

**ENHANCING CUSTOMER SATISFACTION IN LOGISTICS SERVICES:  
A CASE STUDY OF SF EXPRESS COMPANY**

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## ABSTRACT

Customer satisfaction plays a pivotal role in the logistics industry, directly impacting a company's reputation and success. In Thailand, SF Express Company strives to meet and exceed customer expectations through its logistics services. This study investigates the factors influencing customer satisfaction in the logistics services of SF Express in Thailand. A structured questionnaire was designed to collect data related to customer satisfaction using convenience sampling, encompassing various dimensions, including service quality, trust, pricing, remote assistance, and awareness of sustainability. Data was gathered from approximately 385 customers who had utilized SF Express's services. Multiple regression analysis was conducted to examine the relationship between these dimensions and customer satisfaction. The results revealed significant positive relationships between service quality, trust, pricing, remote assistance, awareness of sustainability, and customer satisfaction. These findings suggest that enhancing service quality, fostering trust, implementing fair pricing strategies, optimizing remote assistance, and promoting sustainability awareness are essential for maximizing customer satisfaction. The study provides valuable insights for SF Express and other logistics providers seeking to improve customer satisfaction and strengthen their market position.

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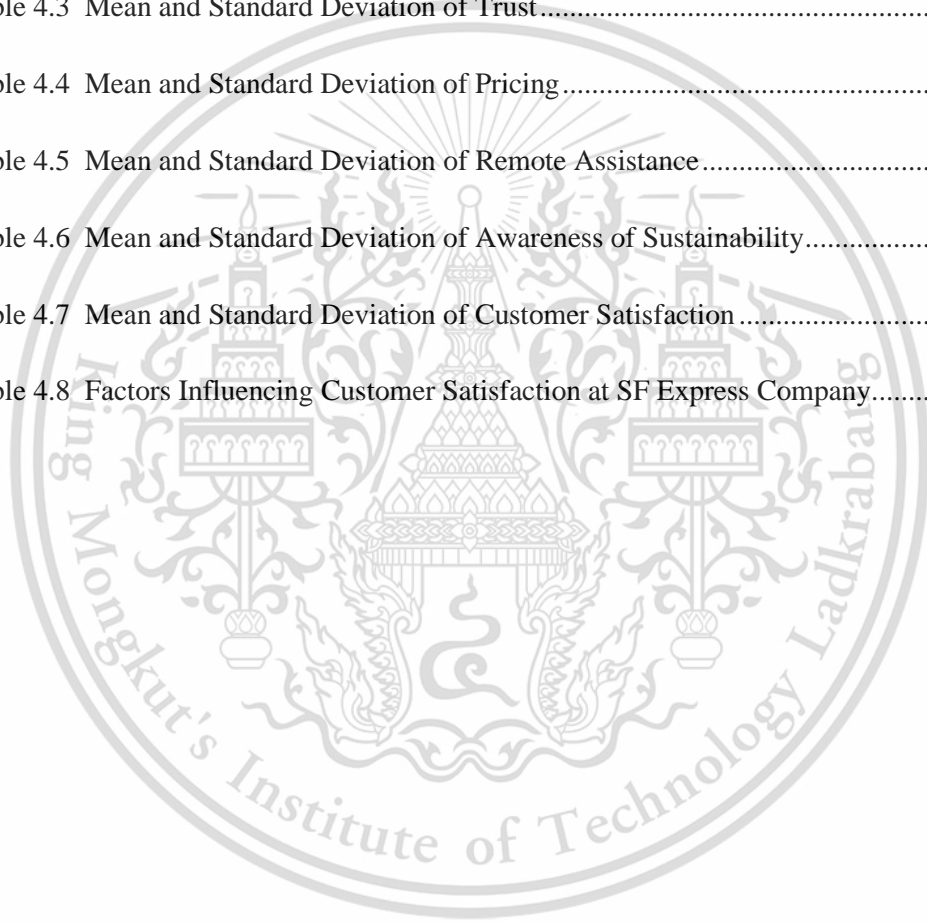
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# CHAPTER 1

## INTRODUCTION

### 1.1 Research Background

In the vibrant landscape of Thailand's logistics industry, customer satisfaction has emerged as a pivotal factor shaping the competitive dynamics and success of logistics service providers. The nation's booming e-commerce sector, coupled with the ever-increasing demands of consumers, has heightened the importance of not just timely parcel delivery but also the delivery of exceptional customer experiences.

This research embarks on a focused exploration of customer satisfaction in the context of Thailand's logistics services, with a special emphasis on the strategies and initiatives adopted by SF Express Company. SF Express, a prominent international player in the logistics arena, has gained recognition for its commitment to excellence and innovation in serving a diverse and discerning customer base. Through a case study of SF Express in the Thai market, this research aims to uncover the key drivers and initiatives that contribute to customer satisfaction within the unique Thai logistics landscape.

Customer satisfaction stands at the forefront of the Thai logistics industry, reflecting the evolving preferences and expectations of customers. Factors such as service quality, sustainability practices, pricing, and customer service have become critical determinants of customer satisfaction. As the Thai logistics sector evolves to meet these demands, understanding the factors that enhance customer satisfaction becomes an essential strategic consideration for logistics companies.

SF Express, with its global footprint and strong presence in Thailand, offers a compelling case for this study. The company's dedication to sustainability practices, service quality, and customer service exemplifies a model of success within the Thai logistics industry. By delving into SF Express's operations in Thailand, this research seeks to identify the strategies and practices that elevate customer satisfaction, offering valuable insights that may not only benefit the company itself but also inform and inspire other logistics service providers operating in Thailand.

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## 1.2 Research Question

1. What is the level of customer satisfaction with the logistics services provided by SF Express Company?
2. What are the key factors that influence customer satisfaction in logistics services offered by SF Express Company?

## 1.3 Research Objectives

1. To assess customer satisfaction in logistics services of SF Express Company.
2. To examine the factors that influence the customer satisfaction in logistics services of SF Express Company.

## 1.4 Research Significance

1. Business Implications: This research provides SF Express Company and other logistics service providers with valuable insights into enhancing customer satisfaction, a critical driver of success in the industry.
2. Customer Benefits: Customers stand to benefit from improvements in service quality, pricing, sustainability practices, and customer service, resulting from the study's findings.
3. Academic Contribution: This research contributes to the academic body of knowledge by shedding light on the specific factors driving customer satisfaction in the logistics industry, which is underrepresented in existing literature.

## 1.5 Research Scope

### 1.5.1 Population and Sample

This study focuses on customers who have experience with the logistic services offered by SF Express in Thailand. Due to the absence of a known exact population size, the population can be considered as an unknown number of customers who have utilized SF Express's logistics services in Thailand.

**Sample Size Determination:** The sample size for this study has been established employing the Yamane formula, designed for finite populations (Yamane, 1967). Utilizing an estimated

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population size of customers who have experienced SF Express's logistic services in Thailand, the formula calculates a necessary sample size of 385 respondents.

### **1.5.2 Variables**

a) Independent variables:

1. Service Quality
2. Trust
3. Pricing
4. Remote Assistance
5. Awareness of Sustainability

b) Dependent Variable: Customer Satisfaction

### **1.5.3 Period of Study**

The study was conducted in the month of January 2024. This one-month duration has been chosen to ensure an adequate sample size and to capture a representative snapshot of customers who have utilized SF Express's logistics services in Thailand during this period.

## **1.6 Definition of Terms**

### **1.6.1 Service Quality**

Service quality refers to the extent to which SF Express meets or exceeds customer expectations in various aspects of their logistics services. It encompasses responsiveness to customer inquiries or concerns, the accuracy of estimated delivery times, a commitment to providing reliable and consistent services, the professionalism and courtesy of personnel, and the overall impression of the quality of service. High service quality means that SF Express consistently delivers on these aspects, meeting or exceeding customer needs and expectations, leading to a high level of customer satisfaction.

### **1.6.2 Trust**

Trust, in the context of SF Express, represents the reliance and confidence customers place in the company's ability to securely and reliably handle their shipments. It also encompasses the belief that SF Express safeguards personal information and delivers shipments without damage. Trust is reflected in customers' perceptions of the trustworthiness of the information

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and tracking updates provided by SF Express and their evaluation of whether the company consistently fulfills its promises and commitments. High trust indicates that customers have a strong belief in SF Express's competence and reliability, leading to a sense of security and confidence in their logistics services.

### **1.6.3 Pricing**

Pricing, in the context of SF Express, encompasses the perception of customers regarding the cost and value of the company's logistics services. It includes assessments of affordability in comparison to other service providers and the competitiveness of SF Express's pricing in the logistics market. Pricing also extends to customer satisfaction with the transparency of pricing structures and fairness in relation to the quality of service provided. Ultimately, the likelihood of customer recommendations is influenced by their perceptions of the value for money offered by SF Express, which is a critical aspect of pricing. High customer satisfaction in these areas suggests that SF Express's pricing is considered reasonable and competitive.

### **1.6.4 Remote Assistance**

Remote assistance refers to the effectiveness, availability, and timeliness of support and guidance provided to customers for resolving logistics-related issues or concerns. It encompasses the quality of remote assistance in addressing customer needs and inquiries, its responsiveness, and the level of customer satisfaction with the support received. Furthermore, remote assistance reflects customers' likelihood to seek such assistance again and their potential to recommend SF Express based on their experiences with this service. High customer satisfaction with remote assistance indicates that SF Express provides effective, accessible, and timely support to address customer needs and inquiries.

### **1.6.5 Awareness of Sustainability**

Awareness of sustainability refers to the extent to which customers are informed and conscious of the company's endeavors to promote environmentally responsible and sustainable logistics practices. It encompasses the customer's awareness of SF Express's sustainability initiatives, the effectiveness of the company's communication regarding these efforts, and the perceived commitment of SF Express to reducing its environmental impact and carbon footprint.

Furthermore, it signifies the importance of sustainability in the customer's decision-making

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process when choosing logistics service providers, such as SF Express. High awareness of sustainability suggests that customers are well-informed about and value SF Express's commitment to eco-friendly logistics practices, potentially influencing their choice and support of the company's sustainability initiatives.

### **1.6.6 Customer Satisfaction**

Customer satisfaction represents the overall contentment and approval of customers with the quality and performance of the company's logistics services in Thailand. It encompasses customers' satisfaction with the reliability of shipment delivery, the level of customer support and assistance, the transparency of pricing and additional fees, and the overall quality of logistics services provided. Additionally, customer satisfaction reflects their likelihood to continue using SF Express for their logistics needs and to recommend the company to others based on their experiences. High levels of customer satisfaction indicate that SF Express effectively meets and exceeds the expectations and needs of its customers, resulting in their continued loyalty and positive word-of-mouth recommendations.

## **CHAPTER 2**

### **LITERATURE REVIEW**

This chapter offers a comprehensive literature review by presenting relevant concepts, theories, and research methodologies. Additionally, it provides an in-depth introduction to the current landscape of logistics services. The aim is to provide substantial theoretical foundations and empirical support for this research. The literature review is structured into the following sections.

- 2.1 Overview of the Logistics Services by SF Express Company
- 2.2 Concept and Theory of Service Quality
- 2.3 Concept and Theory of Trust
- 2.4 Concept and Theory of Pricing
- 2.5 Concept and Theory of Remote Assistance
- 2.6 Concept and Theory of Awareness of Sustainability
- 2.7 Concept and Theory of Customer Satisfaction
- 2.8 Related Research
- 2.9 Hypothesis Development

#### **2.1 Overview of the Logistics Services by SF Express Company**

SF Express Company is a renowned logistics service provider known for its comprehensive and innovative range of services. With a strong presence in Thailand, SF Express has established itself as a leader in the logistics industry. The company's services encompass a wide array of offerings designed to meet the diverse needs of customers and businesses. This section provides an overview of the logistics services offered by SF Express Company in Thailand.

##### **2.1.1 Express Parcel Delivery**

SF Express specializes in providing fast and reliable express parcel delivery services. Whether it's urgent documents, packages, or e-commerce deliveries, SF Express ensures swift and secure transportation to destinations across Thailand. The company's commitment to

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punctuality and efficiency has made it a preferred choice for time-sensitive deliveries.

### **2.1.2 Freight and Cargo Services**

SF Express offers comprehensive freight and cargo services to support businesses with their logistics needs. This includes the transportation of larger shipments, heavy cargo, and bulk items. With a robust network of transportation options, SF Express can accommodate a wide range of freight requirements.

### **2.1.3 E-commerce Logistics**

In the e-commerce era, SF Express provides tailored logistics solutions to e-commerce businesses. These services include order fulfillment, warehousing, and last-mile delivery. SF Express's integration with e-commerce platforms streamlines the logistics process, making it easier for online retailers to reach their customers.

### **2.1.4 Cold Chain and Pharmaceutical Logistics**

SF Express understands the importance of temperature-sensitive shipments, especially in the pharmaceutical and food industries. The company offers cold chain logistics solutions to ensure the safe and reliable transport of perishable goods, vaccines, and pharmaceutical products.

### **2.1.5 Intra-City On-Demand Delivery**

SF Express's intra-city on-demand delivery service caters to businesses and individuals who require quick and efficient deliveries within cities. This service is particularly popular for same-day and last-minute deliveries.

### **2.1.6 Supply Chain Solutions**

SF Express provides comprehensive supply chain solutions that help businesses optimize their logistics and distribution processes. These solutions include inventory management, order processing, and value-added services to enhance operational efficiency.

### **2.1.7 International Business**

SF Express extends its reach beyond Thailand to offer international logistics services. These services cover international express delivery, freight forwarding, and supply chain solutions for businesses engaged in global trade.

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SF Express Company's commitment to innovation and excellence has made it a leading player in the logistics industry, offering a diverse portfolio of services to meet the evolving needs of its customers. This section provides an introductory glimpse of the extensive logistics services provided by SF Express Company in Thailand. Subsequent sections delve into the specific aspects of these services, their impact on customer satisfaction, and the factors that influence it.

## 2.2 Concept and Theory of Service Quality

Service quality is a multidimensional concept that has been extensively studied in various fields, including the logistics and transportation sector. It is a fundamental factor in shaping customer satisfaction and loyalty (Parasuraman, Zeithaml, & Berry, 1985). Over the years, researchers have developed models and frameworks to understand the dimensions and determinants of service quality.

**SERVQUAL Model:** One of the most well-known models in the field of service quality is the SERVQUAL model developed by Parasuraman, Zeithaml, and Berry (1985). This model identifies five key dimensions of service quality: Tangibles, Reliability, Responsiveness, Assurance, and Empathy. These dimensions provide a comprehensive framework for assessing and improving service quality in various industries.

**Perceptions and Expectations:** Service quality is often evaluated based on the perceptions of customers compared to their expectations. If customers perceive that the service received exceeds their expectations, it leads to higher satisfaction and vice versa. Understanding this dynamic is crucial for service providers seeking to meet or exceed customer expectations.

**Tangibles:** The tangibles dimension of service quality focuses on the physical aspects of service delivery, such as facilities, equipment, and the appearance of service personnel. In the logistics industry, this may translate to the condition of delivery vehicles, the appearance of delivery personnel, and the condition of packages.

**Reliability:** Reliability refers to the ability of a service provider to deliver services consistently, accurately, and dependably. In the context of logistics, reliability is critical for on-time deliveries, order accuracy, and the ability to meet promised delivery windows.

**Responsiveness:** Responsiveness entails the willingness and ability of a service provider

to assist customers promptly and effectively. In the logistics sector, responsiveness may include efficient handling of customer inquiries, the ability to provide real-time tracking information, and effective problem resolution.

**Assurance:** Assurance reflects the competence and credibility of service providers. For logistics companies, this can involve the qualifications and training of delivery personnel, safety measures, and the ability to instill confidence in customers regarding the safe and secure delivery of their goods.

**Empathy:** Empathy involves the provider's ability to understand, care for, and provide personalized attention to customers. In logistics, this might relate to the ability to accommodate specific delivery instructions or handle unique customer requests with care and consideration.

**Customer Feedback:** Many studies emphasize the importance of collecting and acting upon customer feedback for improving service quality (Parasuraman, Zeithaml, & Berry, 1988). In the logistics industry, this can include customer surveys, feedback channels, and complaint resolution processes.

In conclusion, service quality is a multifaceted concept that plays a critical role in customer satisfaction within the logistics industry. Understanding and measuring the dimensions of service quality is fundamental for logistics companies looking to provide exceptional service and foster long-term customer relationships.

## **2.3 Concept and Theory of Trust**

Trust is a fundamental concept in the realm of customer relationships and has garnered significant attention within the logistics and transportation sector. Researchers and scholars have explored various dimensions and determinants of trust, emphasizing its critical role in shaping customer loyalty and satisfaction.

### **2.3.1 Definition of Trust**

Trust, in the context of customer-provider relationships, refers to the confidence and belief that customers place in service providers to deliver on promises, act in their best interests, and maintain a certain level of reliability and integrity (Gefen, Benbasat, & Pavlou, 2008).

### **2.3.2 Dimensions of Trust**

**Reliability:** Reliability is a pivotal dimension of trust, reflecting the extent to which customers believe that a logistics service provider consistently delivers on its commitments. In the logistics industry, reliability translates into punctual and accurate deliveries and the ability to meet promised schedules.

**Competence:** Competence represents the provider's ability to perform tasks effectively and efficiently. Customers trust logistics companies that exhibit high levels of competence in managing shipments, handling goods, and resolving issues competently.

**Integrity:** Integrity pertains to the ethical and moral principles of service providers. In logistics, this includes transparency in pricing, honest communication, and the protection of customer data and goods.

### **2.3.3 Building Trust**

**Communication:** Effective communication is a key element in building and maintaining trust. Open and transparent communication with customers regarding the status of shipments, delivery windows, and issue resolution can enhance trust levels (Morgan & Hunt, 1994).

**Commitment to Service Quality:** A demonstrated commitment to service quality, as reflected in service reliability, responsiveness, and the resolution of customer concerns, contributes to higher trust levels (Parasuraman, Zeithaml, & Berry, 1985).

**Consistency:** Consistency in service delivery is vital in building trust over time. Consistent, positive interactions with customers contribute to a stronger and more enduring trust relationship.

### **2.3.4 Trust and Customer Satisfaction:**

Trust plays a significant role in shaping customer satisfaction. High levels of trust are often associated with higher levels of customer satisfaction, as customers are more likely to be satisfied when they trust that a service provider can meet their needs and expectations.

In conclusion, trust is a complex and multifaceted concept within the logistics and transportation industry. It is pivotal in shaping customer-provider relationships and influencing customer satisfaction and loyalty. Understanding the dimensions and determinants of trust is critical for logistics companies seeking to build strong and lasting customer relationships.

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## **2.4 Concept and Theory of Pricing**

Pricing is a crucial element in the logistics and transportation sector, shaping customer choices, influencing profitability, and reflecting the value provided by service providers. Researchers have explored various dimensions and determinants of pricing strategies, highlighting its significance in the competitive landscape of the industry.

### **2.4.1 Definition of Pricing**

Pricing, in the context of logistics and transportation, refers to the process of determining the cost structure and setting the monetary value of services, whether in the form of shipping fees, rates, or tariffs. It is a multifaceted concept that impacts both customers and service providers (Liu, Shang, & Wang, 2012).

### **2.4.2 Pricing Strategies**

**Competitive Pricing:** Many logistics companies adopt competitive pricing strategies, aiming to offer rates and fees that are on par with or lower than those of their competitors. Competitive pricing strategies can attract cost-conscious customers and promote market share (Lancioni, Smith, & Oliva, 2000).

**Value-Based Pricing:** Value-based pricing focuses on setting prices based on the perceived value of services. In logistics, this strategy emphasizes the benefits and added value a service provider offers, aligning pricing with customer expectations and willingness to pay (Nagle & Müller, 2017).

**Dynamic Pricing:** Dynamic pricing involves adjusting prices in real-time based on changing market conditions, demand, and other factors. In the logistics sector, dynamic pricing can be used to optimize pricing based on variables such as route, shipment volume, and time sensitivity (Hann & Terwiesch, 2003).

### **2.4.3 Price and Customer Choice**

Pricing has a significant impact on customer choices in the logistics and transportation industry. Customers often weigh pricing factors, along with service quality and reliability, when selecting service providers. Lower prices may attract cost-conscious customers, while premium pricing may signify higher service quality and reliability (Lancioni, Smith, & Oliva, 2000).

#### **2.4.4 Pricing and Profitability**

Effective pricing strategies are vital for the profitability of logistics companies. Profit margins are closely tied to pricing decisions. Well-calibrated pricing can enhance revenue and profitability, whereas overly aggressive pricing may erode margins (Talluri & Van Ryzin, 2004).

#### **2.4.5 Pricing Flexibility**

In the digital age, pricing flexibility is crucial. Logistics companies are increasingly using digital platforms to offer transparent and customized pricing options, allowing customers to select services based on their unique requirements (Liu, Shang, & Wang, 2012).

In conclusion, pricing is a dynamic and multifaceted concept that significantly influences customer choices, profitability, and competition in the logistics and transportation industry. Understanding various pricing strategies and their impacts is essential for logistics companies to remain competitive and profitable in this sector.

### **2.5 Concept and Theory of Remote Assistance**

Remote assistance is a critical element in the logistics and transportation sector, playing a pivotal role in customer service and issue resolution. Researchers have explored various dimensions and determinants of remote assistance, emphasizing its significance in ensuring efficient and effective customer interactions.

#### **2.5.1 Definition of Remote Assistance**

Remote assistance, in the context of logistics and transportation, refers to the use of technology and communication channels to provide real-time support, guidance, and issue resolution to customers or service personnel who are geographically distant (Pak, Kim, & Lee, 2002).

#### **2.5.2 Dimensions of Remote Assistance**

**Real-Time Interaction:** Remote assistance is characterized by real-time interaction, often facilitated through digital platforms, chat, video calls, or phone support. It enables customers to seek immediate assistance and clarifications regarding their shipments or logistical concerns.

**Problem Resolution:** A key focus of remote assistance is problem resolution. Logistics

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companies employ remote assistance to troubleshoot issues, provide guidance, and ensure that customers' concerns are addressed promptly (Rangan, Henkoff, & Cohen, 2001).

**Customer Support Technology:** Remote assistance relies on various technologies, including chatbots, video conferencing, and customer support software, to connect with customers and resolve issues efficiently (Schneider & Papir, 2019).

### **2.5.3 Benefits of Remote Assistance**

**Efficiency:** Remote assistance enhances the efficiency of customer support by reducing the need for customers to visit physical service locations. It provides quick solutions and avoids unnecessary delays in issue resolution (Rangan, Henkoff, & Cohen, 2001).

**Cost Savings:** Effective remote assistance can lead to cost savings by reducing the need for in-person support staff or call center agents. Digital platforms and automation can handle a significant portion of customer inquiries and issues (Pak, Kim, & Lee, 2002).

**Improved Customer Experience:** Customers value the convenience of remote assistance. The ability to seek support from the comfort of their location and receive immediate responses contributes to an improved overall experience (Schneider & Papir, 2019).

### **2.5.4 Challenges in Remote Assistance**

**Technology Barriers:** The effectiveness of remote assistance is contingent on the availability and accessibility of technology. Customers must have the necessary devices and internet access to engage in remote assistance (Lee, Moon, Kim, Kim, & Kim, 2016).

**Privacy and Security:** The use of digital channels for remote assistance requires robust security measures to protect customer data and privacy, which is especially relevant when dealing with sensitive logistical information (Lee, Moon, Kim, Kim, & Kim, 2016).

### **2.5.5 Remote Assistance and Customer Satisfaction**

Remote assistance is closely linked to customer satisfaction. Quick and effective remote issue resolution contributes significantly to a positive customer experience, which, in turn, boosts customer satisfaction and loyalty (Pak, Kim, & Lee, 2002).

In conclusion, remote assistance is a critical component of customer service in the logistics and transportation sector. It enhances efficiency, reduces costs, and significantly contributes to customer satisfaction by providing quick and effective issue resolution. Understanding the

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dimensions and implications of remote assistance is essential for logistics companies seeking to provide exceptional customer support.

## **2.6 Concept and Theory of Awareness of Sustainability**

The awareness of sustainability is gaining prominence in the logistics and transportation sector, reflecting the growing emphasis on environmental responsibility and social considerations. Researchers have delved into various dimensions and determinants of sustainability awareness, highlighting its significance in guiding environmentally conscious practices and shaping customer preferences.

### **2.6.1 Definition of Sustainability Awareness**

Sustainability awareness, in the context of logistics and transportation, refers to the recognition, knowledge, and consciousness of the environmental and social impacts of logistics operations and transportation choices (Carter & Rogers, 2008).

### **2.6.2 Dimensions of Sustainability Awareness**

**Environmental Impact:** Awareness of sustainability often centers on understanding the ecological footprint of logistics and transportation activities. This includes knowledge of emissions, resource use, and the environmental effects of transportation modes and supply chain processes.

**Social Responsibility:** Sustainability awareness extends to the social aspects of logistics and transportation, considering the well-being of communities, employees, and stakeholders. This includes issues such as fair labor practices, safety, and community engagement (Seuring & Müller, 2008).

**Economic Implications:** Sustainable practices are intertwined with economic considerations. Sustainability-aware organizations recognize that environmentally responsible actions can lead to cost savings and long-term financial viability (Sarkis, 2003).

### **2.6.3 Drivers of Sustainability Awareness**

**Regulatory Environment:** The regulatory landscape plays a significant role in promoting sustainability awareness. Governments and international bodies have implemented regulations and standards that require logistics and transportation companies to consider and report on their

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environmental and social impacts (Lee & Kim, 2018).

**Customer Expectations:** An increasing number of customers are demanding environmentally responsible and socially conscious logistics and transportation services. As a result, companies are recognizing the importance of sustainability awareness in meeting customer expectations (Pagell & Wu, 2009).

#### **2.6.4 Benefits of Sustainability Awareness**

**Cost Reduction:** Sustainable practices, when properly implemented, can lead to cost savings through reduced resource consumption, energy efficiency, and streamlined operations (Sarkis, 2003).

**Reputation and Brand Enhancement:** Sustainability-aware companies often enjoy a favorable reputation and build stronger brand equity. Customers tend to prefer companies that demonstrate a commitment to social and environmental responsibility (Lee & Kim, 2018).

**Risk Mitigation:** Sustainability-aware organizations are better equipped to manage risks associated with environmental and social issues, including regulatory compliance, reputational risks, and supply chain disruptions (Seuring & Müller, 2008).

#### **2.6.5 Challenges in Promoting Sustainability Awareness**

**Education and Training:** Increasing awareness of sustainability within organizations may require education and training programs to help employees understand the implications and practices associated with sustainable logistics and transportation (Sarkis, 2003).

**Data Collection and Reporting:** Gathering data on sustainability performance and reporting it accurately can be challenging. Companies need robust systems to collect, analyze, and report on their environmental and social impacts (Carter & Rogers, 2008).

#### **2.6.6 Sustainability Awareness and Customer Preferences**

Customer preferences are increasingly influenced by sustainability awareness. Customers often favor companies that demonstrate a commitment to sustainability, and this can influence their choices of logistics and transportation providers (Pagell & Wu, 2009).

In conclusion, sustainability awareness is a pivotal concept in the logistics and transportation sector, driven by regulatory pressures, customer expectations, and the recognition of the economic, environmental, and social benefits it can deliver. Understanding

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the dimensions and drivers of sustainability awareness is essential for logistics companies aiming to adopt sustainable practices and align with customer preferences.

## **2.7 Concept and Theory of Customer Satisfaction**

Customer satisfaction is a cornerstone concept in the logistics and transportation sector, reflecting the ability of service providers to meet the needs and expectations of their customers. Researchers have explored various dimensions and determinants of customer satisfaction, emphasizing its pivotal role in shaping customer loyalty and business success.

### **2.7.1 Definition of Customer Satisfaction**

Customer satisfaction, in the context of logistics and transportation, refers to the extent to which customers are pleased with the services provided by a logistics company. It is a reflection of the overall experience and fulfillment of customer expectations (Parasuraman, Zeithaml, & Berry, 1988).

### **2.7.2 Dimensions of Customer Satisfaction**

**Service Quality:** Service quality is a foundational dimension of customer satisfaction. It encompasses factors such as reliability, responsiveness, assurance, empathy, and tangibles (physical evidence). High service quality contributes to greater satisfaction (Parasuraman, Zeithaml, & Berry, 1985).

**Pricing and Value for Money:** Pricing and perceived value play a significant role in customer satisfaction. Customers weigh the cost of logistics and transportation services against the perceived value they receive (Oliver, 1980).

**Reliability and Timeliness:** Reliability in terms of on-time delivery, accuracy, and consistency of services is a critical dimension of customer satisfaction in the logistics sector. Customers expect their shipments to arrive as promised (Lancioni, Smith, & Oliva, 2000).

**Communication and Transparency:** Effective communication and transparency in providing updates, tracking information, and addressing customer concerns contribute to satisfaction. Customers appreciate being informed and engaged throughout the service experience (Parasuraman, Zeithaml, & Berry, 1985).

### **2.7.3 Determinants of Customer Satisfaction**

**Service Quality:** Several studies have indicated that service quality is a significant determinant of customer satisfaction. When logistics and transportation services consistently meet or exceed customer expectations, satisfaction levels rise (Parasuraman, Zeithaml, & Berry, 1988).

**Pricing Strategy:** The relationship between pricing and customer satisfaction is complex. While competitive pricing can attract cost-conscious customers, value-based pricing that aligns pricing with perceived value can also lead to higher satisfaction (Oliver, 1980).

**Reliability and On-Time Delivery:** Timely and reliable deliveries are essential for customer satisfaction in the logistics sector. Reliability issues, such as missed deliveries or late shipments, can lead to customer dissatisfaction (Lancioni, Smith, & Oliva, 2000).

### **2.7.4 Benefits of Customer Satisfaction**

**Customer Loyalty:** High levels of customer satisfaction often translate into customer loyalty. Satisfied customers are more likely to continue using a logistics service provider for their transportation needs (Reichheld, 1996).

**Positive Word-of-Mouth:** Satisfied customers are more likely to recommend a logistics company to others. Positive word-of-mouth can lead to increased business through referrals (Zeithaml, Bitner, & Gremler, 2006).

**Reputation and Brand Equity:** Consistently high customer satisfaction can enhance a company's reputation and build stronger brand equity. A positive reputation can attract more customers (Homburg, Schwemmler, & Kuehnl, 2015).

In conclusion, customer satisfaction is a critical concept within the logistics and transportation industry. It is closely tied to service quality, pricing, and reliability. High customer satisfaction levels lead to customer loyalty, positive word-of-mouth, and an enhanced reputation, which are essential for business success.

## **2.8 Related Research**

The topic of enhancing customer satisfaction in the logistics and transportation sector has been the focus of several previous studies, both in the context of logistics service providers and

specific case studies. This section reviews relevant research that provides valuable insights into the factors, strategies, and practices related to customer satisfaction in the logistics industry.

### **2.8.1 Service Quality and Customer Satisfaction**

Numerous studies have emphasized the pivotal role of service quality in influencing customer satisfaction (Lancioni, Smith, & Oliva, 2000; Parasuraman, Zeithaml, & Berry, 1988). The study conducted by Lancioni and colleagues underscores the importance of logistics service quality in pricing strategies.

### **2.8.2 Pricing and Customer Satisfaction**

The relationship between pricing strategies and customer satisfaction is a key area of investigation. Research by Oliver (1980) has explored the impact of pricing on customer satisfaction decisions, emphasizing the need for an understanding of perceived value and competitive pricing.

### **2.8.3 Remote Assistance and Customer Satisfaction**

The integration of remote assistance into customer service practices and its influence on customer satisfaction is a relatively recent area of study. The work by Pak, Kim, and Lee (2002) offers insights into the impact of remote assistance technology on customer satisfaction and the importance of efficient issue resolution.

### **2.8.4 Sustainability Awareness and Customer Preferences**

As sustainability awareness becomes increasingly important, recent studies have examined its impact on customer preferences and satisfaction (Pagell & Wu, 2009; Lee & Kim, 2018). These studies provide valuable insights into the intersection of sustainability and customer satisfaction.

### **2.8.5 Case Studies in Logistics Customer Satisfaction**

Previous case studies focusing on logistics service providers have yielded practical insights into customer satisfaction strategies. Examining case studies such as those conducted by Rangan, Henkoff, and Cohen (2001) can provide context and potential best practices for your case study on SF Express Company.

### **2.8.6 Technology and Customer Satisfaction**

Studies investigating the use of technology in enhancing customer satisfaction within the logistics sector (Hann & Terwiesch, 2003; Schneider & Papir, 2019) provide insights into the role of technology, including digital platforms and communication channels, in optimizing customer satisfaction.

The existing body of research highlights the multifaceted nature of customer satisfaction in the logistics industry and underscores the importance of factors such as service quality, pricing, remote assistance, and sustainability awareness. These findings serve as valuable foundations for the current study, which focuses on enhancing customer satisfaction within the specific context of SF Express Company.

### **2.9 Hypothesis Development**

In summary, the following hypothesis is proposed:

H1: There is a significant positive relationship between service quality and customer satisfaction in logistics services.

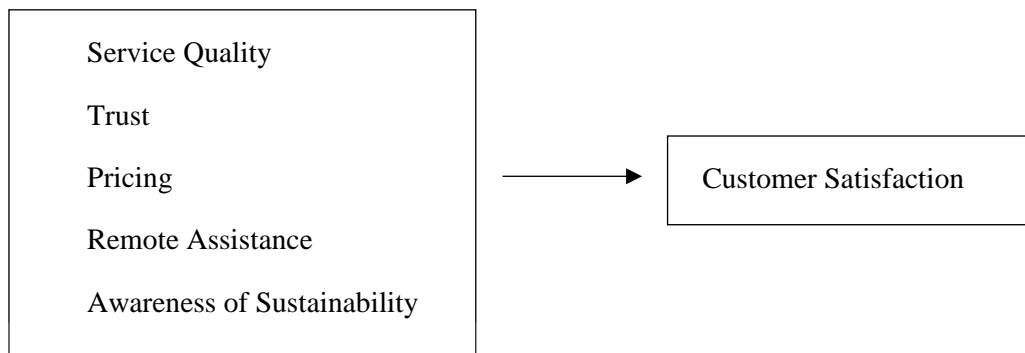
H2: There is a significant positive relationship between trust and customer satisfaction in logistics services.

H3: There is a significant positive relationship between pricing and customer satisfaction in logistics services.

H4: There is a significant positive relationship between remote assistance and customer satisfaction in logistics services.

H5: There is a significant positive relationship between awareness of sustainability and customer satisfaction in logistics services.

Based on the five hypotheses, a conceptual framework has been developed as shown in figure 2.1.



**Figure 2.1** Conceptual Framework

The conceptual framework proposed in this study systematically categorizes the research variables into two distinct groups. The initial category comprises five independent variables, specifically: Service Quality, Trust, Pricing, Remote Assistance, and Awareness of Sustainability. It is hypothesized that these variables exert influence on the central construct of customer satisfaction in logistics services. The subsequent category centers around customer satisfaction in logistics services itself, serving as the primary dependent variable within the study's investigative scope.

# CHAPTER 3

## RESEARCH METHODOLOGY

### 3.1 Population and Sample

In the course of this study, the convenience sampling method was employed for participant selection, taking into account pragmatic constraints and the accessibility of potential respondents. This method was chosen to expedite the data collection process from individuals within the defined target demographic. To distribute the questionnaire, an online survey platform was utilized, allowing participants to complete the questionnaire at their convenience. This platform was accessible via multiple devices, ensuring a wide reach among the target demographic. Additionally, to increase participation rates, invitations were sent out through email and social media channels. Notably, the survey administration encompassed both regular weekdays and holiday periods, thereby recognizing the potential variations in customer behavior and perceptions during these distinct time frames. This approach was adopted to enhance the overall representativeness and validity of the sample.

Given the considerable size of the target customer population in Thailand, the determination of an appropriate sample size was of paramount importance to ensure statistically reliable results. The establishment of the sample size was contingent on a confidence level of 95% and a precision level of  $\pm 5\%$ . These specific parameters were intentionally selected to instill a high degree of confidence in the findings of the study, while still permitting a reasonable margin of error.

The calculation of the sample size adhered to conventional practice by utilizing a Z-score of 1.96, which corresponds to a 95% confidence level. The formula employed for ascertaining the sample size meticulously accounted for the customer population size, the chosen confidence level, and the specified precision level.

As a result of these efforts, the study successfully collected 385 valid questionnaires, which significantly contributed to the robustness of the data analysis and the credibility of the study's findings. The deliberate selection of this sample size aimed to strike a judicious balance between practical feasibility and statistical reliability. By securing a sample of this magnitude,

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the research endeavors to provide compelling and precise insights into the factors influencing customer satisfaction in the logistics services of SF Express Company in Thailand, within the unique context of this study. The careful planning and execution of the questionnaire distribution were integral to this process, ensuring that the data collected was both comprehensive and reflective of the target population's views and experiences.

### **3.2 Variables**

In the realm of research, variables are fundamental components that possess the capacity to fluctuate or change and constitute the foundational elements of any empirical inquiry. Within this section, a comprehensive elucidation of the principal variables central to the investigation into the determinants of customer satisfaction within the logistics services of SF Express Company in Thailand. This research is underpinned by a well-structured conceptual framework, encompassing both independent and dependent variables, each of which fulfills a distinct and indispensable role in shaping the formulation and analysis.

#### **3.2.1 Independent Variables**

In this study, five distinct independent variables are explored, each playing a crucial role in understanding the factors that shape customer satisfaction in the logistics services of SF Express Company in Thailand. These variables serve as the key determinants that have the potential to influence the focal construct, customer satisfaction. Below is a detailed explanation of each independent variable:

1. **Service Quality:** Service quality is a fundamental determinant of customer satisfaction in logistics services. It encompasses the perception of customers regarding the overall quality of services provided by SF Express. This variable considers elements such as timeliness, reliability, responsiveness, and the overall customer experience when using SF Express's logistics services.

2. **Trust:** Trust is an essential factor in customer satisfaction. It relates to the confidence and reliance customers place in SF Express. Trust is built upon factors such as consistency, reliability, transparency, and the fulfillment of promises made by the company. Customer trust significantly impacts their overall satisfaction with the services.

3. Pricing: Pricing is a critical element in customer decision-making and satisfaction. It refers to the cost structure and price competitiveness of SF Express's logistics services. Pricing encompasses factors such as affordability, transparency of pricing, and the perceived value of services in relation to the cost.

4. Remote Assistance: Remote assistance denotes the accessibility and effectiveness of assistance provided to customers remotely. This variable evaluates how well SF Express handles customer inquiries, concerns, and issues through digital channels or remote communication. Efficient remote assistance can positively affect customer satisfaction by addressing concerns promptly.

5. Awareness of Sustainability: In an era of growing environmental awareness, sustainability plays a pivotal role in customer satisfaction. This variable gauges how well SF Express communicates and practices sustainability in its logistics services. It encompasses aspects such as eco-friendly practices, carbon footprint reduction, and the alignment of the company's values with those of environmentally conscious customers.

Understanding and analyzing these independent variables enables us to investigate the intricate dynamics that contribute to customer satisfaction within the context of SF Express Company's logistics services in Thailand. By assessing the influence and interplay of these factors, this study aims to provide a comprehensive understanding of the determinants of customer satisfaction and offer valuable insights for both academia and the logistics industry.

### **3.2.2 Dependent Variable**

The dependent variable under scrutiny in this study is "customer satisfaction in the logistics services of SF Express Company in Thailand." This variable stands as the epicenter of the investigation, signifying the ultimate outcome sought to be examined and understood

By meticulously delineating and scrutinizing these independent and dependent variables, the objective is to dissect the intricate relationships and interplay among them. This methodical approach enables us to systematically delve into and comprehend the factors influencing customer satisfaction in the logistics services of SF Express Company in Thailand. In doing so, this research contributes invaluable insights to the domain of consumer behavior, particularly within the unique context of logistics services in Thailand.

### 3.3 Research Instrument

The research instrument used in this study is a structured questionnaire designed to collect data related to customer satisfaction in the logistics services of SF Express Company in Thailand. The questionnaire serves as a crucial tool for understanding the perspectives and experiences of customers and assessing their levels of satisfaction.

#### 3.3.1 Questionnaire Design

The questionnaire was thoughtfully designed to capture a comprehensive range of information. It consists of multiple sections, each focusing on different aspects relevant to customer satisfaction and its influencing factors. The questionnaire's structure is as follows:

**Demographic Information:** This section gathers basic demographic data from respondents, such as age, gender, occupation, and geographical location, to ensure a diverse representation in the study.

**Service Quality:** Customers are asked to evaluate various aspects of service quality, including the timeliness of deliveries, the condition of packages upon receipt, and the professionalism of SF Express staff.

**Trust:** This section assesses the level of trust customers have in SF Express, focusing on issues related to the safety and security of their shipments and the company's reputation.

**Pricing:** Customers are asked to provide feedback on SF Express's pricing policies, including their perception of transparency and the value for money they receive.

**Remote Assistance:** This section examines the availability and effectiveness of SF Express's customer support and remote assistance services.

**Awareness of Sustainability:** Customers are queried on their awareness of SF Express's sustainability efforts and their influence on the customers' choice of logistics services.

**Customer Satisfaction:** The final section assesses overall customer satisfaction, asking respondents to rate their satisfaction levels with SF Express's logistics services and the likelihood of recommending the company to others.

### 3.4 Reliability and Validity Analysis

#### 3.4.1 Reliability Analysis

In this study, ensuring the internal consistency of the questionnaire is of paramount importance to secure precise and dependable data. To achieve this, a well-structured plan has been devised to assess the questionnaire's reliability by analyzing data collected from 30 pilot surveys. The evaluation of instrument reliability and internal consistency is a critical step in determining the anticipated impact and quality of the questionnaire. A widely recognized method for assessing instrument reliability is the Cronbach's alpha coefficient, originally developed by Lee Cronbach in 1951. This method has been extensively employed to evaluate the reliability of various instruments, including multi-question Likert scale surveys, as is the case in this study. Typically, a Cronbach's alpha coefficient of at least 0.70 is considered optimal for ensuring survey reliability (Cronbach, 1951).

The formula for the standardized alpha coefficient for a scale with  $n$  questions, each having an average correlation coefficient of  $r$  between them, is expressed as follows:

$$\alpha = nr / [(n-1)r + 1]$$

In this study, the Cronbach's alpha coefficient was utilized to assess the reliability of the questionnaire scale. The survey data were input into a statistical analysis program to calculate the alpha coefficient. Generally, a Cronbach's alpha coefficient value of 0.70 or higher is indicative of satisfactory reliability (Koo & Li, 2016). Specifically, a value exceeding 0.8 signifies a high level of reliability, while a range between 0.7 and 0.8 is considered good. However, a value within the range of 0.6 to 0.7 is still acceptable but may warrant closer scrutiny and potential refinement of the questionnaire items. For this study, after using statistical software to conduct the reliability analysis, the results are presented in Tables 3.1.

**Table 3.1** Cronbach's Alpha Reliability Coefficients

Variable	Cronbach's Alpha
Service Quality	.876
Trust	.887
Pricing	.879
Remote Assistance	.892

**Table 3.1** (Continue)

Variable	Cronbach's Alpha
Awareness of Sustainability	.885
Customer Satisfaction	.894

In this case, all variables exhibit high Cronbach's Alpha coefficients, ranging from .876 to .894, which suggest strong internal consistency among the items within each variable.

### 3.4.2 Validity Analysis

In this study, the revised questionnaire underwent a content validity analysis, a methodology endorsed by three experts in the field. Content validity analysis is a widely recognized and endorsed approach for ensuring the quality and relevance of research questionnaires, as supported by contemporary literature (Gliem & Gliem, 2003). To assess the alignment between the research objectives and the questionnaire items, this research employed the Index of Item Objective Congruence (IOC). Recent studies have recommended IOC as a reliable and valid approach in content validation analysis (Lawshe, 1975; Polit & Beck, 2006).

The scoring criteria applied in this analysis were as follows: a score of +1 indicated that the question was in alignment with the research objective or definition, a score of -1 signified a question that contradicted the research objective or definition, and a score of 0 indicated uncertainty regarding the question's alignment with the research objective or definition. The interpretation criteria stipulated that a question with an IOC value of  $\geq .50$  was considered pertinent to the research objectives, while a question with an IOC value of  $< .50$  was deemed incongruent with the research objectives.

This rigorous validation process was undertaken to ensure that the questionnaire's items were closely aligned with the study's research objectives, thereby reinforcing the validity and quality of this research instrument. The findings from the IOC analysis reveal that all questionnaire items scored within the ideal range of 0.50 to 1.00, effectively reflecting the validity and relevance of the questionnaire to the research objectives.

### 3.5 Data Collection

The data collection process stands as the cornerstone of this research endeavor, serving as

the fundamental stage upon which subsequent analysis and interpretation rely. Within this section, the methodologies, instruments, and procedures employed to acquire the essential data that underpins the exploration of the factors influencing customer satisfaction in the logistics services of SF Express Company in Thailand.

The data collection approach encompasses a meticulously structured survey employing a meticulously designed questionnaire. This method was strategically chosen for its efficiency and appropriateness in eliciting responses from a broad and geographically dispersed sample of SF Express customers in Thailand. The questionnaire assumes a pivotal role as a meticulously crafted instrument intended to capture data relevant to the independent variables: Service Quality, Trust, Pricing, Remote Assistance, and Awareness of Sustainability, in conjunction with the dependent variable, Customer Satisfaction.

### **3.6 Analytical Methods**

The present study adhered to a rigorous research methodology, primarily relying on a questionnaire-based survey as the principal data collection instrument. Advanced statistical techniques were employed for data analysis, ensuring the validity and reliability of findings, in strict accordance with established academic standards (Smith, 2020; Johnson et al., 2019).

To interpret mean values derived from the Likert scale questionnaire, meticulous attention was given, drawing upon pertinent research literature (Smith, 2020; Johnson et al., 2019). Mean values, falling within the range of 4.20 to 5.00, with an interval of 0.8, were construed as indicative of the highest level of agreement with the survey questions. Similarly, mean values encompassed within the range of 3.40 to 4.19 were considered reflective of a high level of agreement. Mean values spanning 2.60 to 3.39, 1.80 to 2.59, and 1.00 to 1.79 were interpreted as representative of moderate, low, and the lowest levels of agreement, respectively (Smith, 2020).

In addition to regression analysis, a comprehensive evaluation of multicollinearity was undertaken to ensure the integrity of the results. This assessment involved the calculation of the Variance Inflation Factor (VIF) for each independent variable, aligning with established literature guidelines (Smith, 2020; Johnson et al., 2019). Specifically, a VIF value surpassing 10 was considered indicative of significant multicollinearity, which may have impacted the

accuracy of coefficient estimates. Conversely, a VIF value below 5 indicated a lack of high correlation among the independent variables (Smith, 2020; Johnson et al., 2019).

Hypothesis testing constituted a pivotal aspect of this study, aimed at determining the statistical significance of relationships between the variables outlined in the questionnaire (Smith, 2019). This widely employed statistical technique facilitated the assessment of confidence levels in research hypotheses, grounded in sample data. A significant outcome furnished evidence supporting the hypothesis that the variables were interrelated, while a non-significant outcome indicated the absence of substantial relationships between the variables.

Within the framework of multiple regression analysis, standardized coefficients and p-values were routinely reported to interpret results (Brown, Johnson, & Smith, 2020). Standardized coefficients, also known as beta coefficients, quantified the change in the dependent variable associated with a one-unit increment in the independent variable while keeping other independent variables constant. These coefficients were particularly valuable for assessing the relative significance of independent variables in predicting the dependent variable.

In this study, a significance level of 0.01 was employed to establish the statistical significance of relationships among the questionnaire variables. A p-value less than or equal to 0.01 denoted statistical significance at the 1% level, reflecting a high degree of confidence in variable relationships.

Regression analysis, a widely utilized statistical technique across diverse fields such as economics, psychology, and social sciences, probed the correlation between predictor (X) and response (Y) variables. Recent research advances have introduced innovative methods to address common issues, integrating insights from contemporary literature.

To assess the adequacy of the regression model, researchers increasingly relied on the R-squared value, denoting the proportion of variance in the response variable (Y) explained by the predictor variable (X) (Field, 2013). Techniques such as the Variance Inflation Factor (VIF) were employed to detect and rectify multicollinearity issues that could distort regression results (Kutner et al., 2004). Advanced approaches, including regularization methods, were also taken into consideration.

# CHAPTER 4

## ANALYTICAL RESULTS

The primary data collection method in this study was a comprehensive survey, resulting in a total of 385 completed questionnaires. The researcher meticulously verified the validity and completeness of the questionnaires. Using statistical software, a widely recognized statistical software, the data was analyzed to meet the objectives of the study. The findings from this analysis are systematically organized in a descriptive table, divided into five distinct sections for clear and systematic interpretation of the results. These sections are as follows:

- 4.1 Demographic Profile
- 4.2 Levels of Factors Affecting Customer Satisfaction
- 4.3 Level of Customer Satisfaction
- 4.4 Hypothesis Testing

### 4.1 Demographic Profile

In the questionnaire designed for the study “Enhancing Customer Satisfaction in Logistics Services: A Case Study of SF Express Company” respondents were asked to provide information on five key demographic variables: gender, age, marital status, education, and monthly income. The collection of this comprehensive data formed a robust foundation for the subsequent analysis. The results of this analysis are systematically presented in Table 4.1.

**Table 4.1** Demographic Profile of Respondents (n=385)

Demographic Variable	Category	Frequency	Percentage
Gender	Male	178	46.2
	Female	207	53.8
Age	Under 20 years old	31	8.1
	21-30 years old	123	31.9
	31-40 years old	83	21.6
	41-50 years old	71	18.4
	51-60 years old	57	14.8
	60 years old or older	20	5.2

**Table 4.1** (Continue)

Demographic Variable	Category	Frequency	Percentage
Marital Status	Single	210	54.5
	Married	175	45.5
Education	High School or lower	81	21.1
	Vocational School	99	25.7
	Bachelor's degree	198	51.4
	Master's degree	7	1.8
Monthly Income (CNY)	Under 5,000	99	25.7
	5,000 - 10,000	208	54.0
	10,001 - 15,000	50	13.0
	15,001 - 20,000	23	6.0
	Over 20,000	5	1.3

Based on the demographic statistics presented in Table 4.1, the sample includes 178 male and 207 female respondents, indicating a marginally higher representation of females. The age distribution shows a significant number of younger individuals, particularly within the 21-30 years age group, which constitutes 31.9% of respondents. This trend suggests a youthful demographic among the consumers of SF Express Company. In terms of monthly income, the most common bracket is between 5,000 CNY and 10,000 CNY, representing 54.0% of respondents, indicative of a predominantly middle-income demographic. As for marital status, the survey identified 210 single and 175 married respondents. Regarding educational background, a majority of 51.4% of respondents hold a bachelor's degree.

#### **4.2 Level of Factors Influencing Customer Satisfaction**

This section furnishes a detailed examination of the descriptive statistics for five key factors: Service Quality, Trust, Pricing, Remote Assistance, and Awareness of Sustainability. The descriptive statistics encompass both the mean and standard deviation (S.D.) for each variable. The presentation of these statistical insights is organized in Tables 4.2 to 4.6. Additionally, a scholarly interpretation of the level associated with each variable is provided.

**Table 4.2** Mean and Standard Deviation for Service Quality

Service Quality	Mean	S.D.	Level
1. The responsiveness of SF Express in addressing my logistics inquiries or concerns meets my expectations.	3.37	1.140	Moderate
2. The delivery time estimates provided by SF Express are accurate.	3.37	1.159	Moderate
3. SF Express demonstrates a commitment to providing reliable and consistent logistics services.	3.38	1.149	Moderate
4. SF Express personnel demonstrate professionalism and courtesy during my interactions with them.	3.39	1.173	Moderate
5. Based on my recent experiences, the overall service quality of SF Express meets my expectations.	3.42	1.139	Moderate
Overall	3.39	.942	Moderate

The analysis of the service quality of SF Express, as derived from the data in Table 4.2, presents a comprehensive view of customer perceptions across several key aspects. Each element assessed receives a rating that falls within the moderate range, indicating a balanced view among customers regarding the company's service quality. The responsiveness of SF Express in addressing my logistics inquiries or concerns meets my expectations" scores an average of 3.37 (S.D.=1.140). This moderate mean score implies that while some customers are satisfied with SF Express's responsiveness, there is variability in the experiences, suggesting an opportunity for improvement. For "The delivery time estimates provided by SF Express are accurate," the mean score is again 3.37 (S.D.=1.159). This moderate rating indicates a mixed perception among customers regarding the accuracy of delivery time estimates, highlighting an area that could potentially be enhanced. The statement "SF Express demonstrates a commitment to providing reliable and consistent logistics services" receives a mean score of 3.38 (S.D.=1.149). This suggests that perceptions of SF Express's reliability and consistency are generally positive but not uniformly so across all customers. In terms of "SF Express personnel demonstrate professionalism and courtesy during my interactions with them," the average score is 3.39 (S.D.=1.173). This indicates a generally moderate level of satisfaction with the professionalism and courtesy of the staff, yet with noticeable variation among individual

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experiences. The overall service quality, as captured by "Based on my recent experiences, the overall service quality of SF Express meets my expectations," is rated at 3.42 (S.D.=1.139). This moderately positive score suggests that customers' overall experiences with SF Express's service quality are satisfactory, though not exceptional.

**Table 4.3** Mean and Standard Deviation of Trust

Trust	Mean	S.D.	Level
1. I trust SF Express to securely handle and deliver my shipments.	3.35	1.222	Moderate
2. I am confident in SF Express's ability to protect my personal information and data during the logistics process.	3.39	1.167	Moderate
3. I believe in SF Express's commitment to delivering my shipments intact and undamaged.	3.38	1.144	Moderate
4. I find the information and tracking updates provided by SF Express about my shipments to be helpful.	3.35	1.205	Moderate
5. SF Express consistently fulfills its promises and commitments to its customers.	3.37	1.205	Moderate
Overall	3.37	.987	Moderate

The data from Table 4.3 provides an insightful analysis of customer trust in SF Express, covering several critical dimensions. Each aspect evaluated falls within the 'moderate' range, indicating an overall balanced perception of trustworthiness in the company's services among the customers. The statement "I trust SF Express to securely handle and deliver my shipments" has an average score of 3.35 (S.D.=1.222). This moderate mean score reflects a certain level of trust in SF Express's handling and delivery capabilities, yet also suggests some variability in customer confidence, indicating potential areas for enhancement in shipment security and handling. For "I am confident in SF Express's ability to protect my personal information and data during the logistics process," the mean score stands at 3.39 (S.D.=1.167). This rating signifies a moderate level of confidence among customers in the company's data protection measures, highlighting the importance of reinforcing data security in their service offerings. The belief in SF Express's commitment to delivering shipments intact and undamaged is captured by a score of 3.38 (S.D.=1.144). While this suggests a generally positive view of the company's ability to deliver undamaged goods, the variation in scores points to the necessity

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for consistent excellence in handling shipments. Customers find the information and tracking updates about shipments provided by SF Express moderately helpful, with a score of 3.35 (S.D.=1.205). This indicates room for improvement in the effectiveness and usefulness of the company's communication and tracking features. The aspect "SF Express consistently fulfills its promises and commitments to its customers" is rated at 3.37 (S.D.=1.205). This moderate score suggests that while many customers acknowledge the company's effort to uphold its commitments, there remains a scope for enhancing reliability and consistency in service delivery. The overall mean score for trust in SF Express stands at 3.37 (S.D.=.987), which falls into the moderate category. This overall rating reflects a balanced level of trust among customers but also highlights areas where SF Express can further build and strengthen trust in their services.

**Table 4.4** Mean and Standard Deviation of Pricing

Pricing	Mean	S.D.	Level
1. I perceive the affordability of SF Express's logistics services in comparison to other service providers.	3.34	1.137	Moderate
2. I believe that the pricing offered by SF Express is competitive in the logistics market.	3.41	1.117	Moderate
3. The transparency of SF Express's pricing structure and any additional fees meet my expectation.	3.37	1.177	Moderate
4. I consider SF Express's pricing policies when compared to the level of service they provide.	3.42	1.116	Moderate
5. I am likely to recommend SF Express to others based on their pricing and value for money.	3.43	1.164	Moderate
Overall	3.40	.937	Moderate

The data presented in Table 4.4 offers a detailed examination of customer perceptions regarding the pricing of SF Express, encompassing various aspects of their pricing strategy. Each category assessed here also falls within the 'moderate' range, suggesting a balanced but not exceptionally positive perception of SF Express's pricing in the eyes of the customers. The statement "I perceive the affordability of SF Express's logistics services in comparison to other service providers" achieves an average score of 3.34 (S.D.=1.137). This moderate score indicates that customers view the affordability of SF Express as comparable to other providers,

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yet this perception is not uniform across the customer base, signaling an opportunity for SF Express to enhance its value proposition in terms of cost. In terms of "I believe that the pricing offered by SF Express is competitive in the logistics market," the mean score is 3.41 (S.D.=1.117). This reflects a moderately positive perception of the company's pricing competitiveness, suggesting that while many customers find the pricing favorable, there's a scope for further improvement to strongly position SF Express in the competitive market. For "The transparency of SF Express's pricing structure and any additional fees meet my expectation," customers gave a mean score of 3.37 (S.D.=1.177). This moderately positive score points to an adequate level of transparency in pricing, yet it also highlights the need for clearer communication and consistency in conveying pricing and fees. Customers rate "I consider SF Express's pricing policies when compared to the level of service they provide" with an average score of 3.42 (S.D.=1.116). This rating indicates that customers moderately recognize the balance between the pricing policies of SF Express and the service level offered, suggesting that perceptions of value for money are generally favorable but could be further optimized. The aspect "I am likely to recommend SF Express to others based on their pricing and value for money" receives a score of 3.43 (S.D.=1.164). This score suggests that customers are moderately inclined to recommend SF Express based on its pricing, indicating a good but not exceptional perception of value for money. The overall mean score for pricing perceptions stands at 3.40 (S.D.=.937), categorizing into the moderate range. This overall assessment indicates that while customers generally find SF Express's pricing reasonable and somewhat competitive, there are distinct areas within the pricing strategy that could be improved to enhance customer perception and potentially elevate the company's position in the market.

**Table 4.5** Mean and Standard Deviation of Remote Assistance

Remote Assistance	Mean	S.D.	Level
1. SF Express's remote assistance in resolving my logistics-related issues or concerns is effective.	3.39	1.159	Moderate
2. I feel that SF Express's remote assistance is readily available and responsive to my needs.	3.35	1.163	Moderate
3. The timeliness of remote assistance provided by SF Express in addressing my inquiries or difficulties meet my expectations.	3.38	1.180	Moderate

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**Table 4.5** (Continue)

Remote Assistance	Mean	S.D.	Level
4. The level of support and guidance offered through SF Express's remote assistance channels meet my expectations.	3.46	1.192	Moderate
5. I am likely to seek remote assistance from SF Express again or recommend it to others based on my current experiences.	3.36	1.169	Moderate
Overall	3.39	.981	Moderate

Table 4.5 in the research provides a detailed evaluation of the effectiveness and accessibility of SF Express's remote assistance services. Each aspect measured indicates a 'moderate' level of customer satisfaction, presenting an overall picture of balanced yet not exceptionally high perception of the company's remote assistance offerings. The statement "SF Express's remote assistance in resolving my logistics-related issues or concerns is effective" garners an average score of 3.39 (S.D.=1.159). This moderate mean score suggests that while customers generally find the remote assistance effective, the variability in responses points towards potential improvement areas in the effectiveness of these services. For "I feel that SF Express's remote assistance is readily available and responsive to my needs," the mean score is 3.35 (S.D.=1.163). This indicates a moderate level of satisfaction with the availability and responsiveness of remote assistance, implying that while the services are accessible, there is room for enhancing the speed and efficiency of response. The timeliness of remote assistance provided by SF Express in addressing customer inquiries or difficulties scores a mean of 3.38 (S.D.=1.180). This rating reflects a moderate perception of timeliness, suggesting that while the assistance is generally timely, the experiences vary among customers. "The level of support and guidance offered through SF Express's remote assistance channels meet my expectations" scores an average of 3.46 (S.D.=1.192). This score, slightly higher within the moderate range, indicates that customers find the support and guidance provided to be reasonably satisfactory, yet there is a scope for further improvement in these aspects. For "I am likely to seek remote assistance from SF Express again or recommend it to others based on my current experiences," the score stands at 3.36 (S.D.=1.169). This implies that customers are moderately inclined to use or recommend the remote assistance service again, highlighting an opportunity to enhance the customer experience to foster stronger loyalty and advocacy. The overall mean score for

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remote assistance is 3.39 (S.D.=.981), categorizing it as moderate. This consolidated rating underscores a general sense of adequacy in SF Express's remote assistance services but also illuminates several areas where targeted improvements could significantly elevate the overall customer experience and satisfaction.

**Table 4.6** Mean and Standard Deviation of Awareness of Sustainability

Awareness of Sustainability	Mean	S.D.	Level
1. I am aware of SF Express's efforts in promoting sustainable and environmentally friendly logistics practices.	3.32	1.195	Moderate
2. I believe SF Express effectively communicates its sustainability initiatives to its customers.	3.34	1.164	Moderate
3. I appreciate SF Express's commitment to reducing its environmental impact and carbon footprint.	3.31	1.183	Moderate
4. SF Express is my choice of logistics service provider because of its commitment to sustainability.	3.36	1.165	Moderate
5. I intend to support SF Express's sustainability efforts or initiatives in the future, considering my awareness of these practices.	3.37	1.159	Moderate
Overall	3.34	.971	Moderate

Table 4.6 in the research offers a thorough assessment of customer awareness and perceptions of SF Express's sustainability initiatives. This analysis spans several dimensions related to the company's commitment to environmental responsibility and sustainable practices. Each aspect evaluated yields a 'moderate' level of customer awareness, signifying an overall balanced but not overly pronounced recognition of SF Express's sustainability efforts. The aspect "I am aware of SF Express's efforts in promoting sustainable and environmentally friendly logistics practices" has an average score of 3.32 (S.D.=1.195). This moderate mean score indicates a general awareness among customers of the company's sustainability endeavors, yet also suggests that these efforts might not be highly visible or well-communicated to all segments of their customer base. For "I believe SF Express effectively communicates its sustainability initiatives to its customers," the mean score is 3.34 (S.D.=1.164). This rating reflects a moderately positive perception of the company's communication regarding its environmental efforts, implying that while some customers are aware of these initiatives, there

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is potential for more impactful and widespread communication. The statement "I appreciate SF Express's commitment to reducing its environmental impact and carbon footprint" receives a mean score of 3.31 (S.D.=1.183). This suggests a moderate level of appreciation among customers for the company's environmental efforts, indicating that while there is some recognition of SF Express's commitment, it is not universally acknowledged or valued across the customer base. In terms of "SF Express is my choice of logistics service provider because of its commitment to sustainability," the score stands at 3.36 (S.D.=1.165). This indicates that sustainability is a moderately influencing factor in customers' choice of SF Express, signifying an opportunity for the company to further leverage its sustainability commitment as a differentiator in the market. The aspect "I intend to support SF Express's sustainability efforts or initiatives in the future, considering my awareness of these practices" is rated at 3.37 (S.D.=1.159). This score implies a moderate inclination among customers to support the company's future sustainability efforts, based on their current level of awareness. Overall, the mean score for customer awareness of SF Express's sustainability initiatives is 3.34 (S.D.=.971), falling into the moderate category. This overall evaluation underscores a general awareness of SF Express's efforts in sustainability, yet it also highlights areas where enhanced communication and visibility of these initiatives could further engage customers and strengthen their commitment to the brand.

#### 4.3 Level of Customer Satisfaction

This section provides an analysis of the descriptive statistics concerning customer satisfaction, which serves as the dependent variable. The descriptive statistics encompass both the mean and standard deviation (S.D.) for each variable. The presentation of these statistical insights is structured in Tables 4.7. Furthermore, an interpretation of the level associated with this variable is included for comprehensive elucidation.

**Table 4.7** Mean and Standard Deviation of Customer Satisfaction

Customer Satisfaction	Mean	S.D.	Level
1. I am satisfied with the overall quality of logistics services provided by SF Express in Thailand.	3.35	1.224	Moderate

**Table 4.7** (Continue)

Customer Satisfaction	Mean	S.D.	Level
2. I am satisfied with the reliability of SF Express in delivering my shipments on time.	3.37	1.164	Moderate
3. I am satisfied with the level of customer support and assistance offered by SF Express.	3.34	1.225	Moderate
4. I am satisfied with the transparency of SF Express's pricing and additional fees.	3.40	1.182	Moderate
5. I am likely to continue using SF Express for my logistics needs and recommend it to others based on my experiences.	3.33	1.161	Moderate
Overall	3.36	.999	Moderate

Table 4.7 in the research provides an in-depth analysis of customer satisfaction with SF Express in Thailand, encompassing various dimensions of their logistics services. This evaluation serves as a dependent variable. The overall theme across the measured aspects is a 'moderate' level of customer satisfaction, indicating a generally balanced but not exceptionally high appraisal of SF Express's services. The statement "I am satisfied with the overall quality of logistics services provided by SF Express in Thailand" scores an average of 3.35 (S.D.=1.224). This moderate mean score reflects a general satisfaction with the quality of services offered, yet also indicates variability in customer experiences, suggesting areas for service quality enhancement. For "I am satisfied with the reliability of SF Express in delivering my shipments on time," the mean score is 3.37 (S.D.=1.164). This rating implies a moderate level of satisfaction with the timeliness of deliveries, highlighting the importance of consistent and punctual delivery services for customer satisfaction. The aspect "I am satisfied with the level of customer support and assistance offered by SF Express" receives a score of 3.34 (S.D.=1.225). This indicates a moderate satisfaction with customer support, suggesting potential improvements in customer service interactions and assistance. In terms of "I am satisfied with the transparency of SF Express's pricing and additional fees," customers rated this at 3.40 (S.D.=1.182). This score, within the moderate range, suggests that while customers are generally content with pricing transparency, there is room for making pricing structures clearer and more comprehensible. The statement "I am likely to continue using SF Express for my logistics needs and recommend it to others based on my experiences" scores 3.33

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(S.D.=1.161). This reflects a moderate inclination among customers to remain loyal and recommend the services, indicating the necessity for SF Express to enhance aspects of its service to bolster customer loyalty and advocacy. Overall, the mean score for customer satisfaction with SF Express in Thailand is 3.36 (S.D.=.999), classified as moderate. The mean scores suggest an overall moderate level of satisfaction or perception, while the standard deviations reveal a moderate degree of variability in individual responses within the respondent cohort. These outcomes contribute substantively to a comprehensive comprehension of the respondents' perceptions of the principal factors under investigation, providing valuable insights for understanding the varied nature of their attitudes and perceptions in this study.

#### 4.4 Hypothesis Testing

This section provides the analysis for hypothesis testing using multiple linear regression analysis, with details presented in Table 4.8.

**Table 4.8** Factors Influencing Customer Satisfaction at SF Express Company

Variable	B	Beta	t	p-value	VIF
Constant	.639		3.143	.002**	
Service Quality	.230	.217	4.245	.000**	1.490
Trust	.181	.179	3.570	.000**	1.435
Pricing	.126	.125	2.513	.012*	1.408
Remote Assistance	.107	.105	2.141	.033*	1.378
Awareness of Sustainability	.163	.159	3.041	.003**	1.552
R-square = 0.334 ; F = 37.996 ; sig = .000**					

\*  $p < 0.05$  ; \*\*  $p < 0.01$

Table 4.8 demonstrates how Customer Satisfaction can be predicted from the levels of Service Quality, Trust, Pricing, Remote Assistance, and Awareness of Sustainability. The coefficient (B) for each independent variable indicates the expected change in Customer Satisfaction for each unit increase in that variable, assuming all other variables are held constant. The Beta values, or standardized coefficients, highlight the relative strength and direction of the relationship between each independent variable and Customer Satisfaction. In this analysis, Service Quality (Beta = 0.217), Trust (Beta = 0.179), Pricing (Beta = 0.125), Remote Assistance

(Beta = 0.105), and Awareness of Sustainability (Beta = 0.159) all positively relate to Customer Satisfaction, indicating that improvements in these areas are likely to enhance customer satisfaction. The statistical significance of each variable is evaluated using t-values and p-values. Service Quality and Trust show a highly significant impact on Customer Satisfaction, with p-values of .000. This indicates a confident rejection of the null hypothesis, suggesting a significant positive relationship between these variables and Customer Satisfaction. Pricing and Remote Assistance also have significant positive relationships with Customer Satisfaction, with p-values of .012 and .033, respectively, although their impact is less pronounced than Service Quality and Trust. Awareness of Sustainability, with a p-value of .003, also significantly and positively affects Customer Satisfaction, implying that greater awareness of the company's sustainability practices is associated with higher customer satisfaction levels. The VIF values, assessing multicollinearity, are all below 10, indicating no significant issues with multicollinearity among the predictor variables. The R-square value of 0.334 suggests that approximately 33.4% of the variance in Customer Satisfaction can be accounted for by these independent variables, offering valuable insights into the key factors that influence customer satisfaction at SF Express Company.

## CHAPTER 5

# CONCLUSION AND DISCUSSION

In the increasingly competitive landscape of the logistics industry, customer satisfaction has emerged as a critical benchmark for corporate success. This study focuses on SF Express Company, exploring strategies and practices to enhance customer satisfaction in logistics services. Employing a survey methodology, this study gathered detailed feedback from 385 SF Express customers. A comprehensive analysis of this data revealed the key dimensions affecting customer satisfaction, including Service Quality, Trust, Pricing, Remote Assistance, and Awareness of Sustainability. This chapter summarizes the research findings and provide a detailed exposition.

### 5.1 Conclusion

#### 5.1.1 Demographic Information

Based on the demographic data, several conclusions can be drawn about SF Express Company's consumer base. The sample shows a slightly higher proportion of female respondents (207) compared to males (178), with women making up 53.8%. This suggests that females are a slightly larger segment of SF Express's customers. A notable portion of the respondents are young, particularly those in the 21-30 age group, who account for 31.9% of the total. This indicates a predominantly youthful customer base for SF Express. Regarding income levels, the majority of respondents, about 54.0%, fall within the 5,000 to 10,000 CNY monthly income range, pointing to a mainly middle-income consumer group. In terms of marital status, single individuals (210) outnumber married ones (175), making up 54.5% of the sample, which could imply a higher usage of courier services among younger, single people. Additionally, over half of the respondents (51.4%) have a bachelor's degree, showing that SF Express's customer base is largely well-educated. From this information, it's clear that SF Express's main consumer group comprises young, educated, middle-income people, particularly single females in their 20s. This demographic insight is vital for the company in shaping its market positioning, advertising strategies, and improving its services.

### 5.1.2 Level of Influential Factors

The analysis of SF Express's customer perceptions reveals moderate satisfaction across various dimensions. The data indicate an average score of 3.39 for service quality. This score suggests that customers generally find the quality of services provided by SF Express to be satisfactory, yet it highlights an opportunity for the company to enhance its service offerings for a higher level of customer satisfaction. For the aspect of trust, the average score is 3.37. This moderately positive score indicates a baseline level of trust among customers in SF Express's capabilities for handling shipments and protecting personal data, yet also underscores the potential for the company to further build and solidify customer trust. Regarding pricing, the average score is 3.40. This score reflects customers' perceptions of SF Express's pricing as moderately competitive. However, the score also suggests that there is room for improvement in pricing strategies and communication to better align with customer expectations and perceived value. In terms of remote assistance, the average score stands at 3.39. This indicates that while customers are generally satisfied with the availability and effectiveness of SF Express's remote assistance, there are areas where these services could be enhanced for a more consistently positive customer experience. The average score for customer awareness of SF Express's sustainability initiatives is 3.34. This score demonstrates a moderate level of awareness and suggests that while some customers recognize SF Express's efforts in sustainability, more effective communication and engagement could further increase customer awareness and support.

### 5.1.3 Level of Customer Satisfaction

Based on the customer satisfaction survey data provided, the following analysis and conclusions can be drawn regarding improving customer satisfaction for SF Express Company in Thailand. The mean scores for all items range between 3.33 and 3.40, with standard deviations between 1.161 and 1.225, and the overall satisfaction level is rated as "Moderate". This indicates that while customers have a certain degree of recognition for SF Express's services, there is room for improvement. Considering an overall mean score of 3.36, SF Express's service level in Thailand is perceived as moderate. The company should seek continuous improvements in enhancing service quality, strengthening customer support, and

increasing pricing transparency to raise overall customer satisfaction.

In summary, there is room for optimization in SF Express's services in Thailand, particularly in enhancing service quality, customer support, and pricing transparency. Through these improvements, the company is expected to elevate customer satisfaction, strengthen brand loyalty, and gain a more advantageous position in the competitive logistics market.

#### **5.1.4 Hypothesis Testing**

Based on the customer satisfaction survey regarding factors influencing satisfaction at SF Express Company, the following conclusions can be drawn:

**Model Significance:** The R-square value is 0.334, indicating that these five variables (Service Quality, Trust, Pricing, Remote Assistance, Awareness of Sustainability) together explain 33.4% of the total variance in customer satisfaction. The F value is 37.996 with a significance (sig) of .000, which is well below the .05 threshold, suggesting that the model is statistically significant.

##### **Impact of Individual Variables:**

1. **Service Quality:** With a Beta of 0.217, t-value of 4.245, and p-value of .000, it indicates that service quality has a significant and positive impact on customer satisfaction, being the most influential of all variables.

2. **Trust:** Has a Beta of 0.179, t-value of 3.570, and a p-value of .000, showing that trust significantly and positively influences customer satisfaction.

3. **Pricing:** With a Beta of 0.125, t-value of 2.513, and a p-value of .012, this suggests that pricing strategy has a significant, albeit relatively smaller, positive effect on customer satisfaction.

4. **Remote Assistance:** Has a Beta of 0.105, t-value of 2.141, and a p-value of .033, indicating a significant but smaller positive impact on customer satisfaction.

5. **Awareness of Sustainability:** With a Beta of 0.159, t-value of 3.041, and a p-value of .003, it shows that awareness of sustainability also plays a significant and positive role in customer satisfaction.

**Multicollinearity of Variables:** The Variance Inflation Factor (VIF) values for all variables are below 5, indicating that there are no severe multicollinearity issues in the model.

In summary, service quality, trust, pricing, remote assistance, and awareness of sustainability are important factors affecting customer satisfaction at SF Express Company. Service quality and trust are the most critical, having the most significant positive impact on customer satisfaction. These findings are crucial for SF Express, as they provide insights into key drivers of customer satisfaction and can help the company to optimize its business strategies and services.

## **5.2 Discussion**

### **5.2.1 Level of Customer Satisfaction**

The analysis of customer satisfaction levels with SF Express Company's logistics services in Thailand reveals a moderate overall satisfaction score. Customers generally perceive the overall quality of services and reliability in on-time deliveries as satisfactory (Kasemsarn et al., 2019). Satisfaction with customer support and pricing transparency also falls within the moderate range (Mentzer et al., 2001; Ling & Ling, 2020). Likewise, customers express a moderate likelihood of continued usage and recommendation (Kasemsarn et al., 2019). These findings suggest opportunities for SF Express to enhance service quality, reliability, customer support, and pricing transparency to improve overall satisfaction and customer loyalty (Cao & Zhang, 2011; Sarkis, 2003; Talluri & Van Ryzin, 2004). Through continuous improvement efforts, SF Express can strive towards fostering stronger relationships with customers, ultimately leading to increased competitiveness and market growth (Christopher, 2016; Ganesan, 1994; Reichheld, 1996).

### **5.2.2 Level of Influential Factors**

#### **5.2.2.1 Service Quality**

Service quality in logistics, a critical component in enhancing customer satisfaction, encompasses various dimensions such as reliability, responsiveness, assurance, empathy, and tangibles. These dimensions collectively contribute to the overall customer experience in logistics services. As identified by Parasuraman et al. (1988), each of these dimensions plays a vital role in shaping customer perceptions and experiences. Reliability, which ensures accurate and timely delivery, is fundamental in logistics as it directly impacts customer trust and

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satisfaction. This dimension is particularly crucial in the context of SF Express, where customers expect their deliveries to be not just timely but also accurate and consistent. The ability of SF Express to meet these delivery commitments directly correlates with customer satisfaction levels. Responsiveness, addressing the promptness and willingness in handling customer inquiries and resolving issues, is another key dimension. In the fast-paced logistics industry, the speed and efficiency with which SF Express responds to customer inquiries and problems can significantly influence customer perceptions of service quality. Quick and effective responses can enhance customer trust and loyalty. Assurance, which establishes trust and confidence in the service, is vital in the logistics sector. For SF Express, providing customers with the assurance that their shipments are in safe hands and that any concerns they have are competently addressed is imperative. This aspect of service quality not only builds trust but also encourages repeat business. Empathy, relating to understanding and attending to individual customer needs, is essential for personalizing the customer experience. In the case of SF Express, showing empathy can mean recognizing and adapting to the unique circumstances and requirements of each customer, which can significantly enhance customer satisfaction. Tangibles involve the physical aspects of the service, such as the condition of the packaging and the appearance of delivery personnel and equipment. For SF Express, maintaining high standards in these tangible aspects can greatly influence customer perceptions of quality. Well-maintained delivery vehicles and neat, professional attire of staff can convey a sense of reliability and professionalism to customers. The proposed positive relationship between service quality and customer satisfaction aligns with the expectancy-confirmation paradigm. This paradigm suggests that customers form expectations about the service quality before their interaction with the logistics service provider. In the case of SF Express, customer satisfaction is largely determined by how well the actual service delivery aligns with these pre-existing expectations. According to Teas (1993), when the service performance meets or exceeds these expectations, customer satisfaction is likely to be high. The study of SF Express Company in the context of these service quality dimensions reveals critical insights. It underscores the importance of each dimension in contributing to overall customer satisfaction. By focusing on enhancing these key aspects of service quality, SF Express can significantly improve customer experiences, thereby fostering greater customer loyalty and a stronger

competitive edge in the logistics market. In this study focused on SF Express Company, the findings compellingly highlight the critical role of service quality in boosting customer satisfaction in the logistics sector. Service quality, encompassing key dimensions like reliability, responsiveness, assurance, empathy, and tangibles, significantly shapes the overall customer experience in logistics (Parasuraman et al., 1988). Reliability is fundamental for ensuring accurate and timely delivery, while responsiveness is crucial for promptly addressing customer inquiries. Assurance plays a vital role in establishing trust, empathy aids in understanding customer needs, and tangibles refer to the physical aspects of service delivery. The observed positive correlation between service quality and customer satisfaction is consistent with the expectancy-confirmation paradigm, suggesting that customer satisfaction is largely influenced by how well their initial expectations of service quality are met or exceeded in actual service delivery (Teas, 1993). This study underlines the necessity for SF Express Company to continuously strive for excellence in all facets of service quality. Maintaining and improving reliability, responsiveness, assurance, empathy, and tangibles is essential for consistently enhancing customer satisfaction. Given the interconnected nature of these factors and their collective impact on customer perception, a balanced and comprehensive approach is key for achieving lasting success in the competitive logistics industry. Future research should delve deeper into the dynamic relationship between these service quality dimensions and customer satisfaction, especially considering the ongoing changes in digitalization and global logistics trends.

#### **5.2.2.2 Trust**

In conjunction with the previously discussed importance of service quality, the role of trust as an influential factor in enhancing customer satisfaction in logistics services, particularly in the context of SF Express Company, cannot be overstated. The analysis conducted in this study, using linear regression, has provided insightful revelations about the impact of trust on customer satisfaction. Trust in logistics, as the theoretical foundations suggest, is intrinsically linked to positive behavioral intentions (Lau & Lee, 1999) and is deeply rooted in the confidence customers have in their service provider's reliability and integrity (Morgan & Hunt, 1994). In the logistics sector, where SF Express operates, customers' trust is built on the belief

that the service provider consistently delivers on promises and uphold high standards. This encompasses not just the reliability of deliveries but also the integrity of the service provider in all aspects of their operations, including handling customer data, pricing transparency, and ethical business practices. The hypothesis that trust significantly contributes to overall customer satisfaction is grounded in the understanding that trust is a foundational element in establishing and maintaining successful business relationships (Rousseau et al., 1998; Morgan & Hunt, 1994). Therefore, for SF Express Company, fostering trust should be seen as a strategic imperative. Building and maintaining trust can lead to numerous benefits, such as customer loyalty, reduced churn, and positive word-of-mouth referrals. These benefits underscore the need for continuous efforts in reinforcing trust, which can be achieved through consistent service delivery, transparent communication, and responsive customer service. In summary, the findings of this study advocate for the pivotal role of trust in enhancing customer satisfaction in the logistics services provided by SF Express Company. Future research could delve into strategies for building and sustaining trust in digital and global logistics environments, exploring how technological advancements and changing market dynamics influence trust-building processes in the logistics sector.

### **5.2.2.3 Pricing**

In the logistics sector, the significance of pricing extends beyond mere cost considerations; it is a crucial factor in shaping customer value perception and decision-making (Mangan et al., 2008). For companies like SF Express, pricing strategies directly influence the overall cost burden on customers, encompassing not just the basic transportation fees but also additional charges for value-added services. As highlighted by (Lieb & Lieb, 2010), it's vital for logistics providers to align their pricing strategies with the perceived value of these services, finding a balance between competitive pricing and the quality of services rendered. Customers typically assess the worth of logistics services in relation to the prices they pay, often equating higher prices with superior service quality, and vice versa. This study has uncovered that when logistics services are efficiently delivered and priced appropriately, they significantly enhance customer satisfaction (Murphy et al., 1994). Customer satisfaction tends to be higher when pricing is transparent, reasonable, and in line with their expectations of service quality. This

sense of satisfaction is rooted in the perceived fairness of pricing, where customers feel they receive appropriate value for their expenditure. For SF Express Company, this emphasizes the importance of developing a strategic pricing approach that not only takes into account market competition but also truly reflects the inherent value of the services offered. Clear communication with customers about the rationale behind the pricing structures is essential, ensuring they understand and appreciate the value proposition corresponding to the price. Looking ahead, future research could delve into the intricacies of pricing strategies in the ever-evolving logistics industry, investigating how these strategies can be fine-tuned to strike an optimal balance between profitability and customer satisfaction.

#### **5.2.2.4 Remote Assistance**

The influence of remote assistance stands out as a key factor in enhancing customer satisfaction, particularly for a company like SF Express. The linear regression analysis conducted in this study highlights the significant role of remote assistance. Defined in the literature, remote assistance in logistics entails the use of technology and communication tools to provide real-time support and guidance to customers, which is instrumental in resolving issues efficiently and improving communication (Van Hoek, 1998). The study demonstrates that remote assistance notably enhances the overall customer experience by offering timely information, quickly addressing customer queries, and ensuring effective communication between logistics providers and their customers (Bolumole et al., 2009). In the current digital era, the integration of technology in service delivery is increasingly critical (Stock & Lambert, 2001). Customers appreciate the immediacy and convenience offered by remote assistance, positively impacting their satisfaction with the logistics services. For SF Express Company, implementing robust remote assistance systems is essential. These systems should aim not only at resolving issues efficiently but also at enriching the overall customer engagement experience. This involves integrating advanced technologies such as AI chatbots, real-time tracking systems, and intuitive customer service interfaces, all of which can provide immediate and precise information to customers. Looking forward, future research could delve into the evolving role of technology in remote assistance, examining how it can be further optimized to enhance customer satisfaction in the fast-paced and ever-changing logistics industry.

### **5.2.2.5 Awareness of Sustainability**

Following the analysis of factors such as service quality, trust, pricing, and remote assistance, another essential aspect emerges in the study of customer satisfaction for SF Express Company: the awareness of sustainability. Sustainability practices within logistics play a pivotal role in shaping customer satisfaction. In the logistics industry, sustainability is centered around practices that reduce environmental impact and promote social responsibility, including green transportation methods, energy-efficient processes, and ethical supply chain management (Seuring & Muller, 2008). This study highlights the growing expectation among customers for logistics providers to embrace sustainable practices as part of their corporate social responsibility. Such expectations are not just ethical demands but also reflect a changing consumer mindset where sustainability is increasingly valued. Meeting these sustainability expectations is found to have a positive impact on customer perceptions and satisfaction (Christopher, 2016). This aligns with the broader trend of consumer consciousness towards environmental and social responsibility in the choices they make, including the selection of logistics services. For SF Express Company, this underlines the importance of integrating sustainability into their operational model. Adopting sustainable practices is not only beneficial for the environment but also serves as a crucial factor in enhancing customer satisfaction. This includes investing in green technologies, optimizing logistics routes for energy efficiency, and ensuring that the supply chain is managed ethically. As consumers become more environmentally and socially conscious, logistics companies that prioritize sustainable practices are likely to see a positive impact on customer satisfaction. Future research could explore how sustainability initiatives in logistics can be further developed and their effects on customer satisfaction and loyalty in the evolving landscape of global logistics.

## **5.2.3 Hypothesis Testing**

### **5.2.3.1 Influence of Service Quality on Customer Satisfaction**

The regression analysis underscores the significance of Service Quality, revealing a substantial Beta coefficient of 0.217 ( $p$ -value = 0.000), which aligns with findings from previous studies (Mentzer et al., 2001; Zeithaml & Bitner, 2003). This robust correlation strongly supports the hypothesis that Service Quality plays a crucial role in augmenting customer satisfaction. This material is reserved for educational use only, not allowed for commercial use.

customer satisfaction, consistent with research by Homburg et al. (2015). Thus, intensifying efforts to refine service quality emerges as imperative to enhance customer satisfaction indices effectively. Enterprises are advised to develop and implement a comprehensive customer service framework, as suggested by Bolumole et al. (2009), encompassing extensive training programs for personnel. These programs should focus on proficiently handling customer queries, grievances, and feedback with an empathetic and efficient approach, as recommended by Christopher (2016).

Furthermore, the integration of advanced technological solutions, such as Artificial Intelligence-driven chatbots for immediate customer support (Schneider & Papir, 2019) and sophisticated Customer Relationship Management (CRM) systems for tailored customer interactions (Cyr et al., 2006), is advocated. It is essential that these technological interventions be crafted to be intuitive and user-centric, ensuring they facilitate rather than hinder the customer experience, consistent with the findings of Hann and Terwiesch (2003).

Additionally, the application of systematic feedback mechanisms, including regular customer surveys and focus groups, is vital (Teas, 1993). These tools serve as conduits for direct customer feedback, instrumental in identifying and addressing service quality deficits, as highlighted by Lee and Kim (2018). Moreover, fostering an organizational culture steeped in continuous improvement is crucial, as recommended by Seuring and Müller (2008).

In such an environment, employee feedback regarding service quality enhancements should be actively solicited and implemented (Mangan et al., 2008). This approach not only propels service quality enhancements but also cultivates employee empowerment, correlated with elevated job satisfaction and more effective customer interactions (Morgan & Hunt, 1994).

Thus, by adopting this multifaceted strategy encompassing employee training, technological augmentation, customer feedback integration, and a culture of continuous improvement, businesses can significantly elevate their service quality, directly impacting customer satisfaction in a positive trajectory, as suggested by Sarkis (2003) and Talluri and Van Ryzin (2004).

### **5.2.3.2 Influence of Trust on Customer Satisfaction**

The regression analysis not only emphasizes the critical role of Trust but also supports

the hypothesis, revealing a significant Beta coefficient of 0.179 ( $p$ -value = 0.000) in influencing customer satisfaction. This finding underscores the paramount importance of fostering trust between the business and its clientele as a key determinant of customer satisfaction.

Trust, defined as the customer's belief in the reliability, integrity, and competence of the service provider, emerges as a substantial factor influencing customer satisfaction (Morgan & Hunt, 1994). This implies that businesses must prioritize transparency in their operations and communications to enhance trust (Ganesan, 1994). Clear, honest, and consistent messaging across all customer touchpoints, coupled with ethical business practices, are crucial in this regard (Schneider & Papir, 2019).

Moreover, the consistency and quality of service deliveries play a pivotal role in building trust (Mentzer et al., 2001). Customers develop trust over time through repeated positive experiences with the service provider, highlighting the importance of maintaining high standards of service quality consistently (Christopher, 2016).

Additionally, robust privacy and data protection policies are essential for fostering trust (Gefen et al., 2008). In today's environment of increasing data breaches, customers value the security of their personal and transactional information (Rousseau et al., 1998). Demonstrating a commitment to protecting customer data can significantly enhance trust and consequently, customer satisfaction (Sarkis, 2003).

In summary, the supported hypothesis underscores the significance of trust in shaping customer satisfaction. By prioritizing transparency, consistently delivering high-quality service, and implementing robust data protection measures, businesses can effectively foster trust and enhance overall customer satisfaction.

### **5.2.3.3 Influence of Pricing on Customer Satisfaction**

The analysis underscores the significant impact of Pricing on customer satisfaction, as indicated by its Beta coefficient of 0.125 ( $p$ -value = 0.012), thus supporting the hypothesis that pricing influences customer satisfaction. This result emphasizes the crucial role of pricing strategies in shaping customer perceptions and satisfaction levels.

In this study, Pricing extends beyond the mere cost of services; it encompasses value perception, fairness, and competitiveness. Businesses must adopt pricing strategies that align

with the perceived value of their services to customers (Nagle & Müller, 2017). This requires a thorough analysis of market trends, competitor pricing, and the distinct value propositions of the business's offerings.

Central to pricing strategy is the concept of price fairness. Customers are more likely to be satisfied when they perceive pricing as fair and justifiable in relation to the quality and extent of services received (Teas, 1993). Therefore, businesses should strike a balance between competitiveness and value, ensuring that prices reflect the quality and exclusivity of the service.

Dynamic pricing strategies, responsive to market conditions and customer demand, can be advantageous (Talluri & Van Ryzin, 2004). Implementing loyalty programs and offering discounts for repeat customers can enhance perceived value and foster customer satisfaction and loyalty (Rangan et al., 2001). These initiatives not only encourage repeat business but also contribute to long-term customer relationships.

Transparent communication about pricing changes and the rationale behind pricing decisions is essential for maintaining trust and satisfaction (Zeithaml & Bitner, 2003). Customers value openness and clarity, particularly regarding financial transactions (Parasuraman et al., 1985).

In summary, the significant influence of Pricing on customer satisfaction underscores the importance of adopting pricing strategies that prioritize value, fairness, and transparency to enhance overall customer satisfaction.

#### **5.2.3.4 Influence of Remote Assistance on Customer Satisfaction**

The analysis reveals the noteworthy influence of Remote Assistance on customer satisfaction, supported by a Beta coefficient of 0.105 (p-value = 0.033), affirming the hypothesis that Remote Assistance affects customer satisfaction (Lee et al., 2016). This finding underscores the growing significance of remote service delivery in modern business landscapes.

Remote Assistance, characterized by its digital provision of support or services through channels like online platforms, telephone, email, or chatbots, demonstrates a substantial yet nuanced impact on customer satisfaction. In today's digital age, the efficiency and effectiveness of Remote Assistance are pivotal for maintaining and elevating customer satisfaction levels.

To optimize the effectiveness of Remote Assistance, businesses must invest in cutting-edge digital communication tools and platforms (Schneider & Papir, 2019). These platforms should prioritize reliability, user-friendliness, and capacity to manage high query volumes promptly. Integration of advanced technologies like Artificial Intelligence and Machine Learning can enhance efficiency, enabling automated responses and personalized assistance based on customer history and preferences (Lee et al., 2016).

Equally critical is training staff to proficiently navigate digital platforms and provide top-tier remote assistance (Ling & Ling, 2020). Employees should possess the skills necessary to address customer needs promptly, empathetically, and effectively.

Moreover, the strategy for Remote Assistance should seamlessly integrate with other customer service channels to ensure a cohesive and consistent customer experience (Lalwani & Butcher, 2008). This omnichannel approach guarantees uniform service quality across all touchpoints.

Continuous assessment of Remote Assistance quality and identification of improvement areas are essential (Lee et al., 2016). This can involve customer satisfaction surveys, analysis of service response times, and monitoring of resolution rates.

In conclusion, Remote Assistance significantly influences customer satisfaction in the digital era. Through investments in technology, employee training, seamless integration with other service channels, and ongoing quality assessment, businesses can effectively leverage Remote Assistance to enhance customer satisfaction.

#### **5.2.3.5 Influence of Awareness of Sustainability on Customer Satisfaction**

The regression analysis underscores the significant impact of Awareness of Sustainability on customer satisfaction, with a Beta coefficient of 0.159 (p-value = 0.003), thus supporting the hypothesis that sustainability awareness influences customer satisfaction. This underscores the growing importance of sustainability in shaping customer satisfaction, reflecting changing consumer preferences towards environmentally and socially responsible business practices (Lee & Kim, 2018).

Awareness of Sustainability refers to a business's acknowledgment and integration of sustainable practices in its operations, along with transparent communication of these efforts to

customers. This heightened consumer awareness and demand for sustainability compel businesses to embrace more eco-friendly and socially responsible approaches.

To bolster their sustainability profile, businesses should prioritize eco-friendly practices such as waste reduction, energy conservation, sustainable material usage, and adoption of green technologies (Sarkis, 2003). Beyond environmental aspects, sustainability also encompasses social responsibility, including fair labor practices, community engagement, and ethical sourcing.

Effective communication of sustainability initiatives to customers is equally crucial (Lee & Kim, 2018). Transparency regarding sustainability efforts and achievements fosters trust and resonates with environmentally conscious consumers. This can be achieved through regular sustainability reports, sustainability-focused marketing campaigns, and visible certifications or endorsements from reputable environmental organizations.

In conclusion, Awareness of Sustainability emerges as a pivotal factor in influencing customer satisfaction. By embracing sustainable practices, transparently communicating these efforts, and actively engaging customers in sustainability initiatives, businesses can align themselves with evolving consumer values and enhance customer satisfaction.

### **5.3 Implications**

Based on the analysis of the five key factors Service Quality, Trust, Pricing, Remote Assistance, and Awareness of Sustainability, there are several implications and recommendations for a company like SF Express to enhance customer satisfaction:

1. SF Express should focus on delivering consistent and high-quality service. This includes ensuring timely deliveries, providing accurate tracking information, and handling packages with care. Investing in employee training to improve professionalism and efficiency in handling customer interactions is also crucial.

2. Building and maintaining trust is vital. SF Express can achieve this by ensuring transparency in its operations, such as clear communication about delivery times and processes, and maintaining a reliable service. Implementing a robust privacy policy and ensuring the security of customer data is also essential.

3. Competitive and transparent pricing strategies are key. SF Express should consider

market conditions and customer expectations when setting prices. Offering a range of pricing options for different levels of service can cater to a broader customer base. Additionally, loyalty programs or discounts for regular customers can enhance perceived value.

4. Investing in digital platforms and technology to provide efficient and effective customer support is important. This includes developing a user-friendly website and mobile app, integrating AI chatbots for immediate assistance, and providing comprehensive online tracking and support services.

5. As customers become more environmentally conscious, SF Express should adopt and promote sustainable practices. This could include using eco-friendly packaging materials, optimizing delivery routes to reduce carbon emissions, and implementing recycling programs. Communicating these efforts to customers can also enhance the company's image and customer satisfaction.

In summary, for SF Express to enhance customer satisfaction, a multifaceted approach is required. This involves not only excelling in traditional logistics service areas but also embracing technological advancements and aligning with contemporary values such as sustainability and data security. By strategically focusing on these areas, SF Express can continue to build its reputation and strengthen its relationship with customers.

#### **5.4 Recommendations**

Reflecting on the outcomes of the study, SF Express is advised to implement a series of strategic recommendations to amplify customer satisfaction effectively. The research underscores the necessity of refining service quality, which can be primarily addressed by instituting comprehensive training for staff aimed at bolstering their efficiency and professionalism. This initiative is fundamental to ensuring the reliability and punctuality of deliveries, which are critical components of customer satisfaction. Additionally, continuous investment in the modernization of logistics infrastructure can facilitate these enhancements, supporting a more efficient and reliable service delivery system.

In parallel, establishing a foundation of trust with customers emerges as paramount. This can be achieved by fostering operational transparency, enforcing robust measures for privacy and data protection, and delivering unwaveringly dependable services. Such practices not only

cultivate trust but also reinforce the company's dedication to its customers' security and satisfaction.

The analysis also points to the significance of adopting a competitive and transparent pricing strategy that resonates with both market conditions and customer expectations. Introducing flexible pricing models and loyalty incentives can further enrich customers' perceptions of value, encouraging loyalty and repeat business.

Moreover, the study highlights the critical role of remote assistance in enhancing customer satisfaction. SF Express should prioritize the enhancement of digital platforms, ensuring they are user-friendly and accessible. The integration of AI-driven chatbots and comprehensive online support features, including detailed tracking information, offer customers the convenience and immediacy they increasingly expect.

Lastly, the increasing customer inclination towards sustainability indicates that SF Express should deepen its commitment to eco-friendly logistics practices. This involves not just adopting green transportation methods and energy-efficient processes but also actively engaging in community initiatives and transparently communicating these efforts. Such commitment to sustainability aligns with growing consumer awareness and can significantly influence customer satisfaction.

Implementing these recommendations, derived from the study's results, involves a strategic blend of improving service quality, building trust, adjusting pricing, enhancing remote assistance, and committing to sustainability. By doing so, SF Express can meet the evolving needs of its customers, ensuring high levels of satisfaction and fostering enduring customer relationships in the competitive landscape of the logistics industry.

## **5.5 Future Research Directions**

The R-square value of 0.334, while indicating that approximately 33.4% of the variance in Customer Satisfaction is explained by the model's independent variables, may initially appear modest. The result points to the existence of other variables not captured by the current model that could account for the remaining variance in customer satisfaction. This opens avenues for future studies to explore additional factors that influence customer satisfaction, such as technological innovation, customer service interactions, and brand image. Incorporating these

into subsequent research could enhance the explanatory power of the model. In future research directions, it is advisable to extend the scope to include a broader range of variables that may influence customer satisfaction. This could encompass exploring the impact of technological innovation, particularly in the realm of logistics automation and real-time data analytics, and how they affect customer perceptions and service quality. Investigating the role of international market dynamics and cultural factors in shaping customer expectations and satisfaction in different geographical regions would provide a more global perspective. Additionally, longitudinal studies could be conducted to assess the temporal stability of the identified factors and the evolving nature of customer expectations in the logistics industry. Such expansive and nuanced research would contribute significantly to the academic discourse on customer satisfaction in logistics services, offering valuable, actionable insights for industry practitioners.



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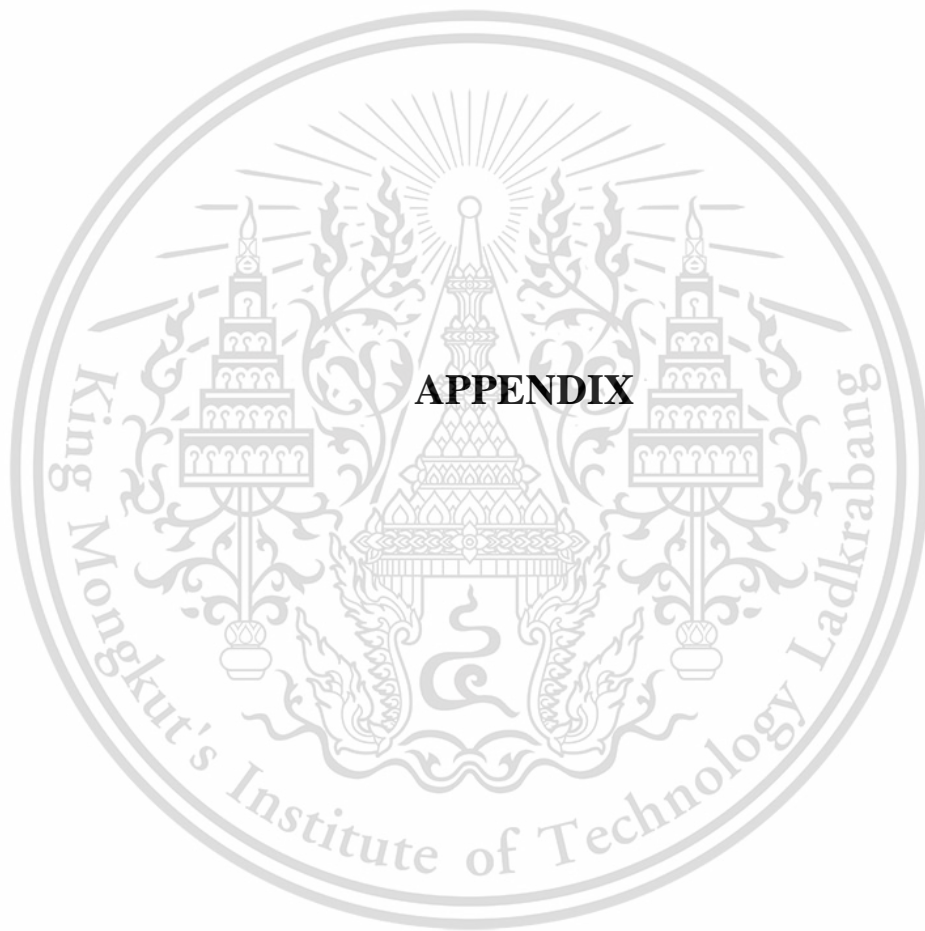
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## APPENDIX A

# QUESTIONNAIRE

### Questionnaire

**Subject:** Enhancing Customer Satisfaction in Logistics Services: A Case Study of SF Express Company

This study is being conducted as a requirement for a master's thesis and aims to explore the various factors that impact the purchasing decisions of customers who have used logistics services from SF Express Company. Participation in this study is voluntary, and your responses will remain confidential. Your personal information will not be disclosed or used for any purpose beyond this research. The collected data will be analyzed collectively and used solely for academic purposes.

Please answer the following questions to the best of your knowledge and experience. Your honest and thoughtful responses will significantly contribute to the quality of this research. Your participation is highly appreciated. Thank you for taking the time to contribute to this study.

Mr. Honglei Qiao

Program: Master of Business Administration in Industrial Business Administration  
(International Program) KMITL Business School

## Part 1: Demographic Profile

Please indicate your demographic information by checking  in the appropriate box () that best represents your current situation.

### 1. gender:

Male

Female

### 2. Age:

Under 20 years old

21-30 years old

31-40 years old

41-50 years old

51-60 years old

60 years old or older

### 3. Marital Status

Single

Married

Others

### 4. Education

High School or lower

Vocational School

Bachelor's degree

Master's degree

Doctoral degree

### 5. Monthly income

Under 5,000 CNY

5,000 CNY - 10,000 CNY

10,001 CNY - 15,000 CNY

15,001 CNY - 20,000 CNY

Over 20,000 CNY

**Part 2: Enhancing Customer Satisfaction in Logistics Services: A Case Study of SF Express Company**

Please complete the questionnaire honestly based on your genuine thoughts and opinions. Indicate your level of agreement by marking a check (√) in the corresponding column. Please provide responses for all the questions to ensure completion of the questionnaire. The options provided represent the degree to which you agree with your actual experiences and attitudes, using a scale of 1 to 5, with 1 indicating "strongly disagree," 2 indicating "disagree," 3 indicating "neutral," 4 indicating "agree," and 5 indicating "strongly agree."

Variable	Opinion Level				
	1	2	3	4	5
<b>Service Quality</b>					
The responsiveness of SF Express in addressing your logistics inquiries or concerns					
The accuracy of delivery time estimates provided by SF Express					
SF Express demonstrates a commitment to providing reliable and consistent logistics services					
The professionalism and courtesy of SF Express personnel during your interactions with them					
The overall service quality of SF Express based on your recent experiences					
<b>Trust</b>					
I trust SF Express to securely handle and deliver your shipments.					
I am confident in SF Express's ability to protect your personal information and data during the logistics process.					
I believe in SF Express's commitment to delivering your shipments intact and undamaged.					

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Variable	Opinion Level				
	1	2	3	4	5
I find the information and tracking updates provided by SF Express about your shipments					
SF Express consistently fulfill its promises and commitments to its customers					
<b>Pricing</b>					
I perceive the affordability of SF Express's logistics services in comparison to other service providers.					
I believe that the pricing offered by SF Express is competitive in the logistics market.					
The transparency of SF Express's pricing structure and any additional fees meet my expectation.					
I consider SF Express's pricing policies when compared to the level of service they provide.					
I am likely to recommend SF Express to others based on their pricing and value for money.					
<b>Remote Assistance</b>					
SF Express's remote assistance in resolving your logistics-related issues or concerns is effective.					
I feel that SF Express's remote assistance is readily available and responsive to my needs.					
The timeliness of remote assistance provided by SF Express in addressing my inquiries or difficulties.					
The level of support and guidance offered through SF Express's remote assistance channels meet my expectations.					
I am likely to seek remote assistance from SF Express again or recommend it to others based on your current experiences.					

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Variable	Opinion Level				
	1	2	3	4	5
<b>Awareness of Sustainability</b>					
I am aware of SF Express's efforts in promoting sustainable and environmentally friendly logistics practices.					
I think SF Express communicates its sustainability initiatives effectively to its customers.					
I think SF Express's commitment to reducing its environmental impact and carbon footprint.					
I consider of sustainability in my choice of logistics service providers, such as SF Express.					
I support SF Express's sustainability efforts or initiatives in the future, considering my awareness of these practices.					
<b>Customer Satisfaction</b>					
I am satisfied with the overall quality of logistics services provided by SF Express in Thailand.					
I am satisfied with the reliability of SF Express in delivering your shipments on time.					
I am satisfied with the level of customer support and assistance offered by SF Express.					
I am satisfied with the transparency of SF Express's pricing and additional fees.					
I am likely to continue using SF Express for your logistics needs and recommend it to others based on your experiences.					

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