COURIER SERVICE DELIVERY AND CUSTOMER LOYALTY: MEDIATING ROLE OF CUSTOMER SATISFACTION

[1]Omote Victor ADJAINO PhD, [2]Simon Ayo ADEKUNLE PhD & [3]Imoleayo Daniel OGUNDARE

[1]Department of Business Administration, College of Social and Management Sciences,
Western Delta University, Oghara, Delta State
Email: visa4real2003@yahoo.com

[2,3]Department of Business Administration, Faculty of Management Sciences
University of Benin, Benin City, Edo State, Nigeria
For correspondence, email: simon.adekunle@uniben.edu || adeksim@yahoo.com

ABSTRACT

This study examined service quality, satisfaction and loyalty of the users of courier services in Nigeria. The study ascertained the extent to which courier service delivery and customer satisfaction impact on the loyalty of the users of courier services in the country. This study also investigated the mediating role of customer satisfaction on the relationship between courier service delivery and loyalty. Survey method was used by administering copies of structured questionnaire to customers of courier companies in Nigeria. The population for this study comprised individuals who utilise courier services in Nigeria. Three hundred and one (301) copies were validly filled and used for data analyses. The data for the study were analysed using descriptive statistics such as percentage, mean, and standard deviation while structural equation modelling was used to estimate the research model. The study revealed that courier service quality has a positive and significant effect on customer satisfaction and customer loyalty. Similarly, customer satisfaction has a positive and significant effect on customer loyalty and partially mediated the relationship between courier service quality and customer loyalty. The study recommended that courier companies should focus more on rendering high quality service and putting appropriate measures in place to enhance the process of service delivery and also leverage on the vast growth in technology and e-commerce in order to increase customer satisfaction.

Keywords: Companies, Courier, Customer loyalty, Customer satisfaction, Service quality.

INTRODUCTION

Before the invention of motor vehicle, bikes, and other means of transportation, delivering parcels was not an easy task. People have been moving good from place to place for several millenniums with recorded example being that of Egyptian pyramids. The first documented organized courier services dates back to 2400BC in Egypt (Pelletier, 2013). For several decades, service quality has been a principal point of interest and it has achieved high degree of consideration from managers, practitioners, researchers, scholars and business owners because of its effect on customer loyalty, performance, net income, lower cost and customer satisfaction (Prakash, 2019). In the quest to attain service quality in delivery of various items like letters and scrolls, animals such as camel, dog, horses, and pigeon were also used in conveying and delivering of goods and document (Silverstein, 2007).

As described by Karcz and Slusarczyk (2016), courier service involved transporting clients' goods from one location to another by a contracted company or individuals. In the past, courier service was limited only to the delivery of light and tangible documents like mails. However, the courier industry is evolving and expanding into the delivery of both documents packages and heavy goods for their clients. Service quality is essential in delivery of parcels to users. The quality of service required or provided varies depending on different factors such as culture, ethnicity, government policies, and economic conditions (Aziz *et al.,* 2025). As generally known that production is incomplete until when products have gotten to the final consumer or user, courier firms support and contribute to the production process by providing high quality service delivery of clients' documents or parcels in order to satisfy them.

In this 21st Century, logistics are the supporting factor for production and consumption. Courier companies ensure that these products or items get to the predetermined location or destination. Nowadays, saving time is an important factor for customers in terms of delivery services, therefore excellent efficiency can be achieved by reallocating time across activities (Agustian *et al*., 2025). The courier service industry continues to grow, and there is also an increase in complaints and customer dissatisfaction. The courier companies must look for better ways in satisfying their customers. Courier service providers must identify and understand major antecedents of customer loyalty since it ensures high profit through enhanced revenue reduced to acquire customers. Courier companies around the world are privately owned with the overall aim of making profit. However, this can only be achieved by winning customer loyalty. Customer loyalty and satisfaction is now being recognised and considered as root to long term business profitability. Customers who are loyal to the courier companies help to build the business by providing positive word of mouth advertising. Courier business can maintain their effectiveness as long as they are satisfied and are loyal

to their customers. Ensuring satisfaction and maintain long term relationship with customers has become essential for survival among competitive courier industry. For the modern courier providers, customer satisfaction becomes a key success factor and also an avenue to earn customer loyalty. The knowledge of current level of satisfaction and in particular the key determinant of satisfaction allows the courier company to focus and build upon key areas that leads to highly satisfied customer. Satisfaction is a customer evaluation of a product of service in terms of whether the product or service has met his or her need and expectation (Singh *et al.,* 2023). The objective of couriers companies in engaging in courier service is to earn customer loyalty. There are two main point of view about the relationship between service quality and customer loyalty, the first point proposed that the service quality impacts indirectly loyalty via satisfaction (Liao, 2012). The second point proposed that there is direct impact of service quality on loyalty (Hyun 2010). In light of the above discussion, the objective of this study is to ascertain the relationship between service quality, customer satisfaction, and customer loyalty in the courier industry. This study contributes to understanding the courier and logistics sector of Nigeria by ascertaining the extent to which courier service delivery and customer satisfaction impact on the loyalty of the users of courier services in the country. The study also investigated the mediating role of customer satisfaction on the relationship between courier service delivery and loyalty.

LITERATURE REVIEW
Conceptualising courier service delivery

Courier service delivery also known as last-mile delivery is an experiential and multi-dimensional construct that directly mediates customers' perceptions of value in e-commerce and omnichannel retailing. It can be defined as the coordinated processes through which courier firms collect, transport, track, and deliver parcels or documents to designated recipients within a specified time frame, ensuring reliability, speed, security and customer communication (Mentzer et *al.*, 2001). Studies have identified courier or last-mile delivery as comprising several interrelated dimensions such as timeliness (on-time performance and adherence to promised time windows), reliability (first-attempt success, accurate fulfilment), transparency (real-time tracking, proactive notifications), physical integrity (parcel condition on arrival), convenience (collection and drop-off options, pick-up points) and service recovery (complaint handling, returns management) (Marcysiak, 2021; Yao *et al.,* 2022). Research on last-mile optimisation stresses that digital technologies (IoT, real-time visibility) and hybrid delivery networks (micro-hubs, parcel lockers, crowd couriers) are reshaping how these attributes are delivered and experienced (Shuaibu *et al.,* 2025).

Concept of customer satisfaction

Customer satisfaction is a key construct in marketing and service research. It is most commonly operationalised as a post-consumption evaluative judgement arising when perceived performance is compared with prior expectations (or with an internal standard) (Noeth, 2021). The established psychological model of Oliver's work and subsequent developments described satisfaction as both cognitive and affective that influence subsequent loyalty and repurchase behaviours. Study by Yüksel and Yüksel (2008) emphasises the dynamic nature of satisfaction (it evolves with repeated interactions) and the need to distinguish between transaction-specific satisfaction and cumulative or relationship satisfaction. Satisfaction is often measured through self-report scales to capture overall contentment, disconfirmation (performance minus expectation) and emotional responses. Customer satisfaction with courier services in Nigeria is facing challenges such as meeting customers' demand for speed and timely tracking, delayed deliveries and poor communication (Nkanu *et al.,* 2025). These challenges are sometimes escalated by inconsistent address systems, high transportation costs, and inadequate road infrastructure.

Concept of customer loyalty

Customer loyalty is commonly conceptualised along attitudinal and behavioural dimensions. Attitudinal loyalty denotes favourable feelings, commitment and willingness to recommend; behavioural loyalty captures observable repeat purchases and share of wallet (Dandis *et al.,* 2022; Kaur *et al.,* 2021). Contemporary literature stresses that these two facets may diverge, that is, customers may express positive attitudes without corresponding repeat behaviour, or vice versa and that loyalty should ideally be measured with both attitudinal scales and empirical behavioural metrics such as retention rates, purchase frequency, lifetime value (Vlachos, 2021).

Courier service delivery, satisfaction and loyalty

A large and growing body of empirical work finds that courier service delivery exerts a significant effect on customer satisfaction, which in turn predicts loyalty intentions and behaviours (Kosamu & Mwanza, 2025; Lin *et al.,* 2023). Delivery attributes shape customers' appraisals of transaction fulfilment (disconfirmation), which then inform satisfaction; satisfied customers are more likely to repurchase, recommend and tolerate occasional failures. Studies report both full and partial mediation in the relationship among service delivery, satisfaction and loyalty. In some contexts, delivery quality influences loyalty largely via satisfaction, whereas in others there are residual direct effects of delivery on loyalty after accounting for satisfaction. Direct effects may arise because certain delivery attributes such as guaranteed delivery windows, legally binding Service Level Agreements (SLAs)

alter customers' perceived switching costs, trust in the retailer, or per ceived value independently of immediate satisfaction levels. Thus, while satisfaction is an important pathway, it is not the sole mechanism linking delivery performance to loyalty.

In Nigeria, for example, infrastructural constraints (poor addressing systems, variable road quality, intermittent connectivity) and cost structures mean that improvements in certain delivery dimensions may generate smaller returns in satisfaction or loyalty than in markets with superior infrastructure. Industry analyses of the Nigerian last-mile market emphasise these structural constraints and their implications for service design (Geetanshi, 2025, August). The links among the variables are shown in Figure 1:
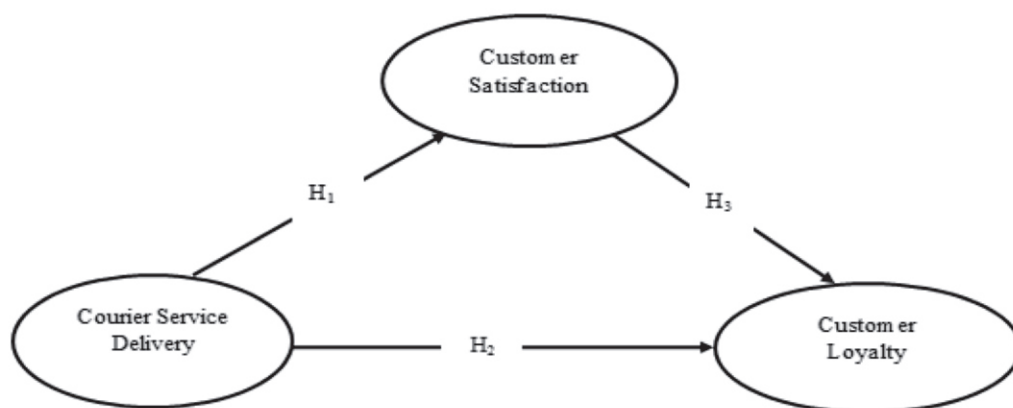

Figure 1: Conceptual framework for the study
Source: Authors' conc eptualisation (2025)

The hypothesised relationships are as follows:

H_1: There is a significant relationship between service delivery and customer satisfaction in the courier industry in Nigeria

H_2: There is a significant relationship between service delivery and customer loyalty in the courier industry in Nigeria

H_3: There is a significant relationship between customer satisfaction and loyalty in the courier industry in Nigeria.

H_4: Customer satisfaction mediates the relationship between service delivery and customer loyalty in the courier industry in Nigeria.

Theoretical Review

This study is built on Expectation-Confirmation Theory. The theory originates from the consumer satisfaction literature (Oliver, 1977, 1980) which posits that satisfaction is a function of the comparison between pre-purchase expectations and perceived performance. ECT has been widely deployed to model post-purchase satisfaction and repurchase behaviour across services including logistics and courier contexts (Hassan et al., 2025). The theory provides a clear mechanism for why delivery quality should translate into satisfaction and ultimately loyalty.

However, the theory had been criticized for treating expectations as relatively stable and primarily cognitive, underplaying the role of emotional responses (anxiety over parcel loss, delight at unexpected speed) and the cumulative effects of repeated interactions.

Despite the criticisms, ECT is relevant to this study because it explains how customers evaluate courier service delivery by comparing their expectations of timeliness, reliability and parcel condition with the actual service received. When performance meets or exceeds expectations, positive confirmation occurs which could lead to higher customer satisfaction. This satisfaction, in turn, becomes a key mechanism through which courier service delivery translates into stronger customer loyalty.

METHODOLOGY

This study adopted a cross-sectional survey design to examine the relationships among courier service delivery, customer satisfaction, and customer loyalty in the Nigerian courier industry. Cross-sectional research is appropriate for studies seeking to capture respondents' perceptions at a single point in time, particularly when investigating attitudinal constructs such as service quality and satisfaction.

The population for the study comprised individuals who utilise courier services in Nigeria. Although Nigeria's population is estimated at approximately 237.5 million as at mid-2025 (EONS Intelligence, 2024), there is no verifiable national database documenting the exact number of courier service users. Consequently, a pragmatic sampling approach was adopted, guided by the researchers' accessibility to respondents across different locations. A total of 301 completed copies of questionnaire were retrieved and used for analysis. This sample size aligns with recommended minimum thresholds for Structural Equation Modelling (SEM), which requires at least 200 cases for robust model estimation. The sample was therefore considered adequate to examine the structural relationships among the study variables.

The constructs were measured using established multi-item scales adapted to the Nigerian courier service context. Courier service delivery (independent variable) and customer satisfaction (mediating variable) were measured through respondents' evaluative perceptions on a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. Customer loyalty (dependent variable) was assessed in terms of respondents' intention to continue patronising their courier provider, willingness to recommend the service, and psychological attachment to the brand. The questionnaire also included demographic items designed to gather information on the respondents. Data analysis comprised descriptive statistics (frequencies and percentages) to summarise demographic characteristics and item responses. SPSS software was used for preliminary data cleaning, coding, and

descriptive analysis while Structural Equation Modelling (SEM) was conducted using AMOS software.

RESULTS
The section covers the demographic characteristics of respondents such as gender, age group, and educational qualification. The section also covers analysis result of the research survey using frequency and percentage analysis. Also presented in the section are the results of structural equation modeling as well as discussion of research findings.

Table 1: Respondents' demographics

Demographics	Category	Frequency	Percent	Cumulative Percent
Gender	Male	167	55.5	55.5
	Female	134	44.5	100
	Total	301	100	
Age	20 years and below	44	14.6	14.6
	21-30years	158	52.5	67.1
	31-40years	69	22.9	90
	41-50years	30	10	100
	Total	301	100	
Highest Educational qualification	SSCE/GCE	67	22.3	22.3
	NCE/Diploma/OND or Equivalent	65	21.6	43.9
	HND/B.Sc. or Equivalent	101	33.6	77.4
	Postgraduate	68	22.6	100
	Total	301	100	
Usage Experience	Below 6 months	84	27.9	27.9
	6 – 11 months	65	21.6	49.5
	1 – 3 years	58	19.3	68.8
	4 – 6 years	47	15.6	84.4
	Above 6 years	47	15.6	100
	Total	301	100	

Source: Authors' computation (2025)

Table 1 shows that of the total sample, the male gender accounted for 55.5% while the female gender had 44.5%. The age category 20years and above was 14.6% this

was followed by age category 21 – 30 with 52.5%. Respondents who fell between 31 – 40 years accounted for 22.9% while 10.0% was for age categories 41 - 50 and above.

Likely responses on the level of education of respondents were in four categories; SSCE/GCE, NCE/Diploma/OND or equivalent, HND/B.Sc. or equivalent and Postgraduate. About 22% of the respondents had SSCE/GCE as their highest educational qualification, NCE/Diploma/OND or equivalent qualification accounted for 21.6% while HND/B.Sc. or equivalent and postgraduate had 33.6% and 22.6% respectively. One thing that is observable among the respondents is high level of education. Of the total respondents 27.9% admit to have been using courier services for just below 6months, 21.6% have been using courier services for 6 – 11 months while 19.3% have been using courier services for 1 – 3 years. Also 15.6% admit to have been using courier services for 4 – 6 years while 15.6% have been using courier services for above 6 years.

Measurement Model

In this section, the parameters for the measurement model which include validity and reliability scores of the constructs and confirmatory factor analysis (CFA) were computed. It also contains descriptive statistics such as mean and standard deviation.

Table 2: Item statistics, standardised estimates, validity, and reliability scores

Variable	Indicator	Mean (Std)	Standardized Estimates	t-value	AVE	Cronbach Alpha	Composite Reliability
Courier Service Quality	SD1	3.98 (1.061)	0.795	15.128	0.809	0.878	0.878
	SD2	3.91 (1.070)	0.743	13.892			
	SD3	4.13 (1.054)	0.866	16.897			
	SD4	3.93 (1.037)	0.801	***			
Customer Satisfaction	CS1	4.07 (1.090)	0.859	21.527	0.683	0.943	0.944
	CS2	4.09 (1.095)	0.916	24.994			
	CS3	4.15 (1.003)	0.927	25.778			
	CS4	4.05 (1.057)	0.894	***			

Variable	Indicator	Mean (Std)	Standardized Estimates	t-value	AVE	Cronbach Alpha	Composite Reliability
Customer Loyalty	CL1	4.03 (1.080)	0.856	17.821	0.649	0.913	0.914
	CL2	3.90 (1.084)	0.861	17.968			
	CL3	3.96 (1.038)	0.818	16.654			
	CL4	4.05 (1.091)	0.766	15.168			
	CL5	4.12 (1.092)	0.818	***			

Model Fit Statistics

CMIN/df = 2.46, p =0.000, NFI = 0.926, IFI = 0.953, TLI = 0.948, CFI = 0.953, RMSEA = 0.058

Note: *** Items constrained for identification purposes
Source: Authors' computation (2025)

Validity and Reliability of the Instrument

In establishing the instrument's validity, convergent validity was assessed using the Average Variance Extracted (AVE). According to Fornell and Larcker (1981), convergent validity is confirmed when the AVE of each construct exceeds 0.5. In this study, the AVE values for the constructs are: courier service quality = 0.809, customer satisfaction = 0.683, and customer loyalty = 0.649. All constructs thus satisfy the condition for convergent validity which indicates that the indicators effectively capture the underlying constructs.

The reliability of the instrument was evaluated using both composite reliability (CR) and Cronbach's alpha. Hair et al. (2010) recommend a threshold of 0.7 for CR, while Ab-Hamid et al. (2017) suggest that 0.6 may be acceptable in exploratory research. The CR values obtained for courier service quality (0.878), customer satisfaction (0.944), and customer loyalty (0.914) exceed the recommended threshold, indicating high internal consistency. Similarly, Cronbach's alpha values for courier service quality (0.878), customer satisfaction (0.943), and customer loyalty (0.913) exceed Nunnally and Bernstein's (1994) benchmark of 0.7, further confirming the reliability of the instrument.

The standardised factor loadings of the indicators ranged from 0.743 to 0.927, all of which are above the recommended minimum of 0.7 (Hair *et al.,* 2010). This indicates that each observed variable significantly contributes to its corresponding latent construct. Specifically, for courier service quality, the loadings ranged from 0.743 to 0.866; for customer satisfaction, from 0.859 to 0.927; and for customer loyalty, from 0.766 to 0.861. All t-values associated with these loadings were

significant (t > 1.96), except where items were constrained for identification purposes, confirming the statistical significance of the relationships between indicators and constructs.

Confirmatory Factor Analysis

As shown in Table 2, the overall goodness-of-fit of the measurement model was evaluated using multiple model fit indices. The results indicated **CMIN/df = 2.46 (p = 0.000), NFI = 0.926, IFI = 0.953, TLI = 0.948, CFI = 0.953**, and **RMSEA = 0.058.** These values fall within the commonly accepted thresholds for confirmatory factor analysis (Hair *et al.,* 2010) which suggests that the model adequately fits the data. Specifically, the CMIN/df value below 3.0 indicates a reasonable chi-square relative to degrees of freedom, while the incremental fit indices (NFI, IFI, TLI, and CFI) above 0.90 reflect strong incremental fit. The RMSEA value below 0.06 further confirms an acceptable level of approximation error. Therefore, the results show that the measurement model is robust and appropriate for further structural model analysis.

Structural Model

This section contains the outcome of the estimated model. The results are shown in Table 3 below:

Table 3: Structural model results and test of hypotheses

Path	Standardized Estimate	t-value	p-value	Hypothesis Testing
H_1: (SD) ⇨ (CS)	0.823	14.113	0.000	Supported
H_2: (SD) ⇨ (CL)	0.390	5.285	0.000	Supported
H_3: (CS) ⇨ (CL)	0.554	7.550	0.000	Supported

Squared Multiple Correlation (R^2)
CS = 0.683; CL = 0.723

Model Fit Statistics
CMIN/df = 2.46, p =0.000, NFI = 0.926, IFI = 0.953, TLI = 0.948, CFI = 0.953, RMSEA = 0.058

Note: *Courier Service Delivery (SD), Customer Satisfaction (CS), & Customer Loyalty (CL).*
   Source: Authors' computation (2025)

Table 3 shows the effect of courier service delivery (SD) on customer satisfaction (CS). The results indicate that Customer Satisfaction is positively and significantly influenced by courier service delivery (β = 0.823, t = 14.113, p = 0.000). The squared multiple correlation (R^2) for customer satisfaction is 0.683. Table 3 also presents the effects of courier service delivery and customer satisfaction on

customer loyalty (CL). The results show that customer loyalty is positively and significantly influenced by courier service delivery ($\beta = 0.390$, t = 5.285, p = 0.000) and customer satisfaction (β = 0.554, t = 7.550, p = 0.000). The R² value for customer loyalty is 0.723.

The overall goodness-of-fit of the structural model was evaluated using multiple model fit indices. The results were: CMIN/df = 2.46 (p = 0.000), NFI = 0.926, IFI = 0.953, TLI = 0.948, CFI = 0.953, and RMSEA = 0.058. These values fall within the acceptable thresholds recommended in SEM literature (Hair *et al.,* 2010) which indicates that the structural model adequately fits the observed data. All hypothesised relationships were supported:

Table 4: Test for mediation using a bootstrapping approach

Relationships	Direct Effect	Indirect Effect	Confidence Interval		p-value	Conclusion
			Lower	Upper		
SD ↷ CS ↷ CL	0.420 (0.000)	0.490	0.300	0.683	0.000	Partial Mediation (Complementary)

Note: Courier Service Delivery (SD), Customer Satisfaction (CS), & Customer Loyalty (CL).

Source: Authors' computation (2025)

Table 4 revealed a positive and significant indirect effect of customer satisfaction (CS) ($\beta = 0.490$, p < 0.05) on the relationship between courier service delivery (SD) and Customer Loyalty (CL). The result also showed a positive and significant direct effect of Courier Service Delivery on Customer Loyalty in the presence of the mediator ($\beta = 0.420$, p = 0.000).

Therefore, customer satisfaction partially mediates the relationship between Courier Service Delivery and Customer Loyalty. The mediation is complementary, as the signs of both the direct and indirect effects are positive, indicating that Courier Service Delivery contributes to Customer Loyalty both directly and indirectly through increased satisfaction.

DISCUSSIONS

Firstly, the study found that a positive and significant relationship exists between courier service delivery and customer satisfaction. This outcome supports the view of Mentzer et al. (2001), who argue that logistics service quality forms the foundation of customer satisfaction, particularly in service-intensive sectors. Given the rapid expansion of Nigeria's last-mile delivery market fueled by population growth and increased reliance on e-commerce (EONS Intelligence, 2024; Geetanshi, 2025), customers have increased expectations regarding delivery speed and reliability. The findings align with Marcysiak (2021) and Yao et al. (2022),

who emphasise that customer service quality management and innovative logistics practices significantly enhance user satisfaction.

The study also found that a positive and significant relationship exists between courier service delivery and customer loyalty. This indicates that customers who perceive courier services to be dependable and professionally delivered are more likely to maintain repeat patronage. This supports the findings of Vlachos (2021) who identified service quality as a key antecedent of loyalty among logistics service providers. Similar evidence from the Zambian courier sector shows that service quality strongly influences customer behavioural intentions (Kosamu & Mwanza, 2025) which suggest that this relationship holds across diverse African markets. In Nigeria, where courier competition is intense, high-quality service delivery becomes a vital determinant of customers' long-term commitment.

The findings also confirm that customer satisfaction significantly predicts customer loyalty which supports established theories that satisfaction acts as a precursor to both attitudinal and behavioural loyalty. Yüksel and Yüksel (2008) argue that satisfaction represents a critical emotional and cognitive evaluation that shapes loyalty decisions. This is consistent with Noeth's (2021) assertion that satisfaction arises from both cognitive appraisals of service performance and affective experiences, both of which influence repeat patronage. Evidence from Nigeria's online retail environment similarly highlights the importance of effective service interactions in promoting satisfaction-driven loyalty (Nkanu *et al.,* 2025).

A major contribution of this study is the confirmation that customer satisfaction significantly mediates the relationship between service delivery and customer loyalty. This complementary mediation suggests that while service delivery directly promotes loyalty, its influence becomes stronger when customers are highly satisfied. This aligns with Hasan et al. (2025), who demonstrate that satisfaction enhances repurchase intention in service environments

CONCLUSION AND RECOMMENDATIONS

The study focused on the service quality, customer satisfaction, and customer loyalty in the courier industry in Nigeria. A total of 301 were retrieved and used for data analyses. The result of the study was analysed using the AMOS and SPSS software. Structural equation modelling was used to test the hypothesis at 5% level of significance. The result shows that service quality have a significant effect on customer loyalty and customer satisfaction. The result also revealed that customer satisfaction has a positive and significant effect on customer loyalty. From the study conducted, service quality leads to customer satisfaction, and the satisfaction of customers in turn leads the company into having loyal customers, therefore, the attention of companies should be directed towards satisfying their customers. Managers of courier companies needs to go beyond the provision of delivery service on daily basis, they need to focus on satisfying the customer. Customer

satisfaction is the core attainment which would lead to having loyal customers in the company

In line with the finding and suggestions of respondents this study recommends the following:

i. Courier companies should focus more on rendering a high quality service and putting appropriate measures in place to enhance the process of service delivery and also leverage on the vast growth in technology and e-commerce in order to satisfy their customers.

ii. The courier industry in Nigeria should work towards having a union or a body who acts as a representative that would communicate their problems and challenges to the Government to effect changes. The union should discuss issues affecting the services of courier companies with the government, issues such as the illegal extortion by Government officials. This body should act as the apex body that can monitor the activities of the companies under the industry in other to avoid illegal acts.

iii. Courier companies should put in place an avenue whereby suggestions, complaints, and feedback regarding service failure can be expressed. This would help the company to know the perception and how customers feel about their services and activities in general. Customer feedback generally helps the companies to know how to improve on their services.

iv. Courier companies should equip their operators with adequate knowledge and skills. Knowledge of map reading and also skills regarding human relations and communication skills should be given to operators. Courier companies should adopt the use of tracking devices which would enable them and the owner of parcels to monitor the movement of their goods.

REFERENCES

Ab-Hamid, M. R., Sami, W., & Sidek, M. M. (2017, September). Discriminant validity assessment: Use of Fornell & Larcker criterion versus HTMT criterion. In *Journal of physics: Conference series* (Vol. 890, No. 1, p. 012163). IOP Publishing.

Agustian, K., Mubarok, E. S., Zen, A., Wiwin, W., & Malik, A. J. (2023). The impact of digital transformation on business models and competitive advantage. *Technology and Society Perspectives (TACIT)*, *1*(2), 79-93.

Aziz, Z. A., Nik Hussin, N. S., Mukhtar, D., Nordin, N., & Nordin, N. (2025). Factors influencing the service quality for customer satisfaction on parcel service safety in the postal and courier industry: Analysis using structural equation modelling. *Pertanika Journal of Social Sciences & Humanities*, *33*(2).345-361.

Dandis, A. O., & Al-Haj, M. B. (2022). Customer lifetime value: investigating the factors affecting attitudinal and behavioural brand loyalty. *The TQM Journal*, *34*(3), 476-493.

EONS Intelligence. (2024, December 31). *Nigeria's population to hit 237.5 million by 2025, says UN data*. https://eonsintelligence.com/details/news-108923456/nigeria-s-population-to-hit-237-5-million-by-2025-says-un-data-102784426

Fornell, C. & Larcker, D.F. (1981).Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research, 18*(1), 39-50.

Geetanshi. (2025, August). *Nigeria last mile delivery market*. Ken Research. https://www.kenresearch.com/nigeria-last-mile-delivery-market

Hair, J.F., Anderson, R.E., Tatham, R.L. & Black, W.C. (2010). *Multivariate data analysis*, 7th ed., Prentice-hall, Englewood Cliffs, NJ.

Hasan, N., Hoque, M. R., & Uzir, M. U. H. (2025). The role of third-party logistic service providers and customer follow-up services on customer repurchase intention. *South Asian Journal of Business Studies*. https://doi.org/10.1108/SAJBS-08-2024-0326

Hyun, S. S. (2010). Predictors of relationship quality and loyalty in the chain restaurant industry. *Cornell Hospitality Quarterly*, *51*(2), 251-267.

Karcz, J., & Slusarczyk, B. (2016). Improvements in the quality of courier delivery. *International Journal for Quality Research*, *10*(2), 355.

Kaur, P., Dhir, A., Chen, S., & Rajala, R. (2021). Attitudinal and behavioral loyalty toward virtual goods. *Journal of Computer Information Systems*, *61*(2), 118-129.

Kosamu, M., & Mwanza, B. G. M. (2025). Investigating the effect of service quality on customer behaviour in courier service Industry in Lusaka. *African Journal of Commercial Studies*, *6*(2), 106-118.

Liao, K. H. (2012). Service quality, and customer satisfaction: Direct and indirect effects in a B2B customer loyalty framework. *Journal of global business management*, *8*(1), 86.

Lin, X., Mamun, A. A., Yang, Q., & Masukujjaman, M. (2023). Examining the effect of logistics service quality on customer satisfaction and re-use intention. *PloS one*, *18*(5), e0286382.

Marcysiak, A. (2021). Customer service quality management on the courier services market. *Entrepreneurship and Sustainability Issues*, *9*(1), 190.

Mentzer, J. T., Flint, D. J., & Hult, G. T. M. (2001). Logistics service quality as a segment-customized process. *Journal of Marketing*, *65*(4), 82-104.

Nkanu, O. O., Lawal, A. S., Ene, O. A., & Ogbu, O. J. (2025). Examining the effectiveness of complaint handling on customer satisfaction in Nigeria's

online retail market. *FULafia International Journal of Business and Allied Studies*, *3*(2), 181-192.

Noeth, A. J. (2021). *Cognitive and Affective Drivers of Customer Satisfaction and Loyalty* (Doctoral dissertation, University of South Africa (South Africa)).

Nunnally, J. C. (1994). *Psychometric theory 3E*.Tata McGraw-hill education.

Pelletier, J. A. (2013, September). From Ancient to Modern Logistics: Evidence in Ancient Egypt & the Early Development of Marketing. In *Proceedings of the Conference on Historical Analysis and Research in Marketing* (Vol. 16, pp. 195-209).

Prakash, G. (2019). Understanding service quality: Insights from the literature. *Journal of Advances in Management Research*, *16*(1), 64-90.

Shuaibu, A. S., Mahmoud, A. S., & Sheltami, T. R. (2025). A review of last-mile delivery optimization: Strategies, technologies, drone integration, and future trends. *Drones*, *9*(3), 158.

Silverstein, A. J. (2007). *Postal systems in the pre-modern Islamic world*. Cambridge University Press.

Singh, V., Sharma, M. P., Jayapriya, K., Kum ar, B. K., Chander, M. A. R. N., & Kumar, B. R. (2023). Service quality, customer satisfaction and customer loyalty: A comprehensive literature review. *Journal of Survey in Fisheries Sciences*, *10*(4S), 3457-3464.

Vlachos, I. (2021). Necessary and sufficient antecedents of customer loyalty to logistics service providers. *Journal of Business & Industrial Marketing*, *36*(5), 729-748.

Yao, L., Mohd Shah, N. I., Mohamad, F., Cheng, J. K., An, H. K., & Abdalla, A. N. (2022). What makes courier service creative?—From managing logistics to managing knowledge. *Sustainability*, *14*(21), 14630.

Yüksel, A., & Yüksel, F. (2008). Consumer satisfaction theories: a critical review. *Tourist Satisfaction and Complaining Behaviour: Measurement and Management Issues in the Tourism and Hospitality Industry*, *22*(1), 65-88.