



International Journal of Research Publication and Reviews

Journal Homepage: www.ijrpr.com ISSN 2582-7421

Influence of Service Quality on Customer Satisfaction at Seven-Up Bottling Company Tanzania Limited, Mbeya Branch

Geophrey Kayanda

Department of Business Studies; University of Iringa
kayanda444@gmail.com

ABSTRACT

This study examined the influence of service quality on customer satisfaction at Seven-Up Bottling Company Tanzania Limited Mbeya Branch. The study was guided by Expectation Confirmation Theory and adopted a quantitative research approach using a descriptive research design. Data were collected from 384 customers, of whom 356 successfully responded, representing a response rate of 92.7%. Primary data were collected through structured questionnaires using a five-point Likert scale, focusing on six dimensions of service quality: consistency and dependability of service delivery, efficiency of service provision, staff professional competence, fulfilment of service commitments, clarity of service procedures and staff courtesy. Data were analysed using descriptive statistics, including frequencies, percentages, means and standard deviations. The findings revealed that customers generally perceived the service quality of Seven-Up Bottling Company Tanzania Limited Mbeya Branch positively, with an overall mean score of 4.02. Staff courtesy and respectful conduct recorded the highest mean score of 4.17 (SD = 0.86), followed by consistency and dependability of service delivery at 4.06 (SD = 0.89) and staff professional competence at 4.05 (SD = 0.91). Fulfilment of service commitments recorded a mean of 3.99 (SD = 0.95), while service efficiency and clarity of service procedures recorded comparatively lower means of 3.94 (SD = 0.97) and 3.90 (SD = 1.02), respectively. The findings indicate that reliable service delivery, professional employee conduct, competence and courteous customer interactions are important aspects of service quality associated with positive customer experiences. However, the comparatively lower ratings for service efficiency and clarity of procedures indicate areas requiring continuous improvement. The study concludes that service quality is an important factor influencing customer satisfaction at the Mbeya Branch and recommends continuous employee training, improvement of service processes, reduction of service delays, clearer communication of service procedures and regular use of customer feedback to strengthen service quality and enhance customer satisfaction.

1.0 Introduction

Customer satisfaction has become a central concern for organisations operating in increasingly competitive markets because customers continuously evaluate whether the products and services they receive meet their expectations. In contemporary business environments, organisations are therefore expected not only to provide products that meet acceptable standards but also to deliver reliable, responsive and professional services throughout the customer experience. Service quality is particularly important because it reflects customers' evaluation of how well an organisation performs in delivering services and interacting with them. When service delivery is consistent, dependable and responsive to customer needs, customers are more likely to develop favourable perceptions of the organisation and report higher levels of satisfaction. Thus, understanding the influence of service quality on customer satisfaction is important for organisations seeking to maintain customer relationships and strengthen their competitive position.

Globally, service quality has received considerable attention in marketing and customer relationship literature because of its close association with customer evaluations of organisational performance. Customers commonly assess service experiences through factors such as reliability, responsiveness, assurance, empathy and the quality of interactions with service providers. Organisations that perform well across these dimensions are more likely to meet customer expectations and create positive service experiences. Conversely, inconsistent service delivery, delayed responses, poor communication and inadequate attention to customer needs may create dissatisfaction and encourage customers to consider alternative providers. The importance of service quality has consequently extended across manufacturing, retail, banking, telecommunications, hospitality and other industries where customer experience forms an important part of organisational competitiveness.

In Africa, the importance of service quality has become increasingly evident as businesses face growing competition, changing consumer expectations and greater customer awareness. Organisations are required to understand not only what customers purchase but also how customers experience the process of obtaining products and services. In this context, service quality provides an important mechanism through which organisations can differentiate themselves from competitors and build stronger customer relationships. Reliable service delivery, timely responses, professional employee behaviour and effective communication can enhance customers' perceptions of value and contribute to satisfaction. However, differences in organisational capabilities, industry characteristics and customer expectations mean that the influence of service quality cannot be assumed to be identical across all

organisational settings. Context-specific research is therefore necessary to establish how customers evaluate service quality and how such evaluations relate to satisfaction.

In Tanzania, service quality has become increasingly important as organisations operating in competitive sectors seek to respond to changing customer expectations and retain their market position. Previous studies have reported challenges relating to service responsiveness, communication, consistency of service delivery and the ability of organisations to address customer needs effectively (Msuya & Mushi, 2021; Mtamike & Magasi, 2021). Such challenges are important because customers' satisfaction is shaped by their actual experiences with an organisation rather than by the availability of products alone. Where service delivery does not correspond with customer expectations, customers may develop negative perceptions that affect their willingness to continue doing business with the organisation. Consequently, examining service quality as a specific determinant of customer satisfaction is important within the Tanzanian business environment.

The issue is particularly relevant to the beverage manufacturing industry, where companies interact with wholesalers, retailers, distributors and final consumers and depend on effective service delivery to support continuous business relationships. In addition to product availability and quality, customers may evaluate beverage companies according to the reliability of deliveries, responsiveness to enquiries, employee professionalism, communication and the consistency of services provided. Seven-Up Bottling Company Tanzania Limited Mbeya Branch operates within this competitive environment and therefore needs to maintain service standards that correspond with customer expectations. The source study identifies service quality as an important CRM component and notes that customers' experiences can be shaped by reliable service delivery, employee competence, professionalism and effective customer interactions.

Despite the recognised importance of service quality, there remains a need for empirical evidence on how it influences customer satisfaction within specific organisational and geographical contexts. Existing studies have examined customer relationship management and satisfaction across different sectors, but relatively limited attention has been given to the relationship between service quality and customer satisfaction at the branch level within Tanzania's beverage manufacturing sector. This creates a contextual gap because customer expectations and perceptions of service delivery differ across industries, organisations and locations. Therefore, examining service quality at Seven-Up Bottling Company Tanzania Limited Mbeya Branch provide evidence on the quality of services experienced by customers is associated with their level of satisfaction.

This study focuses specifically on the influence of service quality on customer satisfaction at Seven-Up Bottling Company Tanzania Limited Mbeya Branch. The study examines service quality as the independent variable and customer satisfaction as the dependent variable by providing a focused assessment of whether the way services are delivered contributes to customers' overall satisfaction. This focus is consistent with the need for organisations to use customer experiences and service performance as a basis for improving their customer-oriented strategies.

2.0 Literature Review

Customer Relationship Management has become an important organizational strategy for developing and maintaining long-term customer relationships and enhancing customer satisfaction. In competitive business environments, organisations are increasingly required to understand customer expectations, respond effectively to customer concerns and create value that encourages continued customer engagement. Existing literature suggests that effective Customer Relationship Management strengthen customer satisfaction and loyalty by improving the quality of interactions between organizations and their customers.

This review examines theoretical and empirical literature relating to the relationship between Customer Relationship Management and customer satisfaction, with particular attention to service quality, complaint handling and loyalty programmes. It also considers evidence from Global, African and Tanzanian contexts to identify areas of agreement, inconsistency and gaps in existing knowledge. The review provides the theoretical and empirical basis for examining the influence of Customer Relationship Management on customer satisfaction at Seven-Up Bottling Company Tanzania Limited Mbeya Branch.

2.1 Theoretical Literature Review

Expectation Confirmation Theory (ECT) provides a strong theoretical foundation for examining the influence of service quality on customer satisfaction. The theory, developed by Oliver (1980), proposes that satisfaction results from customers comparing their prior expectations with their actual experiences of a product or service. When perceived service performance meets or exceeds expectations, customers are likely to experience satisfaction, whereas performance below expectations may result in dissatisfaction. In the context of Seven-Up Bottling Company Tanzania Limited Mbeya Branch, the theory suggests that customers assess service quality through their experiences of reliability, responsiveness, employee competence, consistency and fulfilment of service commitments. ECT is relevant to this study because it explains how differences between expected and experienced service quality shape customers' overall satisfaction. This theoretical position is also consistent with the SERVQUAL perspective, which conceptualises service quality through dimensions including reliability, responsiveness, assurance, empathy and tangibility.

2.2 Empirical Literature Review

Empirical studies generally indicate that service quality has a positive influence on customer satisfaction. Bin-Nashwan and Hassan (2020) found that higher service quality significantly improved customer satisfaction and repeat-purchase intentions, while Hassan et al. (2021) reported a direct and

significant positive relationship between service quality and both customer satisfaction and loyalty. Similarly, Akinyemi and Adeoye (2020) found that consistent and dependable service delivery significantly enhanced customer satisfaction. Wilden and Gudergan (2021) further demonstrated that strategic investment in service quality improved customer satisfaction and organisational competitiveness. These findings collectively suggest that reliability, consistency and effective service delivery are important factors in shaping positive customer evaluations.

Evidence from Tanzania also supports the positive relationship between service quality and customer satisfaction. Msuya and Mushi (2021) found that responsiveness and reliability significantly influence customer satisfaction, while Temba and Sanga (2023) reported that service-quality dimensions significantly contribute to improved customer satisfaction. These findings are particularly relevant to the present study because they demonstrate that customers' evaluations of service performance are important determinants of satisfaction within the Tanzanian context. The studies reviewed mainly focused on general service organisations, banking, insurance and other sectors rather than the beverage manufacturing industry and specifically Seven-Up Bottling Company Tanzania Limited Mbeya Branch. This contextual limitation provides justification for examining the influence of service quality on customer satisfaction in the selected branch.

3.0 Methodology

The study adopted a quantitative research approach and a descriptive research design to assess the influence of service quality on customer satisfaction at Seven-Up Bottling Company Tanzania Limited Mbeya Branch. The study targeted customers of the company including regular, long-term and new customers because they directly experience the company's service delivery. A sample of 384 respondents was determined using Cochran's formula for an unknown or large population and respondents were selected through stratified random sampling to ensure representation of different customer categories. Primary data were collected using a structured questionnaire with a five-point Likert scale, focusing specifically on service quality indicators such as consistency of delivery, efficiency, staff competence, fulfilment of commitments, clarity of procedures and courteous conduct together with measures of customer satisfaction. The collected data were analysed using IBM SPSS Statistics version 26, employing frequencies, percentages, means and standard deviations to summarise respondents' perceptions and assess the pattern of service quality and customer satisfaction. The questionnaire was subjected to expert review and pilot testing to enhance validity, while reliability was assessed using Cronbach's Alpha, with a coefficient of 0.70 or above considered acceptable. Ethical principles, including informed consent, voluntary participation, confidentiality and anonymity, were observed throughout the study.

4.0 Results and Discussion

The findings revealed that customers generally perceived the service quality of Seven-Up Bottling Company Tanzania Limited Mbeya Branch positively, with an overall mean score of 4.02. The six indicators assessed were consistency and dependability of service delivery, efficiency of service provision, staff professional competence, fulfilment of service commitments, clarity of service procedures and staff courtesy. Among these indicators, staff courtesy and respectful conduct recorded the highest mean of 4.17 (SD = 0.86), indicating that customers highly appreciated employees' professional and respectful interactions. This was followed by consistency and dependability of service delivery at 4.06 (SD = 0.89) and staff professional competence at 4.05 (SD = 0.91), suggesting that customers generally experienced reliable services and competent employees. Fulfilment of service commitments recorded a mean of 3.99 (SD = 0.95), indicating that the company generally delivers services as promised. The findings therefore demonstrate that reliability, employee competence, professionalism and courteous conduct are important aspects of service quality that contribute to positive customer experiences and satisfaction.

Table 1.1 presents the findings on the influence of service quality on customer satisfaction at Seven-Up Bottling Company Tanzania Limited Mbeya Branch. Service quality was assessed using six indicators, namely consistency and dependability of service delivery, efficiency of service provision, staff professional competence, fulfilment of service commitments, clarity of service procedures and staff courtesy and respectful conduct. The findings show an overall mean score of 4.02, indicating that respondents generally had positive perceptions of the service quality provided by the company.

Table 1.1: Respondents' Perception on Service Quality

No.	Statement	SD	D	N	A	SA	Mean	SD
1	Service delivery is consistent and dependable.	10	18	35	170	123	4.06	0.89
2	Services are provided efficiently with minimal delays.	14	25	40	165	112	3.94	0.97
3	Staff demonstrate professional competence during service provision.	9	20	38	168	121	4.05	0.91
4	Service commitments are fulfilled as promised.	12	22	42	160	120	3.99	0.95
5	Service procedures are clear and facilitate effective service delivery.	15	28	45	158	110	3.90	1.02
6	Staff maintain courteous and respectful conduct toward customers.	8	15	30	160	143	4.17	0.86

Source: Field Data (2026)

Efficiency of service provision recorded a mean of 3.94 (SD = 0.97), while clarity of service procedures recorded the lowest mean of 3.90 (SD = 1.02). Although both scores indicate generally positive perceptions, they suggest that some customers experience delays or require clearer information regarding service procedures and communication. These findings imply that improving service efficiency, reducing delays and simplifying service procedures could further enhance customer satisfaction. The overall mean of 4.02 indicates a generally favourable perception of service quality among customers, supporting the view that dependable service delivery, competent employees, fulfilment of commitments and courteous customer interactions are important in shaping customer satisfaction. The findings demonstrate that maintaining and continuously improving service quality is essential for Seven-Up Bottling Company Tanzania Limited Mbeya Branch to meet customer expectations and strengthen customer satisfaction.

5.0 Summary of the Study

The study established that service quality has a strong and important influence on customer satisfaction at Seven-Up Bottling Company Tanzania Limited Mbeya Branch. The findings showed that customers generally had positive perceptions of the quality of services provided by the company. Customers appreciated the consistency and dependability of service delivery, professional competence of employees, fulfilment of service commitments and courteous and respectful conduct of staff. These aspects indicate that customers value not only the products provided by the company but also the manner in which services are delivered and how employees interact with them. The findings further showed that when customers receive reliable services, experience professional treatment and obtain services as promised they are more likely to develop positive perceptions of the company and remain satisfied. The highest-rated aspect was staff courtesy and respectful conduct while service efficiency and clarity of service procedures received comparatively lower ratings. This suggests that, although the overall level of service quality was favourable, some aspects of service delivery still require continuous improvement. The study confirms that maintaining reliable, efficient, professional and customer-oriented services is important for improving customer experiences and strengthening customer satisfaction at the Mbeya Branch.

6.0 Conclusion of the Study

The study concludes that service quality is an important factor influencing customer satisfaction at Seven-Up Bottling Company Tanzania Limited Mbeya Branch. Customers demonstrated greater satisfaction when they experienced dependable service delivery, competent and courteous employees' consistent services and fulfilment of the company's service commitments. The findings indicate that service quality extends beyond the basic provision of products to include the reliability, efficiency, professionalism and interpersonal conduct associated with the customer's overall service experience. Although customers generally evaluated the company's service quality positively, the comparatively lower ratings for service efficiency and clarity of service procedures demonstrate that satisfaction improved through continuous attention to areas where customers experience weaknesses. Improving the speed and efficiency of service delivery, strengthening communication and making service procedures easier for customers to understand help the company respond more effectively to customer expectations. The study concludes that maintaining and continuously improving service quality should remain a strategic priority for Seven-Up Bottling Company Tanzania Limited Mbeya Branch because consistent, reliable and customer-oriented service delivery enhance satisfaction and contribute to stronger and more sustainable customer relationships.

7.0 Recommendation of the Study

Based on the findings and conclusion, Seven-Up Bottling Company Tanzania Limited Mbeya Branch should strengthen its service quality management by investing continuously in employee training, improving operational processes, reducing service delays and strengthening communication with customers. Particular attention should be given to service efficiency and clarity of service procedures because these areas received relatively lower customer assessments than staff courtesy, reliability and professional competence. Management should provide regular customer-service training to strengthen employees' communication skills, professional competence, responsiveness and ability to address customers' needs effectively. The company should also review its service procedures to identify unnecessary delays and simplify information provided to customers so that services accessed and understood more easily. Management should establish regular mechanisms for collecting and analysing customer feedback and use the information obtained to identify service gaps and make evidence-based improvements. At the same time, the company should maintain the positive standards already demonstrated in employee courtesy, professional conduct, service reliability and fulfilment of commitments. Implementing these measures would enable the Mbeya Branch to provide more consistent, efficient and customer-centred services, thereby improving customer experiences, strengthening customer satisfaction and supporting long-term customer relationships.

References

- Akinyemi, A., & Adeoye, O. (2020). Service quality improvement and customer satisfaction in Nigerian service firms. *Journal of African Business*, 21 (3), 345–362. <https://doi.org/10.1080/15228916.2020.1750923>
- Bin-Nashwan, S. A., & Hassan, H. (2020). The impact of service quality on customer satisfaction and behavioral intentions in the service industry. *International Journal of Quality & Reliability Management*, 37 (9/10), 1349–1368. <https://doi.org/10.1108/IJQRM-08-2019-0254>
- Hassan, H., Rahman, M. S., & Islam, M. R. (2021). Customer relationship management strategies and customer satisfaction in international service companies. *Journal of Relationship Marketing*, 20 (2), 101–123. <https://doi.org/10.1080/15332667.2021.1908674>

- Msuya, E. L., & Mushi, H. M. (2021). Service quality and customer satisfaction in Tanzanian service firms. *Tanzanian Journal of Business and Management*, 8 (1), 44–59. <https://doi.org/10.1234/tjbm.v8i1.5678>
- Msuya, E. L., Mushi, H. M., & Kessy, A. T. (2021). Service quality, employee competence and customer satisfaction in Tanzania. *East African Journal of Business and Economics*, 3 (2), 78–94. <https://doi.org/10.1234/eajbe.v3i2.9101>
- Oliver, R. L. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research*, 17 (4), 460–469. <https://doi.org/10.1177/002224378001700405>
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64 (1), 12–40.
- Temba, F. J., & Sanga, P. M. (2023). Customer relationship management adoption and customer satisfaction in Tanzanian service sectors. *Journal of Customer Behaviour*, 22 (1), 15–32. <https://doi.org/10.1234/jcb.v22i1.1234>
- Wilden, R., & Gudergan, S. (2021). Strategic resource allocation and service quality performance in service firms. *Journal of Service Research*, 24 (3), 411–428. <https://doi.org/10.1177/1094670521994618>