participated in guiding the students in this process especially during lectures, presentations, discussions and making sure that the students received the best from this academic institution.

I also wish to thank my classmates for their useful time, encouragement and discussion during my studies in the university. Their participation in class presentations, group works and group discussions are well appreciated.

Finally, I wish to thank my employer for giving me an ample time during my coursework and support during the study. Without this understanding and cooperation, this entire process of studying would not have been successful. I have highly appreciated their understanding.

God bless you all.
ABSTRACT

The objective of this study was to survey the factors affecting quality service delivery in courier companies in Kenya. Quality service delivery was used as dependent variable and competition, information and communication technology, finance and management style as the independent variables. The objectives of the study were to find out the effects of competition, information and communication technology, finance and management style at Aramex Kenya Limited. The study will provide invaluable information to the management on how to redirect their focus on understanding the effects of quality service and develop strategies that ensure the delivery of the desired outcome as well as contribute to the growing body of knowledge on delivery of quality services in courier companies. The study used descriptive research design and questionnaires to collect data. The target population was all the employees of Aramex Kenya Limited. That is 150 employees composed of: top management, middle level management and support staff. The sample size was 75 employees which was 50% of the target population. The data was analysed in both quantitative and qualitative technique. The data was presented by use of tables, charts and graphs. The study found out that the four factors highly contribute to the quality service delivery to a greatest extent and this support the organization performance. The study concludes that faulty communication between the manager and employees has the most negative influence on quality service delivery. The company’s success and growth occurs when the principles and procedures of corporate are followed. Moreover, the study recommends that firms in the courier area should ensure new products introduction, decrease of costs, enhanced innovation process and conformance to regulations are used to influence performance of the firms.
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<tr>
<td>SMS : Short Message Service</td>
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<td>CCK : Communications Commission of Kenya</td>
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<tr>
<td>IO : Industrial Organization</td>
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<tr>
<td>ICT : Information Communication and Technologies</td>
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<td>PCK : Postal Corporation of Kenya</td>
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<tr>
<td>IT : Information Technology</td>
</tr>
<tr>
<td>HR : Human Resource</td>
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<tr>
<td>TQM : Total Quality Management</td>
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<td>SPSS : Statistical Package for Social Sciences</td>
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## OPERATIONAL DEFINITION OF TERMS

<table>
<thead>
<tr>
<th>Term</th>
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<tr>
<td>Quality service</td>
<td>It is an assessment of how well a provided service conforms to the customer’s expectations.</td>
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<tr>
<td>Competition</td>
<td>It is rivalry in which every vendor tries to get what other vendors are looking for at the same time: profit, market share plus sales by offering the best workable mixture of price, quality and service.</td>
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<tr>
<td>ICT</td>
<td>It is an extensional word for information technology which stresses the role of unified communications plus the integration of telecommunications, middleware, processors as well as necessary enterprise software, storage, plus audio-visual systems, which enable operators to access, store, transmit, and control information.</td>
</tr>
<tr>
<td>Finance</td>
<td>It is the management of big amounts of money, especially by governments or companies.</td>
</tr>
<tr>
<td>Management styles</td>
<td>These are the principles that underline the procedures, abilities and methods managers use in handling situations plus expressing leadership within an organization.</td>
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CHAPTER ONE
INTRODUCTION

1.0 Introduction
The chapter gives a summary of the essential issues to be covered under the study. The chapter covers the following segments: background of the study, statement of the problem, the research objectives, research questions, significance of the study, scope of the study and chapter summary.

1.1 Background of the Study
There is no universally believed meaning of quality service delivery because the concept is understood differently by different authors and individuals. According to Kenneth and Brian (2006), defines quality as ‘conformity to requirements not goodness’. He emphasizes also that the meaning of quality can certainly not make any sense unless it is grounded on what the customer wants – that is, a service is a quality service only when it fit in to the customer’s requirement.

Klaus (1985) distinguished different meanings for clients, employees and managers of service organizations and for the general public when they refer to quality in everyday language. "Quality in service clients' minds is some aggregated net value of benefits perceived in the service encounter over what had been expected. From the client's viewpoint, a service can be divided into two elements: the actual functional service and the manner in which the service is performed or delivered. Service quality is a term that includes both elements, although it is most commonly used to refer to the actual functional service where the service performance and outputs are most easily measured. From the client's viewpoint, satisfaction with a service is a function of both the functional and performance-delivery elements” (Czepiel, 1986).

The meaning of quality service in organizational is founded on what customers comment on cards, administrators checklists of service standards, work techniques guides plus business policy statements. Personnel and managers of service organizations relate quality with the physical, technical identifications and relational aspects of the service. Civic life views quality as the quality of work life, plus the quality and successfulness of vital fitness, informative, societal and more community service. These formations consist of manufacturer, customer and
community welfares. In summation, quality has many explanations, the uses and explanations of service quality in daily life are quite diverse and unclearly defined.

According to Klaus (1985), the product model of service is used as the basis for a product-attribute approach to service quality. The quality of an item is the totality of its physical and high-tech characteristics. Good quality then is taken to be matching with the standards. This inception offers measurability plus controllability to management and quality appears to be comparatively easy to explain and manage. But, this is not so simple in confrontation service encounters where there is relational procedure. Maynes (1985) defined how quality should be conceptualized and measured in a consumer economist's view.

According to Gronroos (1982), the service quality definition is more quantitative or more qualitative, is more technical or more functional, is more product or more customer oriented, is more global or more specific and some other contrasting views. A number of these constructs about service quality and the service's exceptional physiognomies lend us to determine that service quality is a multifaceted problem.

Developing a positive relationship with customers through high quality service benefits your business because you have access to the best kind of market research: Your clients will tell you directly what they want. Listening to clients gives you the opportunity to change your product or service to satisfy clients before they abandon your company in favor of a competitor (Gronroos, 1982).

1.1.1 Profile of Aramex Kenya Limited
Aramex Kenya Ltd is located in Nairobi, Kenya. Company is working in Couriers services, General business, Networking, Food retailers, Food markets, Travel agents, Vehicle services business activities. Aramex is a top global provider of comprehensive logistics plus transportation solutions. Recognized in 1982 as an express operator, the firm rapidly evolved into an international brand recognized for its customized services and advanced multi-product offering. Services include: logistics plus warehousing, freight forwarding, e-business solutions, records and information management solutions and online shopping services. (www.aramex.com)
1.2 Statement of the problem

A major selling point for logistics companies today is access to the delivery status of a consignment. Many courier and cargo companies provide access for their customers through SMS, company website and a toll free hotline. Courier Companies incorporate a Standard Operation Procedure that prioritizes speed and safety covering the entire process from receiving consignments, packing feasibility, manifesting, labelling, trace and tracking up to delivering the consignment to the addressee.
The Courier companies are facing new challengers from the whole world. The market players are encountered with challenges of adjusting to this novel business atmosphere because of the increased international competition in courier business. There are issues inside the companies that must be dealt with as they arrange to meet these challenges. There is pressure to improve the cost of services and quality in developing the companies. Another challenge is the evolving in high rate of application of new ICT in carrying out businesses. Another challenge is the management style that the company is applying in delivering of the services. Globalization is creating more new challenges in Kenya towards courier services. More than 10 years ago, George Stalk, an American working at the Boston Consulting Group, announced the transition from cost and price based competition to “time-based competition (Mecham, 1992). By doing so, he summed up a development that had been developing for some time: that a company’s achievement was becoming more reliant on its ability to respond immediately to client requests. New technologies are being developed faster in many areas. In spite of the above distinguished challenge, statistics from the CCK designate that the courier industry has been developing since year 2000. The number of courier services companies which had been licensed till early 2000 were 21, when the courier industry was free in the late 90s. Nowadays, there are above 100 according to CCK statistics.

There must be factors that are affecting on the quality service delivery in the courier firms. This is the motive that the study was conducted to establish the factors affecting quality service delivery in courier companies in Kenya.

1.3 Objectives of the Study

1.3.1 The General Objective of the Study

The general objective of the study was to determine the factors affecting quality service delivery in courier companies in Kenya.

1.3.2 Specific Objectives of the Study

The study was guided by the following specific objectives:

i. To determine the effect of competition on quality service delivery in courier companies in Kenya.
ii. To find out the effect of information and communication technology on quality service delivery in courier companies in Kenya.

iii. To find out the effect of finance on quality service delivery in courier companies in Kenya.

iv. To determine the effects of management style on quality service delivery in courier companies in Kenya.

1.4 Research Questions
The study was guided by the following research questions:

i. How does competition affect quality service delivery in courier companies in Kenya?

ii. What is the effect of information and communication technology on quality service delivery in courier companies in Kenya?

iii. To what extent does finance affect quality service delivery in courier companies in Kenya?

iv. What is the effect of management style on quality service delivery in courier companies in Kenya?

1.5 Significance of the Study
The findings of research will assist the management of Aramex Kenya to have an understanding of the factors and the challenges affecting quality service delivery in their courier services. The study will come up with the recommendations of what must be done so that the positive sides of quality service delivery of courier services in the organization can be achieved.

Future researchers plus scholars will benefit from the study as it will provide a basic for future references in their studies as they will be able to build on this study and conduct a more comprehensive and conclusive study.

1.6 Scope of the Study
The investigation was carried out at Aramex Kenya Limited located in Industrial Area in Nairobi. The scope of this study focused on factors affecting quality service delivery in courier companies in Kenya. The target population for the study was 150 employees comprising of the
top level management, middle management and support staff. The study covered the period of January 2018 to present.

1.7 Chapter Summary

The chapter provides a brief insight into the research study and an overview of the construct to be research in this study. It highlights the effect of quality service delivery.

The study will provide invaluable information to the management on how to redirect their focus on understanding of the factors and the challenges affecting quality service and strategies that ensure the delivery of the desired outcome among others as well as defining the scope of the study bearing in mind that courier industry is so wide to be covered within limited timeframe hence the population of the study will be employees of Aramex Kenya Limited.
CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

The literature review provides vital information regarding what has been done plus what requires to be done in relative to the research problem. This is discussed in terms of theoretical review, empirical review, summary and research gaps, conceptual framework, operationalization of variables and chapter summary.

2.1 Theoretical Literature Review

This subsection covers the relevant theories on which the study is anchored; Development theory, transit theory and time-efficiency theory.

2.1.1 Development Theory

Development theory tries to clarify qualitative changes in the structure plus framework of courier services in the society that help the society to better understand its goals and objectives. Development can be widely defined in a way applicable to all societies’ at all past periods as an upward courier movement featuring larger levels of quality, energy, productivity efficiency, comprehension, mastery, complexity, creativity, enjoyment plus achievement.

Development is a process of social change, not merely a set of policies and programs instituted for some specific results (Davin, 1998). Since the dawn of the history, courier development procedure has been going. On the other hand during the previous five centuries it has picked up in haste and intensity, and during the previous five decades has witnessed a marked surge in acceleration. According to this theory, the basic mechanism driving social transformation is increasing consciousness leading to better organization of courier services. Life evolves by awareness and awareness in turn progresses by organization transfer and receipt of goods and services.

When society senses new and better chances for development it accordingly grows new forms of organization to utilize these new openings positively. The advanced types of firms are better able to control the obtainable social energies, skills and resources to use the chances to get the intended results through efficient delivery. Development is ruled by many factors that
impact the results of developmental exertions. There must be a reason that drives the courier change plus essential preconditions for that change to happen. The motive must be influential enough to overwhelm obstructions that impede that change from happening. Development too needs resources such as technology, capital and the availability of supporting infrastructures. The pace and scope for courier development differs according to the phase that society is in the course of the developmental procedure. The three main phases of courier evolution and development are physical, vital plus mental. All these three have their personal distinctive characteristics.

2.1.2 Transit Theory

Transit theory had been proposed by Victor Tren in 1964. This theory is based on the hypothesis that courier companies adjust their logistics patterns in the organization on the basis of anticipated gratification of valued goals set by them. The firms adjust their conduct in such a manner that is most probable to lead them to accomplish these aims. The theory underlies the notion of performance management in courier firms as it is thought that presentation is affected by the anticipations concerning future events. (Salaman et al, 2005) There are two theories underlying the notion of performance management as per Salaman in courier-based firms: the time-net theory and directive theory. Time-net theory had been proposed by Locke Len in the year 1968. This theory suggests that the delivery time established by a courier firm play an important role in motivating its clients for superior performance. This is because the firm holds onto succeeding their aims and if they are not attained, they either modify the goals and make them more realistic or advance their performance. Thus, in any condition the presentation is enhanced and this is what the presentation management scheme targets at.

2.1.3 Time-Efficiency Theory

Time efficiency theory assumes that firms are clients whose behaviours are aligned with the objectives of their customers in a timely manner. The theory discusses and looks at a unlike form of commitment for courier and logistics firms drawn from organizational theory. Courier firms are viewed as loyal to the customers’ delivery interests in achieving high performance (Bolt, 1998). The dominant motive which directs delivery firms to accomplish their job is their
desire to execute excellently. Specifically, personnel are considered as being inspired by a necessity to accomplish, to exercise obligation and authority, to gain intrinsic gratification via successfully performing inherently challenging work and thereby to gain credit from peers, bosses and customers. Therefore, there are non-financial motivators for delivery teams. The theory too argues that an organization needs a structure that allows harmonization to be attained most efficiently between management and field team. In the context of company’s leadership, this situation is achieved more readily if coordination is upheld. This leadership structure will help them to achieve superior performance to the extent that the management exercises whole authority over the company and that their role is unambiguous plus unopposed. In this condition, authority and power are focused in crews. Therefore, the anticipations about corporate leadership will be more reliable both for minor managers and for other members of the company board and unblemished. Therefore, there is no room for suspicion as to who has responsibility or authority over a specific affair. The firm will appreciate the welfares of unity of direction and of strong command plus control.

2.2 Empirical Literature Review

2.2.1 Competition

Companies that cannot satisfy their clients are likely to lose market share to competitors who offer better service and products at lower prices. According to Fornell (2001), satisfied customers may be the most important of all economic assets; indeed, they may be proxies for all other economic assets combined. More broadly, customers are important stakeholder group that affects the company’s legitimacy and long-term existence.

The most studied question in industrial organization (IO) economics surveys how market structure affects prices (Bresnahan, 1989). Exactly as market structure might impact a company’s pricing conduct, it might also influence a firm’s provision of client gratification. When customers have more choices, firms have an incentive to improve customer contentment by offering higher-quality goods, better service and lower prices in order to maintain their market share (Mazzeo, 2003). In addition, this enticement to gratify clienteles is improved for the reason that the cost of enticing new customers is greater in markets with more competitors. Most experiential tests of the influence of rivalry on non-prime dimensions of client gratification have focused on different measures of service quality in the service area.
Reviewing the evidence on the impact of competition on quality, Domberger and Scherr (1989) study the relationship in the market for legal services and find that competition is positively correlated with quality. Using arrival delays as a measure of service quality, Mazzeo (2003) examines the impact of market structure on arrival delays in the airline industry. Mazzeo discovers that on-time presentation on monopoly routes is not better than routes attended by two or more airlines, providing evidence that competition spurs service quality.

Cohen and Mazzeo (2004) use number of local branches as a measure of service quality to test the relationship between market structure and branching decisions in the banking industry. Cohen and Mazzeo discovered that though entry by multimarket banks has a positive influence on bifurcating by obligatory banks, entry by sole market banks has a bad influence on bifurcating activity.

Fornell and Robinson (1983) use customer surveys of dissatisfaction with price and quality. Fornell and Robinson discovered that market concentration has no influence on the average number of clients who report complications with either the quality or price of a service or good they used up. In an ancillary analysis, Liao and Chuang (2004) examine the impact of local competition on customer satisfaction ratings in the fast food industry. Liao and Chuang discovered that the quantity of rivals within the local market has a positive influence on client ratings of overall gratification, customer service and loyalty.

According to Chem & Miller (1994), one of the main ideas in the competitive dynamics literature is that competitor actions create motivations for firms to respond in order to maintain their competitive position. We prolong this idea to the realm of customer gratification and argue that when competitors take actions aimed at increasing customers’ gratification, a firm has motivations to answer by improving its own level of customer gratification. For example, if one supermarket employs extra cashiers to provide quicker check out service, competitor supermarkets in the same region may take steps to advance their own service levels as well. Generally, if competitors enhance their customer gratification, a firm is probable to answer back by means of actions to enhance its own customer gratification in an exertion to defend its market share.
A number of studies in the advertising literature have well-thought-out of association between performance and customer gratification at the firm level. Not astonishingly, the fallouts normally show that customer gratification delivers financial paybacks to the company. For example, customer satisfaction has been linked to increased revenues, more inelastic demand and reduced costs for attracting new customers and other costs associated with poor quality, defects and complaints (Anderson, Fornell, & Rust, 1997). Reflecting these benefits, customer satisfaction has been found to positively affect a firm’s profitability and its market value (Aaker & Jacobson, 1994; Ittner & Larcker, 1998).

2.2.2 Information and Communication Technology

Improving the quality, accessibility and efficiency of services for customers is considered as the main purpose of Information Communication and Technologies for quality services. ICT for quality services is measured as the implementation of ICT through a set of functions that are affecting the courier companies. With the rapid transformation in the international situation of ICT, many people in communications industry including Corporation of Kenya (PCK) and courier companies have been enforced to make operational alterations. The effects have been unfavorable ranging from encouragement of innovative people into the communications business, rendering many outdated systems by product reshaping to personnel wants.

According to Han (2000), many people have embraced in communication the use of ICT to a very great extent in the recent past. On the number of business in terms of how many letter mail that PCK and other providers of courier services grasps per day has actually gone down. This is for the reason that many people are using E-mail for communication needs. With the growth of technology, transactions can now be done online in soft copies rather than hard copies as it was. Apparently these have satisfied the customers by time saving. The Courier companies were more money also through physical International Journal of Supply Chain and Logistics transfer of documents plus reading materials e.g. magazines, journals and books. With the growth in technology, all the above mentioned materials or items can be transformed into soft copies and be passed on via emails or by websites posting where courier clients can access online. The courier sector has lost much and also there are high chances to continue
losing in the traditional business by the implementation of modern technology except if time in service delivery as an influence of quality is well addressed.

Courier companies have a lot of business information that needs to be stored. According to Mouelhi (2009), Information such as customer activities, billing and payroll data is stored in databases which are linked to each other to enable automatic generation of invoices which are billed in each customer’s accounts. Courier companies rely heavily on ICT facilities for marketing and promotion of their services. Cutting edge promotional material gives the companies competitive edge. Communication through e-mail and other instant messaging platforms made available through ICT have rapidly become indispensable as a business tool. ICT facilities enhance communication between the different stakeholders of the courier companies and also provide written reference of the messages.

Rastrick, K., & Corner, J. (2010) noted that developments in this field have also use of generic confirmation messages to keep customers informed when the services are completed. In addition, mobile employees in the field are able to contact their counterparts in the work stations with ease. Courier companies have now adopted tracking systems that monitor and provide details of when the jobs are picked up and delivered. The tracking systems also provide a record of the individuals that accepted the delivery and strengthen the security of the packages on transit.

Courier companies globally have been robbed of potential business opportunities by the internet. In Kenya, the performance of the courier companies declined between January and May 2012 with statistics released by the Communications Commission of Kenya (CCK) indicating a downward trend in the quantities of outgoing letters. According to the third quarter statistics for the financial year 2011/2012, a downward trend in the quantities of letters sent was recorded at 14.3 percent. Moreover, outgoing international letters experienced a 20.6 percent decline. The report cited that “the decline could be attributed to the increasing preference in the use of Internet compared to letters. Many people prefer using their computers to send mails or more so have a live chat with friends across the country or those living abroad” (Obura, 2012).
As outlined above in the various applications of IT within the courier service industry, it is evident that there is use of systems, databases and machinery which are purchased or designed at high costs and also attract maintenance charges. In addition, most of the systems require input from IT professionals for installation and maintenance that costs courier companies substantial amounts (Khosrow-Pour, 2006). As with any other infrastructure, ICT infrastructure used in the courier industry also experiences downtimes disrupting the mode of operation of the service providers. Since most of the information is contained in ICT databases and systems, services such as tracking and billing are largely affected impairing service delivery (Sauer, 1993). Despite the huge benefits that IT has accorded the business world, it still brings on some challenges and problems. Nevertheless, ICT has become an instrumental part of competitive business.

2.2.3 Finance

According to Adams and Colebourne (1999), financial management in service organizations has been a constraint and a hindrance to other functions that contribute to service delivery. Adams plus Colebourne suggest an enlightened method to finance in service firms. This consists of more participative and positive approach where far from being a hindrance, it contributes to strategic planning, costing systems, personnel motivation, quality control, continued solvency and keeping outsiders’ confidence in management (Arhin-Tenkorang, 2000). In particular, there is a need to distinguish good costs that improves organizational capabilities and quality service delivery from bad costs that increase bureaucracy hence becoming hindrances to service delivery (Sun and Shibo, 2005). Financial accountability using monitoring, auditing and accounting mechanisms defined by the country legal and institutional framework is a prerequisite to ensure that allocated funds are used for the intended purposes (Oliveira-Cruz, Hanson and Mills. 2001).

In many developing countries, governments do not have the financial and technical capacity to effectively exercise such oversight and control functions, track and report on allocation, disbursement and use of financial resources (Smee, 2002). Political and bureaucratic leakage, fraud, abuse and corrupt practices are likely to occur at every stage of the process as a result of unwell managed expenditure systems, lack of effective auditing and supervision, organisational deficiencies and lax fiscal controls over the flow of funds (Peters, Elmendorf,
Kandola and Chellaraj, 2000). Forgery of financial statements is a greater problem in private firms. Executives will sometimes exaggerate revenue and misstate expenses in order to meet expectations of industry analysts and shareholders (Maureen, 2005).

The fixed budget is extensively used, frequently based on past spending levels, with a provision for price changes. Such a system obviously can secure good expenditure control and is administratively undemanding. Though, it can frequently perpetuate historical inequities and fail to respond to new priorities and demand. Moreover, fixed budgets offer few incentives to maximize the effectiveness, quality or quantity of care offered by courier companies (Smee, 2002).

The budget systems that are centralized can lead to technical inefficiency by avoiding local managers from optimizing the deployment of inputs thereby perpetuating poor quality of service (Peters, Elmendorf, Kandola and Chellaraj, 2000).

**2.2.4 Management Style**

According to Scotti, Harmon and Behson (2007), the problems have so far been the slow ability of the workforce to cope with promptness in change, which ends up eroding established power patterns thereby leading to tensions and mistrust among middle and senior management. Restructuring can also sometimes be derailed and delayed due to unforeseen secondary system mishaps like breakdown in information technology resources (Glickman et al., 2007). Senior management must demonstrate commitment to service quality and middle managers should also show their commitment and ensure that they communicate principles, strategies and benefits of their services to the people for whom they have responsibility (Berenson and Cassel, 2009). Once administration miss to address the customs of a company more likely its inventiveness will fail.

According to McGuire (2005), management style is a managerial parlance often used to describe the how of management. It is a function of behavior linked with personality. Management style can be understood as a method of bringing about a company. According to Schleh (1977), management style is the adhesive that binds diverse operations and functions together. Management style is a set of principles by which manager capitalizes on the abilities of the workers. Management style is not a process in what way to be done but is the
management framework for doing. The management of any organization is always in the limelight, at least as far as employees are concerned. Employees watch management, not only to gain direction of the organization, but also to see that their interests are being taken care of. Unfortunately, managers being human, sometimes do certain things that are interpreted as “Unfair” by employees. This injustice, whether real or imagined, invariably attracts a response from the employees. Past research has established that some forms of indiscipline are strongly associated to unfair practices on the part of management (Edwards, 1995).

According to Kirk (2003), the anticipations for everyone should be very particular relative to how they are anticipated to act in the workplace. Managers and supervisors are accountable as both observers and contacts to keep the workplace free of these unsuitable behaviours; they often serve as the primary contact for employees to report concerns. Those who are acting as contacts need to have their roles to be well defined. HR staff can act as valuable advisers to managers, particularly in the sacking procedure, by assisting them to evade errors that can cause claims of wrongful release. They can also help protect an employee whose rights may be violated by managers. Consequently, when cooperation and teamwork characterizes the rapport between managers and the employee in day to day activities, high levels of discipline will prevail (Brown, 2003).

Effective management style is the extent to which a leader progressively and continually guides and leads a group to a predetermined destination agreed by the whole group. It’s a way of approach to matters of the managers towards attaining the aims of their firm by changing different resources obtainable to any organization into output by the functions of setting of goals, formulation, application of strategy, corporate image building, and dealing with key stake holders plus other basic management doings.

According to Richard & Dorothy (2011), total quality management infuses quality into every activity in a company through continuous improvement. TQM focuses on teamwork, increasing client gratification plus dropping charges. Firms apply TQM through supporting managers and employees to work as a team across functions and departments, with clients and dealers to identify areas for enhancement no matter how small. Each quality improvement is a step toward perfection and meeting a goal of zero defects. Quality control becomes part of everyday business of every employee rather than being assigned to specialized departments.
2.3 Summary and Research Gaps

This section covers what the literature and empirical reviews covered in the chapter has emphasized on the quality service delivery. Quality service delivery will help the companies to become more competitive to their rivals, who offer the same services and products, most transactions will be done online in soft copies than in hard copies as traditionally were, leading to costing systems, quality control, strategic planning, continued solvency, personnel motivation and keeping outsiders’ confidence in management. Moreover, total quality management instils quality in all the activities in a company by continuous development.

Businesses all over the world are rediscovering the customer and are becoming increasingly obvious that the one thing that actually matter in the new world of business is delivering quality services in order to win plus keep the clienteles.

There are strong arguments for a firm’s management to cautiously consider the range of factors that lead to quality service delivery. Even though there are a number of quality service delivery studies that has been covered, there is little empirical research undertaken that the researcher is aware of that can be ascertained to investigate the constructs that explain quality service delivery in courier companies especially in Kenya. A number of studies concentrated on recognizing some of the constructs that are believed to be predecessor to quality service delivery. This study therefore dills this gap and contributes to the extant literature by incorporating specific constructs that are thought to affect the level of quality service delivery. For that reason, it focuses on courier companies in an emerging market economy where companies are exposed to the same level of environmental doubts. This would help eradicate poor service delivery.

2.4 Conceptual Framework

Conceptual framework is schematic diagram used to conceptualize the relationship between variables in the study. It is made of the dependent and independent variables. Dependent variables in this study are competition, information and communication technology, finance and management styles. The independent variable of this study is quality service delivery.
2.5 Operationalization of Variables

Quality service is an assessment of how a well delivered service fit to the customer's expectations. Service business operators often evaluate the service quality delivered to their clienteles in order to advance their service, to quickly detect problems and to better evaluate client gratification. This can be measured using variables such as competition, information and communication technology, finance and management style.

2.5.1 Competition

Competition is rivalry in which every vendor tries to get what other vendors are looking for at the same time: profit, market share plus sales by offering the best workable mixture of price, quality and service. Where the information of market flows easily, competition plays a control function in balancing supply and demand. Competitor actions create motivations for firms to
respond so that they can maintain competitive position. When competitors take actions aimed at increasing clients’ gratification, a company has incentives to respond by improving its level of client gratification.

2.5.2 Information and Communication Technology

ICT is an extensional word for IT which stresses the role of unified communications plus the integration of telecommunication, middleware, processors as well as necessary enterprise software, storage plus audio-visual systems which enable operators to access, store, transmit and manipulate information. The purpose of ICT is to improve the quality, accessibility and efficiency of services for customers. This can be distinguished by most of transactions can now be done online is soft copies than in hard copies as traditionally were.

2.5.3 Finance

Finance is the management of big amounts of money, especially by governments or companies. Financial management in service firms has been a limitation and a hindrance to other functions that contribute to service delivery. More positive and participative approach where far from being a hindrance, it contributes to strategic planning, quality control, personnel motivation, continued solvency, costing systems plus keeping outsiders’ confidence in management.

2.5.4 Management style

Management styles are principles that underline the methods, abilities and procedures managers use in managing situations and expressing leadership within an organization. Upper management need to demonstrate dedication to service quality and middle managers have to show their dedication and make sure that they convey principles, strategies and benefits of their services to the persons for whom they have authority. Once administration miss to address the customs of a firm more likely its inventiveness will fail.

2.6 Chapter Summary

The literature reviewed that quality service delivery by many factors. Quality service is an evaluation of how a well delivered service fit to the client’s anticipations. Motivations for the firms are created by competitors in order to maintain their competitive position. When competitors take actions aimed at increasing clients’ gratification, a company has inducements
to answer by improving its own level of client gratification. In addition many persons have accepted ICT in communication to a very great extent in the recent past. The number of business in terms of letter mail that PCK plus other Courier service providers’ holds per day has actually decreased. This is for the reason that most persons are using E-mail for communication. With enhancement in technology, most transactions can now be done in soft copies rather than hard copies as traditionally were. Apparently these have gratified the customers in terms of time. Courier companies were collecting a lot of cash also by physical International Journal of Supply Chain and Logistics transfer of documents and reading materials e.g. magazines, journals and books. With the growth in technology, all the above materials can be changed to soft copies and be sent by electronic mails or be displayed on the websites where the courier clients can access them online. Through the embracing of modern technology the sector has lost and chances are high that it will continue losing in its traditional business unless time in service delivery as a factor of quality is addressed (Han 2000). Once administration miss to address the customs of a firm more likely its inventiveness will fail.
CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction
The section provides the description of the methods that was used to carry the research study. The section is organized under the following sub sections: research design, target population, sampling design, data collection methods, data collection tools, validity, reliability and data analysis.

3.1 Research Design
According to Cooper and Schindler (2006), research design is a detailed plan used to guide a research study towards its objectives so conceived to obtain answers to the research questions. The study employed descriptive design because the study sought to describe the way things are.

3.2 Target Population
According to Cooper and Schindler (2006), a population describes the entire group of characters, events or objects that possess common characteristics conforming to a given specification. Target population is the aggregate of all study units that have a potential for providing the relevant data for the research study. The target population is the representations from all categories of departments to eliminate biasness and enhance representation. In this case the target population was 150 employees from Aramex Kenya Limited which comprised the top management, middle management and support staff.

Table 3.1 Target Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>8</td>
<td>5</td>
</tr>
<tr>
<td>Middle Management</td>
<td>22</td>
<td>15</td>
</tr>
<tr>
<td>Support Staff</td>
<td>120</td>
<td>80</td>
</tr>
<tr>
<td>Total</td>
<td>150</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2018)
3.3 Sample and Sampling Technique

The stratified random sampling design was used in the study. Kombo (2006), pointed out that it involves dividing your population into heterogeneous job groups and then taking a simple random sample in each sub group. This method was appropriate because it represented not only the general population but also the important small groups of the population; this method is the superlative for the reason that it reduces biasness. The general process for taking stratified sample was to stratify inhabitants, describe some different partitions by means of sample size and then the researcher merged the outcomes to get the essential stratified samples. The testers were drawn from each stratum formed which respondents selected. The researcher used a sample size of 75 representing 50% of the target population.

3.4 Instruments

The data of study was collected using questionnaires. Questionnaires were constructed according to the research objectives. Questionnaires are most preferred because they are easy to administer and time saving, (Mugenda&Mugenda, 2003). The questions in the questionnaire were closed-ended and open-ended. On the self -administered questionnaires, the researcher employed drop and pick basis. This allowed the informants to give their responses in a free environment.

3.5 Pilot Study

This section discusses the main elements employed to check the internal consistency of the tools used to gather information from the respondents i.e. validity and reliability test. The pilot study was conducted using eight questionnaires representing 10% of the sample size. According to Connelly (2008), suggests that a pilot study sample should be 10% of the sample. The questionnaires were distributed to the respondents before the chief study. Fewer questionnaires allowed researcher sufficient time to seek clarification for suggestion and necessary corrections from the respondents.

3.5.1 Validity

According to Joubert and Ehrlich (2007), validity refers to the extent to which a measurement instrument actually measures what it is meant to measure. To discover the justifiability of the
research tool, the researcher asked the supervisor for opinions. This eased the essential review and adjustment of the research tool thereby improving validity.

3.5.2 Reliability Test

Reliability is a measure of the degree to which a research tool yields consistent results. A pre-test of 10% of the sample size was carried out to provide a representation of the chosen sample hence the questionnaire were issued randomly to eight respondents based on convenience of accessing the respondents. Their responses were used to assess whether the rest of questionnaire was reliable. However, at the end of the exercise, corrections were undertaken on the main questionnaires before distributing to the entire staff at the organization.

3.6 Data Collection Procedure

The study used primary method of data collection to achieve the objective of study. According to Malhotra and Birks (2006), primary data is information collected to address or resolve the specific problem identified by the researcher. The primary information was obtained from the employees via questionnaires. Both closed and open ended type of questionnaires were used to enable the respondents have easy time in responding to the questions. The questionnaires were administered to respondents on a ‘drop and pick later’ basis.

3.7 Data Analysis and Presentation

Data analysis includes organizing, accounting for and explaining the data in terms of the respondents’ definition of the situation. According to McDaniel and Gates (2004), the purpose of data analysis is to interpret and draw conclusions from the mass of collected data. Descriptive statistics was employed to discuss the basic features of the information in the study. After collecting the data, the researcher edited the questionnaires to ensure completeness before processing by means of SPSS plus excel sheets. Information was grouped into meaningful subsets and analyzed using descriptive statistics. Pie charts, bar charts and frequency tables was used to present the data in order to ease understanding.
**3.8 Ethical Considerations**

Ethics is the cornerstone for conducting any effective and meaningful research since researchers have a responsibility towards their clients as well as respondents. The researcher obtained consent from the respondents by ensuring that participants have a strong comprehension of the reason plus approaches to be used in the study, the dangers associated with plus the demands placed upon them as a participant.

According to Mugenda and Mugenda (2003), researchers must be bothered about other person’s standard of life. Therefore, they should be persons of honesty who would not take study for self-gain or research that have negative effect on others. The researcher explained the essence of the study to the participants and also provided assurance that the data was to be treated with utmost confidentiality, in addition to non-disclosure of informants’ identities.

**3.9 Chapter Summary**

This study used primary method to collect the data from all the employees working at Aramex Kenya Limited. Statistical package for social sciences (SPSS) and excel sheets were performed in order to provide the factors affecting quality service delivery. Descriptive statistics was used to expound the fundamental features of the information in the study. Furthermore, data analysis was based on quantitative method in order to derive the findings upon which conclusions were formed to answer the research questions.
CHAPTER FOUR
RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This section gives outcomes of the examination of the information gathered during the study. Data analysis is organized according to specific objectives of the study. The chapter has been presented in section, section one is covered by respondents’ background information then this is followed by analysis of each issue according to the research objectives. The data has been analyzed using descriptive statistics such as tables and charts.

4.1 Presentation of Research Findings

4.1.1 Response Rate

The researcher distributed 75 questionnaires to the respondents chosen to take part in the study and the responses are shown in table 4.1 and figure 4.1

Table 4.1 Response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>64</td>
<td>85</td>
</tr>
<tr>
<td>Non Response</td>
<td>11</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>75</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Research data (2018)
Source: Research data (2018)

Table 4.1 and Figure 4.1 shows that 64 out of 75 respondents completed and returned questionnaires translating to 85% return rate with only a small number of respondents failing to return the questionnaire. This commendable response rate was achieved through researcher’s efforts to remind the respondent to complete and return back the questionnaires. According to Mugenda and Mugenda (2009), a response rate of 50% is considered adequate, 60% is good and 70% and above is excellent for a study. Thus, a response rate of 85% was fit and reliable.

4.1.2 Gender of the Respondents

The study sought to establish the gender of the respondents and the results are presented in the table below.

Table 4.2 Gender of the Respondents

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>40</td>
<td>62</td>
</tr>
<tr>
<td>Female</td>
<td>24</td>
<td>38</td>
</tr>
<tr>
<td>Total</td>
<td>64</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Research data (2018)
Table 4.2 and Figure 4.2 showed that 62% of the respondents were male and 38% were Female. This implied that there were more men than female at Aramex Kenya Limited. This information implies that male were more willing to participate in the exercise.

### 4.1.3 Age of the Respondent

The researcher further sought to establish the matter of age bracket and the results are shown below.

#### Table 4.3 Age of the Respondents

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 25 years</td>
<td>22</td>
<td>34</td>
</tr>
<tr>
<td>26 – 35 years</td>
<td>19</td>
<td>30</td>
</tr>
<tr>
<td>36 – 45 years</td>
<td>13</td>
<td>20</td>
</tr>
<tr>
<td>Above 46 years</td>
<td>10</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td>64</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Research data (2018)
4.1.4 Level of Education

The study sought to find out the education level of the respondents and the results are as shown below.

Table 4.4 Level of Education

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Secondary</td>
<td>15</td>
<td>23</td>
</tr>
<tr>
<td>College</td>
<td>33</td>
<td>52</td>
</tr>
<tr>
<td>University</td>
<td>16</td>
<td>25</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>64</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Research data (2018)
The study showed that 52% of the respondents had attained college education, 25% had attained University education and 23% of the respondents had attained Secondary education. No respondents reported to have attained primary education level only or no formal education at all. This implies that the respondents had attained some level of education that could enable them understand factors affecting quality service delivery hence respond appropriately to the questions.

**4.1.5 Number of Year Worked in the Company**

The study also sought to find out the number of years the respondents had worked in the company and the results are as shown in table 4.5 and figure 4.5.

**Table 4.5 Number of Year Worked in the Company**

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5 years</td>
<td>12</td>
<td>18</td>
</tr>
<tr>
<td>6-10 years</td>
<td>35</td>
<td>56</td>
</tr>
<tr>
<td>Over 11 years</td>
<td>17</td>
<td>26</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>64</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Source: Research data (2018)**
According to the findings in table 4.5 and figure 4.5, more than half of the respondents (56%) revealed that they had worked in the company between 6-10 years, and 18% of the respondents had served for between 0-5 years in the company. Moreover, 26% of the respondents stated had served for more than 11 years in the company. This implies that the respondents had good knowledge of the company’s environment.

4.1.6 Extent to which competition affect quality service delivery

The study sought to establish the extent that competition affect quality service delivery and the results are as shown in table 4.6 below

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greatest extent</td>
<td>8</td>
<td>12</td>
</tr>
<tr>
<td>Great extent</td>
<td>45</td>
<td>70</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Small extent</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>To no extent</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>64</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Research data (2018)
The study sought to find out the extent to which competition affect quality service delivery. The findings in table 4.6 illustrated that majority of the respondents indicated that competition affect quality service delivery to a great extent (70%), 12% respondents indicated that competition affect quality service to greatest extent; and 8% respondents indicated that competition affect quality service delivery to a small extent. Furthermore, 6% respondents indicated that competition affect quality service delivery to a moderate extent and 4% respondents indicated that competition affect quality service delivery to no extent. This means that effects of competition on quality service delivery is not something that can be ignored since it can lead to the death of the organization if not handled properly.

4.1.7 The Impact of Competition on quality service delivery

The respondents were asked to give response on whether competition impacts quality service delivery and their responses are as shown below

Figure 4.6 The impact of competition on quality service delivery

![Pie chart showing the impact of competition on quality service delivery](image)

- **Positive impact**: 66%
- **Negative impact**: 18%
- **No impact**: 10%
- **Not sure**: 6%

**Source: Research data (2018)**

Figure 4.6 shows that most of the respondents (66%), agreed that competition impact positively on quality service delivery, and 18% respondents agreed that, competition impact negatively on quality service delivery. However, 10 % respondents indicated that competition have no impact on quality service delivery while 6% respondents were not sure on whether competition impact quality service delivery. This implied that competition is more beneficial...
to the company in many instances especially in the long run since it increases quality service delivery.

4.1.8 Effect of information and communication technology on the delivery of quality service

The study sought to find out if the current ICT application improves quality service delivery and the results are as shown in the table 4.7 below

Table 4.7 Current ICT application improves quality service delivery

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Disagree</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Neutral</td>
<td>9</td>
<td>14</td>
</tr>
<tr>
<td>Agree</td>
<td>16</td>
<td>25</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>36</td>
<td>56</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>64</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Research data (2018)

Table 4.7 shows that most of the respondents (56%), strongly agreed that the current ICT application improves quality service delivery, 25% respondents agreed that the current ICT application improves quality service delivery. However, 14 % respondents indicated that ICT application can improve and cannot also improve quality service delivery while 5% respondents disagree that ICT can improve quality service delivery. This implied that ICT is more beneficial to the company in many instances especially in the long run since it improves quality service delivery.
4.1.9 Extent to where ICT should be applied on quality service delivery

Table 4.8 Extent to where ICT should be applied on quality service delivery

<table>
<thead>
<tr>
<th>Areas</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Partially Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Freq %</td>
<td>Freq %</td>
<td>Freq %</td>
<td>Freq %</td>
<td>Freq %</td>
</tr>
<tr>
<td>Communication</td>
<td>8 12</td>
<td>42 66</td>
<td>14 22</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transactions</td>
<td>- -</td>
<td>39 61</td>
<td>3 5</td>
<td>14 22</td>
<td>8 12</td>
</tr>
<tr>
<td>Transfer of international journal of supply chain and logistics documents</td>
<td>4 6</td>
<td>45 70</td>
<td>6 10</td>
<td>4 6</td>
<td>5 8</td>
</tr>
<tr>
<td>Marketing and promotions of services</td>
<td>16 25</td>
<td>23 36</td>
<td>22 34</td>
<td>3 5</td>
<td>-</td>
</tr>
<tr>
<td>Tracking systems</td>
<td>42 66</td>
<td>13 20</td>
<td>5 8</td>
<td>4 6</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: Research data (2018)

The results from table 4.8 revealed that the majority of the respondents agreed that ICT should be applied to effect quality service delivery on communication (66%); on transactions (61%); on transfer on international journal of supply chain and logistics documents and on marketing and promotions of services (36%). Furthermore, the majority of the respondents strongly agreed that ICT should be applied to effect quality service delivery on tracking systems (66%). This implies that the management will have to implement ICT in the organization to have quality service delivery and in order to improve organizational performance.

4.1.10 The extent to which finance affect quality service delivery

The study sought to establish whether finance affect quality service delivery and the findings are as shown in figure 4.7 below.
The study sought to discover the extent to which finance affects quality service delivery. The findings in figure 4.7 illustrated that majority of the respondents indicated that finance affects quality service delivery to a moderate extent (45%), 30% respondents indicated that finance affects quality service delivery to a great extent; and 20% respondents indicated that finance affects quality service delivery to greatest extent. Furthermore, 5% respondents indicated that finance affects quality service delivery to a small extent plus no one of the respondents shown that finance affects quality service delivery to no extent. This means that effects of finance on quality service delivery is not something that can be ignored since it can lead to poor quality service delivery if not handled properly.

4.1.11 The effects of finance on quality service delivery

Table 4.9 The Effects of finance on quality service delivery

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Partially Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Freq</td>
<td>%</td>
<td>Freq</td>
<td>%</td>
<td>Freq</td>
</tr>
<tr>
<td>Unwell managed expenditure schemes, lack of effective auditing</td>
<td>33</td>
<td>51</td>
<td>23</td>
<td>36</td>
<td>5</td>
</tr>
</tbody>
</table>
and administration, organisational insufficiency and lax fiscal controls over the flow of funds leads to political and bureaucratic leakage, fraud, abuse and corrupt practices

<table>
<thead>
<tr>
<th>Fixed budgets offer few incentives to maximize the efficiency, quality or quantity of care offered by courier companies</th>
<th>4</th>
<th>6</th>
<th>6</th>
<th>9</th>
<th>37</th>
<th>58</th>
<th>12</th>
<th>19</th>
<th>5</th>
<th>8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centralized budget schemes can contribute to technical inefficiency by stopping local managers from enhancing the deployment of inputs thereby perpetuating poor quality of service</td>
<td>-</td>
<td>-</td>
<td>20</td>
<td>31</td>
<td>36</td>
<td>56</td>
<td>5</td>
<td>8</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>The finance section brings about all cash flow into and out of a corporate</td>
<td>36</td>
<td>57</td>
<td>23</td>
<td>36</td>
<td>3</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>A company’s success and growth occurs when the principles and procedures of corporate finance are followed</td>
<td>19</td>
<td>30</td>
<td>35</td>
<td>55</td>
<td>10</td>
<td>15</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

**Source: Research data (2018)**

The study sought to find out the extent to which the statements relate to the effect of finance on quality service delivery. The findings in table 4.9 revealed that the majority of the respondents strongly agreed that unwell managed expenditure schemes, absence of actual auditing plus administration, organizational shortages and lax fiscal controls over the movement of funds leads to political and bureaucratic leakage, fraud, abuse and corrupt
practices relate to the effect of finance on quality service delivery (51%); and the finance department manages all cash flow into and out of a business (57%). Furthermore, the majority of the respondents agreed that a company’s success and growth occurs when the principles and procedures of corporate finance are followed relate to the effect of finance on quality service delivery (65%). 58% of the respondents partially agreed that secure budgets give little inducements to maximize the efficiency, quality or amount of care given by courier companies relate to the effect of finance on quality service delivery and 56% that centralized budget schemes can contribute to technical inefficiency by stopping local administrators from enhancing the deployment of efforts thereby perpetuating poor quality of service relate to the effect of finance on quality service delivery. This implies that finance plays a role in the organization for quality service delivery.

4.1.12 The aspects of management style that has the most negative effects on quality service delivery

Table 4.10 The most negative effects of aspects of management style on quality service delivery

The study sought to find out the most negative effects of aspects of management style on quality service delivery and the results are as shown in the table 4.10 below.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager’s lack of involvement</td>
<td>16</td>
<td>25</td>
</tr>
<tr>
<td>Faulty communication between the manager and employees</td>
<td>19</td>
<td>30</td>
</tr>
<tr>
<td>Employees’ lack of experience</td>
<td>16</td>
<td>25</td>
</tr>
<tr>
<td>Ineffective communication between the employee</td>
<td>13</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>64</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Source: Research data (2018)**

The finding in table 4.10 reveals that aspects of management style that has the most negative influence on quality service delivery is the faulty communication between the manager and employees (30%); manager’s lack of involvement and employees’ lack of experience (25%)
and ineffective communication between the employees (20%). This is an indication that aspects of management style have negative influence on quality service delivery.

4.1.13 The extent to which aspects of management style can improve quality service delivery to customers

The study sought to establish the extent to which aspects of management style can improve quality service delivery and the findings are as shown in table 4.11 below.

Table 4.11 Extent to which aspect of management style affect quality service delivery

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Greatest extent</th>
<th>Great extent</th>
<th>Moderate extent</th>
<th>Small extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation of employees</td>
<td>11</td>
<td>17%</td>
<td>24</td>
<td>37%</td>
</tr>
<tr>
<td>Measuring customer service performance</td>
<td>34</td>
<td>53%</td>
<td>19</td>
<td>30%</td>
</tr>
<tr>
<td>Defining service goals to employees</td>
<td>16</td>
<td>25%</td>
<td>38</td>
<td>60%</td>
</tr>
<tr>
<td>Updating quality service tools</td>
<td>45</td>
<td>70%</td>
<td>13</td>
<td>20%</td>
</tr>
</tbody>
</table>

Source: Research data (2018)

The findings in table 4.11 illustrated that majority of the respondents indicated that measuring customer service performance can improve quality service delivery to greatest extent (53%) and 70% updating quality service tools. 60% of respondents indicated that defining service goals to employees can improve quality service delivery to a great extent. Furthermore, 41% respondents indicated that motivating of employees can improve quality service delivery to a moderate extent. This means that effects of aspects of management style on quality service delivery is not something that can be ignored since it can improve quality service delivery.

4.2 Limitations of the study

Some of the respondents were not eager to give information thinking that their identity may be revealed and that would work on their disadvantage. To solve this limitation the investigator clarified to respondents the significance of the study to the company hence convinced them to
participate. Confidentiality is a very sensitive matter at the workplace and therefore it was an impediment. However, the researcher assured the respondents that none of the information was to be used at all for further motive other than that which was declared. 

Top management had a tendency of suspicion of the researcher, some of the respondents were concerned about the extent of information the management would want them to contribute without any repercussions, but this concerns was addressed upfront using the letter from Management University of Africa and providing the necessary assurance to the respondents.

4.3 Chapter Summary

This chapter was cauterized into research findings and discussions. The findings were derived from analyzed questionnaires and interpretations were made alongside the findings. The chapter further addressed presentation of findings showing the response rate for the questionnaires returned and not returned. The presented findings also addressed the gender response, age bracket, highest level of education, work experience of respondents and finally all the objectives which comprised of influence of competition, ICT, finance and management style on factors affecting quality service delivery at Aramex Kenya Limited.
5.0 Introduction

This section offered summary of key research findings, recommendation and conclusions drawn from the findings highlighted. The recommendations and conclusions are drawn in attempt to address the research objective which is to investigate the factors affecting quality service delivery in courier companies.

5.1 Summary of Findings

The following summary of the research findings were made according to the research objectives.

On the aspect of competition, the study established that most of the respondents agreed that competition affect quality service delivery to a great extent. The study too found out that competition has a positive impact on quality service delivery. The findings closely concurs with the study, reviewing the evidence on the impact of competition on quality, Domberger and Scherr (1989) study the relationship in the market for legal services and find that competition is positively correlated with quality.

On the aspect of ICT, the study established that most of the respondents strongly agreed that the current ICT application improves delivery of quality service. The study as well established that most of the respondents agreed that ICT should be applied in communication, transaction, transfer of international journal of supply chain and logistics documents and in marketing and promotions of services to the effects on quality service delivery. In addition, the study found out that ICT should be applied in tracking systems to the effects on quality service delivery. The findings closely concurs with the study by Han (2000), many people have embraced in communication the use of ICT to a very great extent in the recent past. In terms of the sum of mails that PCK plus other Courier service providers’ holds daily has actually decreased the business capacity. This is for the reason that most persons are using E-mail for communication. Most of transactions can now be done online in soft rather than hard copies as traditionally were because of the developed technology. Apparently these have gratified the customers in terms of time.
On the aspect of finance, the study established that most of the respondents agreed that finance affects quality service delivery to a moderate extent. The study as well established that most of the respondents strongly agreed that unwell managed expenditure schemes, lack of effective supervision plus auditing, lax fiscal controls over the flow of funds and organizational deficiencies leads to political and bureaucratic leakage, deception, abuse and corrupt practices and the finance section bring about all cash flow into and out of a corporate. In addition, the study found out that fixed budgets bid few incentives to maximize the effectiveness, quantity or quality of care offered by companies and centralized budget schemes can contribute to technical inefficiency by stopping local managers from optimizing the deployment of inputs thereby perpetuating poor quality of service. Furthermore, the study found out that a company’s success and growth occurs when the principles and procedures of corporate finance are followed. These findings are closely supported by Smee, (2002), who argued that fixed budget is widely used, often based on historical spending levels, with a provision for price changes. Such a structure is undemanding and can protect good expenditure control. Though, it can frequently perpetuate historical imbalances and miss to answer to new demands and priorities. Furthermore, fixed budgets offer few incentives to maximize the quantity, quality or effectiveness of care offered by courier companies. Peters, Elmendorf, Kandola and Chellaraj (2000), also confirmed that centralized budget systems can contribute to technical inefficiency by preventing local managers from optimizing the deployment of inputs thereby perpetuating poor quality of service.

Last but not the least, on the issue of management style, the study found out that faulty communication between the manager and employees has the most negative influence on the delivery of quality service. The study as well established that most of the respondents agreed that measuring customer service performance and updating quality service tools improve quality service delivery to the customers to the greatest extent and defining service goals to employees to a great extent. Furthermore, motivation of employees can improve quality service delivery to the customers in a moderate extent. The findings are consistent with Berenson and Cassel (2009) that senior management must demonstrate commitment to service quality and middle managers should also show their commitment and ensure that they communicate principles, strategies and benefits of their services to the people for whom they have responsibility.
The reported results are also supported by Kirk (2003), who found that the anticipations for everyone should be very particular relative to how they are anticipated to act in the workplace. Managers and supervisors are accountable as both observers and contacts to keep the workplace free of unsuitable behaviours; they often serve as the primary contact for employees to report concerns. Those who are acting as contacts need to have their roles to be well defined.

**5.2 Recommendations**

The following recommendations can be made for the discoveries of the study:

The study endorses that firms in the courier sector should ensure new products introduction, decrease of costs, enhanced innovation procedure and conformance to rules are used to effect presentation of the companies. This will help the tap into clients’ wants so well that new products create their personal source of advertising impetus and allow the firms to be more industrious, to develop faster, and to invest more plus also to earn more performance.

The study recommends that the firms have to adapt the new technology in order to manage with the fast altering technology. Technology novelty inspires ease of flow of data plus fast distribution to the envisioned people. For efficient adoption of technology novelty strategies, there should be dependable infrastructure and enough financial resources.

Moreover, the study recommends the courier companies deal in valuable consignments they should properly inspire their personnel as the gains currently being made can be upturned if the workers’ dissatisfaction is not addressed. This might lead the workers into theft of valuable consignment and reporting them lost or stolen. The demoralized plus demotivated workers can easily conspire with convicts to the destruction of the firm. Such acts will in turn spoil a firm’s profile leading to damage of business plus even a company failing.

Last but not the least, the study recommends management to ensure good communication between the manager and employees. This can be attained through directing the employees to use the right channel of communication and providing them with required information since they expect senior leaders to be open and honest. This is important since faulty communication has the most negative influence on quality service delivery.
5.3 Conclusions

From the summary of the research findings, the study made the following conclusions in line with specific objective the researcher had sought to address.

The study concluded that quality service delivery has impact in the organizations and the independent variables: competition, ICT, finance and management style as well on delivering of quality services.

On the aspect competition, the study concluded that competition affects quality service delivery to a great extent. It also concluded that competition has a positive impact on quality service delivery.

On the aspect of ICT the study concluded that the current ICT application improves quality service delivery. The study also concluded that ICT should be applied in communication, transaction, transfer of international journal of supply chain and logistics documents and in marketing and promotions of services to the effects on quality service delivery. In addition, the study concluded that ICT should be applied in tracking systems to the effects on quality service delivery.

On the aspect of finance, the study concluded that finance affects quality service delivery to a moderate extent. The study also concluded that organizational deficiencies, unwell managed expenditure schemes, lax fiscal controls over the flow of funds, supervision and lack of effective auditing leads to political and bureaucratic leakage, deception, abuse plus corrupt practices and the finance section brings about all cash flow into and out of a corporate. In addition, the study concluded that fixed budgets offer few incentives to maximize the quantity, effectiveness or quality of care offered by courier firms and centralized budget schemes can contribute to technical inefficiency by stopping local managers from optimizing the deployment of inputs thereby perpetuating poor quality of service. Furthermore, the study concluded that a company’s success and growth occurs when the principles and procedures of corporate finance are followed.

Last but not the least, on the issue of management style, the study concluded that faulty communication between the manager and employees has the most negative influence on quality service delivery. The study also concluded that measuring customer service
performance and updating quality service tools improve quality service delivery to the customers to the greatest extent and defining service goals to employees to a great extent. Furthermore, motivation of employees can improve quality service delivery to the customers in a moderate extent.

5.4 Areas for Further Research

The study researcher recommends future researchers on this topic to conduct interview guide instead of questionnaires in courier industry. Interviews guide would allow the researcher to collect qualitative data that would provide more insight into the quality service delivery. The study recommends further research to be conducted using a larger sample in same sector. The researchers also recommend a study to be carried on an individual variable identified in the conceptual framework of this study. A deeper study of the effect of each one of the variables could make apparent the matters which appear to be in some way indistinct in the study clear. An example of a study can be on the effect of Technology on the development of courier service firms.
REFERENCES


*International Journal of Supply Chain and Logistics Vol.1, Issue No.1, pp 44 - 60, 2017*


Dear Sir/Madam,

**RE: REQUEST FOR RESEARCH DATA**

I am a student at Management University of Africa undertaking my research project paper as part of the fulfillment for the award of my degree in business management and leadership. I am carrying out a study on ‘FACTORS AFFECTING QUALITY SERVICE DELIVERY IN COURIER COMPANIES IN KENYA WITH REFERENCE TO ARAMEX KENYA LIMITED’.

For the purpose of facilitating this study work, I request to gather information via questionnaire. I will be thankful if you would kingly extend your kind gesture to have this questionnaire filled-in. This information is only for the purpose of my research work and thus it will be treated with strict privacy.

Thank you in advance, I look forward to your support.

Yours faithfully,

Monica Nkirote Rukunga

*BML/12/00431/3/2015*
APPENDIX II

QUESTIONNAIRE

This questionnaire is designed to help the researcher establish the factors affecting quality service delivery in courier companies in Kenya a case of Aramex Kenya Limited. The information you give will be used for the purpose of the study only. Therefore, do not write your name. Kindly answer the questions by putting a tick in the appropriate box.

SECTION 1: GENERAL INFORMATION

1. What is your gender?
   Male ( )   Female ( )

2. What is your age bracket?
   Below 25 ( )   Between 26-35 ( )
   Between 36-45 ( )   Above 46 ( )

3. What is your highest level of education?
   Primary ( )   Secondary ( )
   College ( )   University ( )

4. How long have you been working in the company?
   0-5 Years ( )   6-10 Years ( )
   Over 11 Years ( )

SECTION 2: COMPETITION

To determine the effect of competition on quality service delivery in courier companies in Kenya.

5. To what extent do you agree that competition affect quality service delivery in courier companies in Kenya?
Greatest extent ( ) Great extent ( )
Moderate extent ( ) Small extent ( ) To No extent ( )

6. What is the impact of competition on quality service delivery?
   Positive Impact ( ) Negative Impact ( )
   No impact ( ) Not sure ( )

SECTION 3: ICT

To find out the effect of information and communication technology on quality service delivery in courier companies in Kenya.

7. Do you agree that the current ICT application improves quality service delivery?
   Strongly Disagree ( ) Disagree ( )
   Neutral ( ) Agree ( ) Strongly Agree ( )

8. To what extent do you agree with the following areas where ICT should be applied to the effects on quality service delivery?
   i. Strongly Agree
   ii. Agree
   iii. Partially Agree
   iv. Disagree
   v. Strongly Disagree

<table>
<thead>
<tr>
<th>Areas</th>
<th>i</th>
<th>ii</th>
<th>iii</th>
<th>iv</th>
<th>v</th>
</tr>
</thead>
<tbody>
<tr>
<td>i Communication</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii Transactions</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>iii Transfer of international journal of supply chain and logistics documents</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv Marketing and promotions of services</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>v Tracking systems</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
SECTION 3: FINANCE

To find out the effect of finance on quality service delivery in courier companies in Kenya.

9. To what extent do you agree that finance affect quality service delivery?

- Greatest extent (    )
- Great extent (    )
- Moderate extent (    )
- Small extent (    )
- To No extent (    )

10. Indicate the extent to which you agree with the following statements that relate to the effects of finance on quality service delivery.

<table>
<thead>
<tr>
<th>Statements</th>
<th>i</th>
<th>ii</th>
<th>iii</th>
<th>iv</th>
<th>v</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Unwell managed expenditure systems, lack of effective auditing and supervision, organisational deficiencies and lax fiscal controls over the flow of funds leads to political and bureaucratic leakage, fraud, abuse and corrupt practices</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii. Fixed budgets offer few incentives to maximize the effectiveness, quality or quantity of care offered by courier companies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii. Centralized budget systems can contribute to technical inefficiency by preventing local managers from optimizing the deployment of inputs thereby perpetuating poor quality of service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv. The finance department manages all cash flow into and out of a business</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>v. A company’s success and growth occurs when the principles and procedures of corporate finance are followed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION 4: MANAGEMENT STYLE

To determine the effects of management style on quality service delivery in courier companies in Kenya

11. What aspects of management style do you think has the most negative influence on quality service delivery?
   Manager’s lack of involvement (  )
   Faulty communication between the manager and employees (  )
   Employees’ lack of experience (  )
   Ineffective communication between the employees (  )

12. To what extent do you agree with the following aspects of management style to improve quality service delivery to the customers?
   i. Greatest extent
   ii. Great extent
   iii. Moderate extent
   iv. Small extent

<table>
<thead>
<tr>
<th>Statement</th>
<th>i</th>
<th>ii</th>
<th>iii</th>
<th>iv</th>
</tr>
</thead>
<tbody>
<tr>
<td>i  Motivation of Employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii Measuring customer service performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii Defining service goals to employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv Updating quality service tools</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</table>