



**EXAMINING THE NEXUS BETWEEN  
SERVICE DELIVERY EFFICIENCY AND SUSTAINABLE  
OPERATION OF COFFEE WASHING STATIONS IN  
GASHONGA SECTOR, RUSIZI DISTRICT, RWANDA**

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**Abstract:**

This study aimed to determine the influence of service delivery on firm sustainability. The study intended to assess the level of service delivery and firm sustainability and investigate the challenges and mitigation strategies for service delivery by coffee farmers toward firm sustainability. The study employed 330 as the target population. A stratified sampling was used for a sample size of 18 manpower workers and 58 coffee farmers. The study's findings revealed that service beneficiaries perceive the importance of good service delivery. It was proved that service delivery has a positive impact on business sustainability. The coefficient of determination ( $R^2 = .112$ ) revealed that 11.2% and the provision of branches could improve the service provided by our firm. My firm organizes fieldwork to visit their stakeholder in their firms correlate with Business has enough tools to reach everywhere ranked on ( $R = .361$ ,  $P = .001$ ) the coefficient of determination ( $R^2 = .130$ ) revealed that 13.0%. My firm provides enough training for their work ( $R = .537$ ,  $P = .000$ ); the coefficient of determination ( $R^2 = .288$ ) ranked by 28.8%. The firm receives our complaints immediately and verbally as a way of improving customer care, the coefficient of determination ( $R^2 = .244$ ) ranked by 24.4% ( $R = .491$ ,  $P = .000$ ), the service delivery is attractive in our region ( $R = .313$ ,  $P = .006$ ), The coefficient of determination ( $R^2 = .097$ ) ranked by 9.7%. The firm gives us different kinds of motivation to keep a relationship with their customer and attract new ones ( $R = .251$ ,  $P = .029$ ); the coefficient of determination ( $R^2 = .063$ ) ranked by 6.3%. The study recommended that NAEB work with the Private Sector Federation (PSF) and SMEs to improve service delivery, provide

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subsidies to farmers and yield produced, train farmers and industry owners to make good corporation among them, provide market internally and externally as the motivation to enhance their business and attract investors.

**Keywords:** washing station, service delivery, sustainable operation, Rwanda

## 1. Introduction

Sustainable services are privileged worldwide, as far as service delivery and business sustainability are concerned in Europe. Hananel (2019) states that *“many studies show that companies that commit to sustainability are financially outperforming their competitors.”* Offering sustainable products and services could be the next step for large and small firms or businesses. Today, only 33% of all SMEs within the European Union offer *“sustainable products or services while the market demands in all sectors”* he also confirms that *“environment awareness has been rising steadily in Europe, both within companies and among citizens.”* According to a poll, *“94% of Europeans think protecting the environment is important. Citizens and companies are well aware of environmental threats, particularly plastic waste, climate change, energy use, water use, material waste and other threats to biodiversity.”* Hananel (2019) add that following workshops offered by public bodies and public or private labels in most European Union countries, small business can extend their offer with environmentally friendly products and services, while large firms can build a new market with resources efficient, eco-designed products.

As far as service delivery and sustainability are concerned in the USA, Toyota (2017) stated that in 2015, *“research has proven that people were preferring even to pay more for sustainable services and goods, the survey found that nearly three out of four respondents were willing to pay between 10% and 25% more for sustainable products and services.”*

Most sustainable service delivery companies have more growth than those that are not sustainable. This is highlighted as follows: *“these companies enjoy remarkable share price growth of 29% in 2017 to 22% for the ones offering unsustainable services and goods.”* He adds, *“society in the USA demands that private and public companies serve a social purpose. To prosper over time, every company must deliver financial performance and show how it contributes positively to society.”* Companies must benefit from all their stakeholders, employees, customers and the community in which they operate.

In East Africa and countries like Kenya, measures have been taken to direct service delivery toward sustainability. Andal-Ancion (2003) shows that the government of Kenya has started creating an environment in which business can align their service with sustainability activities with nationally identified priorities and has actively engaged in setting the framework for implementation through policy standards and legislation. The government will also continue to empower local business operations while offering them new, near-complete autonomy in creating locally relevant approaches, initiatives, and operations. They will also speed up efforts to assist development organisations and regional companies in adopting professional approaches to their impact, aligning their

strategies toward sustainable development, setting commitments and targets, and measuring and reporting performance. Therefore, the government has proposed a structure that will assist new and existing companies develop economically viable businesses in the long run.

In Rwanda, service delivery has been mandated by RGB (Rwanda Governance Board). According to RGB, improved service delivery is not only expected to increase profitability and attract investment to boost the county's economy, but it is also a strong principle to ensure that citizens' rights to different services are respected. Concerning sustainability, Avesani (2020) asserts that environmental consciousness and sustainability have become priorities among the general population of resources in a bid to enhance a balanced environment. Service delivery, which does not respect sustainability, can affect different people's association with the business. Concerning business owners, sustainability implies profit for the business. Drucker (2018) said that *"a successful business is the one that makes an acceptable profit now and in future."* In addition to that, Deming, W.E. added that the success of small firms or businesses requires delighting customers. Thus, the same business fails due to not delivering delightful customer service. Beaver (2003) states that having poor communication skills with employees and customers appears to be a marker for failure.

Concerning customers and the community in general, business owners should deliver their service aiming at a profit without forgetting the welfare of people and the environment. Sustainability implies not only profit but also people and the environment. In this framework, business owners should be encouraged to deliver sustainable services.

Therefore, it is clear that delivering unsustainable services and products can have adverse effects in different ways. Businessmen can lose their customers, resulting in their failure to do business. This can also damage the health of customers, workers, the community and the environment. Bharadway *et al.* (2013) argues that businesses today may adopt technology without a long-term integration strategy, which could eventually affect sustainable profits and employee retention. Poor environmental processes create excessive waste and depend on resources that cannot be replenished, and bad business practices waste potential revenue and burn out a company's resources.

Improvement of service delivery towards sustainability is much needed. When service delivery is linked with sustainability, there is more chance for business improvement. To increase or attract talented workers, businesses need to link sustainable services to social integrity and target. Understandably, people run businesses in order to make a profit. The source of that benefit is the business customers. In contrast, a business may fail due to factors such as poor customer service delivery. Therefore, this research aims to study the role of service delivery in the sustainability of SMEs. According to Investopedia, sustainability consists of meeting the needs of the present without compromising the ability of future generations to meet their needs. Therefore, sustainability benefits different parties, including business owners, employees, customers, the community, and the environment.

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

Service delivery can impact on the success or failure of an enterprise. Significantly, excellent service delivery may also influence business sustainability. Sustainability implies equitable consideration of profit, people and the environment while running a business. On the other hand, poor and mediocre service delivery may cause a business to fail. This is because there can be some problematic cases where some businesses are started, and after a comparatively short time, their activities stop, and their service is lost. Other enterprises can prosper and grow from a lower category to a higher one, whereas they accumulate their profit without considering the welfare of people and the environment.

## **1.3. Purpose of the Study**

This research aims to investigate service delivery's contribution in boosting enterprises' sustainability. It is in this framework that general and specific objectives guide it.

## **1.4. Research Objectives**

Specifically, this study is intended to accomplish the following objectives:

- 1) To establish the level of service delivered to coffee farmers,
- 2) To examine the contribution of service delivery on coffee firm sustainability,
- 3) To find out the challenges faced by coffee farmers in terms of service delivered by the coffee firm,
- 4) To propose strategies to enhance service delivery towards firm sustainability.

## **1.5. Research Questions**

This research is to be carried out to answer the following questions:

- 1) What is the level of service delivered to coffee farmers?
- 2) What is the contribution of service delivery to the sustainability of coffee firms?
- 3) What are the challenges coffee farmers face regarding service delivered by coffee firms?
- 4) What are strategies to enhance service delivery towards firm sustainability?

## **1.6. Significance of the Study**

The fulfilment of this study is helpful to different people who are grouped into three categories of interest

### **1.6.1 Social Interest**

Entrepreneurs will benefit from this study because they will be provided with good literature to help them run their businesses sustainably. Society as a whole will benefit from this research because they will be delivered good service as a result. Additionally, customers' knowledge and perception about service delivery will be increased by the fulfilment of this study.

### **1.6.2 Scientific Interest**

This research will benefit researchers in domains related to entrepreneurship, economics, business studies, etc., and can be a source of reference for other academic researchers.

### **1.7 Scope of the Study**

The scope of this study is to be delimited geographically, content-wise, and time-wise. Geographically, this research is limited to the Rusizi district and the Gashonga sector. As we cannot cover all firms in the district, the researchers have chosen Gashonga Coffee Factory, a coffee washing station based in Rusayo cell, Gashonga sector, Rusizi district.

Concerning the content, service delivery and business sustainability involve many factors that cannot be covered in one study. In this framework, we have set the objectives to investigate the impact of service delivery on business sustainability, focusing on the people who will receive the service, i.e., customers' appreciation and perception.

The time scope is three years, ranging from 2019 up to 2022.

## **2. Theoretical Review**

### **2.1 Factors of Service Delivery**

Johnston and Graham (2008) highlight that the delivery of a service typically requires six factors:

- a) Service provider (workers and managers),
- b) Equipment used to provide the service (e.g. vehicles, cash registers, technical systems, computer systems, etc.),
- c) Physical facilities (e.g. buildings, parking, waiting rooms, etc),
- d) Service consumer,
- e) Other customers at the service delivery location,
- f) Customer contact.

It is added that service delivery requires the service encounter, which is defined as all activities involved in the service delivery process. Some service managers use the term "*moment of truth*" to indicate that point in a service encounter where interactions are most intense (Johnston & Graham, 2008).

### **2.1 Level of Service Delivery by Coffee Farmers**

Coffee farmers told us what they think about a brand, company, or its offerings. It can be positive or negative feelings, perceptions, inhibitions, predispositions, expectations or experiences that a customer has (Bhasin, 2017). Perceptions of service are a complex series of judgments formed during or at the end of the experience (Williams & Buswell, 2003).

### **2.2 Customer Service Quality Measurement**

Parasuraman, Zeithalm, and Berry (1985) developed the customer service gap model, a gap method in service quality measurement that aims to identify the gaps between customer expectations and the actual services provided at different stages of service

delivery, close the gaps, and improve customer service. This model identifies five different gaps in delivering quality service.

The customer gap is the gap between customer expectations and perceptions level, and the customer gap is the difference between customer expectations and perceptions. Customer expectation is what the customer expects according to available resources and is influenced by cultural background, family lifestyle, personality, demographics, advertising, experience with similar products, information, etc. Customer perception is totally subjective and is based on the customer's interaction with the product or service. Perception is derived from the customer's satisfaction with the specific product or service and the quality of service delivery. In an ideal world, the customer's expectation would be almost identical to the customer's perception. Therefore, in a customer-oriented strategy, delivering a quality service for a specific product should be based on a clear understanding of the target market. Understanding customer needs and expectations could be the best way to close the gap.

The knowledge gap is the difference between consumer expectations and management perceptions. It is the difference between the customer's expectations of the service and the company's service provision. In this case, managers are not aware of or have not interpreted the customer's expectations concerning the company's services or products.

Comprehensive market research will be required to close the gap between the consumer's expectations for service and management's perception of service delivery.

### 2.3 Barriers to Customer Service Delivery

- **Indifference:** How a customer service agent approaches a client and his/her attitude toward the client is significant. It may seem that some technical aspects of how support is being offered have a more significant impact
- **Lack of commitment:** A lot of the time, a customer's issue requires a follow-up. There may be some cases in which a customer service agent and a company do not have the necessary commitment to lead the customer to the end and ensure that his problem is solved and the customer is satisfied. According to Bell *et al.* (2002), poor teamwork may also happen when the customer is served perfectly well during the first interaction. However, when his issue is escalated to another person or he gets in touch with another team member during a second interaction, he experiences disappointment. The need to explain the issue a second or third time, or sometimes different answers to different interpretations of the company policy given by agents, can greatly diminish customer experience. Ensure that your team is strong and gives consistent experience to the customer. All team members should cooperate, and every chain link should support the next one.
- **Overworking:** A few customers declare that whenever they contact support, their problem is often interpreted to be larger than it is. Overworking the problem can be as damaging as underworking it. Good knowledge of the product or service, attention to the customer's explanation of the issue and some degree of

intuitiveness will help the agent see the real scope of the problem and give the fastest and the most straightforward solution (Katho & Butler, 2010).

- **Scripted communication:** Customers desire authenticity and dislike overly scripted service. Unfortunately, many companies deviate into scripted communication with their clients. Partly, this happens because it is easier for companies like this. It also happens because companies do not trust the discretion of their employees to sort out the client's problem, so they give them canned responses to send to customers. According to Lebed (2015), if there is a lack of customer personal data or insufficient use of it, customers find it essential that the company has access to their previous transaction history and their personal details. Not collecting and not using any customer information is equally damaging to how customers perceive your support. Make sure that you are asking your customers only the needed information and that you are using it to the maximum to provide better service to them.
- **Delayed response:** Nobody likes waiting. Long hold times are among the most frequent causes of customer complaints and dissatisfaction. This seems like the easiest thing to fix. However, many companies still overlook this vital aspect of exemplary service as a fast reaction to a customer service request.

## 2.4 Key Elements of Service Delivery System

- **Employee engagement:** It includes employee attitude activities, purpose-driven leadership and Human Resources processes. Even the best-designed processes and systems will only be effective if they are carried out by people with higher engagement (Wilkinson & Grimsrud, 2020).
- Engagement is the moderator between the design and the execution of the service excellence model
- **Service quality:** It includes strategies, processes and performance management systems. The strategy and process design are fundamental to the design of the overall service management model. Helping clients fulfil their mission and pursuing their organizational purpose must be the foundation of any service provider partnership (Seyitoğlu, & Ivanov, 2020).
- **Customer experience:** It includes elements of customer intelligence, account management and continuous improvements. Perception is king, and constantly evaluating how both customers and end-users perceive service delivery is essential for continuous collaboration. Successful service delivery works on the basis that the customer is a part of the creation and delivery of the service and then designs processes built on that philosophy – this is called co-creation.

## 2.5 Service Delivery Strategies

Identify business and commodity services required by business units. This consists of meeting the leaders of the marketing, sales, finance, and other critical business units to understand the business, the competitive marketplace, and the specific services each

business unit needs to achieve its objectives  
(<https://www.cleverism.com/lexicon/business-unit/>).

- **Develop an enterprise list of business services:** this is about developing a consolidated list of all the business services required for each business unit, including their priority and understanding the value of the business service provided (Crane *et al.*, 2022).
- **Continuous improvement:** Every successful executive knows that implementing a continuous improvement program is innovative and excellent for improving performance. Michael and Peterson (2022) show that evaluating the service level regularly allows all the key stakeholders, IT service owners, business owners, and business users to participate in a service delivery improvement program.

## 2.6 Characteristics of Sustainable Business

Matthew (2017) suggests that a mature and authentic sustainable business contains six essential characteristics:

Products of service to products of consumption products of service are durable goods routinely leased by the customer made of technical materials. When worn out, they are returned to the manufacturer and re-processed into a new generation of products.

Products of consumption are shorter-lived items made only of biodegradable materials. The detritus organisms break them down after the products lose their usefulness.

This principle requires that we manufacture only these two types of products and necessitates the gradual but continual reductions of products of service and their replacement with products of consumption as technological advancements allow.

Continuous improvement processes inside successful organizations include provisions for constant advancements and upgrades as the company does its business. The continuous monitoring, analysis, redesigning, and implementation process intensifies TTL value production as conditions change and new opportunities emerge.

## 2.7 Challenges and Strategies of Sustainable Service

Miranda (2019), a researcher and a sustainable business consultant, has researched running a small business sustainably. She declares that she is herself a small business owner and attests that running a small business is challenging enough without adding one more thing to it; hence, sustainability brings its own set of challenges, such as not having the money to make the changes that you want, not having enough time to do it all, not having employees who are engaged with your sustainability efforts.

Following the survey Miranda (2019) conducted among business professionals and small business owners, she has identified the most common challenges to small businesses' sustainability and developed strategies for overcoming those obstacles.

The strategy here is to begin with projects that have a good payback. Also, look for rebates and assistance to help you with your projects since many organizations and utilities are available to help small businesses. For example, almost all projects related



to energy efficient lighting will have a good payback since they immediately decrease your energy bill, and many rebates are available. This helps free up some money and demonstrate the business case for sustainability initiatives, which can help secure additional funding for future projects.

Miranda (2019) states that there are actually three strategies that you can use here to address challenges related to the time of change. First, focus on your top priorities. You cannot do everything at once, so you must clearly establish your priorities and focus on those first; everything else will have to wait. Identify initiatives that are aligned with your overall business goals, have a significant impact, and have a good payback and prioritize those. Second, build a team. Miranda (2019) also implies a lack of knowledge about business sustainability.

It would be best to stay up-to-date with online developments; you will also get regular access to someone who can help you- you do not have to do this alone (Rana & Parves, 2011). Cultural challenges usually become evident when only a minority of individuals at a company are thinking about sustainability. You can take a three-pronged approach to addressing this. First, getting buy-in from management is critical because it will allow rank-and-file employees to feel that they have support from above. Second, you must expand sustainability beyond just one department to be a company-wide endeavour. This will also help with employee engagement. Lastly, education is critical. Providing sustainability training to employees can make a significant difference. Culture change is slow, but educating and engaging employees will move you in the right direction.

Some businesses choose to share their targets publicly, while others might share updates about changes that they have been making. In either case, you will want to be authentic (Dey, 2020).

### **3. Research Methodology**

#### **3.1. Research Approaches and Design**

This research consists of both qualitative and quantitative approaches. A qualitative approach was used to describe and interpret data. Some questions need to be investigated, and some objectives must be achieved during this research process. Then, a qualitative approach was used to discuss the findings. In addition, a quantitative approach will be used to analyze the data in terms of numbers and frequencies.

Concerning the design, this study used a descriptive survey, which involves asking questions in the form of a questionnaire to different groups of individuals. This design is suitable for this research because it is used in the framework to find answers to research questions.

#### **3.2. Target Population**

The target population is the population that the researcher used to generalize the study's findings (Muganda, 2003). In this study, researchers base their study on the coffee firm

in Rusizi district. We chose one enterprise known as Gashonga Coffee Factory, a coffee washing and drying station located in Rusayo cell, Gashonga sector. The target population consists of 330. The target population was divided into factory workers and coffee farmers. The factory working staff consisted of 80 people, and the coffee farmers were 250 people.

**Table 1: Targeted Population Distribution**

Participant categories	Number	Percentage
Working staff	80	24.24%
Coffee formers	250	75.76%
<b>Total</b>	<b>330</b>	<b>100%</b>

**Source:** Primary data, July 2022.

### 3.3. Sampling Procedures

Sampling is a method that allows researchers to infer information about a population based on results from a subset of the information without having to investigate every individual. Barratt, H. (2009). In this research, the probability (random) sampling technique has been chosen because, in this way, a researcher starts with a complete sampling frame of all eligible individuals from which the sample is selected. Then, all eligible individuals will have a chance of being chosen for the sample.

There are different types of random sampling. Here, we used random sampling because all populations could provide the information the researcher needed. A stratified sampling method was applied. Barratt, H. (2009) highlights that in this method, the population was first divided into subgroups (or strata) that all share a similar characteristic. In this research, the stratified sampling consisted of two groups of people, making a large group of 330 people. The first group comprised the concerned enterprise working staff (80 people), and the second group comprised the coffee farmers neighbouring the coffee washing station (250 farmers belonging to the station's zoning area). The formula used to calculate the sample was based on Solvin's (1960) formula, which is  $n = N / (1 + Ne^2)$ . The formula is well explained in the sample size subchapter.

### 3.4. Sample Size

Since the target population cannot be contacted, researchers must find a smaller, manageable number of respondents or sample size that was selected from the target population. A stratified sampling method has been chosen for this research, and a stratified random sample is to be calculated. To arrive at the sample size of this research, the researchers advocated a proportionate stratification approach.

Solvin's formula asserts that *"with proportionate stratification, the sample size of each stratum is proportionate to the population size of the stratum. The following equation determines strata sample sizes"*.

$$n = N / (1 + Ne^2)$$

$$n = 330/ 1 + 330(0.1)^2$$

$$n = 330/ 1 + 330(0.01)$$

$$n = 330/4.3$$

$$n = 76 \text{ population}$$

Muganda (2003) proposes that the total sample size should be at least 10% of the total population when the population sampled is relatively large and 30% for a relatively more minor population, depending on the time resources available for the research. In this research, the total sample size was 10%. Therefore, taking into consideration the number of people in each group of the target population (the factory working staff, i.e. 80 people; farmers, i.e. 250 people), the formula is applied as follows:

The sample size for the factory workers is  $(80/330) * 76 = 18$ . The sample size for the farmers is  $(250/330) * 76 = 58$ . Therefore, the total sample size is 76 people.

**Table 2: Sample Size from the Population**

Participant categories	Number of sample size	Percentage
Working staff	18	23.6%
Coffee farmers	58	76.3%
<b>Total</b>	<b>76</b>	<b>99.9%</b>

Source: Primary data, July 2022.

### 3.5. Data Collection Process

Two categories of data will be collected in this research: literature from different authors and information from research respondents. For the literature review, we proceeded with books and online documentation. Concerning the information from respondents, the researchers preferred using a questionnaire as a research instrument and interview guide. They introduce themselves and present the letter requesting permission to obtain information from the administrative staff. After being welcomed into the mentioned enterprise, they presented the questionnaires to their respective respondents and guided them in filling in the questionnaires appropriately.

### 3.7. Data Analysis

The data were analyzed using SPSS, which presented data in mean, standard deviation, frequency table, and equivalent percentage on interview data. Data analysis involves different steps, such as editing, coding, and classification. After collecting the data, editing will follow through, and the data is to be reviewed to check for its completeness and consistency and detect errors to correct them. Since data is collected, coding will be needed to refine and organize it before analyzing it. Short phrases are to be used as the codes to describe different categories of collected information. Then, in evaluating the data, the researchers will assign percentages to the given codes to draw inferences. Concerning classification, it was used to group data under various homogenous groups. In this respect, the data in this research will come from 4 different classes: the business

office staff, manpower workers, coffee farmers and coffee sellers. Then, classified data was arranged in tables in order to calculate percentages. Tabulation and frequency percentages were used to draw frequency distribution tables.

#### 4. Presentation, Analysis and Discussion of Findings

##### 4.1 Level of Service Delivery by Coffee Farmers

Service is being done to serve and satisfy both service providers on gathering live hood and, on the other hand, service consumers who came as a user of service; therefore, the data obtained on the perception of service delivery by service beneficiaries or to customers of the business where customer express their attitude to word the service, they get from Gashonga Coffee. The level of service delivered to the coffee farmer is indicated by mean where the mean range is 1 to 2.0 is lower, 2.0 to 2.50 is low, 2.50 to 3.0 is high, and 3.0 to 3.50 is higher.

**Table 5:** Level of Service Delivered to Coffee Farmer

	N	Mean	Std. Deviation
The business satisfies (meets with) our expectations.	76	2.27	1.18
My firm engages in the delivery process.	76	2.13	.914
The firm infrastructure favours the customer to work with the firm.	76	2.91	.278
My firm engages me in service delivery and plays many roles in different activities.	76	2.00	1.166
I always use the service of this business.	76	2.55	.900
My business collaborates with us through communicating and visiting us on the fly.	76	2.57	1.226
I easily access the firm's financial documents as a way to ensure our working security.	76	1.99	1.216
Different platforms of the firm help us to share every information and experience.	76	2.09	1.073
Valid N (listwise)	76		

**Source:** Primary data, July 2022.

Table 5 shows the mean values for scores of perceptions of service delivery on service beneficiaries. The respondents showed that the business satisfied (met with) our expectations were low (Mean = 2.27, SD = 1.18). My firm's delivery process was low (Mean = 2.13, SD = .914). The firm infrastructure favours the customer to work with a firm ranked high (Mean = 2.91, SD = .278). My firm engaged me in service delivery, and playing my part in different activities was ranked low (Mean = 2.00, SD = 1.166). I always use this business service, which is high (Mean = 2.55, SD = .900). My business collaborates with us through communicating and visiting us on flies ranked (Mean = 2.57, SD = 1.226). I

quickly accessed the firm's financial documents as a way to ensure our working security was low (Mean = 1.99, SD = .1.216). Different firms' platforms help us share information, and the experience was low (Mean = 2.09, SD = 1.073). Those data imply that most of the respondents show a low mean. This shows that firms still have many things to work on to improve their levels of service delivery to their customers.

#### 4.2 Contribution of Services Delivery on Firm Sustainability

The firm or business's survival depends on its contribution to society. The service the business provides encourages customers to work with it. This leads the researcher to discover what Gashonga Coffee contributes to its customers.

**Table 6:** Contribution of Service Delivery

Model	Beta	P-value (sig)	Partial
The facilities at my firm help me to increase my welfare.	.521	.000	.521
The firm's seminars will help us keep an open mind and become more creative and innovative in our operation.	.519	.000	.529
Getting a firm in our local area has increased the infrastructure in our region.	.226	.003	.250
The firm arrangement improves social welfare.	-.282	.002	-.351
The firm contributes to social activities to improve living standards like umuganda and other programs.	-.230	.002	-.269
Cooperation between firms and local firms will help us get different training and link us with other firms.	.285	.001	.386
Our firm increases employment opportunities in our local area.	.388	.000	.453
The exploitation of our product makes my work to be productive.	.278	.005	.324

**Source:** Primary data, July 2022.

Table 6 indicates that the results of the facilities at my firm help me to increase my welfare  $\beta = .521$ , p-value = .000. The seminars planned by the firm help us to get an open mind and become more creative and innovative in our operation  $\beta = .519$ , p-value .000. To get firm in our local area has increased infrastructure in our region  $\beta = .226$ , p-value .000; the firm arrangement improves social welfare  $\beta = -.282$ , p-value = .002; The firm contributes to social activities to improve the standard of living like umuganda and other programs  $\beta = -.230$ , p-value 002; corporation of firm and local formers help us to get different training and link us with other formers  $\beta = -.285$ , p-value .001; our firm increase employment opportunity in our local area  $\beta = .388$ , p-value .000; the exploitation of our product makes my work to be productive  $\beta = .278$ , p-value = .005; this indicates that the mean 6.33 and the standard deviation .973; the point that we get from this respondent shows that there is a relationship between those items that improve the quality of life to mean that business contribution to world society is essential. Their contribution plays a lot to their client according to what respondent say they need more to contribute as to improve their working condition in their daily life.

### 4.3 Strategies to Enhance Service Delivery to Firm Sustainability

The firm must set proper and strong strategies that guide their work and improve their performance level of implementation. In the case of Gashonga Coffee, the following table represents a specific strategy formulated for the implementation of service delivery to their customer who needs to be served day by day and at the right time.

**Table 7: Strategies to Enhance Service Delivery**

Model	Beta	P value (sig)
The service delivery is attractive in our region.	.114	.000
The firm gives us different kinds of motivation as to keep relationships with their customer and attract new ones.	.226	.003
The firm receives our complaints immediately and verbally as a way of improving customer care.	.443	.000
The provision of branches can improve the service provided by our firm.	.254	.004
Increasing the firm's equipment can help business to reach everywhere.	.381	.000
The firm provides enough training to their workers.	.548	.000
My firm organizes fieldwork to visit the stakeholder in their firms.	.285	.001

Source: Primary data, July 2022.

Table 7 shows that the results of the service delivery are attractive in our region  $\beta = .114$ , p-value = .000; the firm gives us different kinds of motivation to keep relationships with their customer and attract new ones  $\beta = -.226$ , p-value .003; the firm receive our complaining immediately and verbally as the way of improving customer care  $\beta = .443$ , p-value .000; provision of branches can improve service provided by our firm  $\beta = -.254$ , p-value = .004; increasing the firm's equipment can help business to reach everywhere  $\beta = -.381$ , p-value 000; the firm provide enough training to their works  $\beta = -.548$ , p-value .000; my firm organize fieldwork to visit their stakeholder in their firms  $\beta = .285$ , p-value = .001; as the table shows the strategies to enhance firm sustainability can bust their working performance and make their firm to sustain in their operation and make their customer stay therefore those strategies when it became implemented it can be the way of success.

### 4.4 Challenges to Service Delivery in the Firm

Some challenges were asked to identify hindrances or obstacles that customers of this firm pass through at some point and how to move on even if they occur. Pearson Product Moment correlation was computed, and the table below summarises the correlation coefficient and the coefficient determination on challenges of service delivery and firm sustainability.

**Table 8: Challenges to Service Delivery in the Firm**

Correlation	R	R <sup>2</sup>	P
I take a long time (distance) to reach the firm headquarters.	.336	0.112	.003
Sometimes, businesses delay paying the farms.	.730	0.518	.000
The firm uses different platforms that are easily accessible for every farmer who works with them.	.251	.063	.029
The business has enough tools to reach everywhere.	.361	.130	.001
I always communicate with the firm when there are some difficulties and get a response at the right time.	.313	.097	.006
It is not easy for the illiterate to communicate with the firm.	.568	.322	.000
The firm delayed responding to customers' complaints.	.491	.244	.000
Poor workers' qualifications hinder the development of our firm.	.537	.288	.000

Source: Primary data, July 2022.

The table shows us that there is a relationship between different items that are being compared in my study, where we have found that challenges that can occur in business and strategies that can be measured as the way to improve the working conditions and as a cure of the challenges, there is the relationship between distance to reach on the firm headquarter (R = .336, P = .003) The coefficient of determination (R<sup>2</sup> = .112) revealed that 11.2% and provision of branches can improve service provided by our firm. My firm organizes fieldwork to visit their stakeholder in their firms correlate with Business has enough tools to reach everywhere ranked on (R= .361, P = .001) the coefficient of determination (R<sup>2</sup> = .130) revealed that 13.0%. My firm provides enough training for their work (R = .537, P = .000); the coefficient of determination (R<sup>2</sup> = .288) ranked by 28.8%. The firm receives our complaints immediately and verbally as a way of improving customer care; the coefficient of determination (R<sup>2</sup> = .244) ranked by 24.4% (R = .491, P = .000). The service delivery is attractive in our region (R = .313, P = .006), The coefficient of determination (R<sup>2</sup> = .097) ranked by 9.7%. The firm gives us different kinds of motivation to keep a relationship with their customer and attract new ones (R = .251, P = .029); the coefficient of determination (R<sup>2</sup> = .063) ranked by 6.3%. This implies that different strategies that business provides to their business by using these strategies can handle those challenges to improve their working condition and make their service successful.

#### 4.2.1. Services Appreciation

Managers show that according to service appreciation, their customers reveal their level of appreciation for the services provided by the factory. This shows that customers have different attitudes toward their satisfaction and appreciation.

The participant shows that businesses work as best as possible to improve their factory service delivery to sustain and attract different customers. The participant also tells the researcher that most of their customers agree that the service there is excellent.

#### 4.2.2. Complain Channels

To measure the way customers, show their dissatisfaction, the customers were found to use different channels. She said that some of their customers complain verbally, others contact the manager, and they also use letters to show their dissatisfaction. All of this is a different channel of complaining that businesses receive. To clarify this, the respondent tells us that after receiving this complaint through those channels, what they do is to make direct responses to their customers as a way of maintaining their customers.

#### 4.2.3 Customers and Factory Partnership

The researcher asked why they kept their partnership as factory customers, and they provided the following information: most of the farmers highlighted that the partnership was based on their belonging to the factory's zoning. Also, our customer confirmed that the service is attractive. Finally, some farmers declared their partnership with the factory.

### 5. Discussion of Findings

The study revealed that Gashonga Coffee customers are aware of their rights. The factory office staff showed that their customers present their complaints whenever a problem arises. The predominant complaint is about the delay in payment. Since coffee farmers and merchants are paid monthly, the business satisfied (met) our low expectations (Mean = 2.27, SD = 1.18). My firm engagement in delivering was low (Mean = 2.13, SD = .914).

According to Prendeville, S., Bocken, N. (2017), achieving a more sustainable society is a systems problem where the economy, society, and environment are all interdependent. The primary shortcoming of existing sustainability measurement techniques is the lack of a systems perspective. The service delivery is attractive in our region ( $R = .313$ ,  $P = .006$ ), and the coefficient of determination ( $R^2 = .097$ ) is ranked at 9.7%. The firm gives us different kinds of motivation to keep relationships with their customer and attract new ones ( $R = .251$ ,  $P = .029$ ), and the coefficient of determination ( $R^2 = .063$ ) ranked by 6.3%.

For John, P. *et al.* (2014), service delivery is measuring, disclosing, and being accountable for organizational performance while working towards sustainable development. Concerning service delivery and business sustainability, the factory officers focused on their business and survived up to the moment due to their service delivery quality. My firm's facilities help me increase my welfare  $\beta = .521$ ,  $p\text{-value} = .000$ ; The seminars planned by the firm help us to get an open mind and become more creative and innovative in our operation  $\beta = -.519$ ,  $p\text{-value} = .000$

For service delivery strategies towards sustainability, the factory officers said that people's lives and environment are protected, and service delivery is attractive in our region  $\beta = .114$ ,  $p\text{-value} = .000$ . There is a severe growth opportunity in this sector, and companies are looking for varied skill sets to meet their needs around sustainability to design and implement a successful sustainability strategy (Mariadoss *et al.*, 2011).



## 6. Conclusion and Recommendations

This research entitled “Examining the nexus between service delivery on firm sustainability. Case study of Gashonga coffee, Period of 2019-2022” covered four specific objectives: assessing the perceptions of customers towards service delivery, the contributions of service delivery on firm sustainability of SMEs, and investigating the challenges and strategies to enhance service delivery towards firm sustainability.

Concerning the level of service delivery by beneficiaries, it was found that whenever there is dissatisfaction with service delivery, beneficiaries do not keep quiet. The business satisfies (meets with) our low expectations (Mean = 2.27, SD = 1.18). My firm's engagement in the delivery process was low (Mean = 2.13, SD = .914). Therefore, it is concluded that service beneficiaries are aware of their rights because whenever they are unsatisfied with the service, they raise their concerns and discuss their problems.

Regarding the contribution between service delivery and business sustainability, it can be concluded that service delivery affects business sustainability. This is because, among the factory workers and customers, some respondents confirmed that their partnership is sustained by the service offered. The firm contributes to social activities to improve living standards like umuganda and other programs  $\beta = -.230$ , p-value 002. To illustrate, these respondents asserted that the service they are offered is attractive, and the factory workers declared that they are retained by the excellent care and advantage they gain from their job. Our firm increases employment opportunities in our local area  $\beta = .388$ , p-value .000.

As for challenges to exemplary service delivery, the prevalent problem was found to be the delay of payment of the factory customers (coffee farmers and sellers). Our respondent confirmed there is a delay in their product payment. From this challenge as the way to handle and work well, they put measures like visiting their stakeholders and increasing branches and equipment. This can help their customer as well.

Coffee drying factories should find all means to pay their customers on time and ensure their customers' satisfaction as stakeholders.

Coffee drying factories should invest enough money to ensure that they can afford the yields from coffee farmers and reach them everywhere.

Coffee-drying factories should set their strategies to increase the quality of service delivery that fits the sustainability of their specific businesses and the welfare of their stakeholders. The study recommends that NAEB work with the Private Sector Federation (PSF) and SMEs in order to reinforce sustainable policies in service delivery, provide subsidies to farmers to improve their activities and yield produced, train farmers and industry owners in order to make good corporation among them, provide market for them either internally or externally market as the motivation and exploitation of their work, attract investors who make the development of this sector.

### Conflict of Interest Statement

The authors declare no conflicts of interest.

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