



**RMS**  
RWANDA MEDICAL SUPPLY

# CUSTOMER SATISFACTION SURVEY

June 2025

## EXECUTIVE SUMMARY

Rwanda Medical Supply Ltd (RMS) conducted a comprehensive customer satisfaction survey from January 2024 period to assess service delivery performance and internal operational effectiveness. This survey involved 330 buyers, 60 suppliers, and 160 employees, using questionnaires, interviews, and focus group discussions. The primary objective was to evaluate customer experiences, identify areas for improvement and provide actionable recommendations.

The findings revealed that overall customer satisfaction increased to 59.03%, up from 35.5% recorded in the previous survey. Health centres and prison centres (51.28%) were more satisfied than health posts (39.02%) and hospitals (33.96%). Additionally, health facilities surveyed in Kigali City reported higher satisfaction (51.72%) compared to those in the Northern Province (50%), Eastern Province (48.19%), Southern Province (45.45%), and Western Province (35.29%). Among suppliers, international suppliers reported significantly higher satisfaction (78.57%) compared to local suppliers (62.07%), and all business partners surveyed expressed satisfaction. Regarding customer loyalty, the proportion of Promoters slightly increased to 44.61%, compared to 44.5% in the previous survey, indicating stable customer loyalty.

Internally, the survey revealed a largely positive work environment, with 90.01% of employees expressing job satisfaction and alignment with RMS's mission and vision. Teamwork, inclusion, and engagement were identified as strengths. However, only 40.63% were satisfied with their recognition or rewards, and nearly 44% expressed dissatisfaction or uncertainty regarding career development. Communication between department and workload stress emerged as key concerns.

In conclusion, RMS has established a strong foundation in both customer and employee engagement, reflecting its dedication to service quality and staff involvement. However, to achieve sustained growth and operational effectiveness, several critical areas require targeted improvement. These include enhancing delivery accuracy to meet customers demand and improve lead time; improving product availability to avoid stock shortage and stock-outs; and regularly updating product prices in the eLMIS to enable buyers to make accurate orders. Additionally, strengthening customer support services for providing timely and effective assistance. On other hand, improve career pathways to foster professional development and staff retention. Lastly, strengthen internal communication to enhance coordination, operational efficiency, and overall organizational alignment.

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## ACCRONYS AND ABBREVIATIONS

<b>BUFMAR</b>	Bureau des Formations Médicales Agréées du Rwanda
<b>CMS</b>	Central Medical Store
<b>CRC</b>	Citizen Report Card
<b>CSAT</b>	Customer Satisfaction
<b>DHs</b>	District Hospitals
<b>eLMIS</b>	Electronic Logistics Management Information System
<b>FDA</b>	Rwanda Food and Drug Authority
<b>GoR</b>	Government of Rwanda
<b>HCs</b>	Health Centers
<b>HSSP</b>	Health Sector Strategic Plan
<b>KII</b>	Key Informant Interview
<b>MEDIASOL</b>	Medical & Allied Service solutions
<b>MIFOTRA</b>	Ministry of Public Service and Labour
<b>MoH</b>	Ministry of Health
<b>NGO</b>	Non-Governmental Organization
<b>NPS</b>	Net Promoter Score
<b>NST</b>	National Strategy for Transformation
<b>ODK</b>	Open Data Kit
<b>PPS</b>	Probability proportional to the population size
<b>RBC</b>	Rwanda Biomedical Centre
<b>RGS</b>	Rwanda Governance Scorecards
<b>RMS</b>	Rwanda Medical Supply
<b>SDP</b>	Service Delivery Points
<b>SERVQUAL</b>	Service Quality
<b>USAID</b>	United States Agency for International Development
<b>WHO</b>	World Health Organization

## 1.1 Background and context

Recent studies have emphasized that improving operational efficiency in supply chains directly impacts cost reduction, service delivery, and overall performance, particularly in industries like healthcare and manufacturing (Christopher, 2021). Mentzer et al. (2020) and Hugos (2020) revealed that establishing a strong collaborative relationship among supply chain partners is highly beneficial, as it facilitates the sharing of information, fosters enhanced trust, and improves coordination. This collaboration leads to more effective decision-making, streamlined processes, and ultimately better supply chain performance. By working closely together, partners can address challenges more efficiently, reduce delays, and optimize resource allocation, all of which contribute to the overall success and competitiveness of the supply chain.

Redesigning hospital services and implementing integrated care programs have emerged as key strategies to reduce resource utilization and improve healthcare quality. In this context, many healthcare organizations have started projects focused on patient logistics, clinical pathways, data interchange, and vertical integration. However, the effectiveness of these strategies heavily depends on the performance of the supply chain, which relies on the collaboration of various entities involved in planning, sourcing, and distributing health products to end-users. The success of these efforts is closely tied to the seamless integration and coordination between stakeholders, highlighting the importance of efficient supply chain management in achieving healthcare goals.

Rwanda, through the National Strategy for Transformation (NST2) and Vision 2050, aims to become a regional hub for health services, innovation, and supply chain management. These frameworks prioritize improving healthcare infrastructure, access to quality services, and the integration of technology to build a sustainable health ecosystem. To achieve this, the country is focusing on enhancing its healthcare supply chain, ensuring timely availability of essential medicines, and strengthening health logistics systems (Ministry of Health, Rwanda, 2022).

Through these efforts, Rwanda aims to achieve health service self-sufficiency and lead regional healthcare excellence, becoming a model for neighboring countries in Africa. As response, Rwanda Medical Supply (RMS) Ltd, a state-owned company was established to manage the country's public health supply chain. RMS Ltd plays a vital role in strengthening the healthcare supply chain by fostering collaboration between healthcare facilities, local and international manufacturers, suppliers, NGOs, for-profit service providers, and government entities. This partnership is designed to improve service delivery, enhance logistical efficiency, and ensure equitable access to medical products throughout Rwanda. Headquartered in Kigali with a central warehouse in Kacyiru, RMS Ltd operates 26 warehouses across different districts of Rwanda, ensuring timely delivery of healthcare supplies, even to the most remote areas. This extensive network enables the company to swiftly respond to the evolving healthcare needs of the population, supporting Rwanda's broader health sector objectives, including universal health coverage, disease prevention, and improved public health outcomes.

Despite ongoing efforts, Rwanda's medical supply chain continues to face several challenges that hinder the availability of medicines and medical supplies. Key issues include suboptimal procurement practices, inefficient inventory management, and distribution difficulties, particularly in reaching the last mile. Financial constraints are exacerbated by long outstanding receivables, which disrupt cash flow. Additionally, there is a shortage of adequately trained supply chain operators and pharmacists, as well as issues with the current Logistics Management Information System (eLMIS), which is neither standardized nor fully interoperable. The lack of infrastructure for optimal storage of critical inventory further complicates supply chain operations (HSSP, 2024-2029). To address these challenges, RMS has implemented several strategies including the annual customer satisfaction survey. This survey is designed to assess the company's progress, identify areas for improvement, and generate actionable recommendations aimed at overcoming existing barriers. By gathering valuable feedback from stakeholders, RMS can continuously refine its operations and service delivery.

## 1.2 Purpose of this survey

The overall objective was to gain an in-depth understanding of customer satisfaction with the services provided by Rwanda Medical Supply Limited (RMS LTD) from January to December 2024 and to identify areas for improvement. This was accomplished through the following specific objectives:

- Assess customer perceptions of service quality, focusing on the reliability and timeliness of deliveries, as well as the effectiveness of communication related to order status, product availability, and other relevant information.
- Identify key areas for improvement in service delivery, such as responsiveness to inquiries, complaint resolution, and overall customer support, as well as any challenges related to product availability or order fulfilment.
- Assess overall customer satisfaction based on their experiences and develop actionable insights and targeted recommendations to enhance service quality, resolve challenges, and continuously improve the customer experience.

## 2.1 Introduction

In this Customer satisfaction survey, a review of the literature related to the survey was also conducted. This included variables such as customer satisfaction, service quality, and its determinants. Also, the review involved how to measure customer satisfaction and quality service and as well, the medical supply chain in Rwanda.

## 2.2 Customer Satisfaction

Customer satisfaction is a measure of how well products and services meet or exceed customer expectations (Kotler & Armstrong, 2018; Schiebler, Tom, & Reutterer, 2024). It refers to the final outcome of a process in which customers evaluate the perceived benefits obtained from using a product or service (Oliver, 2010). For a company to ensure that its products or services are perceived as valuable, achieving customer satisfaction is essential (Zameer, Tara, Kausar, & Mohsin, 2015). Satisfied customers are more likely to remain loyal to products that consistently meet their needs and desires (Mohd Suki, 2017).

A study conducted by Tran and Le (2020), along with Agnihotri, Dingus, Hu, and Krush (2019), found that customer satisfaction with sales personnel significantly influences customers' willingness to pay more. This suggests that when customer needs are efficiently met, satisfaction encourages higher spending and repeat purchases. Similarly, Reynolds and Beatty (1999) discovered that a high level of satisfaction leads to increased positive word-of-mouth communication. Arndt (1967, p. 1) described word-of-mouth as informal conversation, "probably the oldest mechanism by which opinions on products and brands are developed, expressed, and spread." In other words, a satisfied customer is likely to recommend the company to others (Leung, 2020). In competitive markets, measuring customer satisfaction using validated tools such as SERVQUAL and the Net Promoter Score (NPS) helps businesses identify strengths and areas for improvement. By continuously tracking and enhancing drivers such as quality, value, and customer experience, companies can build sustainable relationships and achieve long-term growth (Khoo, 2022).

## 2.3 Service quality

Service quality refers to how well a service meets or exceeds customer needs and expectations, focusing on both the actual attributes of the service and how they align with customer perceptions (Meesala & Paul, 2018; Aydinoglu & Demirhan, 2023). A critical component in evaluating service quality is the gap between what customers expect and what they actually experience. If expectations exceed perceived performance, dissatisfaction results (A'aqoulah et al., 2022). Effectively managing this expectation-performance gap is essential for improving customer satisfaction and maintaining a competitive advantage. Research consistently emphasizes the importance of addressing this gap to enhance overall service delivery and customer loyalty (Parasuraman, 1985; Samuel & Sugiyanto, 2024).

Organizations use service quality as a strategic tool to differentiate themselves in competitive markets. High-quality service not only boosts customer satisfaction but also enhances retention, profitability, and long-term loyalty (Sureshchandar & Rajendran, 2002; Lee & Lee, 2022). A widely accepted model for measuring service quality is SERVQUAL, developed by Parasuraman, which identifies five core dimensions: tangibles, reliability, responsiveness, assurance, and empathy. These dimensions provide a framework for evaluating how well services align with customer expectations.

## 2.4 Rwanda's public health supply chain

The Government of Rwanda (GOR) has made significant investments in improving the country's healthcare system, focusing on ensuring the accessibility and availability of health commodities. This effort is guided by a vertically structured healthcare system, where centralized entities such as the Ministry of Health (MOH) and its directorates play a vital role in strategic planning, policy-making, and the allocation of resources. Regulatory oversight is provided by the Rwanda Food and Drug Authority (FDA), which is tasked with ensuring the safety and quality of medical products through drug registration, pharmacovigilance, and quality assessments. The FDA's mission is to protect the population by regulating medical products, processed foods, household products, and tobacco to safeguard against substandard and falsified goods.

At the core of Rwanda's healthcare delivery is a hierarchical system, with National Referral Hospitals at the top, offering advanced care, specialized treatments, and training for medical staff. These hospitals include the University Teaching Hospitals of Kigali and Butare, King Faisal Hospital, and Rwanda Military Hospital. Below them, Provincial and Referral Hospitals provide more complex services, particularly in emergency and intensive care, and act as the final referral point for patients from district hospitals. District Hospitals serve as the entry point to the hospital system, providing preventive and curative care, and emergency services. At the grassroots level, Health Centers manage local health posts, focusing on primary care services such as disease prevention and the treatment of common diseases like malaria and HIV/AIDS. Health Posts, located in more remote areas, offer basic healthcare services and are supported by Community Health Workers who help identify health needs and extend the reach of healthcare services.

The execution of core tasks related to the healthcare supply chain, such as procurement, warehousing, and distribution, is handled by Rwanda Medical Supply (RMS) Ltd., which was established in 2018 and became operational in 2020. RMS took over the functions of the former Medical Procurement and Production Division (MPPD) of the Rwanda Biomedical Center (RBC) and 30 district pharmacies. This restructuring was part of the government's strategy to streamline and improve the medical supply chain, ensuring reliable access to essential medicines and vaccines. RMS is responsible for the procurement, storage, and distribution of health commodities, including temperature-sensitive products, and uses digital tools like the Electronic Logistics Management Information System (eLMIS) to optimize inventory management. Furthermore, RMS collaborates with local and international partners, including the Global Fund and USAID, and has established public-private partnerships to enhance supply chain efficiency.

### 3.1 Introduction

Both quantitative and qualitative methods were used to conduct this survey by focusing on product quality and service delivery. A mixture of question types including multiple choice, Likert scale, and open-ended questions, were developed and arranged into categories like product quality and service delivery including the overall experience of customers when placing orders, the ease of the ordering process, accessibility of information and conducting working environment. Respondents were selected by applying probability and non-probability sampling techniques. The survey questionnaire and other data collection tools including Key Informant Interview (KII), Focus Group Discussions (FGDs) and Desk Review were used to gather data.

The consultant undertook this assignment initial by developing an appropriate implementation methodology and plan summarizing an appropriate inception report, data collection, analysis of the data, report writing and presentation of the findings. As well, the consultant was guided by the following survey principles:

- 1. Participatory implementation.** To ensure that this survey covers all concerned persons; hospitals, health centres, and health posts pharmacies and other consumers of the RMS LTD products were involved in this survey. A close collaboration with RMS branches and headquarter was very key in order to conduct this survey successfully as they are involved in planning and public service delivery.
- 2. Use of technology.** Apart from the participatory approach mentioned above, a major aspect was the use of electronic devices to collect data. These devices (Tables and smartphones) are very friendly to capture data in a precise manner by minimizing data collection errors. In this survey, the Kobo Collect, usually used in social research was used to collect data from the respondents.
- 3. Agility of the process and flexibility.** The consultant followed a swift and flexible approach. A tentative work plan and timeline was developed at the beginning of the assignment, discussed and agreed upon with the client (RMS LTD), and was adapted based on changes caused by external factors, or by the emerging priorities and requirements. It is important though that the overall objective and expected deliverables form the basis of the contract and other additional requirements be met with the agreed human and financial resources.
- 4. A five-step approach** that includes the inception phase, the field data collection, the verification/ validation phase, the data analysis, and the final reporting was followed.

## 3.2 Survey design

### 3.2.1 Target population

The target population for this survey encompasses several key groups that interact with Rwanda Medical Supply (RMS) Ltd, each playing an essential role in the company's operations. The primary customers of RMS are health facilities, which rely on the company for the procurement, storage, and distribution of health commodities such as medicines and medical products. Currently, RMS serves 55 hospitals, 529 health centers (including 11 prison health centers), and 1,282 health posts across all districts of Rwanda. In addition to health facilities, this survey included suppliers of RMS from a total of 65 local and 75 international suppliers.

RMS also works closely with four business partners (BUFMAR, MEDIASOL, ZIPLINE and KASHA) and one special client (the Rwanda Biomedical Center - RBC). Finally, RMS staff were also included in this survey to provide internal perspectives on service delivery, operational efficiency, and the challenges the company faces in fulfilling its mission.

By incorporating feedback from these diverse groups, this survey aimed to gather comprehensive insights to help RMS identify areas for improvement and enhance the quality of its services, ultimately contributing to a more effective and efficient supply chain of health commodities in Rwanda.

### 3.2.2 Sampling techniques and selection criteria

Both probability and non-probability sampling techniques were used to select participants for this survey, ensuring that the sample is representative of the population. This included health facilities as buyers, business partners, local and international suppliers, and RMS staff.

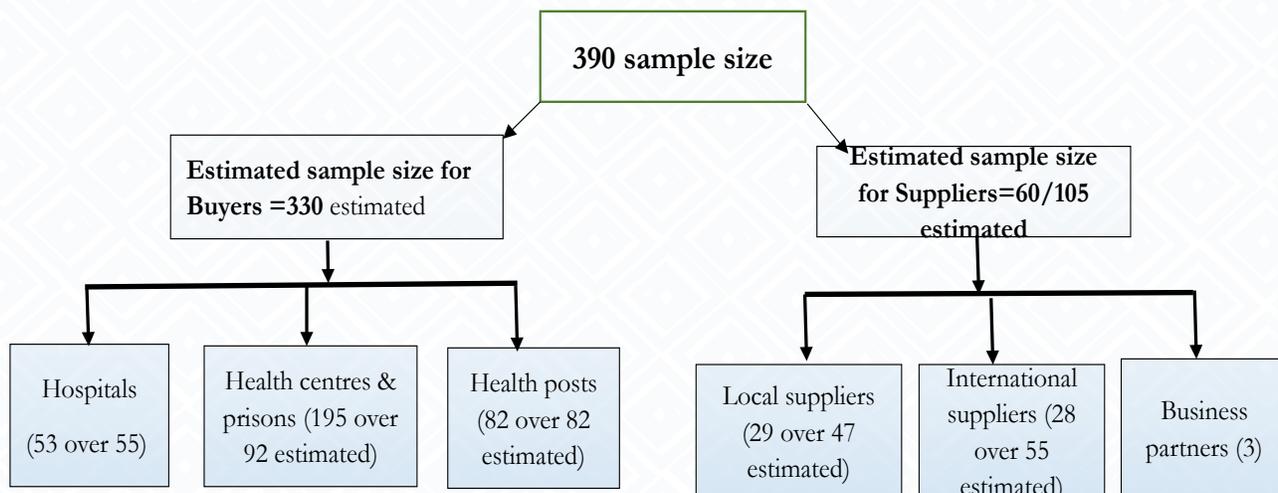
For the quantitative method, a simple random sampling technique was applied to local and international suppliers to ensure that each supplier has an equal chance of being selected. However, a supplier must have at least one year of experience working with RMS Ltd as a prerequisite. For health facilities, a combination of stratified random sampling and probability sampling, disproportionate to their population size, were used to sample them across all districts of Rwanda. Therefore, all district hospitals were included in the sample, while health centres and health posts were randomly stratified in a way that ensures that participants who most frequently interact with RMS are selected. That is, health centres and health posts were disproportionately allocated because health centres interact with RMS more than health posts, the later can purchase either from RMS or other companies. Within these strata, simple random sampling was used as well. The sampling of business partners was exhaustive, with the prerequisite being at least one year of experience working with RMS to eliminate bias from respondents with limited or no relevant experience. Lastly, all RMS staff were distributed the survey questionnaire.

On the other hand, a combination of purposive and convenience random sampling was used to select participants for the focus group discussions and key informant interviews. These participants included pharmacists, storekeepers, and RMS staff, as they possess valuable knowledge about the healthcare supply chain in Rwanda. Participants' convenience was respected, considering their accessibility, availability, and willingness to participate. This approach ensured a diverse range of perspectives, providing rich qualitative data for analysis.

### 3.2.3 The sample size and response rate

The Yamane (1967:886) formula at 95% confidence level and 5% of margin error, was used to estimate the sample size for this survey. By applying the formula,  $n = \frac{N}{1 + N(e)^2}$ , we got as sample size of 435 participants composed of 330 buyers and 105 suppliers. However, due to different circumstances, only 390 participants answered the survey questionnaires. Figure 1 illustrates the distribution of the respondents.

**Figure 1: Distribution of the respondents (both Buyers and Suppliers)**



The survey achieved a response rate of 89.6%, approximately 90%, which is considered excellent in research. This high response rate provided a robust basis for data analysis and increased the reliability of generalizing the findings to the target population.

For the staff satisfaction survey, a structured questionnaire was distributed to all employees across the organization. A total of 160 employees participated in the survey, providing valuable input on their workplace experiences. The primary objective of the survey was to evaluate overall job satisfaction by collecting feedback on a range of factors, including the work environment, clarity of roles and responsibilities, management support, professional development opportunities, communication effectiveness, and organizational culture.

Concerning qualitative data, Key informant Interviews were conducted with RMS staff at Central and Branches levels, and business partners. Furthermore, two Focus Group Discussions were conducted with pharmacists or storekeepers, the one in City of Kigali and another for Northern province. Focus Group Discussions (FGDs) were organized to brainstorm about satisfaction level with RMS products and services, challenges they are facing, suggestions and other relevant information related to this survey. The overall qualitative information contributed deeply in identifying challenges that customers, suppliers and staff are facing and actionable recommendations for improving its performance.

### 3.3 Dimensions of service quality assessed

The literature review indicated that customer satisfaction is a multi-dimensional concept that includes factors such as product quality, service quality, price/value, customer expectations, customer support, convenience, and emotional satisfaction (Agarwal, 2021; Chen et al., 2020; Keller et al., 2019; Parasuraman & Grewal, 2020; Heskett et al., 2020; Kiran et al., 2021; Bagozzi, 2021). Therefore, this survey assessed:

Dimensions	Description of sub-dimensions/factors that impact customer satisfaction
<b>Tangibles:</b> Physical Evidence of Service	<b>Physical condition of products delivered:</b> The extent to which delivered orders are free from physical damage, excluding item loss.
	<b>Originality of the products:</b> Assessing product functionality and suitability for customers' needs, including perceived quality and originality of manufacturing, excluding damage due to mishandling.
	<b>Ordering procedures:</b> The level of ease and convenience experienced by customers during order receipt/delivery.
	<b>Functionality and user-friendliness of the electronic logistics management information system (eLMIS):</b> As a tool for customers to manage inventory, place orders, and track stock.
<b>Reliability:</b> Consistency and Dependability	<b>Product availability:</b> The capacity and stock availability, ensuring customers can obtain the desired quantities or fulfil required quantities, minimizing order challenges due to shortages or space limitations.
	<b>Reliability and consistent delivery:</b> A reliable supplier should meet deadlines and maintain the continuity of product supply, even during high-demand periods.
	<b>Order fulfilment accuracy:</b> How often received orders align with shipment notes, including correct items, quantities, and avoiding substitutions.
<b>Responsiveness:</b> Willingness to Help and Address Problems	<b>Customer support service:</b> Effectiveness in addressing customer claims, complaints, and inquiries, especially discrepancies in order delivery even after fulfilment, such as inaccurate, poor-quality, or damaged items, and how these situations are resolved through customer service.
<b>Assurance:</b> Confidence and Trust	<b>Communication:</b> Customers' perceptions of the adequacy, completeness, and clarity of information provided by RMS Ltd regarding services and ordering/delivery procedures.
	<b>Payment experience and value for money:</b> Payment methods in place and the value for money of the product supplied.
<b>Empathy:</b> Personalized Attention	<b>Personnel contact quality:</b> The effectiveness of initial personnel interactions with customers, including their knowledge, experience, and empathy in addressing customer issues.

## 3.4 Data collection tools

### 3.4.1 Desk review

The documentary reviews involved analysing the contents of documentary materials such as books and journals, as well as the content of all other verbal materials, whether spoken or printed (Kombo & Tromp, 2006). After the kick-off meeting, the consultant conducted an extensive desk review of existing documents from Rwanda Medical Supply (RMS) Ltd as well as other recommended documentation like best practices from region or worldwide in supplying medical drugs and equipment. Precisely, the previous customer satisfaction survey, the RMS's Strategic plan, Private sector engagement strategy, Health sector strategic plan, Vision 2050, National Strategy for Transformation (NST2) and other provided operational framework documents for understanding supply chain process including access to information, ordering, and delivery.

The objective of literature review was two-fold:

- To have an overall understanding of the medical supply chain in Rwanda including distribution channel, challenges faced by RMS as well as the potential solutions taken to address the issues.
- To identify existing customers, their location and challenges they may face in order to access, order and use medical drugs and equipment from RMS LTD

Through this desk review, the consultant developed the data collection tools including the questionnaire FGD and KII guide. More on that, being aware of the RMS LTD operational framework enabled the consultant to understand expectations of both customers and suppliers of RMS. The findings from desk review played important role in report writing where a triangulation method was used to harmonize and produce a comprehensive report about this survey.

### 3.4.2 Survey questionnaire

A survey questionnaire consists of a set of questions used to collect information from the target respondents of a given survey. For this study, questions related to objectives of this survey were developed and set in electronic devices like Kobo Collect to gather data from the sample size or respondents.

The questionnaire was developed in English and translated into Kinyarwanda as a medium of communication between enumerators and participants. Advanced data collection tool such as Kobo collect app installed on tablets and smartphones was used to collect data. For ensuring good collaboration with the client and ensuring the quality of service, we always submitted the questionnaire for receiving inputs and comments or direct approval. Then, the questionnaire was piloted on a small sample size to test its validity and reliability. The feedbacks were incorporated into the questionnaire to have the last version used to collect data on the field.

### 3.4.3 Key informant interview (KII) guide

A Key Informant Interview Guide (KII) consists of collecting information from key informants, persons who have information of the study or a project. Therefore, an interview guide was developed and submitted to RMS for approval. This guide was mainly developed for identifying challenges that customers and RMS stakeholders are facing and actionable recommendations for improving its performance.

This KII guide consisted of open questions set for identifying perceptions about service delivery and organizational operations. The interview guide was developed in English language and translated in Kinyarwanda and French for facilitating communication with the participants. The respondents chose the language in which they feel more comfortable, either English, Kinyarwanda or French.

### 3.4.4 Focus Group Discussion(FGD) guide

A Focus Group Discussion (FGD) is a qualitative research method designed to collect in-depth information through group discussions, where participants brainstorm and share perspectives on a specific topic of interest. In this survey, two FGDs were conducted to explore how buyers interact with RMS, particularly regarding the services provided. Key areas of discussion included communication, the usability of technologies such as eLMIS, customer support, service delivery, challenges faced, and suggestions for improvement to enhance customer satisfaction and retention.

Each group consisted of 10 to 14 participants. The FGD guide was developed in English and translated into Kinyarwanda to facilitate effective communication between participants and the moderator. This approach allowed for the collection of rich qualitative data that could not be captured through the survey questionnaire alone.

## 3.5 Data analysis

Following the data collection phase, raw data were exported from the server and processed using Excel and STATA for detailed analysis. The dataset underwent thorough cleaning to address missing values and outliers. Descriptive statistics were then applied to assess trends and summarize the key findings.

Customer satisfaction was measured using the Customer Satisfaction Score (CSAT), which evaluated various service quality attributes to identify strengths and areas needing improvement. CSAT results were categorized into thresholds (low, moderate, high, and very high) to clearly indicate satisfaction levels. Additionally, the Net Promoter Score (NPS) was calculated to assess customer loyalty, likelihood of recommendation, and long-term engagement. NPS classifications (detractors, passives, and promoters) provided actionable insights into customer retention and advocacy.

To present the results, a combination of tables, figures, and cross-tabulations was used, ensuring a clear and comprehensive visualization of the outcomes. In parallel, qualitative data from open-ended survey responses and focus group discussions were analysed using a narrative approach. This allowed for the extraction of themes and deeper insights into customer experiences and perceptions. The integration of qualitative findings with quantitative data provided a well-rounded, evidence-based analysis of customer and employee satisfaction at RMS.

### 3.6 Ethical consideration

Ethical integrity was a core priority throughout the data collection and analysis process. Efforts were made to ensure that any potential risks to participants were minimized and clearly outweighed by the anticipated benefits of the study's outcomes. The research team adhered to established ethical standards and the principles of ethical conduct. In addition, the principles of research ethics such as Research should make a positive contribution towards the welfare of people, Research must respect and protect the rights and dignity of participants were respected. Participants participated voluntarily and the information provided were kept confidential and used for this study only.

# 4

## PRESENTATION OF THE FINDINGS

### 4.1 Introduction

This section presents the findings of the customer satisfaction survey, based on an analysis of data collected from various stakeholders. These include health facilities such as hospitals, health centres, and health posts, special client of RMS, and suppliers. The second part of this section focuses on assessing the extent to which RMS provides a conducive working environment for its staff, recognizing that employee satisfaction directly influences the quality of service delivery.

### 4.2 Customer satisfaction level

#### 4.2.1 Profile of the respondents

This survey was conducted in all districts of Rwanda and the sample size of health facilities were stratified and distributed randomly. The findings are presented below.

**Table 1: Health facilities surveyed distributed across the country**

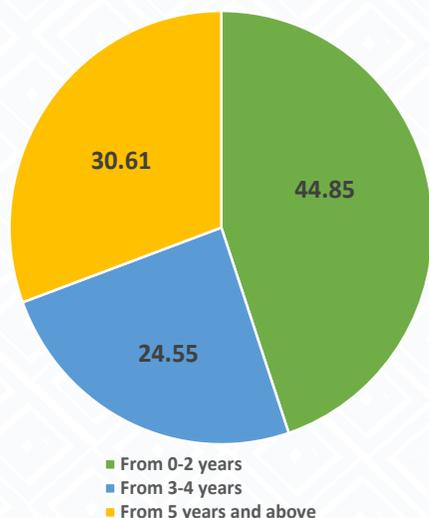
Location	Health centres		Health posts		Hospitals		Total	
	Freq	%	Freq	%	Freq	%	Freq	%
City of Kigali	12	6.15	9	10.98	8	15.09	29	8.79
Eastern Province	51	26.15	21	25.61	11	20.75	83	25.15
Northern Province	39	20.00	15	18.29	8	15.09	62	18.79
Southern Province	56	28.72	18	21.95	14	26.42	88	26.67
Western Province	37	18.97	19	23.17	12	22.64	68	20.61
<b>Total</b>	<b>195</b>	<b>100</b>	<b>82</b>	<b>100</b>	<b>53</b>	<b>100</b>	<b>330</b>	<b>100</b>

Table 1 shows that out of 330 buyers surveyed, 195 were health centres, 82 were health posts, and 53 were hospitals. More specifically, 8.79% of the surveyed health facilities are located in the City of Kigali, 25.15% in the Eastern Province, 18.79% in the Northern Province, 26.67% in the Southern Province, and 20.61% in the Western Province. Many health facilities surveyed were from Southern province (ie 26.67%) followed by those from Eastern province because of their population size.

For suppliers, a total number of 60 suppliers were surveyed comprising 28 international suppliers 3 RMS Business partners and 29 local suppliers. The majority of the surveyed suppliers (53.33%) were local, while international suppliers accounted for 46.67% (see Table 5). This distribution highlights a relatively balanced representation between local and international suppliers in the survey.

This survey asked the respondents experience in working or supplying RMS to understand their experience with RMS services. The findings are presented in Figure 2 and 3.

**Figure 2: Work Experience of the respondents within their health facilities**



**Figure 3: Experience of suppliers working with RMS**

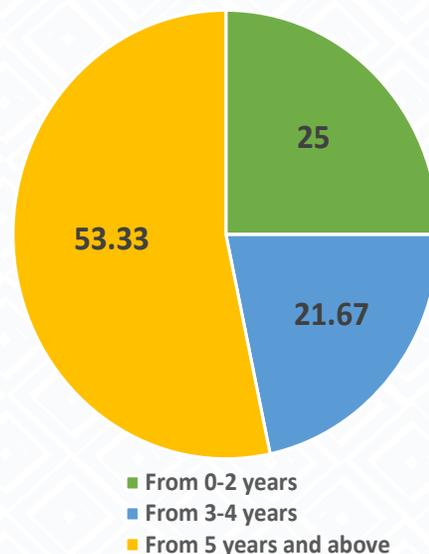


Figure 2 illustrates the work experience of pharmacists or storekeepers within their respective health facilities. The findings reveal that the largest proportion of pharmacists or storekeepers (44.85%) had between zero and two years of experience, followed by 30.61% with more than five years, and 24.55% with three to four years of experience. Note that the selection criteria for buyers, is one year of work experience to ensure that participants are familiar with the services offered by RMS. Then, Figure 3 shows that 53.33% of suppliers had more than five years of experience supplying to RMS, 25% had between zero and two years, and 21.67% had between three and four years.

As part of the survey, the educational background of respondents specifically pharmacists and storekeepers was assessed to gain insight into their academic qualifications and professional preparedness.

**Table 2: Education level of the respondents per health facilities**

Education level	Health centres		Health posts		Hospitals		Total	
	Freq	%	Freq	%	Freq	%	Freq	%
Secondary/high school	78	40	14	17.07	0	0.0	92	27.88
Bachelor's degree	117	60	68	82.93	51	96.23	236	71.52
Master's or higher	0	0.0	0	0.0	2	3.77	2	0.61
<b>Total</b>	<b>195</b>	<b>100</b>	<b>82</b>	<b>100</b>	<b>53</b>	<b>100</b>	<b>330</b>	<b>100</b>

Table 2 illustrates the educational qualifications of the pharmacists or storekeepers surveyed. The findings show that 27.88% completed secondary school, 71.52% hold a bachelor's degree, and 0.61% have completed a master's degree. Their areas of study include pharmaceutical sciences, general nursing, biomedical laboratory sciences, and Mathematics-Chemistry-Biology (MCB).

#### 4.2.2 Communication and sharing information about RMS's products and services

Effective communication is essential to business success, as it fosters strong customer relationships and ensures awareness of products and services. This survey examined the communication channels customers use to access information about RMS, along with their experiences and expectations. The results offer insights into how communication influences customer engagement and how it can be improved to enhance overall business performance.

**Figure 4: Communication channels used by respondents to access information about RMS products and services**

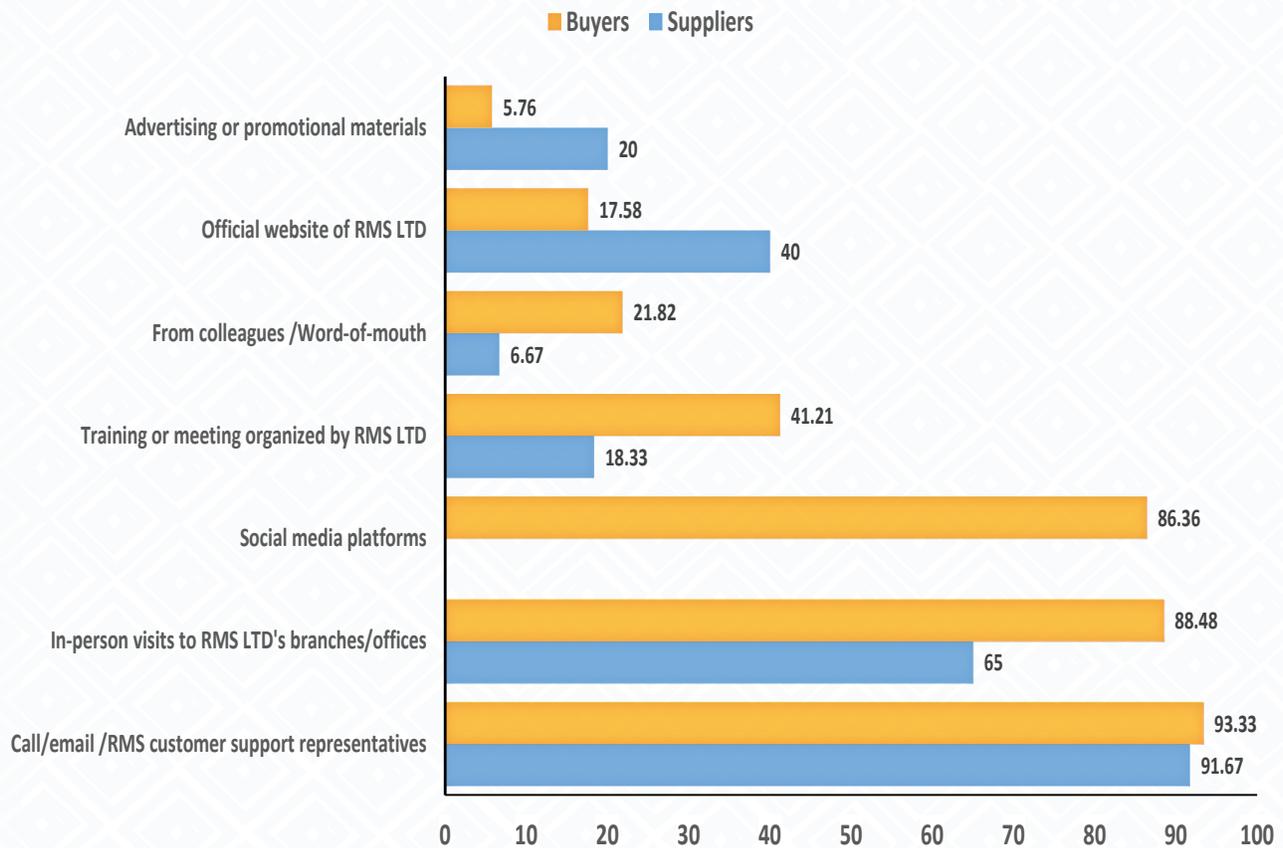


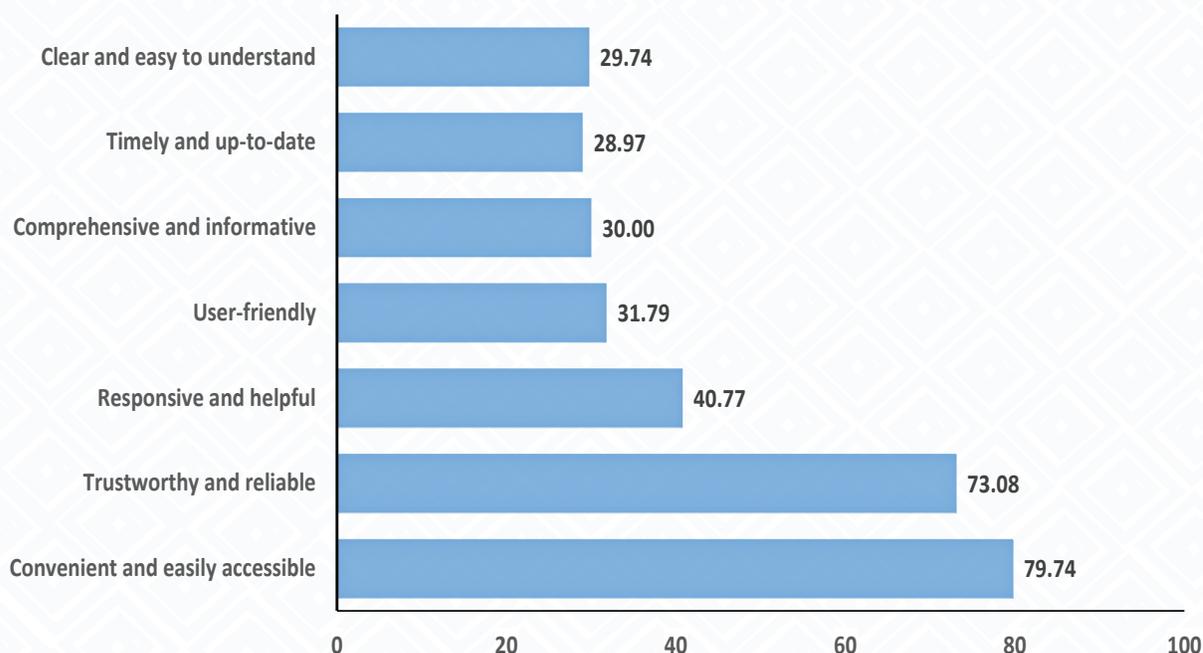
Figure 4 reveals that the majority of respondents accessed information through emails and phone calls as reported by 93.33% of Buyers and 91.97% of suppliers, followed by those who personally visit RMS at branches or Headquarter Office as reported by 88.48% of Buyers and 65% of Suppliers. As well, the findings indicated that social media is the third communication channel frequently used as reported by 86.36% of Buyers. Other communication channels such as Training or meeting, word-of-mouth, Official website of RMS LTD and advertisement or promotional materials are less used by the respondents.

To enhance access to information, several challenges including lack of website regular updates, unavailability of some products and delays in receiving feedbacks need to be addressed. Additionally, RMS is recommended to organize regular meeting with Business Partners for coordination and collaboration towards sharing first-hands information with its partners.

### 4.2.3 User-friendliness of an eLMIS

Digitalization of service plays a key role in improving service delivery by making it faster and more efficient. It allows services to reach more people in less time. In Rwanda, health facilities use the electronic Logistic Management Information System (eLMIS) to manage their inventories. This survey evaluated how well the system is functioning and how easy it is to use. The findings are presented below.

**Figure 5: The user-friendliness of the eLMIS as reported by the users /health facilities**



The findings revealed that out of 330 respondents surveyed, (78.79%) comprising those who reported being familiar (39.09%), very familiar (29.09%), and extremely familiar (10.61%), are well-acquainted with using eLMIS and capable of performing all required tasks. In addition, the findings in Table 9 further indicated that 84.54% of buyers surveyed rated the system as responsive (including 50% very responsive, 24.24% responsive, and 10.3% extremely responsive), indicating strong overall functionality. However, there is a need for improvement by offering training to those who expressed unfamiliarity with eLMIS. More on that, there is a need to integrate ERP/SAP with eLMIS to ensure effective operations and regular updates of the system to facilitate inventory management and more accurate order placement.

### 4.2.4 Product Ordering, Availability, and Delivery

Ordering process start when a customer place an order up to the time the supplier accept it and prepare to deliver the goods. Ordering and delivery are two essential pillars of an efficient and responsive supply chain. By examining customer feedback on ease of ordering, communication, delivery speed, and reliability, this survey got valuable insights into how well the supply chain is performing and where improvements can be made to better meet customer expectations.

**Figure 6: Feedback from Buyers on how easy it is to Place an Order**

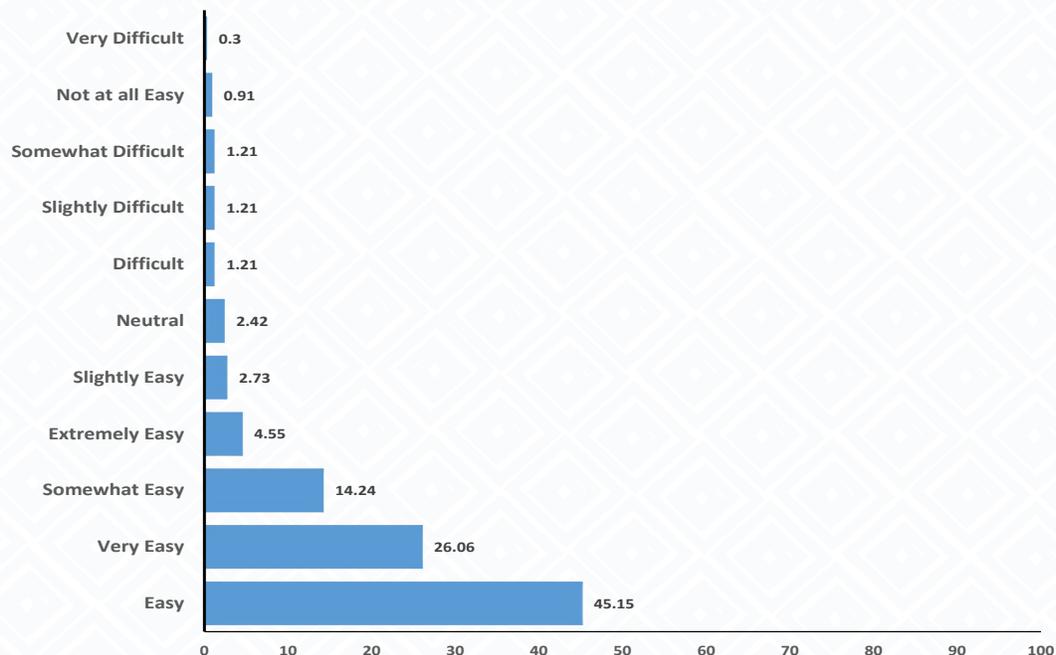
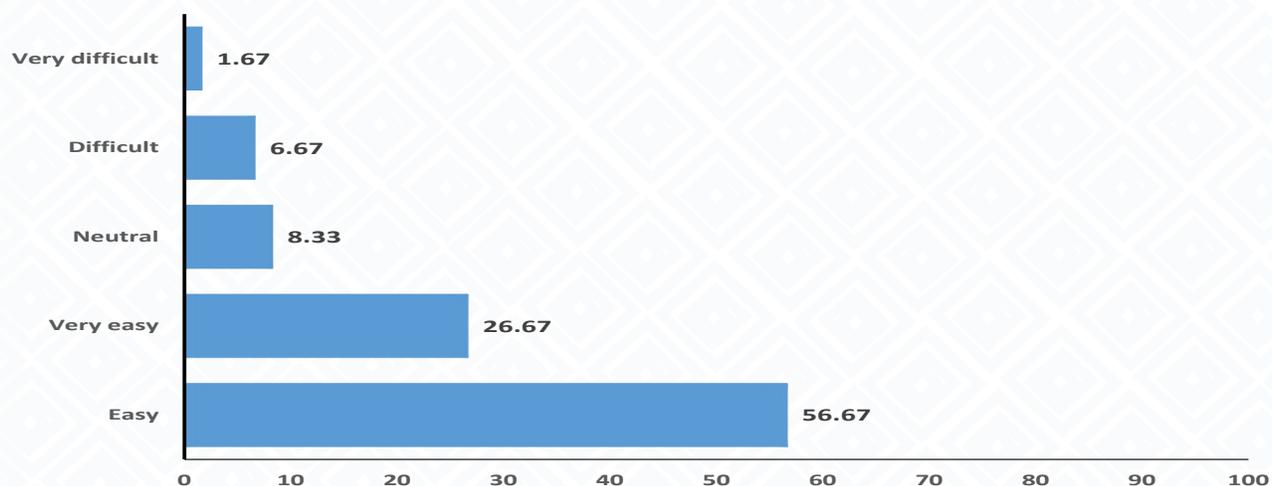


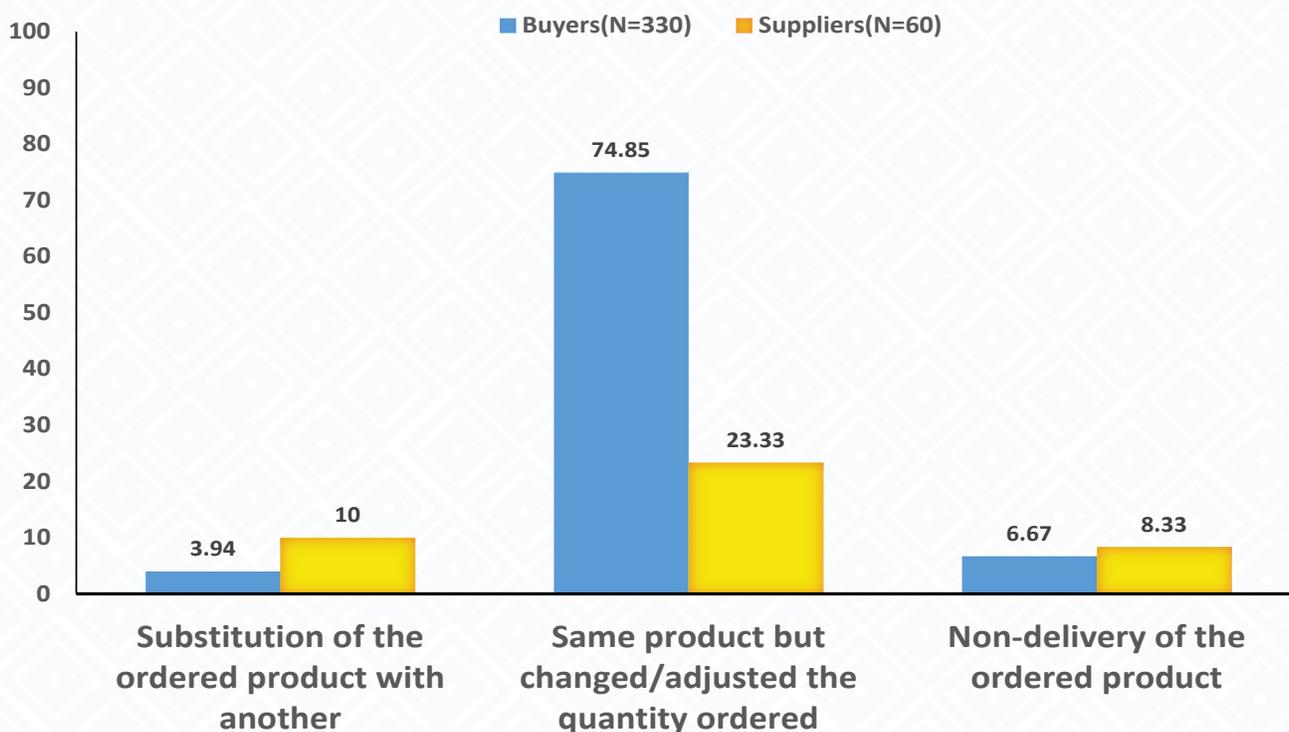
Figure 6 illustrates that among 330 buyers surveyed, the majority of the respondents (75.76%) composed of (45.15% who reported easy, 26.06% who reported very easy, and 4.55% who reported extremely easy) confirmed that placing order is easy. However, 24.24% of them expressed that they are facing some difficulties. From the FGDs, participants revealed several challenges, including the unavailability of some products, outdated pricing, and the non-functionality of the eLMIS ‘feedback’ and ‘open’ features. These issues are expected to be addressed, as the ERP/SAP system is currently in the piloting phase and will be integrated with eLMIS, according to key informant interviews. Therefore, RMS is recommended to integrate eLMIS and ERP/SAP for operations harmonization including smoothing ordering process and inventory management as whole. It is also suggested to disseminate the list of all available products at both the RMS branches and the central level to facilitate the ordering process, including coordination between regional warehouses.

**Figure 7: Fulfilment of the RMS orders as reported by the suppliers surveyed**



Concerning orders fulfilment, Figure 7 illustrates that the majority of suppliers (83.34%) found fulfilling RMS's orders to be easy. Specifically, 56.67% of respondents described the process as "easy", while 26.67% rated it as "very easy". A small portion, 8.34%, reported difficulties whereby 6.67% found it "difficult" and 1.67% considered it "very difficult". Additionally, 8.33% of suppliers chose not to respond to the question. Additionally, they further expressed that tendering process is very competitive and transparent. These results suggest that RMS has a generally effective and supplier-friendly ordering process. However, there is still room to enhance the supplier experience through continuous improvement, improved communication, and targeted support for those facing difficulties.

**Figure 8: Change or adjustment of orders as reported by both Buyers and Suppliers**



The findings presented in Figure 8 revealed that over the past 12 months, 74.85% of buyers experienced instance of receiving the correct product but in adjusted quantities, 3.94% experienced substitution with a different product, and 6.67% faced cancellations or non-delivery of their orders. These occurrences were primarily attributed to the ongoing transition from the eLMIS system to the new ERP/SAP platform, which is currently in the piloting phase. It is expected that once the new system is fully operational, these disruptions will be minimized, improving overall order accuracy and reliability. Similarly, 23.33% of suppliers surveyed experienced changes or adjustment of product quantities, 10% experienced product substitutions and 8.33% faced order cancellations. They further expressed the issue of frequent monthly orders placed below the manufacturers requirement which results in unfulfilled orders and associated penalties.

Another key aspect of order fulfilment assessed in this survey was the occurrence of stock shortages and stock-outs, with a focus on understanding their impact on order processing and timely delivery. The objective was to evaluate whether the current supply chain processes are adequately meeting customer needs and ensuring satisfaction, or whether inventory gaps are leading to delays, unfulfilled orders, and overall inefficiencies in service delivery. The findings are presented below.

**Figure 9:Buyers who experienced stock shortage over the past 12 months**

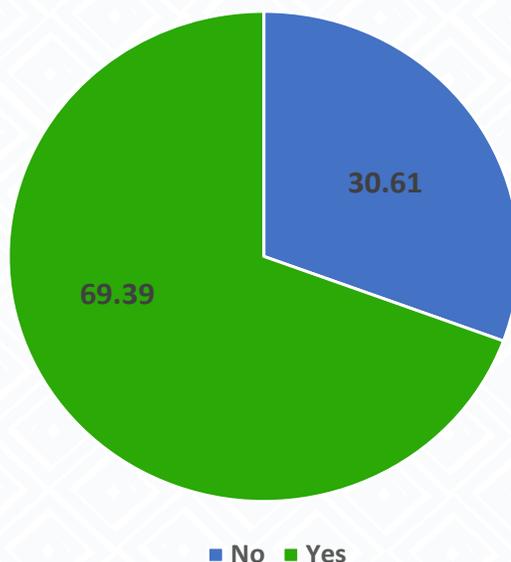


Figure 9 shows that, out of 330 buyers surveyed, 69.39% reported experiencing stock shortages, while 30.61% did not. As part of inventory management practices, a small reserve of pharmaceuticals is consistently maintained to ensure continued service while awaiting the next scheduled delivery. However, this buffer stock becomes insufficient when there are delays in the delivery schedule, leading to shortages that can disrupt healthcare service provision. During Focus Group Discussions (FGDs), participants noted that these stock shortages were primarily due to delays in the monthly distribution calendar. In such cases, however, 94.24% of respondents reported receiving emergency supplies to bridge the gap (see Table 17). To maintain and sustain stock availability, buyers suggested placing greater emphasis on the availability of essential products particularly vital medicines, laboratory chemicals, and reagents due to their critical importance.

Concerning the physical condition of received deliveries, the findings in Table 16 illustrate that the majority (70%) of buyers reported receiving orders in good condition. Additionally, the information provided, such as instructions and labels, matches the shipment notes, as reported by 91.21% of surveyed buyers (Table 15). Notably, all buyers surveyed expressed satisfaction with the quality of the products received, and interviews with key informants confirmed that, so far, no issues regarding product quality have been reported to RMS.

Last but not least, the findings indicate that the average lead time has slightly increased to 9 days, compared to 7 days recorded in the previous survey (see Table 28). This change is attributed to the new ERP/SAP system and other factors, such as remote areas with inaccessible roads.

#### 4.2.5 Pricing of products and payment issues

Among other factors, the price of the product influences customer satisfaction because they compare the value of products with similar products on the market. In addition, payment conditions attract customers by offering flexibility, affordability, and convenience, which can significantly impact their purchasing decisions and overall experience with the business. Favourable payment terms not only enhance customer satisfaction but also build trust and encourage repeat purchases. Therefore, this survey gathered insights about price of the products and payments issues. The findings are as follows:

**Figure 10: Price of RMS Products compared to similar product in the market as reported by the Buyers**

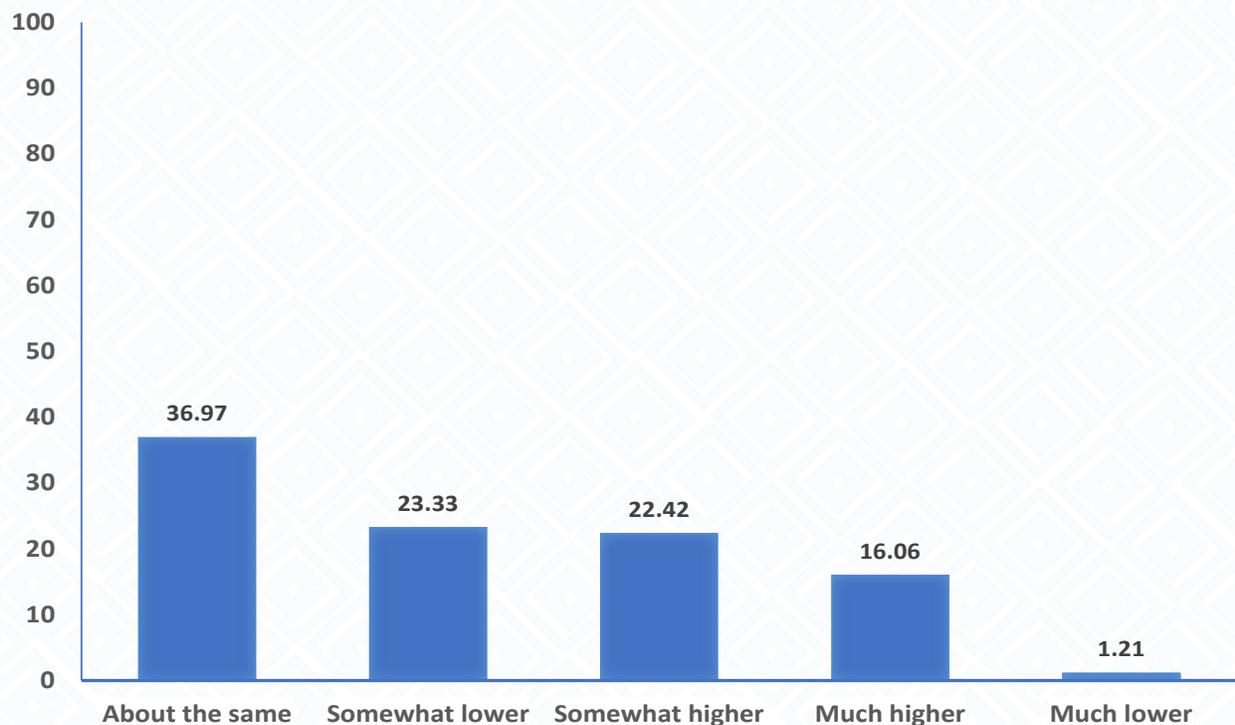


Figure 10 shows that buyer perceptions of RMS pricing are generally favourable. Among the 330 buyers surveyed, 36.97% indicated that RMS prices are the same as those from other suppliers, while 22.42% found them somewhat lower, another 22.42% somewhat higher, 16.06% much higher, and 1.21% much lower. During FGDs, participants noted that RMS typically offers lower prices than local wholesalers. They also expressed general satisfaction with payment processes but pointed out issues related to pricing discrepancies due to quotations being available only in ERP/SAP. They recommended harmonizing prices between eLMIS and ERP/SAP and reminded the practice of providing delivery notes at the time of delivery.

Suppliers, however, reported ongoing challenges with payment timelines. Among the 60 suppliers surveyed, only 25% consistently received payment on the promised date, while others experienced varying degrees of delay. The results indicated that 28.33% received payment most of the time on the promised date, 25.00% occasionally, 13.33% rarely, and 8.33% never (see Table 22). To enhance supplier satisfaction and strengthen partnerships, there is a clear need for RMS to streamline its payment procedures and ensure the timely fulfilment of financial commitments.

#### 4.2.6 Customer support and complaints resolution

Customer support within a business is essential for enhancing customer satisfaction and building long-term loyalty. It provides customers with a reliable point of contact for addressing inquiries, resolving issues, and offering assistance, which contributes significantly to a positive customer experience. A dedicated support unit not only improves the overall efficiency of handling complaints and feedback but also helps the business gather valuable insights into customer needs and expectations. Therefore, this survey gathered the insights of buyers and suppliers on assistance provided in order to enhance their satisfaction and business performance as whole.

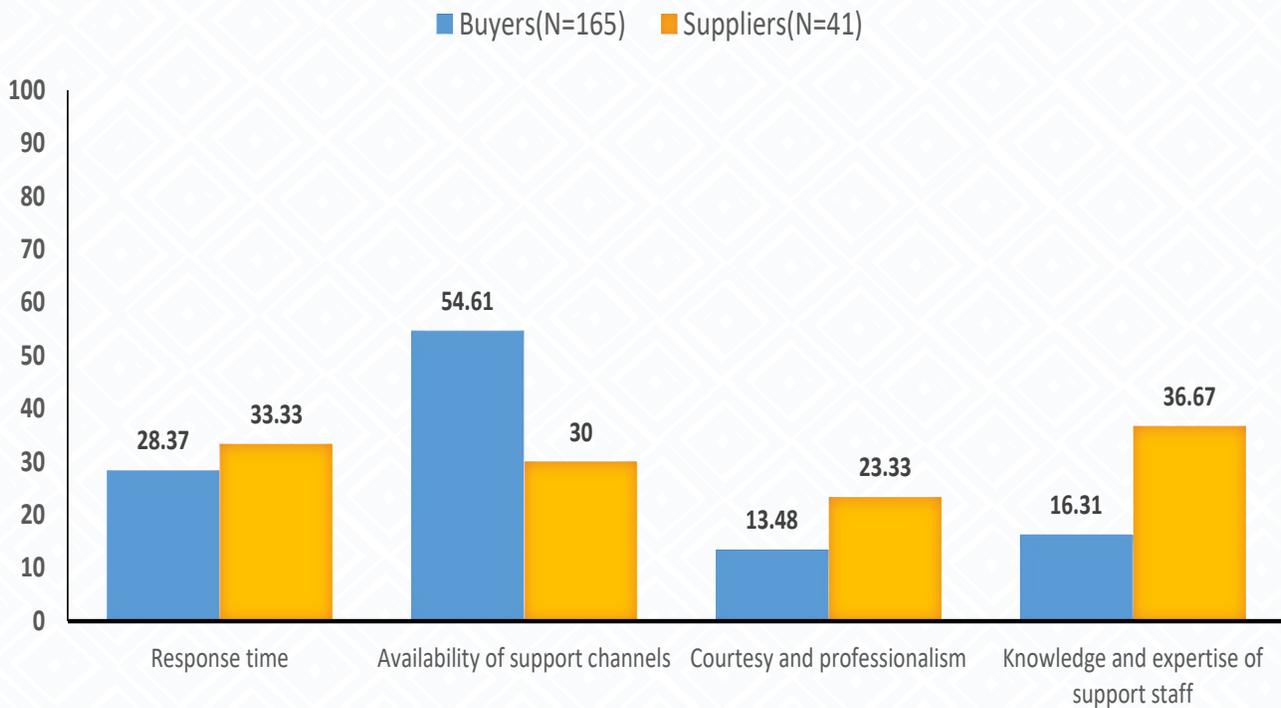
**Table 3: Respondents provided with customer support over the past 12 months**

	Buyers		Suppliers		Total	
	Freq.	Percent	Freq.	Percent	Freq.	Percent
No	165	50.00	19	31.67	184	47.18
Yes	165	50.00	41	68.33	206	52.82
Total	330	100.00	60	100	390	100

Table 3 highlights that both buyers and suppliers actively engaged with the RMS customer support team through phone calls, emails, or in-person visits to address a variety of operational concerns. Of the 390 respondents surveyed, 52.82% reported reaching out for assistance, underscoring the importance of customer support in ensuring effective supply chain communication. Among buyers, the most frequently cited complaint was order discrepancies, reported by 49.68% which nearly doubled from the 26.8% recorded in the previous survey due to the transition phase from eLMIS to ERP/SAP system. Delivery status inquiries were the second most common issue, reported by 38.06% of buyers, up from 23.8% recorded in the previous survey, indicating collaboration in tracking and receiving timely deliveries. In contrast, only 7.74% of buyers reported payment-related concerns, a notable decrease from 23.5% in the previous survey, indicating improvements in financial transaction and payment processes (see Table 21).

For suppliers, order discrepancies were reported by 16.67% of respondents, up from none in the previous survey. Delivery status inquiries declined slightly to 30% from 32.7%, while payment-related issues rose to 55%, up from 53.1%. Insights from focus group discussions and interviews revealed that buyers frequently contacted customer support due to the unavailability of certain pharmaceuticals, order adjustments, delayed deliveries, and emergency requests. Suppliers expressed concern over delays in receiving delivery acknowledgment letters, the placement of orders below manufacturers' minimum shipment quantities, issues related to penalties, and prolonged payment delays. These findings highlight the need to enhance customer satisfaction and supply chain performance by addressing the mentioned constraints.

Figure 11: Customer support area of improvement as suggested by the respondents



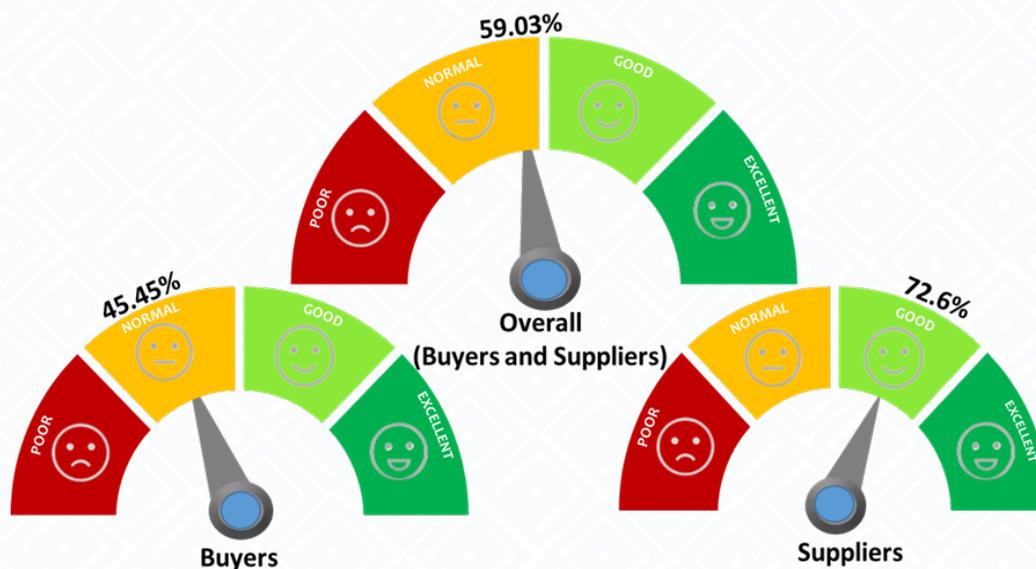
As presented in Figure 11, both buyers and suppliers suggested areas for improvement based on their experiences. Among buyers, 54.61% recommended increasing the availability of support channels. Additionally, 28.37% highlighted the need to reduce the time clients spend waiting to be served. Furthermore, 16.31% of buyers suggested enhancing the knowledge and expertise of support staff, especially for being familiar with the new system (ie, ERP/SAP). Regarding courtesy and professionalism, 13.48% of buyers highlighted that there is a need of improvement.

On the other hand, suppliers also identified several key areas for improvement in customer support services. Delayed payments and untimely feedback on tender clarifications were cited by 33.33% of respondents. Additionally, 30% stressed the need for better communication, particularly regarding email acknowledgments and feedback. Other suggestions included improving the courtesy and professionalism of support staff (23.33%) and enhancing their knowledge and responsiveness (36.67%) to ensure faster and more effective resolution of complaints.

#### 4.2.7 Customer satisfaction level

The overall satisfaction level across all dimensions of service quality showed a significant improvement compared to the previous survey. The total satisfaction rate increased to 59.03% from 35.5%, indicating notable progress. When analysed by customer type, satisfaction among suppliers increased markedly from 42.4% to 72.6%, while satisfaction among buyers increased from 35.1% to 45.5% (see Figure 12).

Figure 12: The overall satisfaction level of the respondents



This increased level of satisfaction is associated with various initiatives undertaken by RMS, aimed at strengthening supply chain performance and meeting the evolving needs of healthcare providers. These initiatives include improvements in product availability (90%), inventory accuracy (82%), order fill rate (91%), stock management according to plan (79%), updated stock cards (80%), eLMIS accuracy (70%), on-time delivery (89%), order completeness (91%), and invoicing (85%) (see SDPs Supply Chain KPI Report, 2024). Additionally, to ensure continuous improvement and responsiveness, RMS organized and conducted several meetings with suppliers and buyers to better understand their concerns and address them accordingly, as reported in key informant interviews.

The survey assessed customer sentiment across multiple service quality constructs, revealing distinct patterns of satisfaction and areas for improvement among buyers and suppliers. The findings revealed that there is a high level of satisfaction for Health centres and/or prison (51.28%) among other health facilities; followed by health posts (39.02%) and Hospitals (33.96%). This is evident, as hospitals serve as referral hospital and handle more patients compared to health centres. Concerning to geographical area, Health facilities in Kigali City reported high satisfaction (51.72%) compared to Northern province (50%), Eastern province (48.19%), southern province (45.45%) and western province (35.29%). For suppliers, the findings indicated as well that international suppliers' contentment is very high (78.57%) relative to local suppliers (62.07%) while all business partners surveyed were satisfied. Therefore, these findings highlight that structured and targeted improvement is required to increase customer satisfaction level and sustain growth of the organization.

## 4.2.8 Net promoter score results

Customer loyalty is crucial in any business and is influenced by the company's performance and reputation. Satisfied customers often recommend services to their colleagues or peers through word of mouth, which in turn strengthens the company's reputation and drives business growth by attracting more buyers and partners. In this survey, both buyers and suppliers were asked whether they would recommend the same services to their colleagues or friends. The results are presented in Figure 13.

**Figure 13: The Net Promoters Score (NPS) as reported by both Buyers and Suppliers**



The survey revealed a slight increase in the proportion of highly loyal customers (those who are very likely to recommend RMS to their colleagues and friends) from 44.5% in the previous survey to 44.61% in the current one. At the same time, the percentage of passive customers (ie, those who are neutral and less likely to actively promote the service) rose from 16.6% to 22.05%. Notably, there was a modest decline in the proportion of detractors (ie, those who are dissatisfied and unlikely to recommend the service) from 38.9% to 33.34%. Therefore, NPS equal to 11.27 (% promoters - % detractors) and is positive, which indicates that RMS is on track even though it has to reduce the number of detractors and converting passives into promoters by addressing challenges identified during this survey.

The reason behind this customer loyalty is that RMS is a wide market as expressed by the suppliers while buyers insisted on the affordability and availability of the products even in the remote areas.

## 4.3 Employees' satisfaction level

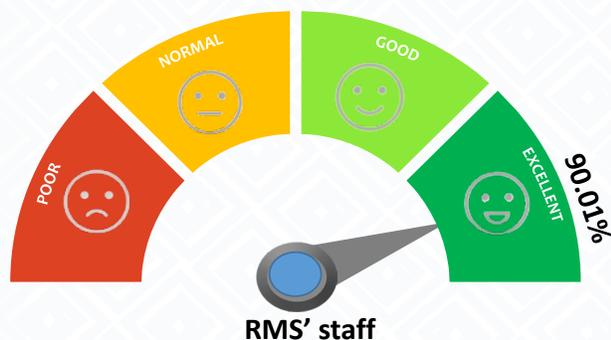
### 4.3.1 Profile of employees surveyed

The findings reveal that the majority of respondents (48.13%) are between the ages of 35 and 44, followed by 40% who are aged between 25 and 34. A smaller proportion of employees fall into older age groups: 8.13% are between 45 and 54, and 3.75% are between 55 and 64. Notably, 88.13% of the employees surveyed are under the age of 45, indicating that the workforce at RMS is primarily composed of individuals in the most active and productive stages of their careers. Disaggregation of the data by sex indicated that more men (101) participated in the survey compared to women (59) representing 36.875% and 63.125% respectively. (see Table 29&30).

In terms of experience, the majority of respondents are senior professionals, with 90.63% having worked at RMS for at least two years. As shown in Table 31, 47.5% of the surveyed employees have more than four years of experience at RMS, 43.13% have between two and three years of experience, and 9.38% have between zero and one year of experience. This highlights the organization’s experienced workforce, contributing to its operational effectiveness and continuity.

### 4.3.2 Overall employees’ satisfaction

**Figure 14: Work satisfaction level as reported by the employees surveyed**



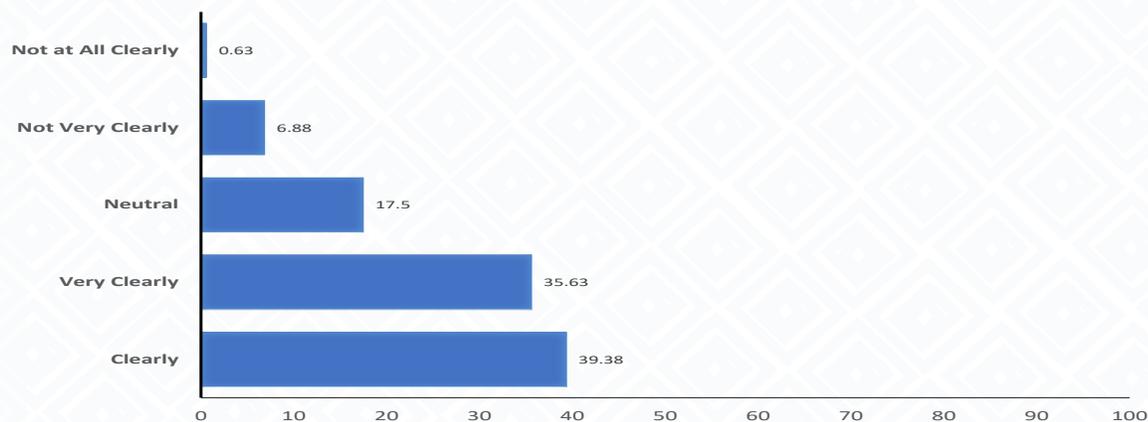
The findings in Figure 14 revealed that 90.01% of staff surveyed reported being satisfied with working at RMS, indicating a strong level of overall staff contentment. This high satisfaction rate demonstrates that RMS is effectively meeting its employees’ needs and expectations in critical areas such as a supportive work environment, clear organizational values, fair compensation, and alignment with vision and mission, teamwork, opportunities for continuous learning and career growth, communication as detailed in below sections.

### 4.3.3 Attributes of staff satisfaction

#### 4.3.3.1 Alignment to the Company Vision and Mission

The survey findings indicate that 62.5% of RMS employees reported being very familiar with the company’s mission and vision, while 28.13% stated they were somewhat familiar. A smaller portion, 9.38%, did not provide a response (Table 32). Additionally, employees confirmed that the mission and vision are clearly communicated throughout the organization (Figure 15). The survey results revealed that a significant majority of employees (75.01%) believe the mission and vision of RMS are clearly communicated across the organization. Specifically, 35.63% of respondents stated that the mission and vision are very clearly communicated, while 39.38% indicated they are clearly communicated. However, 6.88% felt they were only somewhat clear, 0.63% reported they were not communicated at all, and 17.5% chose not to respond. These findings suggest that most employees have a solid understanding of the company’s strategic direction, though a small percentage may require additional communication or reinforcement.

**Figure 15: RMS’s vision and Mission is clearly communicated to all employees**



Further insights, highlight the alignment between individual goals and the organizational direction (Table 33). According to the findings, 39.38% of staff believe their goals are perfectly aligned with the company's mission and vision, while 45.63% feel they are mostly aligned. Only 1.25% reported limited alignment, and 13.75% remained neutral. These results underscore that the mission and vision of RMS are not only well communicated to most employees but also actively guide performance expectations and goal setting, contributing to a unified and purpose-driven workforce.

#### **4.3.3.2 Work Environment & Culture**

Teamwork, collaboration, and respect, workplace safety and comfort, as well as inclusiveness and diversity are closely linked to staff satisfaction because they directly impact how employees experience their daily work environment and how valued they feel within the organization.

The survey findings (see Table 36) reveal that a significant majority of employees view their physical work environment and organizational culture positively, which contributes to overall job satisfaction. When asked about the physical work environment, 60.63% of employees either agreed or strongly agreed that it is satisfactory (10.63% strongly agreed, 50% agreed), indicating a generally positive perception. However, 23.13% remained neutral, and 16.26% expressed dissatisfaction, suggesting room for improvement in specific areas of the workplace setup. Management should conduct follow-up assessments or facility audits to identify and address specific concerns such as inadequate office furniture, poor lighting, or limited workspace privacy, etc.

Regarding feelings of comfort and safety in the workplace, a larger proportion (70.63%) either strongly agreed (16.88%) or agreed (53.75%) that they feel safe and comfortable, while 18.75% were neutral, and only 10.63% disagreed. This reflects a reasonably secure and supportive physical work environment. However, RMS should implement regular workplace safety checks, provide health and safety training, and ensure access to sanitation and first aid, especially in warehouse and field environments. Also, providing channels for staff to anonymously report safety concerns may also help maintain a secure work atmosphere.

In terms of organizational culture, the majority of employees (74.38%) agreed or strongly agreed that the company promotes teamwork, respect, and inclusivity. However, 17.5% remained neutral, and a small portion (8.13%) disagreed or strongly disagreed, indicating that while the culture is largely viewed as positive, further efforts may be needed to engage all staff inclusively. It is recommended that leadership training be organized to promote respectful behaviour, reduce workplace bias, and encourage open communication across all levels. Additionally, various manuals and policies such as a code of conduct and an anti-harassment policy, should be established to reinforce organizational culture, respect, and inclusion.

Work-life balance received a generally favourable response, with 72.51% of employees agreeing or strongly agreeing that the workplace supports a healthy balance between work and personal life. However, 17.5% of respondents remained neutral, and 10.01% expressed disagreement, highlighting a need to regularly monitor and assess workload allocation across departments, to ensure that no team is disproportionately burdened. Additionally, implementing supportive initiatives such as increasing staffing where needed, and physical activities like sports or team-building exercises, could help alleviate work-related stress and enhance overall staff well-being.

Finally, the importance of teamwork in enhancing employee performance was clearly highlighted by the survey findings. A significant 86.79% of respondents reported feeling supported by their team members, with 38.99% strongly agreeing and 47.8% agreeing. Only a small proportion (3.77%) expressed disagreement, while 9.43% remained neutral. These results underscore the vital role that a collaborative, respectful, and team-oriented environment plays in driving both employee satisfaction and productivity.

To further strengthen this positive dynamic, RMS is encouraged to foster ongoing cross-departmental collaboration through regular inter-team meetings and joint projects. Additionally, providing continuous training focused on effective teamwork, mutual respect, and interpersonal communication can help sustain a supportive workplace culture. Enhancing communication channels across all levels of the organization will also be crucial in reinforcing trust, clarity, and cohesion among staff.

#### **4.3.3.3 Leadership and Management**

Staff satisfaction is closely linked with trust in leadership, transparency in decision-making, and supervisor support and communication because these elements fundamentally shape how employees experience their work environment and perceive the organization as a whole. This survey investigated the influence of leadership and management in employees' satisfaction and work performance as well.

The findings presented in Table 37 indicate a generally positive perception of leadership and management among RMS employees. A total of 71.26% of respondents expressed satisfaction with the leadership and guidance provided by their direct managers (29.38% strongly agreed, 41.88% agreed), though 20.63% remained neutral and 8.13% expressed dissatisfaction. Similarly, 68.75% of staff felt that leadership provides clear direction to their teams (20% strongly agreed, 48.75% agreed), while 23.75% were neutral and 7.5% disagreed. These results suggest that although most employees feel supported and guided by their managers, there is still a notable group who may benefit from improved clarity and leadership engagement.

Recognition and effective conflict management also play a significant role in shaping staff satisfaction. About 60.63% of employees felt that management acknowledges and values their contributions, while 30% remained neutral and 9.38% disagreed or strongly disagreed. When it comes to handling team conflicts and issues, 65.01% of respondents expressed satisfaction with how managers manage such situations, whereas 26.25% remained neutral and 8.75% disagreed. These findings highlight that, while leadership at RMS is viewed favourably overall, there is a clear need for continued efforts in enhancing appreciation, strengthening communication, and building managerial capacity to support and engage all employees effectively.

#### **4.3.3.4 Compensation & Benefits**

This survey assessed Fairness of pay, the timeliness of salary payments, and the availability of benefits including health coverage, leave entitlements, and various allowances because they are central to how employees perceive their value within the organization. When these factors are effectively managed, they not only meet employees' basic expectations but also build trust, ensure a sense of stability, and demonstrate organizational support.

The findings about employee satisfaction with compensation and benefits revealed mixed perceptions across several key areas (see Table 38). Regarding overall satisfaction with current compensation including salary and bonuses, only 6.88% of employees strongly agreed and 36.25% agreed, while 8.13% strongly disagreed, 18.13% disagreed, and 30.63% remained neutral or chose not to respond. In contrast, views on the adequacy of benefits such as health insurance and retirement plans were more positive, with 25.63% strongly agreeing and 50% agreeing that these benefits meet their needs; only a small portion expressed disagreement or neutrality. Notably, satisfaction with company policies on paid time off including vacation and sick leave received the most favourable feedback, with 35.63% strongly agreeing and 45% agreeing, and only a small percentage expressing dissatisfaction. Overall, while benefits and leave policies were generally well-regarded, perceptions on compensation remain areas of concern.

#### **4.3.3.5 Career Growth & Capacity Building**

Career development and growth opportunities play a critical role in shaping employee satisfaction and retention. When employees are provided with meaningful chances to enhance their skills and perceive a fair and transparent path for advancement, they are more likely to feel valued, motivated, and secure in their professional future. These elements not only enhance individual performance and engagement but also influence long-term commitment to the organization. The survey results reflect this, with 56.25% of respondents expressing satisfaction with the availability of professional development opportunities, though nearly 19% indicated dissatisfaction and 25% remained neutral highlighting the need for continued investment in this area. (see Table 39).

Overall, feedback was positive regarding the effective use of employees' skills, with 75% feeling their capabilities are well utilized in their roles. However, there is a need to enhance training program as only 40% (11.25% strongly agreeing and 28.75% agreeing) agreed they receive sufficient support, while 29% disagreed and over 31% remained neutral. Similarly, while 63.76% of respondents felt there are clear career advancement opportunities.

These findings suggest that while the organization has laid a foundation for career growth, more focused efforts are needed to strengthen training programs and career advancement to fully support employee development and satisfaction.

#### **4.3.3.6. Communication**

Effective communication is a vital component of organizational success and employee satisfaction. Clear and consistent information flow from leadership to staff provides direction, aligns departmental goals, reinforces teamwork, and promotes knowledge sharing across the organization.

The survey findings presented in Table 40 indicate that, while there are positive aspects of internal communication and collaboration, notable areas for improvement remain. Specifically, 51.25% of respondents (13.75% strongly agreed and 37.5% agreed) stated that there is effective communication between departments. Regarding being well-informed about company updates, changes, and decisions, 56.88% (17.5% strongly agreed and 39.38% agreed) reported being well-informed, while 15.63% disagreed and 27.5% remained neutral. Additionally, 52.51% of respondents indicated that the management team is open to receiving employee feedback and suggestions. Furthermore, 65.41% (21.38% strongly agreed and 44.03% agreed) reported that they are encouraged to share ideas and opinions at work.

#### **4.3.3.7 Recognition, feedback and rewards**

Effective communication within an organization not only involves the exchange of information but also plays a crucial role in recognizing and appreciating employee performance. Recognition serves as a key motivator, reinforcing positive behaviour and enhancing employee morale. The survey findings at RMS indicate that while many employees feel acknowledged for their contributions, there is still room for improvement (see Table 41). Specifically, 61.88% composed of 20.63% who strongly agreed and 41.25% agreed that they feel recognized for their hard work and contributions. Concerning feedback, 66.25% of respondents (16.25% strongly agreed and 50% agreed) agreed to receive regular feedback on performance while 19.38% were neutral and a combined 14.38% disagreed. In terms of rewards, only 40.63% (8.13% strongly agreed and 32.5% agreed) appreciated with the recognition or rewards received for good performance, while 33.75% were neutral, and 25.63% disagreed. Based on these findings, improvement is need to enhance motivation and overall work performance.

#### 4.3.3.8 Job Role & Workload

Employee satisfaction is deeply influenced by factors such as clarity of job responsibilities, balanced workloads, and clear communication of tasks. When these elements are well-structured and supported by strong team dynamics, they lead to improved productivity, efficient workforce management, and a more positive work environment. At RMS, the survey findings underscore the crucial role of collaboration and interpersonal relationships in shaping overall staff satisfaction.

The data reveals a strong sense of teamwork across the organization (see table 42). A significant majority of employees expressed satisfaction with team collaboration, with 38.13% strongly agreeing and 45% agreeing that they are satisfied with the level of collaboration within their teams. Similarly, 44.38% strongly agreed and 40% agreed that colleagues work well together and support one another, indicating a culture of mutual assistance and cooperation. Regarding team morale and departmental spirit, 35% strongly agreed and 40% agreed that morale is generally positive, although a small proportion (6.88%) expressed concerns. In terms of mutual respect and trust among team members, 30% strongly agreed and 50% agreed, while 15% remained neutral and a small percentage (5.01%) disagreed.

The findings revealed as well that the majority of employees perceive their workload as manageable (58.13%) and have the necessary resources and support (65.63%) to perform the job effectively. In addition, 81.88% of respondents believe that work expectations are realistic and achievable. However, approximately 52% reported experiencing stress related to their job, which may signal underlying issues such as workload distribution, support gaps, or burnout risks. Therefore, there is a need for targeted interventions to identify employees experiencing high stress or burnout and implement supportive measures to sustain both productivity and well-being.

Furthermore, findings in table 43 revealed that employees are satisfied by their roles and responsibilities, as reported by around 70% of the respondents (19.38% strongly agreed and 51.25% agreed). As well, most employees are willing to go above and beyond their current role as reported by 79.38%. Furthermore, 91.25% (42.5% strongly agreed and 48.75% agreed) expressed that they are excited with their job reflecting a workforce that feels energized and connected to their daily tasks. Moreover, 96.88% of respondents (71.88% strongly agreed and 25% agreed) believe their work is meaningful and contributes to the organization's overall success. These findings show employees with meaningful direction and should be sustained to contribute to the overall organization performance.

## 5.1 Conclusion

The customer and employee satisfaction survey collectively provide a systematic and balanced assessment of the organization's service delivery and internal operations. Overall, the primary objective was to gain insights about customer satisfaction, identify service delivery challenges, and identify areas of improvement.

From a customer perspective, 330 buyers and 60 suppliers were surveyed through questionnaires, Focus group discussions and interviews. The findings revealed that the overall customers' satisfaction level increased to 59.03% from 35.5% recorded in the previous survey. Among buyers, high levels of satisfaction were reported by Health centres and/or prison (51.28%); followed by health posts (39.02%) and Hospitals (33.96%). More on that, health facilities surveyed in Kigali City reported high satisfaction (51.72%) compared to Northern province (50%), Eastern province (48.19%), southern province (45.45%) and western province (35.29%). For suppliers, the findings indicated that international suppliers' contentment is very high (78.57%) relative to local suppliers (62.07%) and all business partners surveyed were satisfied. Concerning customer loyalty, Promoters (44.61%) slightly increased relative to 44.5% recorded in the previous survey, which show a maintained customers loyalty.

The majority of respondents accessed information through emails and phone calls as reported by 93.33% of Buyers and 91.97% of Suppliers, followed by those who personally visit RMS branches or Headquarter Office as reported by 88.48% of Buyers and 65% of Suppliers. The third communication channel reported by 86.36% of Buyers, is the social media. Other communication channels such as Training or meeting, word-of-mouth, Official website of RMS LTD and advertisement or promotional materials are less used by the respondents. Buyers reported that they are familiar (78.79%) with eLMIS, which is used in placing orders and inventory management in general. Furthermore, 75.76% of buyers surveyed added that ordering process is easy, there are no difficulties. However, the findings revealed that there is still room for improvement. Buyers highlighted that there are delays in distribution of deliveries according to the distribution calendar, some product are not available, outdated pricing in eLMIS, and other issues related to transition from eLMIS to ERP/SAP such as unsynchronized price system and deliveries which are expected to be solved as the system is under piloting. On other hand, Suppliers expressed that tendering process is very competitive and transparent and fulfilling RMS orders are easy as reported by 83.34%. However, they are experiencing delays in payment and communication that need to be addressed.

Internally, the employee satisfaction survey showed that 90.01% of staff were satisfied with their work at RMS, supported by alignment with the organization's mission, a respectful workplace culture, and strong teamwork. Staff feel engaged and motivated, with the majority finding their work meaningful. Yet, concerns remain around recognition or rewards received for good performance as reported by 40.63% of employees surveyed. Additionally, only 56.25% of respondents expressed satisfaction with the availability of professional development opportunities. Communication within departments, feedback mechanisms on work performance, and workload-related stress emerged as areas for improvement.

As a conclusion, RMS has established a strong foundation in employee engagement and a promising level of customer interaction. To enhance the service delivery and overall performance, RMS should implement various strategies aimed to address identified challenges such as unavailability of some product, improved quantification of orders, reducing the lead time, regular update of information, etc. At the same time, maintaining high employee satisfaction will require continued efforts in improving rewards, professional development, and effective internal communication. By strategically addressing these operational and structural gaps, RMS can transform passive and dissatisfied customers into loyal promoters, and provide more consistent and high-quality healthcare supply services across Rwanda.

## 5.2 Recommendations

Based on the findings from both the customer and employee satisfaction surveys, the following actionable recommendations are proposed to guide Rwanda Medical Supply Ltd (RMS) in improving service delivery, internal operations, and stakeholder satisfaction:

- 1. Enhance communication and information access:** Improve real-time product availability updates by disseminating stock information at both central and branch levels. Organize regular coordination meetings with business partners and provide structured communication channels (e.g., WhatsApp groups, email newsletters) to ensure timely and consistent updates. Strengthen responsiveness and accessibility of customer support services, by addressing concerns related to delays, professionalism, and clarity of information.
- 2. Improve product availability and supply chain efficiency:** Strengthen forecasting and procurement planning to avoid stock shortages and minimize order adjustments or cancellations. Integration of the ERP/SAP and eLMIS system to harmonize operations and improve inventory management towards reducing quantification errors and discrepancies. Reduce lead time (currently 9 days) by improving logistics, especially in remote areas, and investing in infrastructure such as transportation and more personnel for distribution department.
- 3. Support suppliers for better performance:** Improve communication with suppliers regarding order managements including adjustment or cancellations. Respect the payment timeline.
- 4. Enhance employee recognition, feedback and rewards:** Enhance employee's policy on reward and recognition. Expand career development pathways and professional training to satisfaction with growth opportunities. Strengthen interdepartmental communication to sustain and strengthen teamwork, respect, and overall performance. Maintain strong team dynamics and inclusive culture while addressing stress and work life balance issues.
- 5. Monitor satisfaction and strengthen loyalty:** Track customer and employee satisfaction more frequently to ensure continuous improvement. Though 44.61% of respondents are highly loyal with the overall customer satisfaction of 59.03%, there is a need to convert passives customers (22.05%) into promoters and reduce detractors (33.34%) thoroughly by addressing identified dissatisfactions (e.g., order discrepancies, delayed deliveries, limited product availability, etc.)

# ANNEXES

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THE SUMMARY STATISTICS FOR RMS' S CUSTOMERS (BOTH BUYERS AND SUPPLIERS)

<b>Table 4: Work Experience of respondents/suppliers years supplying RMS</b>						
Variables	Buyers (N=330)		Suppliers (N=60)		Overall (N=390)	
	n	%	n	%	n	%
Years						
From 0-2 years	148	44.85	15	25.00		
From 3-4 years	81	24.55	13	21.67		
From 5 years and above	101	30.61	32	53.33		
<b>Table 5: The main headquarter officer of the suppliers</b>						
International			28	46.67		
Rwanda			32	53.33		
<b>Table 6: Education level of the respondents</b>						
Secondary/high school	92	27.88				
Bachelor's degree	236	71.52				
Master's or higher	2	0.61				
<b>Table 7: Communication and information about RMS products and services</b>						
Official website of RMS LTD	58	17.58	24	40.00	82	21.03
Call/email RMS customer support representatives	308	93.33	55	91.67	363	93.08
Training or meeting organized by RMS LTD	136	41.21	11	18.33	147	37.69
In-person visits to RMS LTD's branches/offices	292	88.48	39	65.00	331	84.87
Social media platforms	285	86.36	0	0.0	285	73.08
From colleagues /Word-of-mouth	72	21.82	4	6.67	76	19.49
Advertising or promotional materials	19	5.76	12	20.00	31	7.95
<b>Table 8: Description of the RMS communication channels</b>						
Convenient and easily accessible	268	81.21	43	71.67	311	79.74
Trustworthy and reliable	244	73.94	41	68.33	285	73.08
Responsive and helpful	131	39.70	28	46.67	159	40.77
User-friendly	105	31.82	19	31.67	124	31.79
Comprehensive and informative	92	27.88	25	41.67	117	30.00
Timely and up-to-date	89	26.97	24	40.00	113	28.97
Clear and easy to understand	87	26.36	29	48.33	116	29.74
<b>Table 9: Responsiveness of the eLMIS in inventory management</b>						
Very Responsive	165	50.00				
Responsive	80	24.24				
Extremely Responsive	34	10.30				
Neutral	30	9.09				
Slow	20	6.06				
Very Slow	1	0.30				

**Table 10: Familiarity with eLMIS**

Variables	B u y e r s (N=330)		S u p p l i e r s (N=60)		O v e r a l l (N=390)	
	n	%	n	%	n	%
Familiar	129	39.09				
Very Familiar	96	29.09				
Somewhat Familiar	39	11.82				
Extremely Familiar	35	10.61				
Slightly Familiar	18	5.45				
Neutral	4	1.21				
Slightly Unfamiliar	4	1.21				
Unfamiliar	3	0.91				
Not at all Familiar	1	0.30				
Somewhat Unfamiliar	1	0.30				

**Table 11: Easiness of placing an order**

Easy	149	45.15				
Very Easy	86	26.06				
Somewhat Easy	47	14.24				
Extremely Easy	15	4.55				
Slightly Easy	9	2.73				
Neutral /Neither Easy nor Difficult	8	2.42				
Difficult	4	1.21				
Slightly Difficult	4	1.21				
Somewhat Difficult	4	1.21				
Not at all Easy	3	0.91				
Very Difficult	1	0.30				

**Table 12: Instance encountered for ordered over the past 12 months**

Same product but changed/adjusted the quantity ordered	247	74.85	14	23.33	261	66.92
None of the above	48	14.55	35	58.33	83	21.28
Non-delivery of the ordered product	22	6.67	5	8.33	27	6.92
Substitution of the ordered product with another	13	3.94	6	10.00	19	4.87

**Table 13: Main reasons provided to buyers for changing/adjusting products ordered**

Stock shortages or unavailability	216	65.45				
Quantity judged to be unreasonable.	18	5.45				
No reason provided.	14	4.24				
Others, specify(system malfunctions, etc)	82	24.85				

**Table 14: Main reasons provided to suppliers for changing/adjusting products ordered**

Quantity judged to be unreasonable.			6	10		
No reason provided.			14	23.33		
Order Error such as wrong size or quantity			11	18.33		
Others, specify			17	28.33		
Needs of the customers changed			9	15		
Shipping costs being higher than expected			3	5		

**Table 15: Ratings of Clarity and Accuracy of Product Labels and Instructions by RMS LTD**

Variables	B u y e r s (N=330)		S u p p l i e r s (N=60)		O v e r a l l (N=390)	
	n	%	n	%	n	%
Extremely Clear and Accurate	129	39.09				
Very Clear and Accurate	120	36.36				
Clear and Accurate	52	15.76				
Slightly Clear and Accurate	8	2.42				
Somewhat Clear and Accurate	8	2.42				
Neutral / Neither Clear nor Unclear	7	2.12				
Not at all Clear or Accurate	3	0.91				
Slightly Unclear and Inaccurate	2	0.61				
Very Unclear and Inaccurate	1	0.30				

**Table 16: Buyers' Experience with Physically Damaged Deliveries**

Never	231	70				
Occasionally	71	21.52				
Rarely	28	8.48				

**Table 17: Buyers who received emergency or expedited delivery services over the past 12 months**

No	19	5.76				
Yes	311	94.24				

**Table 18: Reasons that prompted respondents to reach out to RMS**

Claims regarding order discrepancies	77	49.68	10	16.67	87	42.23
Inquiries about delivery status	59	38.06	18	30.00	77	37.38
Payment-related inquiries or issues	12	7.74	33	55.00	45	21.84

**Table 19: Customer support area that need improvement**

Response time	40	28.37	20	33.33	60	29.13
Availability of support channels	77	54.61	18	30.00	95	46.12
Courtesy and professionalism	19	13.48	14	23.33	33	16.02
Knowledge and expertise of support staff	23	16.31	22	36.67	45	21.84

**Table 20: Price of RMS product compared to the market**

About the same	122	36.97				
Somewhat lower	77	23.33				
Somewhat higher	74	22.42				
Much higher	53	16.06				
Much lower	4	1.21				

**Table 21: Issues encountered in payments process**

No	257	77.88	26	43.33	283	72.56
Yes	73	22.12	34	56.67	107	27.43

**Table 22: Timeliness of Payment Receipt**

Always			15	25.00		
Most of the time			17	28.33		
Never			5	8.33		
Occasionally			15	25.00		
Rarely			8	13.33		

**Table 23: Satisfaction level for each service delivery attribute**

	Buyers (N=330)		Suppliers (N=60)		Overall (N=390)	
	n	%	n	%	n	%
Communication and information sharing	161	48.78	50	83.33		
User-friendliness of eLMIS	138	41.82	-	-		
Lead time	104	31.52	-	-		
Delivery accuracy and logistics management	96	29.09	45	75		
Products availability	205	62.12	-	-		
Customer support services	88	63.77	46	76.67		
Payment process	258	78.18	34	56.67		
Consistency and reliability of orders	-	-	43	71.66		
Overall satisfaction scores	1050	45.45	218	72.6		59.03

**Table 24: Buyers satisfied per each health facility type**

Health facilities	Nbr	%	Total		
Health centre/Prison	100	51.28	195		
Health post	32	39.02	82		
Hospital	18	33.96	53		

**Table 25: Buyers satisfied per each province**

City of Kigali	15	51.72	29		
Eastern Province	40	48.19	83		
Northern Province	31	50	62		
Southern Province	40	45.45	88		
Western Province	24	35.29	68		

**Table 26: Suppliers satisfied and disaggregated**

International suppliers	22	78.57	28		
Local suppliers	18	62.07	29		
Business partners	3	100	3		

**Table 27: The net promoters score results**

Extremely Likely	34	10.30	12	20.00	46	11.79
Very Likely	102	30.91	26	43.33	128	32.82
Likely	60	18.18	14	23.33	74	18.97
Somewhat Likely	11	3.33	1	1.67	12	3.08
Slightly Likely	38	11.52	5	8.33	43	11.03
Neutral	37	11.21	0	0.0	37	9.49
Slightly Unlikely	18	5.45	1	1.67	19	4.87
Somewhat Unlikely	11	3.33	1	1.67	12	3.08
Unlikely	8	2.42	0	0.0	8	2.05
Very Unlikely	4	1.21	0	0.0	4	1.03
Not at all Likely	7	2.12	0	0.0	7	1.79

**Table 28: The average Lead time**

Lead time	Mean	Median	min	max		
	8.85	7	1	45		

## THE SUMMARY STATISTICS FOR RMS' S EMPLOYEES

<b>Table 29: Sex of employees surveyed</b>			
sex	Frequency	Percent	
Male	101	63.125	
Female	59	36.875	
Total	160	100	
<b>Table 30: Age of employees surveyed</b>			
25-34 years	64	40.00	
35-44 years	77	48.13	
45-54 years	13	8.13	
55-64 years	6	3.75	
Total	160	100.00	
<b>Table 31: Work experience of employees</b>			
From 0-1 year	15	9.38	
From 2-3 years	69	43.13	
From 4 and above	76	47.50	
Total	160	100.00	
<b>Table 32: The vision and mission of RMS are well communicated to all employees</b>			
Clearly	63	39.38	
Neutral	28	17.50	
Not Very Clearly	11	6.88	
Not at All Clearly	1	0.63	
Very Clearly	57	35.63	
Total	160	100.00	
<b>Table 33: Employees goals and performances are aligned with the company vision and mission</b>			
Mostly Aligned	73	45.63	
Neutral	22	13.75	
Perfectly Aligned	63	39.38	
Slightly Aligned	2	1.25	
Total	160	100.00	
<b>Table 35: Staff who are familiar with RMS vision and Mission</b>			
statement	Very Familiar	Somewhat Familiar	Neutral
How familiar are you with RMS's vision and mission?	100 ( 62.50%)	45 (28.13%)	15 (9.38%)

**Table 36: The survey results about Work environment and culture**

statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The physical work environment (e.g., office space, equipment, cleanliness) is satisfactory.	17 (10.63%)	80 (50%)	37 (23.13%)	21 (13.13%)	5 (3.13%)
I feel comfortable and safe in my work environment.	27 (16.88%)	86 (53.75%)	30 (18.75%)	15 (9.38%)	2 (1.25%)
The company's culture promotes teamwork, respect, and inclusivity.	44 (27.50%)	75 (46.88%)	28 (17.50%)	12 (7.50%)	1 (0.63%)
My workplace supports a healthy work-life balance.	33 (20.63%)	83 (51.88%)	28 (17.50%)	15 (9.38%)	1 (0.63%)
I feel supported by my team members.	62 (38.99%)	76 (47.80%)	15 (9.43%)	5 (3.14%)	1 (0.63%)

**Table 37: Results about leadership and management**

statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am satisfied with the leadership and guidance provided by my direct manager.	47 (29.38%)	67 (41.88%)	33 (20.63%)	9 (5.63%)	4 (2.50%)
Management recognizes and values employee contributions.	31 (19.38%)	66 (41.25%)	48 (30.00%)	13 (8.13%)	2 (1.25%)
Managers handle conflicts and issues effectively within the team.	37 (23.13%)	67 (41.88%)	42 (26.25%)	12 (7.50%)	2 (1.25%)
Leadership provides clear direction for my department/team.	32 (20.00%)	78 (48.75%)	38 (23.75%)	10 (6.25%)	2 (1.25%)

**Table 38: The findings about compensation and benefits**

statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am satisfied with my current compensation (salary, bonuses, etc.).	11 (6.88%)	58 (36.25%)	49 (30.63%)	29 (18.13%)	13 (8.13%)
The benefits provided (e.g., health insurance, retirement plans) meet my needs.	41 (25.63%)	80 (50.00%)	30 (18.75%)	7 (4.38%)	2 (1.25%)
I believe my compensation is competitive with industry standards.	19 (11.88%)	46 (28.75%)	55 (34.38%)	30 (18.75%)	10 (6.25%)
I am satisfied with the company's policies regarding paid time off (vacation, sick days, etc.).	57 (35.63%)	72 (45.00%)	20 (12.50%)	7 (4.38%)	4 (2.50%)

**Table 39: The survey results about career development and growth as reported by employees surveyed**

statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am satisfied with the opportunities for professional development at this company.	32 (20%)	58 (36.25%)	40 (25%)	20 (12.5%)	10 (6.25%)
I feel that my skills and abilities are being fully utilized in my current role.	56 (35%)	64 (40%)	22 (13.75%)	15 (9.38%)	3 (1.88%)
I receive adequate training to perform my job effectively.	18 (11.25%)	46 (28.75%)	50 (31.26%)	33 (20.63%)	13 (8.13%)
I believe there are clear career advancement opportunities within the organization.	31 (19.38%)	71 (44.38%)	34 (21.25%)	20 (12.5%)	4 (2.5%)

**Table 40: The survey results about communication and collaboration**

statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Communication flows effectively between departments.	22 (13.75%)	60 (37.5%)	37 (23.13%)	33 (20.63%)	8 (5%)
I am well-informed about company updates, changes, and decisions.	28 (17.5%)	63 (39.38%)	44 (27.5%)	22 (13.75%)	3 (1.88%)
Management is open to receiving employee feedback and suggestions.	25 (15.63%)	59 (36.88%)	51 (31.88%)	20 (12.5%)	5 (3.13%)
I feel encouraged to share my ideas and opinions at work.	34 (21.38%)	70 (44.03%)	39 (24.53%)	13 (8.18 %)	3 (1.89%)

**Table 41: The survey results about recognition and appreciation of employees by the leaders**

statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I feel recognized for my hard work and contributions.	3 (20.63%)	6 (41.25%)	3 (22.5%)	1 (11.25%)	8 (4.38%)
I receive feedback on my performance regularly (both positive and constructive).	2 (16.25%)	6 (50%)	8 (19.38%)	3 (19.38%)	1 (12.5%)
I am satisfied with the recognition or rewards I receive for performing well in my job.	13 (8.13%)	52 (32.5%)	5 (33.75%)	4 (20%)	32 (20%)

**Table 42: The survey results about team dynamics and collaboration**

statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am satisfied with the level of collaboration within my team.	61 (38.13%)	72 (45%)	22 (13.75%)	5 (3.13%)	0 (0.00%)
My colleagues work well together and support one another.	71 (44.38%)	64 (40%)	20 (12.5%)	5 (3.13%)	0 (0.00%)
Team morale and spirit are generally positive in my department.	56 (35%)	72 (45%)	21 (13.13%)	10 (6.25%)	1 (0.63%)
I feel that team members respect and trust each other.	48 (30%)	80 (50%)	24 (15%)	7 (4.38%)	1 (0.63%)

Table 43: The survey results about workload and job pressure					
statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
My current workload is manageable.	21 (13.13%)	72 (45%)	35 (21.88%)	25 (15.63%)	7 (4.38%)
I have the resources and support needed to perform my job effectively.	18 (11.25%)	87 (54.38%)	32 (20%)	21 (13.13%)	2 (1.25%)
I frequently feel stressed or overwhelmed by my job demands.	17 (10.63%)	67 (41.88%)	37 (23.13%)	37 (23.13%)	2 (1.25%)
I believe that work expectations are realistic and achievable.	30 (18.75%)	101 (63.13%)	21 (13.13%)	5 (3.13%)	3 (1.88%)

Table 44: The survey results about job satisfaction and motivation					
Job Satisfaction and Motivation	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am satisfied with the level of responsibility and challenge in my current job.	31 (19.38%)	82 (51.25%)	34 (21.25%)	11 (6.88%)	2 (1.25%)
I feel motivated to go above and beyond in my current role.	62 (38.75%)	65 (40.63%)	26 (16.25%)	7 (4.38%)	0 (0.00%)
I am engaged and excited about the work I do.	68 (42.5%)	78 (48.75%)	10 (6.25%)	2 (1.25%)	2 (1.25%)
I believe my work is meaningful and contributes to the organization's success.	115 (71.88%)	40 (25%)	4 (2.50%)	1 (0.63%)	0 (0.00%)

