


A Recipe for Success: The Role of Supportive and Bureaucratic Organizational Cultures: Mediating the Relationship Between Service Quality and Customer Satisfaction in Online Food Delivery

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Abstract

In this era of growing e-commerce businesses and the ever-increasing need for home delivery of food, this study investigates the factors that influence customer satisfaction in the online food delivery sector. It also focuses the mediating variables of bureaucratic and supporting organizational cultures. From Lahore, Pakistan, a purposive sampling method was used to select a total of 284 participants, and data was collected through structured questionnaires. The research underscores the importance of service quality in enhancing customer satisfaction, consistent with previous studies. The findings suggest that bureaucratic organizational culture was not a significant mediating factor, but its own deficiencies are exposed by the results. On the other hand, supportive organizational culture only had a partial mediating effect, emphasizing the importance of building supportive cultures in organizations. This study also provides implications for online home delivery service providers to adopt consumer-oriented initiatives, foster supportive environments, and alleviate bureaucratic limitations in fulfilling customer satisfaction in this dynamic growing industry.

Keywords: Service Quality, Bureaucratic Organizational Culture, Supportive Organizational Culture, Customer Satisfaction, Online Food Delivery.

1 Introduction

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The rapid growth of e-commerce and online food delivery services in Pakistan has revolutionized the food sector, reshaping its competitive landscape and operational priorities (Ali et al., 2020). Central to this transformation is the critical role of customer satisfaction, which has become a pivotal factor for survival and success in this dynamic industry (Kalsoom et al., 2020). Platforms such as Foodpanda, Uber Eats, Eat Mubarak, and Cheetay have seamlessly integrated into urban lifestyles, leveraging technological advancements to cater to evolving consumer preferences (Raza et al., 2023). However, sustaining growth and securing market competitiveness in this rapidly evolving sector depend on overcoming persistent service quality challenges (Gargoum, 2019; Gürkan & Çiftci, 2020). Issues such as timely delivery, order accuracy, and food freshness remain essential to achieving customer satisfaction, which directly influences brand loyalty and long-term success (Hübner et al., 2016). Operational inefficiencies, including prolonged wait times, incorrect addresses, and customer unavailability, disrupt service delivery and increase operational costs (Khumalo, 2019; Pan et al., 2017). These challenges highlight the urgent need for strategies to enhance service quality through robust employee training and development (Jiang et al., 2017; Oh & Kim., 2017). Empowering delivery personnel to meet and exceed customer expectations is not just a strategic priority but a necessity for competitive advantage (Asghar & Pervaiz, 2020).

While the online food delivery sector in Pakistan has experienced exponential growth, it remains underexplored in academic research. Extensive studies have examined the relationship between service quality and customer satisfaction in various industries, such as banking (Fida et al., 2020), hospitality (Fatima et al., 2021), education (Rasheed & Rashid, 2024), and traditional restaurants (Ahmed et al., 2023). However, the unique dynamics of the online food delivery industry marked by high customer interaction, rapid service cycles, and digital convenience present distinct challenges that demand focused investigation (Hussain et al., 2023). The business world is an ever-evolving landscape, and organizations are always looking to find an edge over their competitors. Akpa et al. (2021) highlight that developing a better culture within the organization is a key enabler to this asset. Extending this idea, Azeem et al. (2021) focused this issue on the claim that a strong and adaptive culture is key if a company wants to manage successfully in the world of today. Hence, within Pakistan's online food delivery sector, the mediating roles of supportive and bureaucratic organizational cultures in the service quality-customer satisfaction relationship remain unexamined, leaving a significant research gap.

In the context of Pakistan's online food delivery sector, a robust and customer-centric corporate culture plays a pivotal role in enhancing customer satisfaction. Previous research has examined the mediating role of organizational culture in various contexts, such as the relationship between stakeholder demand and the adoption of CSR practices (Yu & Choi, 2016), and the connection between transformational leadership and psychological empowerment (Pradhan et al., 2017). However, the specific mediating roles of supportive and bureaucratic organizational cultures in the relationship between service quality and customer satisfaction within the Pakistani online food delivery workforce remain unexplored (Aldrin & Yunanto, 2019). This notable gap in the literature motivated us to investigate this underutilized research area. By introducing a parallel mediation model, this study significantly contributes to understanding the influence of supportive and bureaucratic organizational cultures on the interplay between service quality and customer satisfaction in Pakistan's food delivery industry. This study aims to address these gaps by introducing a parallel mediation model to explore how supportive and bureaucratic organizational cultures mediate the relationship between service quality and customer satisfaction in Pakistan's food delivery industry. Specifically, the research seeks to answer the following questions:

1. To what extent does service quality impact customer satisfaction in the Pakistani online food delivery sector?
2. How does bureaucratic organizational culture mediate the relationship between service quality and customer satisfaction?

3. How does supportive organizational culture mediate the relationship between service quality and customer satisfaction?

By addressing these inquiries, this study offers valuable insights for enhancing service quality and customer satisfaction in Pakistan's online food delivery industry. In summary, online food delivery services have become a vital component of urban living due to their accessibility, variety, and convenience (Goswami, 2007; Nayan & Hassan, 2020). As digital advancements reshape the industry and consumer preferences continue to evolve, maintaining high service quality and customer satisfaction remains essential (Asghar & Pervaiz, 2019; Setiawan & Sayuti, 2017). This study provides valuable insights for fostering sustainable growth in the online food delivery sector. By prioritizing customer satisfaction, cultivating an adaptable organizational culture, and aligning pricing strategies, businesses can achieve immediate success while establishing a solid foundation for long-term growth in this highly competitive and dynamic industry.

1.1 Service Quality (SQ)

The quality of service, an essential part of modern service industries, is defined as the extent to which a service meets or exceeds customer expectations (Satrianny & Gunawan, 2023). It serves as a barometer of quality, setting expectations for how a service is perceived by users. A similar role can be found in the aviation, banking, retail, healthcare, and hospitality sectors to provide consistent high-quality service (Aburayya et al., 2020; Mouzaek et al., 2021; Shetty et al., 2022). The SERVQUAL model (Kim, 2021), which breaks down into the factors Assurance, Empathy, Responsiveness, Tangibility, and Reliability, has helped to create a link between the quality of service and satisfaction of the customers. From busy retail stores to quiet hotel lobbies, this model has shone light on redirecting to excellence, proving its applicability to a cross-section of industries across the world (Adams et al., 2016; Goswami, 2007; Panigrahi et al., 2018; Priyo, 2018; Sivathanu, 2019; Setiawan & Sayuti, 2017). The literature across the globe on service management well captured the relationship between service quality and customer satisfaction (Uzir et al., 2020). This dynamic, defined as the difference between what customers expect and what they perceive (Gronroos, 1988; Zeithaml, 1988), directly impacts customer loyalty and organizational performance. Some latest studies in Pakistan have underway to explore this relationship, particularly in the context of e-commerce platforms (Akram et al., 2022) and the banking sector (Khan et al., 2021).

Though the food delivery industry has seen explosive expansion, there remains a vital gap in service quality related understanding in this domain. The following study problem intends to study the distinct challenges and dynamics faced by food delivery personnel as they operate in Pakistan (Petrusch & Vaccaro, 2019; Shetty et al., 2022). Despite the explosive growth of the food delivery industry, a critical gap persists in understanding how service quality impacts customer satisfaction in this domain. This study problem aims to examine the unique challenges and dynamics that food delivery personnel confront in Pakistan. It seeks to comprehend how the SERVQUAL dimensions, Tangibility, Reliability, Empathy, Responsiveness, and Assurance, apply in this specific service situation and how they affect customer satisfaction. Given Pakistan's distinct cultural and socioeconomic setting, there is an opportunity to investigate if the established correlations between service quality parameters and customer satisfaction reported in other contexts apply to the specific domain of food delivery services in Pakistan.

1.2 Customer satisfaction (CS)

Customer satisfaction is extremely important to food delivery service companies (Yoopetch et al., 2022). These suppliers, frequently operating within customer-centric frameworks, prioritize addressing their customers' different requirements and expectations (Calza et al., 2023). Customer satisfaction, an important feature in this industry, is centered on meeting customer expectations, particularly in terms of service delivery (Petrusch & Vaccaro, 2019). Oliver (1993) provides a

detailed definition, describing satisfaction as the pleasant realization felt by customers. Various researchers, like Al-Laymoun et al. (2020) and Oliver and Burke (1999), provide different viewpoints on satisfaction, all of which point to the need of effectively managing customer expectations. According to Oliver and Burke (1999), customer satisfaction is the study regarding how customers respond when their pleasing expectations are satisfied. According to Abdulkhaliq and Mohammadali (2019), customer satisfaction refers to the mental well-being felt after accomplishing intended objectives through interactions with a food delivery service provider. Consequently, customer satisfaction, which has been extensively researched across multiple domains (Jiang et al., 2017; Oh & Kim., 2017), is defined as customers' positive experiences in relation to service expectations (Marinkovic & Kalinic, 2017). It reflects a consumer's feeling or attitude following service utilization (Yi et al., 2021).

Defining consumer satisfaction in this context is a difficult task, as it focuses around the positive expectations linked with the services offered by these food delivery companies. Notably, customer satisfaction is widely recognized in the research as a multidimensional entity with multiple features (Teeroovengadam et al., 2019). Despite the abundance of contributions addressing the concept of satisfaction, there is a lack of agreement on how customer satisfaction should be explicitly defined in the context of food delivery service providers. Despite this ongoing debate, one component is clear: customer satisfaction, in this context, emerges from an assessment of consumers' interactions and experiences with these service providers, offering a temporal viewpoint that captures the dynamics of this relationship. The present study acknowledges this diversity but adopts the definition proposed by Abdulkhaliq and Mohammadali (2019). This definition aligns with the study's focus on evaluating the dynamics of customer interactions and their impact on satisfaction. Customer satisfaction is conceptualized here as the mental well-being achieved through meeting customer expectations and accomplishing objectives during interactions with food delivery service providers.

2 Underpinning theory and hypothesis development

2.1 The Expectation Disconfirmation theory (EDT)

The application of Expectation Disconfirmation Theory (EDT) is to study the relationship between service quality and customer satisfaction in the food delivery service industry of Pakistan. The relevance of EDT in marketing and consumer behavior studies lies in its ability to underpin what establishes customer satisfaction (Oliver & DeSarbo, 1988). EDT framework depicts subjects like consumer behavior, marketing, human resources, leisure, medical, psychological, service quality and management. This concept originated with Oliver (1980) and was eventually refined by Susarla et al. (2006) contends that customer satisfaction is the result of comparing their initial expectations with the confirmation or disconfirmation they experience. In this sense, "expectations" describes the ways that a customer thinks about and anticipates goods or services, and "disconfirmation" describes the difference between those pre-consumption beliefs and what they actually experience. Such deviation can be positive when the event exceeds the original expectations, or negative when the actual benefits under-achieve the initial projections (Poister & Thomas, 2011; Yi et al., 2021). Positive disconfirmation results in satisfaction, but negative disconfirmation causes discontent (Yi et al., 2021). The process where customers weigh a product or service's benefits against their original expectations is a major determinant of their perceived satisfaction (Uzir et al., 2020, 2021), as defined by EDT. Service quality determines customer expectations, while satisfaction arises when the quality of the service meets or surpasses these expectations. This relationship is mediated by organizational culture affecting service quality delivery and perception. Having an accommodating culture that is flexible and focused on the customer leads to positive disconfirmation; when expectations of customers are surpassed, satisfaction increases. Conversely, a bureaucratic culture characterized by rigid structures and processes may hinder responsiveness, resulting in a disconnect in service delivery leading to lower

levels of customer satisfaction. Therefore, EDT offers a solid theoretical foundation for understanding how organizational culture can influence the relationship between service quality and customer satisfaction in this expanding industry.

2.2 Service quality and customer satisfaction

From the perspective of the consumer, satisfaction and service quality are critical factors (Singh & Jasial, 2021), with service quality being a major factor in determining a customer's level of satisfaction with service providers. Numerous studies have examined the complex relationship between customer satisfaction and service quality (Singh & Jasial, 2021), and the results have shown recurring trends across a range of Pakistani sectors. Zafar et al. (2012) and Ajmal et al. (2018) emphasize the critical role that customer satisfaction plays in the banking industry in keeping devoted customers amidst intense competition. They also stress the strong correlation that exists between service quality and customer satisfaction (Ahmed et al., 2017). In a similar vein, the hotel sector, as Saleem and Raja (2014) have shown, places a great deal of attention on the critical role that improved service quality plays in promoting customer loyalty and building a favorable brand image. Khan and Shaikh (2011) highlight the profound impact of positive service experiences on customer satisfaction within Pakistan's restaurant industry, noting that such experiences not only enhance customer loyalty but also contribute to the overall success of restaurants.

Similarly, Aftab et al. (2016) underscore the critical importance of service quality in fast food establishments, emphasizing that prioritizing service excellence is essential for satisfying customers, cultivating loyalty, and maintaining competitiveness in the fast-paced food industry. Together, these studies illustrate the pivotal role of service quality in driving customer satisfaction and loyalty, which are fundamental to the prosperity of food service businesses. Moreover, Bharwana et al. (2013) illuminated the critical function that service quality has in molding customer satisfaction, specifically at private colleges located in Faisalabad, Punjab, Pakistan. Their findings highlight how important it is for educational establishments to put a high priority on service quality in order to meet changing student expectations and boost overall satisfaction and institutional performance.

The body of current literature emphasizes the significance of customer satisfaction and service quality, particularly in the context of Pakistan's varied industries, which include banking, hotel, restaurant, and education (Ahmed & Malik, 2016). However, taking into account the suggested study, a clear research vacuum exists. The primary reason for this gap is the dearth of industry-specific research in the food delivery service sector, which has particular features such as prompt delivery, high-quality food, and contacts with customers that have a big impact on customer satisfaction (Ahmed et al., 2020). Based on the theoretical assumptions of EDT and insights from previous literature, we propose that addressing the existing gap requires examining the relationship between service quality and customer satisfaction within Pakistan's online food delivery sector. Therefore, we propose the following;

H1: *Service Quality positively influences Customer Satisfaction in Online Food Delivery Sector.*

2.3 Organizational Culture:

The Hofstede Model of Organizational Culture divides culture into symbols, heroes, rituals, and ideals (Hofstede, 2011). Managers discover these characteristics for better comprehension of their people. Organizational culture, albeit intangible, has a substantial impact on an organization's personality, including staff morale, engagement, and financial performance. According to the Harvard Business Review, shared values, behaviors, and beliefs govern customer service, staff performance, coordination, and mission alignment (Groysberg et al., 2018). The two main types of organizational cultures covered here are bureaucratic and supportive.

2.3.1 Bureaucratic Organizational Culture as a Mediator (BOC):

A formal culture is common in big organizations (Claver et al., 1999), demanding stringent sets of standards for the organization to run effectively. These large entities usually feature hierarchical networks of management with orders flowing from the top down and a greater share of power existing within upper management. Resilience to change is embedded in the bureaucratic cultures, as they rely on structured hierarchies of authority where individuals are hired based on their skills and knowledge (Caliskan & Zhu, 2017). In such cultures, employees are adept at complying with organizational processes and guidelines, following established procedures, and responding to customer requests. This culture values standardization of processes, so it tends to be disciplined and methodical. Hashmi and Rehman (2018) studied the impact of leadership styles on employee performance using data from 150 participants in Lahore, from public and private universities. The study demonstrates that leadership styles should correlate with organizational culture when seeking the best results with a contented workforce. In the same vein, Gökalp and Soran (2022) examined leadership styles within aviation schools with a particular focus on the mediating role played by organizational culture. They claim that competence and effectiveness of leadership is deep-rooted in a sound culture, which success in aviation education is based on.

Moreover, Virgiawan et al. (2021) explored the interaction among organizational culture, motivation, transformational leadership, and employee performance at the Indonesian Ministry of Public Works and Housing. Organizational culture acts as a mediator in employee engagement contributing to transformational leadership performance, according to the findings. Berson et al. (2005) collected data from various organizational sources with different types of measures from 26 firms. Their findings show that entrepreneurial cultures mediate the relationship between CEO self-endorsement values and company sales growth; that bureaucratic cultures mediate the relationship between CEO values of security and turnover. Although these studies provide important insights into the mediation of organizational culture across sectors (e.g., leadership, education, and public services), there is little research on how bureaucratic organizational culture mediates the relationship between service quality and customer satisfaction in the booming food delivery sector of Pakistan. Since the sector is growing, and customer satisfaction plays an essential role in the success of the sector, we propose that there exists a significant mediating effect in this context through bureaucratic culture, and therefore it warrants being explored further. Thus, on the basis of previous studies, we hypothesized that.

H2: Bureaucratic Organizational Culture mediates the relationship between Service Quality and Customer Satisfaction in Food Delivery Sector.

2.3.2 Supportive Organizational Culture as a Mediator (SOC):

The nature of a supportive organizational culture is intricately linked to organizational size, with evidence suggesting that larger organizations often exhibit lower levels of cultural supportiveness (Kalsoom et al., 2020). These cultures stem from an environment that stimulates personal liberty, dons a hospitable atmosphere, and develops a sense of safety the three elements playing a key role in augmenting employee well-being, relations with others, and job satisfaction (Men & Yue, 2019). Such cultures are built on trust and empowerment that provides employees with an opportunity to utilize and make the most of their strengths in achieving greater product quality and service delivery, resulting in improved organizational performance (Tang et al., 2022; Verma, 2020). Moreover, supportive organizational structures strengthen these dynamics by enhancing trust, commitment, and personal initiative (Gürkan & Çiftci, 2020) in an internally oriented environment. Leadership is also key to cultivating supportive cultures. Berson et al. (2005), for instance, highlight the importance of matching the organizational culture with the values of the leadership and how this has implications to the performance in total.

In parallel, Salvador et al. (2022) finds in apparent factors like support culture, perceived organizational support, and turnover intentions, meaning that this attachment to cultural stability dictates the level of attraction to social equality to stabilize service delivery. Supportive cultures allow employees to take initiative, leading to higher quality of interpersonal and work relationships (Men & Yue, 2019; Verma, 2020), resulting in better service delivery and high customer satisfaction. There are several areas that have already done extensive research around supportive cultures including law enforcement (Shim & Hoover, 2015) and general corporate environments, yet the food delivery industry has barely been explored. Such as demands quality assurance and on time service delivery and tireless customer relationships which are critical aspects that require nuanced understanding of how social mechanics of outcome are swayed by organization culture. Frontline employees are usually in charge of creating experiences for customers, which requires a deeper understanding of how supportive organizational culture helps this process (Ahmed et al., 2019). Expanding on previous research, this study suggests that a supportive organizational culture plays a key role in improving service within the food delivery industry, calling attention to a gap in current literature, we hypothesized the following;

H3: *Supportive Organizational Culture mediates the relationship between Service Quality and Customer Satisfaction in Food Delivery Sector.*

3 Research Framework:

This study investigates the nuanced links between Service Quality (SQ) and Customer Satisfaction (CS) in Pakistan's online food delivery market. SQ serves as the independent variable, including the value customers perceive in different elements of online food delivery, including quality, convenience, and cost-effectiveness. CS, the dependent variable, represents consumer satisfaction with online food delivery services. The research framework (Figure 1) is a parallel mediation model designed to achieve the research aims. It studies how Supportive Organizational Culture (SOC) and Bureaucratic Organizational Culture (BOC) influence the link between SQ and CS. This approach seeks to illuminate the dynamic interplay of SQ, SOC, BOC, and CS, providing insights into the aspects that influence customer satisfaction in this changing business

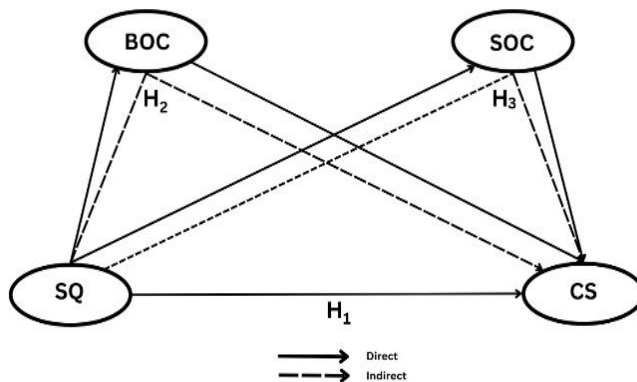


Figure:1 Research Framework

4 Research Methodology:

This section discusses the methods for investigating the relationship between service quality (SQ) and customer satisfaction (CS), with a focus on selecting a representative sample, identifying relevant data sources, measuring variables, and developing estimation models. It also investigates the mediating roles of Bureaucratic Organizational Culture (BOC) and Supportive Organizational Culture (SOC) in influencing these relationships, with a focus on the particular context of the

online food delivery industry. By addressing these challenges, the study aims to provide an in-depth understanding of the relationship between organizational culture, service quality, and consumer satisfaction in this rapidly expanding online food delivery industry (Galdeano et al., [2019](#)).

4.1 Sample Selection

The primary objective of this study was to explore the mediating role of SOC and BOC in the relationship between SQ and CS. The research applies the parallel mediation model as a theoretical setting to meet these objectives. This empirical study was conducted based on the population of Lahore, Pakistan, that is one of the leading in the use of online food delivery (Hassan et al., [2021](#)). A 5-point Likert scale was used to collect the perceived value by customers, supervisor support, and customer satisfaction (Nadeem et al., [2015](#)). Data were collected using a quantitative survey method with a structured questionnaire to record the pertinent variables. The questionnaire included essential factors of food quality, delivery time, convenience, SQ, SOC, BOC and CS with the items adapted from previous studies developed scales. In particular, organizational culture, service quality, customer satisfaction, external market orientation, innovation and financial performance were measured by Wallach ([1983](#)), Parasuraman et al. ([1985](#)), and customer satisfaction was assessed on constructs by Hair et al. ([2019](#)), Shmueli et al. ([2019](#)), and Uzir et al. ([2021](#)). Using a purposive sampling approach through Krejcie and Morgan ([1970](#)) sample size table, the final number of respondents was 284, with the focus being on individuals active in online purchasing (Khattak & Ahmad, [2018](#)). This organized framework establishes a solid basis for examining the relationship between service quality, organizational culture, and customer satisfaction in the online food delivery sector.

5 Data analysis

The hypotheses will be tested using structural equation modeling (PLS-SEM) to analyze direct and indirect relationships between the variables. Following Anderson and Gerbing's ([1988](#)) two-stage approach to structural equation modeling, the analysis is reported according to the framework specified by Hair et al. ([2019](#)). SEM is widely applied in behavioral sciences due to its ability to model complex relationships between variables (Zhou et al., [2021](#)). A purposive sampling technique was used, including individuals who had done at least two online transactions using third-party home delivery services in the previous year. A total of 284 people successfully participated, with 56% being men and 44% being female. The majority of participants (59%) had a university degree, and the largest age group (57% of respondents) was 25 to 35 years old. These demographics display high internet and purchasing activity, with 68% of respondents stating that they have made more than five transactions online in the previous year. That is because this profile supplies a strong and representative sample that can be used to investigate the variables impacting the quality of service and the overall customer's contentment in the context of online food delivery. There are two stages to the data analysis. The measurement model (outer model) was tested for convergent validity, discriminant validity, and construct reliability at the first stage. PLS-SEM was performed in the second stage to analyze the structural model (inner model) to investigate the associations between independent and dependent variables. Multiple regression has its limitations, including its reliance on normal assumptions regarding the distribution of the data, making PLS-SEM an ideal choice for many studies, especially those dealing with data that are not normally distributed, or even those involving complex model relationships (Fornell, [1987](#)). It also provides diverse constructs and resilience to collinearity and distribution problems (Cassell & Bickmore, [2000](#); Hair, [2011](#)). This allows for a thorough and rigorous investigation of the study's research questions.

6 Results and findings

Sekaran and Bougie ([2016](#)) noted that an acceptable correlation between two instruments

measuring the same topic confirms convergent validity. According to Hair et al. (2017), evaluating convergent validity for reflective constructs entails examining the average variance extracted (AVE) as well as the factor loadings outside of the construct. Ideally, these outside loadings also referred to as indication reliability—should be higher than the 0.708 cutoff (Hair et al., 2017). Items that exceeded the 0.708 threshold and had loadings ranging from 0.735 to 0.921 were considered acceptable during analysis (Hair et al., 2019). When it comes to the assessment of construct reliability, namely Cronbach's alpha (CA) and composite reliability (CR), scores higher than 0.70 as advised by Hair et al. (2017) are generally considered acceptable. These values in this investigation exceeded the predetermined threshold, ranging from 0.785 to 0.932 for CA and from 0.886 to 0.932 for CR. Additionally, when Average Variance Extracted (AVE), a widely used convergent validity metric, is greater than 0.50, it is deemed sufficient. Convergent validity was confirmed by the study's results, which show that the AVE ranged between 0.608 to 0.807 (Hair et al., 2017). Table 1 has comprehensive results.

Table 1: Measurement model

Construct	Items	Loading value (> 0.5)	Cronbach's Alpha (> 0.7)	Composite reliability (> 0.7)	Average variance extracted (> 0.5)
SQ	SQA	0.805	0.844	0.886	0.608
	SQE	0.791			
	SQR	0.772			
	SQRE	0.720			
	SQT	0.809			
CS	CS1	0.779	0.932	0.932	0.733
	CS2	0.891			
	CS3	0.900			
	CS4	0.874			
	CS5	0.832			
SOC	SOC1	0.860	0.890	0.926	0.807
	SOC2	0.921			
	SOC3	0.913			
BOC	BOC1	0.816	0.785	0.873	0.696
	BOC2	0.880			
	BOC3	0.805			

6.1 Discriminant validity

The discriminant validity was rigorously analyzed by two methods: the HTMT criteria and the Fornell and Lacker criteria. In accordance with Hair et al. (2017), the Fornell and Lacker ratio was applied to determine whether the square root of Average Variance Extracted (AVE) was greater than the correlation values for each pair of research constructs (Franke & Sarstedt, 2019). Discriminant validity was evident through the square root of AVE, which consistently outperformed the associated row and column correlation values (see Table 1). Moreover, Rousset et al. (2023) original HTMT technique was used to investigate the discriminant validity more in-depth. According to Henseler et al. (2015), HTMT calculates the ratio of the between and within correlations between constructs (see Table 3).

Table: 2 Fornell-Larcker criterion

	BOC	SOC	CS	SQ
BOC	0.834			
SOC	0.505	0.856		
CS	0.779	0.533	0.898	
SQ	0.706	0.531	0.741	0.780

Table: 3 Heterotrait-Monotrait ratio (HTMT) - Matrix

	BOC	CS	SOC	SQ
BOC				
CS	0.564			
SOC	0.843	0.556		
SQ	0.851	0.584	0.827	

6.2 Hypothesis testing:

After the validity and reliability of the measurement model were confirmed, the structural model was analyzed to evaluate the hypotheses. Visual aids for presenting the validity of each hypothesis are Table 4 and Figure 2. According to the first hypothesis (H1), there is a positive correlation between Service Quality (SQ) and Customer Satisfaction (CS), as indicated by the coefficient (β) of 0.261, t-value of 2.68, and significance at $p < 0.05$.

Table: 4 Mean, STDEV, T values, p values

Hypothesis	Effects	Original sample (β)	Sample mean (M)	Standard deviation (STDEV)	T statistics (t > 1.96)	P values (p < 0.05)	Results
H1	SQ \rightarrow CS	0.261	0.255	0.088	2.968	0.003	Supported
H2	SQ \rightarrow BOC \rightarrow CS	0.101	0.102	0.056	1.810	0.070	Not-supported
H3	SQ \rightarrow SOC \rightarrow CS	0.168	0.171	0.051	3.322	0.001	Supported

The bootstrapping approach, which was suggested by Preacher and Hayes (2008), was applied to evaluate the confidence intervals (CIs) of indirect relationships in order to investigate the indirect results of these relationships. According to the results, BOC, acting as a mediator (M1), has a negligible indirect impact on the link between SQ and CS ($\beta = 0.101$, $t = 1.810$, $p > 0.05$). On the other hand, the link between SQ and CS is significantly impacted indirectly by SOC, acting as a mediator (M2) ($\beta = 0.168$, $t = 3.322$, $p < 0.05$). Consequently, SOC is found to be a significant mediator in the link between SQ and CS.

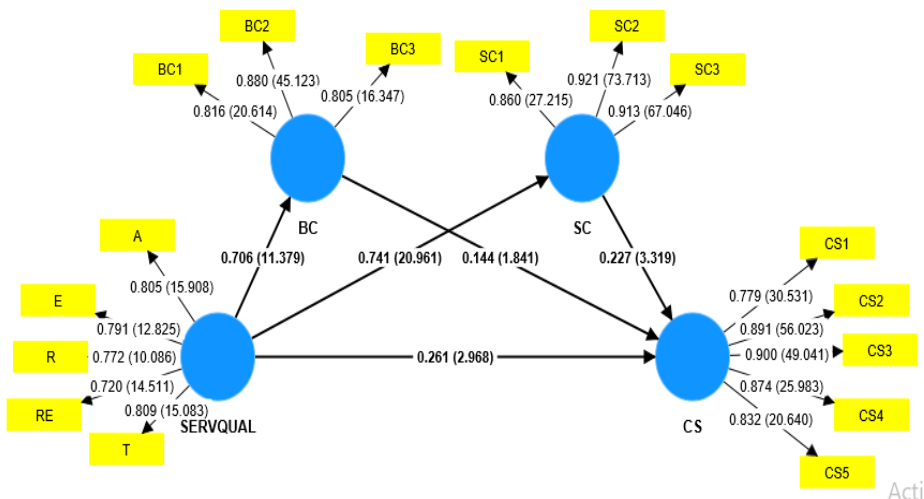


Figure:2 Path Co-efficient

7 Discussion

This study examined the relationship between customer satisfaction and service quality in the online home delivery service sector, paying particular attention to the mediating functions of BOC and SOC. Expectation-Disconfirmation Theory (EDT) was used as a guide when developing and testing hypotheses, and the results showed that service quality has a significant impact on consumer satisfaction in the food delivery industry. The findings of the study supported earlier research (Ajmal et al., [2018](#); Chicu et al., [2019](#); Rita et al., [2019](#); Uzir et al., [2021](#); Zafar et al., [2012](#)) by confirming the direct relationship between service quality and customer satisfaction. Exceeding expectations and fostering positive customer satisfaction. In Pakistan's food delivery industry, when service quality increases customer satisfaction, it can result in more satisfied customers, favorable reviews, more sales, a competitive edge, a positive brand image, better operational efficiency, and contented staff members. In a market where competition is fierce, all of these elements support the general prosperity and expansion of food delivery companies.

Additionally, by investigating the mediating function of BOC on the link between SQ and CS, this study adds to the body of literature. According to Zhao et al. ([2010](#)), mediation takes place when there is a statistically significant indirect effect, regardless of its value; this indicates the possibility of mediation. Preacher and Hayes ([2008](#)) state that there are two requirements that must be met: first, there must be a large direct impact between the IV and DV, and second, there must be a considerable indirect impact. Consequently, the study's findings indicate that SQ and CS have a significant direct effect ($\beta=0.261$, $t=2.968$, $p<0.05$), but the second condition that BOC does not satisfy the mediation criteria and remains insignificant ($\beta=.101$, $t=1.810$, $p>0.05$). The findings indicate that bureaucratic organizational culture, as a mediator, may impede obtaining high customer satisfaction in service quality due to inherent characteristics. Bureaucracies prioritize rigorous obedience to rules and processes, limiting the ability to tailor services to particular customer needs (Weber, [1947](#)). Slow response times caused by hierarchical systems upset customers in fast-paced situations (Mintzberg, [1979](#)). As a result, employee disempowerment impedes issue resolution and decision-making for improved customer experiences (Drucker, [1973](#)). Furthermore, complicated communication routes limit access to critical information, resulting in service outages (Fayol, [1916](#)). Employee disengagement stems from a lack of autonomy, which reduces their motivation to address consumer needs (Huczynski & Buchanan, [2013](#)). The findings show that organizations may need to modify their bureaucratic culture in order to excel in service quality and customer satisfaction, as bureaucracies frequently resist adjusting to changing customer preferences, stifling innovation (Chandler, [1962](#)).

This study adds to the literature by investigating the mediating function of SOC in the link between SQ and CS. Mediation happens when there is a statistically significant indirect effect, whether higher or less than zero, indicating the presence of some type of mediation (Zhao et al., [2010](#)). According to Preacher and Hayes ([2008](#)), there are two conditions to meet: significant direct impact and significant indirect impact. The study found a significant direct effect between SQ and CS ($\beta=0.261$, $t=2.968$, $p<0.05$). Furthermore, the second condition also meets the criteria of mediation, there is a partial significant effect of SOC as a second mediator on the relationship between SQ and CS ($\beta=.168$, $t=3.322$, $p<0.05$). The finding of the study is also consistent with the previous studies (Cegarra et al., [2012](#); Pradhan et al., [2017](#); Yu & Choi, [2016](#)). Within the framework of the mediating impact of a supportive organizational culture on the relationship between Service Quality (SQ) and Customer Satisfaction (CS), the SOC, as a second mediator, plays a pivotal role. It functions as a crucial link to ensure that the service provided by delivery personnel aligns seamlessly with customer expectations, ultimately fostering satisfaction. Furthermore, supportive cultures maintain a consistent level of support and trust, making the environment more conducive to increasing customer satisfaction (Verma, [2020](#)).

The findings highlight the importance of developing shared experiences, beliefs, and norms inside

organizations, with a particular emphasis on fostering a supportive organizational culture. Personal freedom, friendliness, fairness, and safety are all values that a supportive society supports. Employees in such a culture are trusted and enabled to work to their full potential, which has been linked to increased product quality, service delivery, and overall organizational success (Kalsoom et al., 2020; Men & Yue, 2019).

7.1 Practical Implication:

From a practical perspective, the study recommends that online home delivery allows companies to focus on customer-oriented strategies while promoting a supportive organizational culture and being aware of the negative aspects of a bureaucratic structure.

Service Quality (SQ) matters: The study reinforces the significance of service quality in enhancing customer satisfaction, a finding aligned with existing literature. Customer loyalty is easier to achieve with higher service quality, so online food delivery providers should take advantage of this and improve service quality.

Nurturing Supportive Organizational Culture (SOC): The results indicate a partial mediating role of SOC in the SQ-CS relationship. Businesses should create environments in which trust, empowerment, and group work are increased as service efficiency and customer satisfaction are increased.

Returning to Bureaucratic Organizational Challenges: While Bureaucratic Organizational Culture was not a large mediator, the focus on its potential negative consequences—rigid structures and a slow path to decision—reminds us of the drawbacks.

Adoption of Customer-Centric Strategies: The research findings suggest that online home delivery services need to implement strategies that focus on their customers. These organizations, with their practices embracing the customer into their organizational fold and creating a socio-culture internal to themselves, are adapting themselves to the ever-evolving demanded nature of the online food delivery market landscape.

Applicable to the Rapidly Growing E-Commerce Industry: This study's recommendations can help online delivery service providers increase performance and achieve long-term customer satisfaction.

7.2 Limitations and Future Research

The study's limitations include potential selection bias from purposive sampling, limited generalizability due to the geographical focus on Lahore, and the possibility of response bias from self-reported data. The cross-sectional approach provides just a static view, and the questionnaire may not have covered all relevant constructs. Furthermore, employing SmartPLS for data analysis may affect the final results. Future research should address these challenges by employing probability sampling, expanding to new areas, and incorporating longitudinal and mixed-method techniques that include qualitative input from customers. Additional factors and various techniques for analysis could improve the findings.

7.3 Conclusion

This study has significant implications for the online home delivery industry in Pakistan. Shows that improving service quality has a profound effect on developing customer satisfaction, as this matched with the results from previous research. In a price-sensitive market like Pakistan, providing better value than your competitors can mean stronger customer satisfaction. The findings revealed that Bureaucratic Organizational Culture (BOC) was not a mediating factor. The study sheds light on landmines presented by bureaucratic cultures, including strict rules and inefficient systems, that can serve as roadblocks to the worthy goal of delivering top-notch

customer service. On the contrary, the finding of the study indicates Supportive Organizational Culture (SOC) as a significant mediator in the relationship between service quality and customer satisfaction. Hence, fostering a harmonious culture that promotes empathy, trust, fairness, and personal freedom is essential to leveraging a competitive advantage in the industry.

8 References

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