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Sustainable African Development and Self Reliance: Building Economic Bridges in a Multi-Polar World

Edited by

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Foreword

Chapter 8 of the 2015 African Development Bank (ADB) - *African Development Report*, acknowledges that Africa has made considerable progress in poverty reduction since the mid - 1990s, and the region's (per capita GDP) growth shows an upward trend. This performance is a reversal of the trend in the previous 15 years, when growth was anaemic. The upward trend in growth translates to significant poverty reduction, but this is not true of all countries. Worsening income distribution is the major culprit for most countries experiencing deepening poverty levels. As possible solutions the ADB advocates for polices to enhance income growth and distribution.

The 2015 Africa Progress Panel (APP) report provides seminar work on what Africa needs to address to realize '*Sustainable development and self – reliance*'. There are strong indications to suggest that African Governments have failed to convert the wealth created by economic growth into opportunities to facilitate a better future for all. Time has come to set a course towards more inclusive growth and fairer societies. According to APP, African governments urgently need to ensure that economic growth does not just create wealth for some, but improves the wellbeing of the majority. This requires strengthened focus on Africa's greatest and most productive assets, farms and fisheries. Further, to support transformative growth the APP calls for effective protection, management and mobilization of the continent's vast ocean, mineral and forest resources. Placing Africa on a transformative pathway requires investing in inclusive growth, with infrastructure as one of the priorities. No continent has less-developed road networks and energy systems than Africa, changing this requires significant up-front capital spending, prefaced by the development of bankable proposals and emergence of new business models. Part of the problem is a failure to invest sufficiently in building the capacity of African governments to develop infrastructure projects.

Africa's financial systems are another constraint on growth identified by the APP. Only one in five Africans have an account at a formal financial institution, with the poor, rural dwellers and women facing the greatest disadvantage. Such financial exclusion undermines opportunities for poverty reduction and boosting growth that benefits all. Lack of access to insurance forces African farmers to divert their meagre savings into contingency funds for emergencies, rather than invest in productivity improvements. Similarly, the lack of access to institutional loans does precludes them from responding to market opportunities.

The APP report documents some of the great development challenges facing Africa that will not be easy to overcome. Yet, it argues that Africa's political leaders, entrepreneurs, farmers and civil society have an unparalleled opportunity to transform their countries. If this generation seizes this opportunity, they will be recorded in history for eradicating poverty. It sets out a broad-based agenda for change premised on the following five core principles:

- **Sharing the wealth - inclusive growth and expanded opportunity are essential to eradicate poverty.** The need for African governments to set equity targets linked to the post-2015 development goals focusing on narrowing gaps in opportunity. For example, halving over five years the disparities in school attendance, child survival and access to basic services linked to rural-urban divides, wealth gaps and gender divisions. Strengthening the commitment to inclusive growth demands an expansion of social protection, including cash transfers to the poor.

- **Investing in Africa's unique green revolution - African governments, the private sector and the global community must work together to invest in Africa's unique green revolution.** The need for promotion of sustainable consumption and environmental sustainability to be high a priority. Doubling Africa's agricultural productivity within five years is feasible, and the African Union states that Africa can end hunger and malnutrition and become a major player in global food markets, by unleashing the potential of sustainable agriculture and aquaculture to provide food, jobs and export earnings.
- **Taking the profit out of plunder - *sustainably managing Africa's resources for the benefit of Africa's people.*** National and regional action alone is inadequate, integration with the rest of the world is essential at multiple levels. Hence the need for the international community to develop multilateral systems that prevent the plunder of Africa's resources.
- **Closing the twin deficit in infrastructure and inclusive finance - *African governments need to close the twin deficit in infrastructure and inclusive finance.*** The lack of finance and infrastructure is a bottleneck on growth and opportunity. Regional cooperation on energy and transport is vital in order to achieve economies of scale in infrastructure projects. The need for development finance institutions to work with the private sector to foster more balanced perceptions of risk.
- **Making tax and finance more fair and transparent - *strengthened domestic resource mobilization holds the key to financing for inclusive growth, with African governments investing in efficient and equitable tax collection*.** Governments' fundamental need to be transparent and publish all tax exemptions granted to corporate entities, both domestic and foreign. The need to for example to publish the estimated cost of the tax exemption along with the reasons for the exemption and the principle beneficiaries. It is fundamentally important for international community to step up efforts to combat tax evasion. Multinational corporations operating in Africa have moral and best practice responsibility to fully disclose their financial operations and tax payments. Hence, African Governments' need to accelerate the automatic exchange of tax information and build Africa's capacity to benefit from this information can't be over emphasized.

The IAABD members are conscious of the above five core principles. Our meeting and congregation in Durban, are significant. This year the IAABD takes a leaf from Kofi Annan, the Chairperson of Africa Progress Panel (APP) by stating: *'We must seize this opportunity now'*. The APP work cannot be left in government offices across the continent to gather dust; hence, the **theme of the 2018 conference highlights the need to establish** the fundamentals for more inclusive and sustainable growth, converting the wealth created by economic growth into opportunities that all Africans can exploit to build better livelihoods. In addition to the five practical actions recommended by the APP above, the conference encouraged papers and discussions on transferable lessons in development from other countries around the world. Special sessions on successful strategies used by global companies, academic institutions and organizations were highly encouraged.

In the papers contained in these *Proceedings*, delegates are exchanging ideas on an important theme for this conference: "**Sustainable African Development and Self Reliance: Building Economic Bridges in a Multi-Polar World**". Over the time period, May 16 – 19, 2018, we have gathered under the auspices of the UNISA Graduate School of Business Leadership (GSBL) in Durban, South Africa to once again follow in the foot-steps of our Pan-African pioneers to examine and re-examine many of the issues that continue to challenge those committed in the African development agenda. The conference theme is germane particularly

at this time when the African continent is in need of a sober introspection to address the challenges embedded in the five core principles discussed above.

The papers presented in this compendium of the ***Proceedings of the IAABD, Volume 19*** have been peer-reviewed and approved. The papers were meticulously and diligently selected and blind peer reviewed by the Track Chairs and other experts to underscore the relevance and essence of the conference theme. These papers and presentations touch on various aspects of ***Sustainable African Development and Self Reliance.*** While some papers focus on specific issues in various African countries, others deal with issues that affect the continent as a whole. Yet, some papers and presentations examine the impact of specific global phenomena/issues or processes on Africa and Africa Diaspora. The diversity of the papers in this volume reflects the copious academic versatility and multidisciplinary background of the contributors. While the reviewers and Proceedings editors painstakingly did their work, the authors are responsible for the views and conclusions expressed in this volume. It should also be noted that in addition, there are dozens of work-in-progress presentations not included in this volume.

Once again it is an honour and privilege to serve IAABD as Proceeding Editor. Without a shadow of doubt, I owe great gratitude to several individuals who have in various ways contributed and are contributing to the success of this conference and to the publication of this volume. I am sincerely grateful to all the authors who submitted their papers and whose papers are contained in this volume. From the bottom of my heart I am particularly thankful to the track chairs for undergoing the painstaking and tedious management of review process of all the papers and sharing their thoughts with the various authors.

On behalf of the IAABD I also wish to thank the host, the UNISA Graduate School of Business Leadership, South Africa and the Local Organizing committee for their tireless efforts in making this conference a reality.

Finally, I am grateful to Kofi Dadzie, President of IAABD, for entrusting me with this important opportunity to serve the IAABD. To all the members of the current IAABD Executive Committee, I thank you for the opportunity to serve in my present capacity and for your unflinching support.

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TRACK 9

Operations and Logistics/Supply Chain/Project Management (including infrastructure development)

Determining service quality dimensions in the power utilities sector

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This paper presents service quality dimensions in relation to utility sector supply chains. The use of service quality dimensions has the potential to provide value chain executives with benchmarks to improve service delivery quality. Past academic and industrial research has proven that the ability to measure service quality within a supply chain provides an ability to improve costs, reduce product delivery lead times and increase innovation. These three factors are also included in the Deloitte Global CPO survey for 2017 as the top priorities for Chief Procurement Officers. These priorities have been identified as efficiencies and have the potential to improve bottom line costs of organisations. Service quality as a concept was predominantly used in the service industries to measure the gap between customers' expectations and service received. Previously, the traditional measure of service quality, servqual, mainly relied on measurement tools that emphasised customer experiences. This limited the application of servqual, more especially in the manufacturing and production industry. To date, researchers have mainly focused on customer perception in the services sector and not actively expanded to assess the benefits of utilising service quality within other industrial verticals. As a result, there is little knowledge of the potential benefits that may arise from the utilisation of service quality, particularly in the utility sector. Through an adoption of the service quality concept, organisations are able to assess and achieve an understanding of their suppliers, and as a result, recommend strategies that will improve their supply chain positioning. The use of service quality in a vertical specific supply chain will result in value chain partners seeking to strategically align processes. This can create greater efficiency as well as provide a diagnostic tool that can assist organisations to identify inefficiencies within their supply chain. Various research projects have highlighted benefits of service quality dimensions in the manufacturing sphere - specifically in the automotive industry. This is further expanded in this research to the utility sector.

Keywords: bulk sourcing, commodities, supply chain, servqual, service quality, utilities.

Introduction

Service quality is a function of the differences between expectation and performance along the quality dimension (Rahman et al, 2012) with arguably the forefathers of service quality being Parasuman, Zeithmal and Barry (1985). They developed the servqual model which is a measurement tool for service quality based on gap analysis. Gap analysis methodology is used in service quality research methods to provide various industries with a customer service measurement tool. Though service quality is used across various sectors, the literature on service quality remains focused on the services sectors, including, but not limited to, health-care (Lam & Woo, 1997; Yesilada & Direktor, 2010) and banking sectors (Broderick & Vachirapornpurk, 2002). These sectors have evolved to address service quality from a variety of angles with a more recent influence of information technology (Yoo & Donthu, 2001) on service quality in these sectors. However, one of the shortcomings of the previous research is that these models often address the requirements for the customer, and thus tend to have

customer centric ideologies, namely customer surveys (Babbar 1992), customer interviews (Vichas, 1982), customer value creation (Bennington & Cummane, 1998), consumer satisfaction (Spreng & Mackoy, 1996; Oliver, 1993) and customer "delight" (Lee et. Al, 2000; Wu, 2011; Zaware, 2010).

Service quality literature developed from its customer-centric base to include the effects of digitalisation and electronic mediums. Researchers began to look into the adaptability of service quality dimensions, with regards to information technology, and industry specific sectors (Berkley & Gupta, 1994; Zhou et al. 2002). The healthcare sector gained from this development in research (Lam, 2002). Yesilada and Direktor (2010) looked at the dimensionality of servqual in healthcare as it relates to patients of both public and private hospitals in Northern Cyprus. This work demonstrates the adoptability of servqual measurement tools from both an industry perspective and a move away from the traditional customer-centric approach.

Seth et al., (2006) purport the use of a combination of adopted measurement tools in the sphere of service quality and performance as well as performance tools to analyse the performance of supply chains. Prakash developed this theory to:

"Conceptualise the role of service quality in the manufacturing supply chain, present[ing] a scale to measure same and a model that proposes that internal and external service quality initiatives lead to loyalty and satisfaction of suppliers, which in turn are determinants of competitive advantage and organisational performance of the focal organisation" (Prakash, 2011: 362)

Prakash therefore reasons that supplier loyalty can influence an organisations competitive advantage as one receives quality of service through this loyalty. He then utilises a service quality measurement tool to assess this quality of service. His research demonstrates the importance of organisations developing service driven partnerships with suppliers and integrating supply chains by streamlining internal processes and adjusting the behaviour of both the organisation and the supplier.

Service quality concepts in supply chain management

Seth et al., (2005) reviewed the service quality dimensions and identified dimensions that have relevance in various aspects of supply chain. Models relating to service quality and supply chain have predominance in logistics. As a result, the constructs aim to solve the measurement issues within logistics only. The freight and forwarding industry has become increasingly competitive as globalisation makes the world smaller, and the ability to provide logistics solutions competitively becomes imperative. Thus, the freight and forwarding industry is forced to move into becoming a logistics solutions provider in order to become an industry leader. This results in the development of tools to measure logistics service quality. Customer expectations and needs are constantly being assessed, and there are efforts to improve the quality of service for the logistics customer. The cost of the service is no longer the only dimension that measures customer satisfaction (Kilibarda, Nikilocic & Andrejic, 2016). Consequently, there have been more dimensions developed in the logistics industry to measure customer expectations and satisfaction and thus improve the quality of service. Though there has been more research on dimensions for the logistics aspects of supply chain, the dimensions as identified for logistics cannot necessarily be extended to all aspects of supply chain.

Service quality in third party logistics was researched by Neo et al., (2004) while Chen et al., (2009) used Servqual to measure sea transportation. Logistics service quality dimensions (LSQ) were developed, namely personal contact quality, order release quantities, information quality, ordering procedures, order accuracy, order condition, order quality, order discrepancy handling and timelines (see Table 1)

Table 1: Logistics Service Quality

Logistics Service Quality	Personnel Contact Quality
	Order Release Quantities
	Information Quality
	Ordering Procedures
	Order Accuracy
	Order Condition
	Order Quality
	Order Discrepancy Handling
	Timelines

The LSQ scale has become the base for various service quality dimensions in the logistics solutions arena. With authors such as Grant (2003), Ritchey (2007) and Kambe (2012) building on these dimensions to address different spheres. This includes assessing the dimensions as they relate to technology factors (Grant, 2003; Ritchey et al., 2007) and other geographical areas (Kambe et al., 2012). Ho et al., (2012) adapted Servqual with the dimension of LSQ for the courier industry, where timeliness, accuracy of the order, quality of information and availability of personnel were all considered to be important dimensions to measure customer satisfaction in the courier industry. Further logistics industry specific service quality dimensions were developed by Mentzer et al., (1989) that considered availability, timeliness and quality. Bienstock et al., (1997) developed the Servqual model and created the physical distribution service quality that included availability, timeliness and condition. In an assessment of the literature for service quality dimensions for both strategic sourcing and the power utility sector, LSQ was viewed as limited in its application to both sourcing and utilities.

Srivastava et al., (2012) provide mechanisms of how to manage quality in outsourcing through a combination of e-sourcing principles with service quality. E-sourcing is the utilisation of information technology enabled services that are provided globally through information and communication (Hyder et al., 2004). In this context internet-based Servqual models are assessed within the ambit of e-sourcing. As a result, service quality is affected by the service providers' ability to understand customer needs in specific domains and to execute these efficiently within the context of electronic interfaces. Srivastava et al., (2012) acknowledge that current literature in the context of sourcing and service quality is limited.

Service quality in related fields has been focused in purchasing, distribution and logistics. (Seth et al 2006; Mentzer et al, 1999, 2001; Thai, 2007; Prakash, 2011; Beinstock et al, 1997; Sinha and Babu, 1998; Stanley and Wisner, 2002). The models that seek to address service quality are focused on logistics (Seth et al 2006; Mentzer et al, 1999, 2001) and transport specific dimensions (Thai, 2008; Prakash, 2011), distribution (Beinstock et al, 1997; Sinha and Babu, 1998) of purchasing (Stanley and Wisner, 2002). These previously researched constructs do not measure service quality in bulk commodities.

Gaps in service quality and supply chain management

A scale to measure service quality in supply chains proposes linkages between loyalty, satisfaction, competitive advantage and organisational performance (Prakash, 2011). Strong linkages lead to supplier loyalty and satisfaction and, in turn, have positive results for the organisation through the supply chain (Prakash, 2011). The dimensions identified by Prakash assume that supplier loyalty represents the end result that should be attained. Therefore, loyalty, satisfaction, competitive advantage and organisational performance become the dimensions used. However, in an assessment of bulk commodity sourcing, loyalty and satisfaction of the supplier are not the critical elements that will achieve an efficient sourcing of the commodity.

Furthermore, the shortcomings of the research are that these models often address the requirements for the customer, and thus tend to be customer centric ideologies that focus on the services sector. There are gaps in service quality modelling as the models do not adapt to a production environment. The current models do not look at the non-traditional process flow and address the sourcing gap that exists in that the customer will be the buyer. Traditionally the buyer provides the requirements to the supplier and there is limited understanding of the requirements and ability from the supplier. Therefore, from the perspective of a service quality model for the production industry an inversion of the model does not exist.

The dimensions previously researched also do not take into account power utility specific complexities. The dimensions predominantly relate to singular aspects of supply chain e,g, logistics and not necessarily the interrelation of the supply chain nor industry. Therefore, it is important to develop service quality dimensions that can be implemented in the various sub elements of supply chains and across industries. These dimensions will aid to highlight factors that influence end user ("customer") perceptions of adequate service received from the procurers of bulk commodities. It can further influence policies and improve delivery within the supply chain space as a measurement tool is put in place to assess and drive delivery.

Research methodology

In order to synthesise key concepts of service quality for utility supply chains, a qualitative study was conducted. The participants of the research were from a power generation conference hosted in Johannesburg in 2017. The participants were buyers and suppliers associated with African utilities. Eighty-five percent of the participants of the research were not aware of any instrument that could be used to measure service quality of bulk commodity suppliers in the power utility sector. As service quality was a new concept in the power utility fraternity, the semi-structured interview approach allowed for the researcher to engage with the participants and clarify service quality concepts. However, upon provision of the clarity, the participants recognised that they were in fact using elements of service quality. They did not know that they were categorised as service quality dimensions. Participants were then able to utilise their expertise to distil relevant dimensions.

Establishing the Interview Protocols

The literature reviewed identified possible themes that informed the interview guide. These themes are indicated below in table 2. The themes were later linked to the research questions.

Table 2: Variables and Items used to measure service quality mix and drivers

Dimension / Variable	Item	Item Source
Physical distribution and logistics	Delivery timeliness	Beinstock, 1997
	Product availability	Beinstock, 1997
	Reliability	Kaufmann&Hedderich, 2005
	Contact quality	Mentzer, 2001
	Ordering procedures	Mentzer, 2001
	Geographic location	Kaufmann&Hedderich, 2005
	Freight terms	Kaufmann&Hedderich, 2005
	Total order lead time	Kaufmann&Hedderich, 2005
Cost	Lowest cost in the industry	Towers and Song, 2010

	Internal cost	Kaufmann&Hedderich, 2005
	Warranty policies	Kaufmann&Hedderich, 2005
Product condition	Product features	Towers and Song, 2010
	Product image	Towers and Song, 2010
	Durability	Towers and Song, 2010
	Performance	Towers and Song, 2010
	Product conformance to standards	Towers and Song, 2010
Flexibility	Ability to customise	Towers and Song, 2010
	Breadth of product mix	Towers and Song, 2010
	Capacity	Kaufmann&Hedderich, 2005
	Inventory availability	Kaufmann&Hedderich, 2005
	Negotiability	Kaufmann&Hedderich, 2005
Professionalism	Trustworthiness	Kaufmann&Hedderich, 2005
	Customer satisfaction	Kaufmann&Hedderich, 2005
	Image	Towers and Song, 2010
	Information quality	Kaufmann&Hedderich, 2005

These themes were linked to the research questions of this study; namely

a. What is the service product mix in the supply of bulk commodities to the utility industry?

b. What are service quality drivers in the service provided to the utility industry by coal suppliers?

The research questions that were linked to the interview themes informed the interview topics that are indicated the third column of table 3 below. These interview topics informed and focused the questions that were directed at the participants. All the participants were asked the questions that covered all the listed themes. The order in which the topics was broached varied from person to person. Some of the participants were more verbose and answered without being prompted.

Table 3: Interview Guide

Research Question	Interview themes	Interview topics
What is the service quality mix in the supply of bulk commodities to the utility industry?	Tangible Product and service features	Condition, type and quality of the bulk commodity (size, colour, quality)
	Cost	Cost issues (payment terms, discounting pricing, price determinants
		Internal cost
		Supplier selling price

	Communication and engagement Physical distribution	Supplier engagement mechanisms and processes Quality of communication Timeliness Availability Logistics
What are service quality drivers in the service provided to the utility industry by bulk commodity suppliers?	Breadth and depth of product mix (Physical evidence) People Process Quality of logistics processes	Product performance, conformance and durability Customer satisfaction Reliability Trustworthiness Professional behaviour Quality of logistics processes Quality of procurement processes Functional process of supplying coal, timeliness, quality of delivery Facilities for coal delivery Delivery timeliness

The research instrument utilised incorporated the interview topics identified above and was designed to address the study research questions.

Table 4: Interview questions and study objectives

What is the service quality mix in the supply of bulk commodities to the utility industry?		
Interview Topic	Interview Question	Objective
Condition, type and quality of the bulk commodity (size, colour, quality)	Are you aware of any instruments that can be used to measure the service quality of bulk commodity suppliers to the utility sector?	To ascertain the perspective in terms of bulk commodity the respondent is communicating. Confirm respondents understanding of concepts and terms utilised
Supplier engagement mechanisms and processes	Do you think a tool to measure service quality of suppliers is necessary? Why?	Ascertain supply chain engagement protocols

Supplier engagement mechanisms and processes Quality of communication	How should service quality be measured?	Ascertain mechanisms for measuring service quality dimensions
Cost issues (payment terms, discounting pricing, price determinants Internal cost Supplier selling price Timeliness Availability Logistics	What should be measured with regards to service quality of bulk commodity suppliers in the power utility sector? And why?	Obtain the service quality mix
Supplier engagement mechanisms and processes	From whose perspective should service quality be measured? Why?	Ascertain service quality mix and perceived roles within the execution of this mix

In line with Denzin and Lincoln's (1994) approach, data that emerged from participants was coded to generate themes. This process facilitated data reduction and data structuring. Inferences and conclusions were then drawn using field notes and literature.

Discussion of Results

One of the key insights from the interviews conducted at the conference was a confirmation of the limited knowledge of service quality dimensions for power utility supply chains. Ninety percent of the participants requested clarity on service quality definitions prior to responding to the questions posed. However, once the participants understood the key concepts of service quality, they concurred that a tool to measure service quality is necessary. In identifying potential dimensions, elements of logistics were recurring themes from the participants. This emphasis on logistics is based on the type of commodity being sourced. Bulk commodities, as defined by Boateng are "products that are transported in large, unpackaged amounts. These products are usually uniform and undifferentiated and usually compete primarily on price and availability" (Boateng, 2015). Inherent in this definition is the element of logistics and thus how to effectively move these bulk commodities. Bulk commodities, in their nature, are cumbersome and thus the transportation of the product is a critical component. Further dimensions were identified and are indicated below.

a. Logistics;

b. Costs or total cost (including production costs);

c. Savings;

d. Efficiency;

e. Insurance;

f. Human resource efficiency; and

g. Performance of the supplier.

The predominate themes from the qualitative data are cost, logistics, savings, efficiency and performance. Further clustering of these themes, in conjunction with an interpretation of the definitions provided by the respondents, reveals that cost, efficient logistics and performance efficiency are the three main service quality dimensions for power utility supply chains as identified by this research.

Towers and Song (2010) identify cost, quality, reliability, flexibility and delivery as supplier evaluation metrics for commodity sourcing from China. This correlates with this research and demonstrates that cost is a significant factor and related logistics (delivery) and performance measurements (quality, reliability and flexibility) are dimensions in sourcing of commodities. Furthermore, logistics remains a critical component for the on-time delivery of bulk commodities based on the cumbersome nature of bulk commodities. Bulk commodities do not lend themselves to agile logistics options. Finally, performance efficiency in the supply of bulk commodities is an important factor related to the provision of electricity. As bulk commodities contribute thirty percent of the input product in electricity generation, the efficiency of performance is imperative. In the power utility sector bulk commodities like coal, limestone and fuel oils are resources that are traditionally inconsistent due to it being a natural resource. Therefore, performance efficiency is an important construct to measure in relation to service quality. Jennings (2002) indicates that in a resource- based view of a company the 'core activities of a business are essential parts of its capability' (p.29). In this case study bulk commodities constitute a core input parameter for the production of electricity.

Conclusions

The responses obtained from the qualitative participants demonstrated that the themes of logistics and cost are dominant dimensions for service quality in the utility sector. These themes resonant with research conducted by Seth et al. 2006. However, this qualitative research has identified further constructs specific to bulk commodity sourcing, namely cost, efficient logistics and performance efficiency. As regards the performance construct, it is expected to be dominant in a power utility sector where the performance of the power utility is critical as the backbone of the country. Therefore, a dimension that measures performance would be significant as power utility performance is linked to economic growth, particularly in Africa. The qualitative data received has identified constructs that require further validation through a quantitative assessment of service quality dimensions for the power utility sector. Therefore, additional suggestions for research include the testing of these dimensions beyond the utility sector. This would allow for an assessment of the service quality dimensions for other utilities beyond the power sector. Having noted the areas for further research, more studies on supply chain management are necessary as the value chain of organisations is dominated by the supply chain. Therefore, mechanisms to measure supply chains and further improve efficiencies, will have a significant impact on the overall bottom line of organisations. Further expansion of service quality dimensions for various aspects of supply chain management is needed

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