


LOGISTICS MANAGEMENT AND QUALITY OF SERVICE IN A MUNICIPALITY OF BAGUA, PERU

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 20 February 2023</p> <p>Accepted 08 May 2023</p>	<p>Purpose: The objective was to determine the effect of the LM on the QS in the municipality of Bagua, Peru.</p>
<p>Keywords:</p> <p>Service; Management; User; Inventory; Quality; Supplier.</p>	<p>Theoretical framework: The existing literature provided new findings on both logistics management and service quality. However, there is still much to research and learn about these variables in the public sector as it is a constantly evolving development.</p> <p>Design/methodology/approach: The methodology was mixed, basic, descriptive-correlational, 08 officials were interviewed, and 52 users were surveyed.</p> <p>Findings: The results revealed that when the LM is inadequate the QS is inadequate seventy percent, but when the LM improves, the QS increases to moderate 78.1%, this means that if the LM complies correctly with each of the operational functions, then an improvement in the QS can be guaranteed.</p>
	<p>Research, Practical & Social implications: To achieve efficiency in logistics management, all activities that occur along the flow of materials, information, finances and returns from one point to another with a holistic and integrated perspective, must provide internal and external support to the entity, since this allows to improve the administration processes leading to offer a higher quality service to users.</p> <p>Originality/value: It is concluded that the LM and QS maintain a very significant and moderate link, which shows that by continuously improving the LM ensures a QS in all the apartments that the municipality makes available to all its citizens.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i5.1759</p>

GESTÃO LOGÍSTICA E QUALIDADE DO SERVIÇO EM UM MUNICÍPIO DE BAGUA

RESUMO

Objetivo: O objetivo era determinar o efeito da LG sobre a CS no município de Bagua.

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Estrutura teórica: A literatura existente forneceu novas descobertas tanto sobre a gestão logística quanto sobre a qualidade do serviço. Entretanto, ainda há muito a ser pesquisado e aprendido sobre estas variáveis no setor público, já que se trata de um desenvolvimento em constante evolução.

Design/metodologia/abordagem: A metodologia foi mista, básica, descritivo-correlacional, 08 funcionários públicos foram entrevistados e 52 usuários foram pesquisados.

Resultados: Os resultados revelaram que quando a GL é inadequada, o CS é inadequado em setenta por cento, mas quando a GL melhora, o CS aumenta para moderar em 78,1%, o que significa que, desde que a GL cumpra corretamente cada uma das funções operacionais, uma melhoria no CS pode ser garantida.

Pesquisa, implicações práticas e sociais: Para alcançar eficiência na gestão logística todas as atividades que ocorrem ao longo do fluxo de materiais, informações, finanças e retornos de um ponto a outro com uma perspectiva holística e integrada, devem fornecer apoio interno e externo à entidade, pois isto permite melhorar os processos de gestão levando a um serviço de maior qualidade aos usuários.

Originalidade/valor: Conclui-se que a GL e a CS mantêm um vínculo muito significativo e moderado, o que mostra que através da melhoria contínua da GL garante uma CS em todos os apartamentos que o município coloca à disposição de todos os seus cidadãos.

Palavras-chave: Serviço, Administração, Usuário, Inventário, Qualidade, Fornecedor.

GESTIÓN LOGÍSTICA Y CALIDAD DE SERVICIO EN UNA MUNICIPALIDAD DE BAGUA

RESUMEN

Propósito: El objetivo fue determinar el efecto de la GL en la CS en la municipalidad de Bagua.

Marco teórico: La literatura existente proporcionó nuevos hallazgos tanto sobre la gestión logística y de la calidad de servicio. Sin embargo, aún queda mucho por investigar y aprender sobre estas variables en el sector público ya que es un desarrollo en constante evolución.

Diseño/metodología/enfoque: La metodología fue mixta, básica, descriptiva-correlacional, se entrevistó a 08 funcionarios y se encuestó a 52 usuarios.

Resultados: Los resultados revelaron que cuando la GL es inadecuada la CS es inadecuada un setenta por ciento, pero cuando la GL mejora, la CS aumenta a moderada un 78.1%, esto quiere decir que mientras la GL cumpla de forma correcta con cada una de las funciones operativas entonces se puede garantizar una mejora en la CS.

Investigación, implicaciones prácticas y sociales: Para alcanzar la eficiencia en la gestión logística todas las actividades que ocurren a lo largo del flujo de materiales, información, finanzas y devoluciones de un punto a otro con una perspectiva holística e integrada, deben brindar el apoyo interno y externo a la entidad, puesto que esto permite mejorar los procesos administración conllevando a ofrecer una mayor calidad en el servicio a los usuarios.

Originalidad/valor: Se concluye que la GL y la CS mantienen un vínculo muy significativo y moderada, lo que demuestra que mediante la mejora continua de la GL asegura una CS en todos los apartamentos que el municipio pone a disposición de todos sus ciudadanos.

Palabras clave: Servicio; Gestión; Usuario; Inventario; Calidad; Proveedor.

INTRODUCTION

According to López et al. (2021) They mention that currently, Logistics Management (LM) is a pillar of utmost importance in the world economy, stimulating both private and public entities to look more seriously at the consequences that logistics can cause. In this sense, Rodriguez et al. (2020) state that the actions shown in logistics have favorable and, in a certain sense, unfavorable effects on the population. The countries that develop more effective quality assurance methods are China and the United States because the world powers consider their development as a great secret, while state services in these institutions are inefficient, which generates a high cost for the territory of each country. (Ruiz & Delgado , 2020).

In the national environment, public policies for upgrading aim to improve services by simplifying processes and meeting the needs of the people who live there. However, services are inadequate and poorly planned, so we see inadequate services and low performance in the country. (Ruiz & Delgado , 2020). Deficiencies in public services are evident in all sectors and administrations; some customer service departments lack empathy and are unreliable or uninterested in providing security and transparency in their spending practices, municipal government equipment and communication systems are in poor condition .Users lose faith in their government officials and politicians as a result of all of this because poor service standards have been established (Ruiz & Delgado , 2020).

Also, Rodríguez et al. (2023) local governments in Peru do not verify whether contracts resulting from selection procedures, or split purchase orders, comply with the requirements established in the Law on State Contracts. Moreover, when it comes to public announcements, the main problem is that the procurement department does not upload to SEACE all types of contracts signed by the organisation, but finishes doing so after the deadline has expired.

The municipality of Bagua does not have an adequate system for ordering and distributing materials in a timely manner, which is reflected in the inadequate attention, showing little sensitivity and therefore, this entity does not generate confidence in users, revealing that the GS applied does not meet the necessary processes to provide quality service to the dissatisfaction of users. The general objective considered was: To determine the effect of the LM on the QS in the municipality of Bagua. Likewise, the general hypothesis of this research was: There is a direct and significant effect of the LM on the QS of the Municipality of Bagua.

LITERATURE REVIEW

Mamani & Vilca (2022) revealed that beneficiary satisfaction is quite low and there is no relationship with client happiness. Also, Ramírez et al. (2020) showed that the extended model significantly affects user satisfaction and probity in municipal savings and loan banks. This study concludes that the findings will help managers and decision makers to improve the QS provided by municipal banks.

Thus, García et al. (2022) since they elicited companies to think about customers' expectations, impressions, and general complacency with the functions they provide because they need to control QS factors. In addition, Lopez et al. (2021) externalized that the LM is carried out properly, resulting in effective logistics strategies and reflecting acceptable internal

logistics of the organization, its identified logistics processes, and its described organizational structure.

Likewise, Ramírez et al. (2020) found that the distribution process was limited by the inherent unreliability of internal transportation networks and the inherent challenges of external communication channels. Similarly, Rojas et al. (2020) because they were able to get the SMEs to assume their social responsibility by providing excellent service and thus achieve their objectives.

Similarly, Moreira & Orozco (2020) demonstrated that weaknesses coexist concerning quality, where its meaning is not internalized as part of the underlying organizational culture since the scenarios for high quality delivery are far from being role models for future conceptions of formations founded on the promise of serving the public good if this culture is not rooted in the genetic makeup of people and public institutions do not promote it. Finally, Montalvo et al. (2020) because 65.1 % of patients are at ease with the quality care they receive, 45.4 % are only somewhat satisfied and there is a statistically significant correlation between QS and customer happiness. In the end, we conclude that customers will be happier if they are offered better service.

Logistics Management According to Strandhagen et al. (2017) LM plays a crucial role in the supply chain. A logistics system coordinates the traffic of matter and data, as well as the transportation of goods, information, and services. Quispe (2018) mentions that the LM assumes the study of all the activities that occur along the flow of materials, information, finances and returns from one point to another with a holistic and integrated perspective, all in order to provide the internal and external support of the entity with a high quality service at the right time and at the minimum viable price.

While Cano & Ayala (2019) define it as the processes to ensure the survival, growth and achievement obtained by the entity through well-oiled supply chain operations and processes. Supply chain we took the contribution of Toloni et al. (2017) where they mention that it is a network of three or more companies that exchange goods and services, data, and money, starting with distributors and ending with customers.

Duque et al. (2020) define the supply chain as the design of all actions to ensure user satisfaction and maximize profitability. Distribution the distribution indicator is a series of tasks performed by various organizations associated with the movement of completed goods from the manufacturer to the customer (Eslava, 2017). Suppliers the supplier indicator according to

Carvajal et al. (2019) is that natural or legal person who supplies it with processed or unprocessed materials or items to be marketed to customers.

Material flow it is a modeling tool for tracing materials from their origins to their final disposal. This type of analysis is called "input-output" analysis of solid waste. It can be used to study resource flows and evaluate their effects on human utilization patterns; in addition, it can serve as a valuable information resource that helps planners make decisions that maximize resource management within a system (Solís & Abarca, 2021). Movement of materials it is the conduction of tangibles that is going to cover everything, from supplier to customer, including transportation and storage (Lopez, 2014).

Procurement for the procurement indicator from the Escudero position. (2019) it involves choosing the most cost-effective suppliers to supply the production focus with the elements, components, or items best suited to the production rate or volume. Inventory management they are a set of policies and controls that allow the constant monitoring of inventory and the maintenance of optimal levels broadly speaking, it is also the process of supervising everything that has to do with the existence of specific assets (López & Galarreta, 2018). For their part, Salas et al. (2017) emphasize that it is the monitoring of assets that allows organizations to more competently integrate internal functions to work together with suppliers and customers to boost competitiveness.

Value Chain Alvarez et al. (2019) is a graphical model that represents the movements of a company to establish cost for its customers, end users and for the company itself; it also serves as a crucial tool in a strategic analysis of an institution's operations, with the objective of identifying the sources of competitive advantage that contribute to value creation. Inventory it is a set of strategies and checks that controls stock horizons, decides which stocks should be held, when replenishment is required and how large orders should be (Remache et al. 2020).

Quality of service Fontalvo et al. (2020) they mention that it can be understood from an entity's perspective by simply looking at how well its operational performance has been able to compensate for the inadequacies of its buyers. But it has been shown how much effect it has on the performance of a service unit when strategies are implemented to ensure that it constantly improves. Alcas et al. (2019) relate it to their own expectations of what they will receive and their perception of what they receive form the basis for a multidimensional assessment of the benefit attribute, which can then be adjusted accordingly.

Market valuation the valuation dimension of the Puican market (2021) mentions that it is the cost of the assets or products that the company places at the disposal of the customers, so

the environment in which these products are located must be considered, they must be wide and rich spaces and in the same way the customer must be able to handle it correctly.

Comfort Ibarra & Rúa. (2018) indicate that it is the thing that makes staying there or doing those tasks easier. Furniture is the set of furniture that make up the room of an establishment, which will always be in accordance with the type of establishment or the design of the premises. (Mercado, 2020). Sensitivity as knowledge, intuition, and emotion-based cognitive ability which includes client vulnerability perception skills (Almaraz et al. 2018).

Prompt attention the quick attention indicator, Arenal (2019) states that it is the management performed by each collaborator of the company that interacts with customers, with the objective of providing them with timely and effective solutions, which compensate their inadequacies and make them happy. Service is defined as an action performed on a physical product supplied by the customer. The same can be said of services, which are defined as something that has an important immaterial mechanism but equally takes circumscribing palpable elements and facilitating the design of real goods where the knowledge of humans is crucial (Ibarra & Rúa, 2018).

Security from the position of Ramírez et al. (2020) refers to the knowledge of customer service, friendliness of the collaborators and their displacement to spread cordiality in their customers. Security is the knowledge, courtesy, and ability of staff to instill confidence and tranquility (Coronel et al. 2019). Trust it is an individual, social, and systemic phenomenon that facilitates uncertainty mitigation and risk management. Trust can be defined as the willingness to one party to the actions of the other depending on the assumption that the second party will carry out a specific action without being supervised or controlled (Marulanda & Rojas, 2019).

Knowledge Mercedes et al. (2019) indicates that knowledge is defined as concepts, experiences, and understanding that together provide a framework within which information can be generated, evaluated, and displayed. Service provision the Puican service delivery dimension (2021) states that employees should always provide the necessary level of security for any purchase a customer makes with the company, no matter how ridiculous it may seem. This is especially true when closing a sale, as a clean environment increases the likelihood that a customer will understand us again and tell their friends about us. Moncada et al. (2021) allude that the rendering of services is to do any work for the benefit of another.

Cleaning as Mercado states (2020) cleanliness is the image shown to the customer both personally and of the establishment. Service design staff members, both inside and outside the company, must be able to communicate effectively with customers, demonstrating courtesy and

promptness whenever a request is made, it is crucial that these individuals have the ability to respond quickly and effectively, showing the customer that the company values their happiness and satisfaction with the products provided (Puican, 2021).

Communication skills the Communication Capacity Coste et al. (2017) define it as listening skills, questioning skills, the ability to articulate ideas clearly, and the confidence to highlight the positive side of a situation are qualities that constitute good communication skills.

Courtesy Henríquez et al. (2020) describes politeness as a group of policies used in dialogue between two individuals to establish formality to avoid or at least reduce the constraints faced by speakers in communication. Responsiveness it is the displacement of personnel to offer a service that quickly and effectively meets a variety of customer needs; in other words, it is the daring to succor buyers and offer a dizzying service (Bonilla et al. 2018).

Agility Rosado & Jaimes (2020) express that it is the ability to quickly incorporate new services or processes into an existing business without disrupting operations or sacrificing efficiency. Satisfaction an expression of the extent to which a product lives up to the consumer's hopes and dreams. If the work meets the interests, the customer will be happy (Santistevan & Escobar, 2021).

METHODOLOGY

The study was a mixed study, which allows the integration of qualitative and quantitative approaches. Because it allows answering research questions or verifying hypotheses from a foundation that strengthens theoretical propositions on their validity and instructions on the affinity or confirmation of collected and decoded tokens related to a similar study, where the procedure for collecting and/or paraphrasing testimonies may be different (Ochoa et al. 2020).

The type of research chosen was basic since this type of work is found in the theoretical field and is intended to analyze practical problems. Villanueva (2020) mentions that it is the one whose purpose is the impulse of science. It is based on theory and its purpose is the discovery of principles and generalizations of theoretical support, i.e., it contributes to scientific progress. The descriptive level was considered since its objective is simply to describe the research phenomenon. This work was correlational since only the level of grouping of these variables was verified (Chura y otros, 2023).

In addition, a non-experimental cross-sectional design was used, given the case that only took place in a specific time and territory, the inquiry mechanism evaluated according to the

selection information. Likewise, for the qualitative part the phenomenological design because the opinions of the people who were interviewed were explored, described, and understood.

The population and the sample consisted of 52 users of the municipality under study, and 8 officials of that institution. It was considered to use the interview and survey techniques. In addition, it was decided to use as an instrument the interview guide and the questionnaire that is made up of variables and dimensions to be applied to the clients since it will allow to obtain the necessary ideas to satisfy their needs since it allows to establish the access points for the evidence of the research.

RESULTS AND DISCUSSION

The qualitative data obtained through the application of the interview instrument revealed that everyone agrees that the subcategory supply chain in the perception of the interviewees is that the deficiencies in this point are generated because within the entity, socialization among coworkers is not encouraged on the part of the officials, They also mentioned that most of the time delays are caused because those in charge do not optimize their time and because suppliers do not respond in a timely manner to orders placed.

They also pointed out that due to lack of time, on several occasions it is not possible to count on ideal suppliers and because they are not willing to work with the State since there is too much paperwork and bureaucracy at the time of requesting payment. Given this, it is essential to consider what Duque et al. (2020) externalize that to maximize profits and ensure customer satisfaction, companies must carefully plan their supply chains. In addition, Carvajal et al.

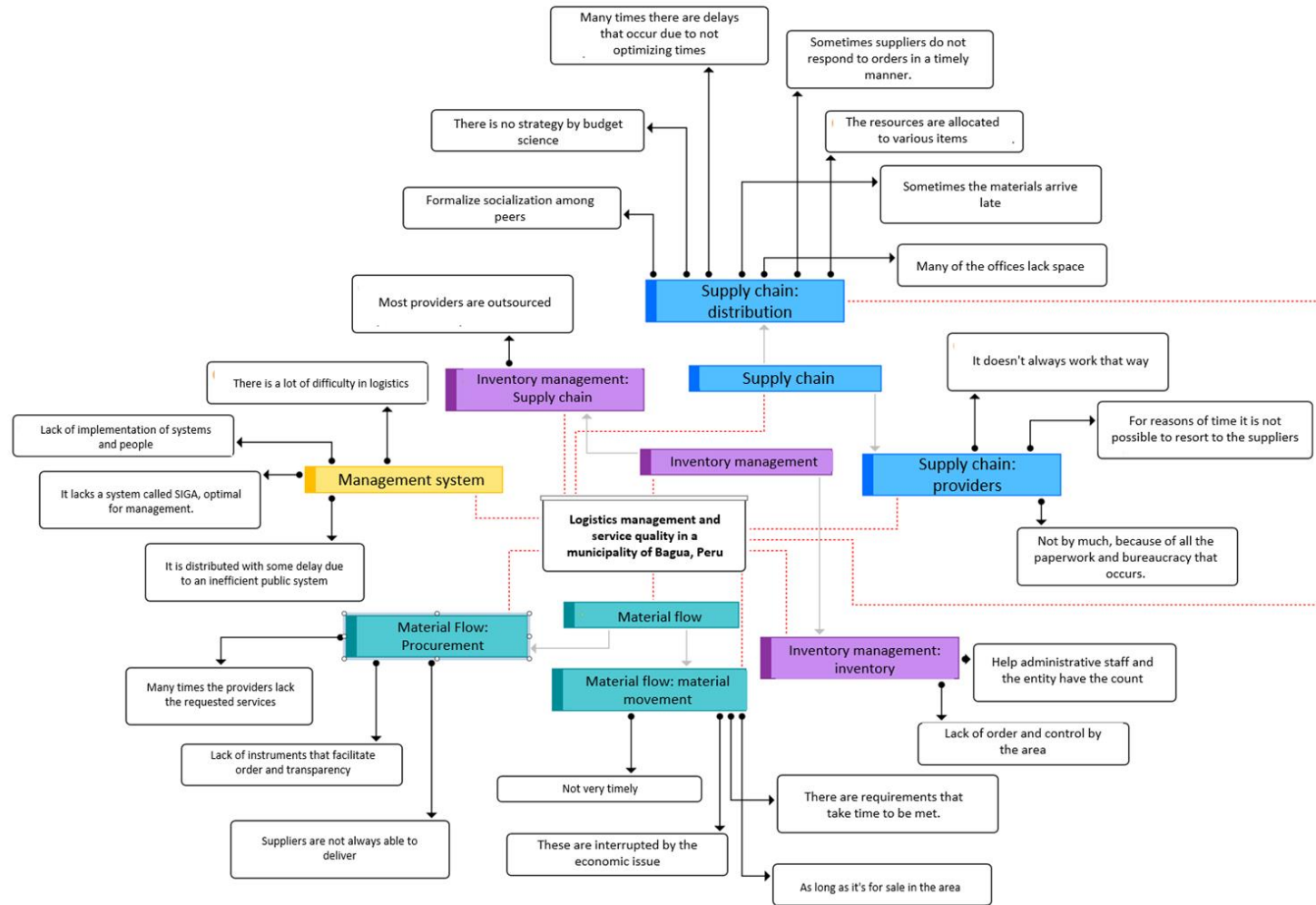
Regarding the subcategory flow of materials, the interviewees agree that on different occasions the suppliers lack the products that the entity needs for its correct operation, and that it does not have management instruments that facilitate maintaining order and transparency in all logistic processes, causing that on several occasions the purchase orders are not fulfilled by the suppliers within the established deadlines, but sometimes these are interrupted due to economic issues of the institution itself.

Therefore, Solís and Abarca (2021) are considered as they point out that this allows examining resource flows and assessing their effects on human use patterns and can also serve as a valuable information resource to help planners make decisions that maximize resource management within a given system.

In the inventory management subcategory, the interviewees pointed out that the problems in the LM are caused by the fact that most of the suppliers are outsourced, which has caused an absence of order and control of the requirements that have been attended and received by the municipality, since if this improves then it directly helps the administrative personnel and the entity itself, since it would have the necessary materials for them to fulfill their work functions in a timely manner, thus guaranteeing an optimal QS for the benefit of the users.

What López and Galarreta (2018) establish is important because they externalize that everything that has to do with the existence of assets and entails a set of policies and verifications that allow constant monitoring of the inventory and an optimal level of maintenance on a large scale. Also, an emerging category called management systems was found, since the interviewees pointed out that the entity lacks a system that allows it to maintain optimal inventory levels, causing the requirements to be met after the agreed date, which has highlighted different difficulties that exist in the municipality's LM.

Figure 1 LM to ensure QS in a Bagua municipality



The data obtained from the application of the surveys showed that the LM of the municipality does not comply with the processes required to organize the daily operations that are carried out in this entity, causing the workflow to be slow and deficient from beginning to end, negatively impacting the expectations of the users since their requests that they have submitted to the entity are not being attended to. Likewise, the supply chain is inadequate because the interaction of the flow of materials, requirements, suppliers, and available resources within the institution is not properly complied with so that purchase orders are fulfilled in the time frames that are really needed.

Likewise, the flow of materials is moderate because the movement of materials from supplier to warehouse, and from warehouse to offices is precarious and late, generated because those responsible for choosing suppliers do not have the necessary experience to select the best, with better quality, service times and competitive prices according to the market, these situations have led to an inadequate LM in the municipality. Inventory management is moderate because the activities of the supply office are not interrelated with the strategies and tactics that the same entity has proposed at the beginning of the work period, since there is no updated inventory of all the materials it has, resulting in the purchase of goods that the municipality does have in stock.

On the other hand, the quality of service is inadequate because the entity does not comply with the evaluation processes for the entity's personnel and especially for the users that allow measuring their levels of satisfaction that the municipality has met their expectations regarding the administrative procedures carried out in the entity. Likewise, the MV is inadequate because the services provided in the municipality have not met the demands of the users, since their requests have not been met within the deadlines required by the legal norms, since the offices do not have the necessary materials to perform their work functions.

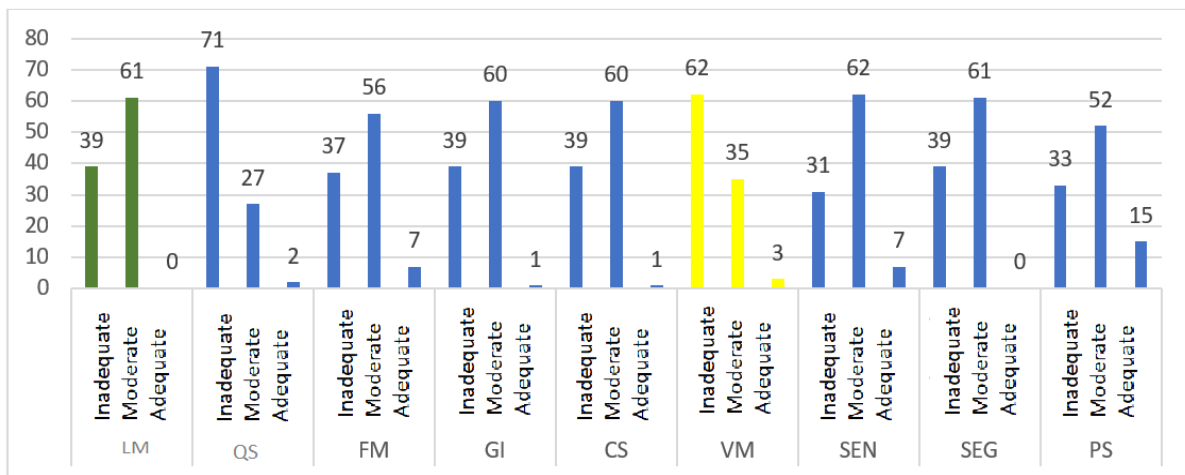
Likewise, the SEN is moderate because on several occasions the workers and officials do not show a predisposition to help users in providing a fast and timely service, which has generated a massive increase in requests and complaints. On the other hand, SEG is moderate because the personnel who provide guidance to users do not know exactly what procedures the municipality provides to citizens, which has led to a loss of credibility and trust when people decide to carry out any procedure in this institution.

Also, PS is moderate because there is no understanding on the part of the authorities, officials, and workers of this municipality when users proceed to file a complaint or claim, considering these as absurd, leaving aside the courtesy that should be a priority when

attending to people. In addition, the authorities do not inspire confidence and security throughout the province of Bagua.

The data embodied in this point, are supported by Ramirez et al. (2020) and Lopez et al. (2021) because distribution was hampered by the unreliability of internal transit networks and the difficulties of external communication channels. And they showed that the LM is carried out properly, with successful logistics strategies that accurately reflect the organization's internal logistics, identified logistics processes, and a clear description of its organizational structure.

Figure 2 Descriptive data of variables and dimensions



Source: Own elaboration 2023

According to the findings obtained from the SPSS that, when the LM is inadequate the QS is inadequate seventy percent, but when the LM improves, the QS increases to moderate 78.1%, this means that if the LM complies correctly with each of the operational functions, then an improvement in QS can be guaranteed. The same happens with the QS, FM and GI, since when these are inadequate the QS is inadequate, but when these have improvements the QS is benefited, evidencing that if the distribution is efficient, if the suppliers are adequate, if the flow of materials is according to plan, if the value chain is related to the materials that are actually needed and a total and timely inventory of the materials that the entity has is carried out, then the QS is permanently guaranteed in each of the citizens that are served.

It is transcendental to consider the contribution of Rojas et al, (2020) and Moreida and Orozco (2020) because SMEs assumed social responsibility by providing exemplary service, the companies were able to achieve their goals. They showed that quality fails when its

meaning is not internalized as part of an organization's subculture, because high quality scenarios are not close enough to serve as models for future public ideas.

Table 1 Cross table of the LM and its dimensions with the QS

				Quality of service			
				Inadequate	Moderate	Suitable	Total
LM	Inadequate	Count	14	6	0	20	
		%	70.0%	30.0%	0.0%	100%	
	Moderate	Count	6	25	1	32	
		%	18.8%	78.1%	3.1%	100%	
	Suitable	Count	0	0	0	0	
		%	0.0%	0.0%	0.0%	0.0%	
Total		Count	20	31	1	52	
		%	38.5%	59.6%	1.9%	100%	
QS	Inadequate	Count	18	19	0	37	
		%	48.6%	51.4%	0.0%	100%	
	Moderate	Count	2	11	1	14	
		%	14.3%	78.6%	7.1%	100%	
	Suitable	Count	0	1	0	1	
		%	0.0%	100%	0.0%	100%	
Total		Count	20	31	1	52	
		%	38.5%	59.6%	1.9%	100%	
FM	Inadequate	Count	14	5	0	19	
		%	73.7%	26.3%	0.0%	100%	
	Moderate	Count	6	23	0	29	
		%	20.7%	79.3%	0.0%	100%	
	Suitable	Count	0	3	1	4	
		%	0.0%	75.0%	25.0%	100%	
Total		Count	20	31	1	52	
		%	38.5%	59.6%	1.9%	100%	
GI	Inadequate	Count	14	6	0	20	
		%	70%	30.0%	0.0%	100%	
	Moderate	Count	6	24	1	31	
		%	19.4%	77.4%	3.2%	100%	
	Suitable	Count	0	1	0	1	
		%	0.0%	100%	0%	100%	
Total		Count	20	31	1	52	
		%	38.5%	59.6%	1.9%	100%	

Source: Own elaboration 2023

The data established in Table 2 allow Hi to be accepted given that the p-value is lower than zero points zero five in all variables, in addition, the link they have with QS is from low to moderate, which shows that by verifying, controlling and evaluating the correct use of materials in the entity's net activities, then QS will be guaranteed in all areas that the municipality makes available to all its citizens. It is essential to consider what Mamani and Vilca (2022) stated, Ramirez et al. (2020) pointed out that a large body of evidence suggests that the extended model has a profound effect on user satisfaction and integrity when dealing

with municipal savings and loan programs and that, consequently, beneficiary satisfaction is low.

Table 2 Hypothesis testing

		Quality of service	
Kendall's Tau_b	QS	Coef.	,350*
		Sigma	0.011
		N	52
	FM	Coef.	,567**
		Sigma	0.000
		N	52
	GI	Coef.	,505**
		Sigma	0.000
		N	52
	LM	Coef.	,510**
		Sigma	0.000
		N	52
Spearman's Rho	QS	Coef.	,356**
		Sigma	0.010
		N	52
	FM	Coef.	,580**
		Sigma	0.000
		N	52
	GI	Coef.	,515**
		Sigma	0.000
		N	52
	LM	Coef.	,514**
		Sigma	0.000
		N	52

Source: Own elaboration 2023

CONCLUSIONS

As a result, it is concluded that management and staff do not encourage team building among employees, and that strategies are not implemented due to lack of funding which can be attributed to ineffective management. In addition, there are times when suppliers do not deliver the goods necessary for the proper functioning of the company because management does not have the right tools. In the same vein, it can be deduced that most of the suppliers are third parties, which has led to a lack of organization and control of the requests that the city has processed and received. This is because the municipality lacks a system that would allow it to maintain optimal inventory levels, which means that requests are fulfilled later than agreed.

Additionally, it is concluded that the staff that provides guidance to users does not have a firm knowledge of the procedures that the municipality provides to its citizens, which has generated a loss of credibility and trust. This is so because the authorities, officials and employees of this municipality are puzzled when users proceed to file a complaint or claim,

dismissing their concerns as unfounded. It is concluded that the LM and the QS maintain a very significant and moderate link, which shows that by continuously improving the LM ensures a QS in all the apartments that the municipality makes available to all its citizens.

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