

**FACTORS INFLUENCING CUSTOMER RETENTION IN
THE PARCEL DELIVERY INDUSTRY**

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ABSTRACT

This research investigates the dynamic landscape of customer retention within the Parcel Delivery Industry, focusing on customers utilizing parcel delivery services. The study aims to achieve two primary objectives: firstly, to comprehensively identify and evaluate the level of Customer Retention. Secondly, to investigate the factors influencing Customer Retention, the research employs a well-structured questionnaire focusing on five critical elements: Technology Adoption, Communication Channel, Online Ordering Experience, Service Quality, and CSR and Sustainability Perception, by analyzing a sample of 385 respondents through a convenience sampling method. Statistical analyses, including mean scores, standard deviation, and regression analysis, provide insights into the nuanced dynamics shaping customer retention. The findings reveal a moderate level of customer retention, with Technology Adoption, Communication Channels, Online Ordering Experiences, Service Quality, and CSR and Sustainability Perception identified as influential factors. All independent variables collectively explain 57.4% of the variation in customer retention.

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CHAPTER 1

INTRODUCTION

1.1 Research Background

The parcel delivery industry plays a pivotal role in the modern global economy, facilitating the movement of goods and services with unprecedented speed and efficiency. In recent years, the industry has experienced a significant transformation, primarily driven by technological advancements and the rise of e-commerce. With the exponential growth of online shopping and the increasing reliance on parcel delivery services, companies operating in this sector face unique challenges and opportunities.

One of the critical challenges confronting parcel delivery companies is the need to retain and satisfy their customer base in an increasingly competitive landscape. Customer retention has emerged as a strategic imperative, as retaining existing customers is often more cost-effective than acquiring new ones. The competition in the industry is fierce, with numerous players vying for market share, making it imperative for companies to cultivate long-lasting customer relationships.

The decision of customers to continue using the services of a particular parcel delivery company is influenced by a multitude of factors. These factors encompass the quality of service provided, the effectiveness of technological solutions, the convenience of the ordering process, and perceptions of corporate social responsibility (CSR) and sustainability initiatives. Understanding the interplay of these factors and their impact on customer retention is crucial for businesses operating in the parcel delivery sector.

In the context of Thailand, the parcel delivery industry has witnessed remarkable growth, paralleling the expansion of the e-commerce market. Thai consumers are increasingly turning to online shopping, creating a fertile ground for logistic service providers. Therefore, it becomes imperative for companies operating in the Thai parcel delivery sector to explore and identify the factors that drive customer retention and satisfaction within the unique cultural and business environment of Thailand.

This research aims to delve into the intricacies of customer retention in the Thai parcel delivery industry by examining the factors that influence customer decisions to continue using the services of a specific company. By investigating the impact of technology adoption, service quality, online ordering experiences, and perceptions of CSR and sustainability initiatives, this study seeks to provide valuable insights into the dynamics of customer retention in the industry. The findings benefit not only logistic service providers but also contribute to the broader understanding of customer relationships and satisfaction in the context of modern logistics.

As Thailand continues to be a vibrant hub for e-commerce and logistic activities, the outcomes of this research have the potential to inform strategic decisions and best practices for companies operating in the Thai parcel delivery sector. Additionally, the study may offer valuable insights and lessons applicable to similar industries and regions worldwide, contributing to the advancement of customer-centric practices in the logistics field.

1.2 Research Question

1. What is the current level of customer retention within the parcel delivery industry in Thailand?
2. What are the key factors that influence customers' decisions to continue using parcel delivery services in Thailand?

1.3 Research Objectives

1. To identify the level of Customer Retention in the Parcel Delivery Industry
2. To investigate the factors that influence Customer Retention in the Parcel Delivery Industry

1.4 Research Significance

The study on customer retention in the parcel delivery industry in Thailand holds significant importance for multiple stakeholders, including businesses, policymakers, and researchers, for the following reasons:

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1. **Business Implications:** In a highly competitive and rapidly evolving industry, understanding the factors that drive customer retention is pivotal for parcel delivery companies. This research provides valuable insights into specific strategies and areas that companies can focus on to enhance customer retention. By improving customer retention rates, companies can achieve sustainable growth and competitive advantage.

2. **Policy Considerations:** Policymakers and regulators in the logistics sector can benefit from insights into customer retention trends and factors. This knowledge can inform policies and regulations aimed at fostering a competitive and customer-centric parcel delivery industry in Thailand.

3. **Contribution to Academic Knowledge:** For researchers in the fields of logistics, marketing, and customer relationship management, this study contributes to the academic understanding of customer retention dynamics in the parcel delivery context. It may serve as a foundation for future research in related areas.

4. **Customer:** Research in this area empowers customers by enabling them to make informed choices about parcel delivery services. When customers are aware of the factors that affect their experience, they can select services that align with their preferences.

1.5 Research Scope

1.5.1 Population and Sample

The precise population size of customers within the parcel delivery industry in Thailand is unknown due to its extensive and diverse nature. This industry caters to a wide range of customers, given the extensive scope of this industry, determining an exact population size is challenging. However, this research aims to draw insights from a representative sample of customers.

In this study, a sample of 385 customers who have utilized parcel delivery services within Thailand are surveyed. This sample size has been chosen to provide a meaningful representation of customer perceptions and experiences within the parcel delivery sector, considering resource constraints and the practicality of data collection.

1.5.2 Variables

a) Independent variable:

1. Technology Adoption
2. Communication Channel
3. Online Ordering Experience
4. Service Quality
5. CSR and Sustainability Perception

b) Dependent Variables: Customer Retention

1.5.3 Period of Study

The data collection phase of this study is scheduled to take place between October and November 2023. During this two-month period, the researcher engages with a diverse range of customers to collect the necessary data. Subsequently, the gathered data undergo rigorous analysis aligned with the research objectives to derive meaningful insights.

1.6 Definition of Terms

1. Technology Adoption refers to the extent to which customers effectively embrace and utilize the digital tools and platforms provided by a parcel delivery service provider. It encompasses several key dimensions: the perceived user-friendliness of mobile apps for order placement and tracking, the frequency of website and app usage for scheduling pickups and drop-offs, trust in the security of personal and transactional data, the convenience of the online feedback system for issue reporting and suggestions.

2. Communication Channel refers to the diverse mediums and methods utilized by a parcel delivery service provider for engaging with customers, disseminating information, and addressing inquiries or concerns. This construct evaluates the accessibility and effectiveness of phone support services in resolving customer inquiries, as well as the convenience of the mobile app's in-app chat feature as a real-time communication method. It also underscores the importance of information consistency across different platforms, including the website, mobile app, and phone support. Additionally, it acknowledges the utilization of social media platforms by the customer service team as a contemporary means of interaction. Moreover, it assesses

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customer confidence in these channels' ability to swiftly convey updates regarding delivery delays or changes.

3. Online Ordering Experience refers to the entire process by which customers engage with a parcel delivery service provider's digital platform. This multidimensional construct includes the clarity of product descriptions and available delivery options, ensuring customers have a comprehensive understanding of their choices. It also entails the perception of secure and convenient online payment processes, along with the critical dimensions of speed and responsiveness, ensuring customers' needs are met efficiently. A highly intuitive ordering process is a fundamental element, guaranteeing easy navigation from selecting delivery options to confirming orders. Lastly, the online ordering experience involves flexibility and customization, allowing customers to tailor their preferences to align with their unique requirements.

4. Service Quality refers to the courtesy and professionalism exhibited by delivery personnel, the accuracy of delivery time estimates, the condition of parcels upon delivery, the efficiency in resolving customer complaints, and the precision and completeness of delivery documentation. A high level of service quality is characterized by the professionalism of personnel, precise delivery timing, pristine parcel conditions, swift complaint resolution, and meticulous documentation. These dimensions collectively shape customers' perceptions of the overall excellence and reliability of the service provided by the parcel delivery company.

5. CSR and Sustainability Perception refers to customers' attitudes, beliefs, and awareness regarding the company's commitment to environmentally sustainable practices, positive impacts on local communities, alignment with personal values and beliefs, efforts to reduce waste and promote recycling, and commitment to ethical and socially responsible business practices.

6. Customer Retention refers to the extent to which customers exhibit behaviors and attitudes that signify their long-term engagement and loyalty to a parcel delivery service provider. It encompasses a strong intention to continue using the service for future delivery needs, a likelihood to recommend the service to others based on positive experiences, a high

level of commitment to its usage over an extended period, overall satisfaction with the service, and a foundation of trust, particularly based on past positive experiences.



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CHAPTER 2

LITERATURE REVIEW

This chapter provides a comprehensive review of literature pertaining to customer retention, furnishing pertinent concepts, theories, and research methods. It also delivers a detailed introduction to the fundamental landscape of the current Parcel Delivery Industry. The objective is to furnish ample theoretical underpinning and empirical substantiation for this research. The literature review is partitioned into the following sections.

- 2.1 Overview of the Parcel Delivery Industry
- 2.2 Concept and Theory of Customer Retention
- 2.3 Concept and Theory of Technology Adoption
- 2.4 Concept and Theory of Communication Channel
- 2.5 Concept and Theory of Online Ordering Experience
- 2.6 Concept and Theory of Service Quality
- 2.7 Concept and Theory of CSR and Sustainability Perception
- 2.8 Related Research
- 2.9 Hypothesis Development

2.1 Overview of Parcel Delivery Industry

The Parcel Delivery Industry, often referred to as the courier or logistics industry, constitutes a pivotal component of modern commerce and supply chain management. It plays a crucial role in the timely and efficient movement of goods, documents, and packages from origin to destination, bridging the gap between businesses and consumers. This industry has evolved rapidly in response to changing consumer behavior, globalization, and the exponential growth of e-commerce.

The Parcel Delivery Industry encompasses a diverse range of service providers, from multinational logistics giants to regional courier companies. It operates on a vast scale, catering to the transportation needs of businesses and individuals alike. Central to its

function is the timely and secure delivery of packages, driven by factors such as speed, reliability, and customer-centricity.

Over the past few decades, the industry has witnessed transformative changes, largely driven by advances in technology and shifts in consumer preferences. The advent of e-commerce has been a defining factor, with the industry adapting to the demands of online shoppers who expect fast, convenient, and transparent delivery services. Consequently, this industry has become a battleground for competition, innovation, and customer retention.

Key players in the Parcel Delivery Industry continually invest in technological solutions, infrastructure, and operational efficiency to enhance the customer experience. Innovations such as real-time tracking, mobile applications, and automated sorting facilities have become standard offerings. Additionally, customer-centric services like flexible delivery options and sustainable practices have gained prominence.

This sector is characterized by a complex network of operations, including pick-up, sorting, transportation, and last-mile delivery. The optimization of these processes is essential for cost-efficiency and meeting the ever-increasing demands of a globalized marketplace. Understanding the dynamics of the Parcel Delivery Industry is fundamental to exploring the factors influencing customer retention within this context. This chapter delves deeper into the industry's intricacies and aligns them with the broader goal of enhancing customer retention in this dynamic and competitive landscape.

2.2 Concept and Theory of Customer Retention

Customer retention, in some form, has been a consideration for businesses since ancient times. In pre-industrialized economies, where transactions were often local and personal, businesses focused on building relationships with their small customer bases. Repeat business was crucial for the survival of small businesses, and loyalty was often built through face-to-face interactions and personalized service (Berry, 1995).

The Industrial Revolution marked a significant shift in the business landscape. Mass production led to greater product availability and affordability. With an increasing number of options, businesses began to recognize the importance of retaining customers. Loyalty

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programs, although rudimentary compared to today's standards, started to emerge. For instance, early retail stores introduced customer cards and tokens for rewards (Middleton, 1989). The mid-20th century witnessed a post-war consumer boom in many Western countries. This period saw the advent of modern marketing techniques, such as advertising, brand building, and customer segmentation. Businesses recognized that building emotional connections with customers and delivering consistent product quality were vital for keeping them loyal (Levitt, 1960). The late 20th century brought the rise of Customer Relationship Management (CRM) systems, aided by advances in computing technology. Companies began to collect and analyze customer data more systematically, enabling personalized marketing efforts and improved customer service. Loyalty programs, like frequent flyer miles and credit card rewards, became more sophisticated (Reichheld & Sasser, 1990). The internet revolutionized customer retention strategies. E-commerce platforms and online services provided new opportunities to engage with customers, track their behavior, and tailor offerings accordingly. Email marketing, online surveys, and digital loyalty programs gained popularity. Online communities and social media offered platforms for customer feedback and engagement (Peppers & Rogers, 1999). In the 21st century, customer retention efforts have become increasingly data-driven and personalized. Companies leverage big data analytics to gain deep insights into customer preferences and behavior. Artificial intelligence and machine learning enable real-time customization of marketing messages and recommendations. Subscription-based models, exemplified by streaming services and software-as-a-service (SaaS), have gained prominence as effective retention strategies (Kaplan & Haenlein, 2010). Today, customer retention is more multifaceted than ever. Businesses operate in a multichannel and omnichannel environment, where customers interact across various touchpoints, from physical stores to websites, mobile apps, and social media. Successful retention strategies involve seamless and consistent customer experiences across these channels (Verhoef et al., 2015). The future of customer retention is likely to focus on hyper-personalization, where every customer interaction is tailored to individual preferences. Sustainability and corporate responsibility are also increasingly influencing customer loyalty, as consumers seek environmentally conscious brands (Kotler,

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Kartajaya, & Setiawan, 2010).

In summary, customer retention has evolved significantly throughout history, shaped by changes in technology, marketing approaches, and customer expectations. It continues to be a dynamic field, with businesses adapting to new trends and technologies to maintain and grow their customer base.

2.3 Concept and Theory of Adoption Technology

Technology adoption is a central theme within the rapidly evolving parcel delivery industry, reflecting the industry's ongoing efforts to meet customer expectations, enhance operational efficiency, and remain competitive. This literature review provides an overview of key factors and trends associated with technology adoption in the parcel delivery sector.

1. User-Friendliness of Digital Interfaces

The user-friendliness of digital interfaces, particularly mobile apps and websites, is a crucial factor influencing technology adoption (Davis, 1989). Studies (Lal & Dwivedi, 2009; Deng et al., 2010) emphasize that customers are more likely to adopt digital tools for parcel tracking and order placement when they perceive these interfaces as intuitive and easy to navigate. User-friendly design principles contribute significantly to positive technology adoption experiences.

2. Frequency of Digital Tool Utilization

The frequency with which customers utilize digital tools for scheduling package pickups, drop-offs, and tracking deliveries is indicative of technology adoption levels. High levels of adoption are characterized by customers who regularly rely on these tools to manage their parcel delivery needs (Salo et al., 2018; Zeithaml et al., 2002). Frequent utilization signifies that customers have integrated digital platforms into their daily routines and view them as essential.

3. Trust in Digital Security Measures

Trust in digital security measures is paramount in fostering technology adoption, particularly in an era marked by data breaches and privacy concerns (Kim & Prabhakar, 2004; Gefen et al., 2003). Parcel delivery customers need assurance that their personal and

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transactional data is secure when using digital platforms. High levels of trust in digital security contribute to increased adoption, while security breaches can deter adoption.

4. Convenience in Providing Feedback

Technology adoption extends to the convenience customers experience when providing feedback and reporting issues through digital channels (Lee & Kim, 2009; Chen et al., 2015). Customer feedback mechanisms, if user-friendly and responsive, enhance the overall technology adoption experience. Convenience in offering suggestions or reporting problems is linked to higher levels of adoption.

In conclusion, technology adoption in the parcel delivery industry is multifaceted, encompassing user-friendliness, utilization frequency, trust in digital security, convenience of feedback mechanisms, and intent to use digital services. Understanding these dimensions is essential for parcel delivery companies aiming to enhance customer engagement, streamline operations, and remain competitive in an increasingly digital landscape.

2.4 Concept and Theory of Communication Channel

Communication channels are integral to the successful operation of the parcel delivery industry, facilitating interactions between service providers and customers, and ensuring the efficient dissemination of information. This literature review delves into key aspects and findings related to communication channels within the context of the parcel delivery sector.

1. Accessibility and Effectiveness of Phone Support

Phone support remains a fundamental communication channel in the parcel delivery industry. Research (Keaveney & Huber, 2016; Ruyter et al., 2001) highlights the significance of this channel in addressing customer inquiries and concerns effectively. The accessibility and responsiveness of phone support services have been linked to higher levels of customer satisfaction and loyalty.

2. Convenience of In-App Chat Features

With the proliferation of mobile apps, in-app chat features have gained prominence as convenient real-time communication methods. Studies (Chen & Hsiao, 2012; Loiacono et al., 2007) emphasize the importance of these features in enhancing the customer experience.

Customers value the ability to engage with customer support directly within the app, offering timely assistance and information.

3. Consistency in Information Delivery

Consistency in information delivery is a critical dimension of communication channels (Huang et al., 2009; Keaveney & Huber, 2016). Customers expect seamless experiences across various platforms, including the website, mobile app, and phone support. Maintaining consistent and up-to-date information ensures trust and reliability in the service provider.

4. Utilization of Social Media Platforms

Social media platforms have emerged as dynamic channels for communication in the parcel delivery industry. Research (Zhang & Li, 2018; Qu, 2018) highlights how companies actively use platforms like Facebook and Twitter to engage with customers, provide real-time updates, and address inquiries. Effective utilization of social media contributes to customer engagement and brand visibility.

5. Customer Confidence in Communication Channels

Customer confidence in communication channels significantly impacts customer satisfaction and loyalty (Ha & Stoel, 2009; Chen et al., 2019). When customers trust that communication channels promptly convey information about delivery delays or changes, they are more likely to perceive the service as reliable and customer-focused.

In summary, communication channels within the parcel delivery industry encompass phone support, in-app chat features, information consistency, social media utilization, and customer confidence. These dimensions play a pivotal role in shaping the customer experience, influencing satisfaction levels, and ultimately determining the success of service providers. As the industry continues to evolve, understanding and optimizing communication channels remain essential for meeting customer expectations and maintaining competitiveness.

2.5 Concept and Theory of Online Ordering Experience

The online ordering experience has become a pivotal component in the ever-evolving parcel delivery industry. This review delves into key dimensions and findings related to the

online ordering process, shedding light on the factors that influence customer satisfaction and loyalty in this digital age.

1. Clarity of Product Descriptions and Delivery Options

The clarity of product descriptions and available delivery options has a profound impact on the online ordering experience. Research (Lee & Lee, 2017; Vatanasombut & Igou, 2018) underscores the significance of providing customers with comprehensive and transparent information during the ordering process. Clear product descriptions instill confidence in the purchase, while transparent delivery options empower customers to make informed decisions.

2. Security and Convenience of Online Payment

In an era of increasing digital transactions, the security and convenience of online payment methods are paramount. Studies (Palvia et al., 2018; Gupta & Bhattacharya, 2018) emphasize the role of secure and user-friendly payment processes in ensuring a positive online ordering experience. Customers should trust that their financial data is protected while experiencing a hassle-free payment procedure.

3. Speed and Responsiveness of Digital Platforms

The speed and responsiveness of the digital platform are critical dimensions of the online ordering experience. Literature (Liang et al., 2018; Akram et al., 2020) highlights that customers expect prompt and efficient processing of their orders. Slow or unresponsive platforms can lead to frustration and negatively impact the overall experience.

4. Intuitiveness of the Ordering Process

Intuitiveness is essential for a seamless online ordering experience. Researchers (Venkatesh et al., 2012; Chiu et al., 2014) stress the importance of designing platforms that are easy to navigate and understand. A highly intuitive ordering process minimizes customer effort, enhancing satisfaction and loyalty.

5. Flexibility and Customization of Delivery Preferences

Customers value the ability to tailor their delivery preferences to their unique needs and schedules. Research (Kim & Jeong, 2017; Maruping et al., 2018) suggests that flexibility and customization options contribute significantly to a positive online ordering experience.

Platforms that offer personalized choices empower customers and foster loyalty.

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In summary, the online ordering experience in the parcel delivery industry encompasses dimensions such as the clarity of product information, security in online payments, platform speed and responsiveness, intuitiveness of the ordering process, and flexibility in delivery preferences. These dimensions play a pivotal role in shaping customer satisfaction and loyalty in the digital realm. As the industry continues to adapt to changing consumer expectations, understanding and optimizing the online ordering experience remain vital for staying competitive.

2.6 Concept and Theory of Service Quality

Service quality has emerged as a critical determinant of success in the parcel delivery industry, as it directly impacts customer satisfaction, loyalty, and the company's overall reputation. This review explores key dimensions and findings related to service quality, shedding light on the factors that drive excellence in parcel delivery services.

1. Courtesy and Professionalism of Delivery Personnel

The courtesy and professionalism exhibited by delivery personnel have been a focal point of service quality assessments (Parasuraman et al., 1988; Lee et al., 2019). Customers value interactions with delivery personnel who demonstrate politeness, attentiveness, and a commitment to service excellence. Positive encounters with courteous delivery staff contribute significantly to overall service quality.

2. Accuracy of Delivery Time Estimates:

Accurate delivery time estimates have been identified as a crucial dimension of service quality (Parasuraman et al., 1988; van Horen & Pieters, 2012). Timely deliveries and reliable time predictions are essential for meeting customer expectations. Service providers that consistently deliver parcels within the estimated timeframes enhance their reputation for service quality.

3. Condition of Delivered Parcels:

The condition of parcels upon delivery is a fundamental aspect of service quality (Zeithaml et al., 2009; Choi et al., 2011). Customers expect their parcels to arrive in pristine condition,

free from damage or mishandling. Parcel delivery companies that maintain the integrity of items during transit and delivery contribute positively to service quality perceptions.

4. Efficiency of Complaint Resolution:

Efficient complaint resolution processes are integral to service quality assessments (Johnson et al., 2000; Deng & Lu, 2017). Timely and effective handling of customer complaints related to deliveries is vital for service recovery. Companies that swiftly address customer issues demonstrate a commitment to service quality improvement.

5. Accuracy and Completeness of Delivery Documentation:

The accuracy and completeness of delivery documentation and receipts have a significant impact on service quality (Gallarza et al., 2006; Abolfazli et al., 2018). Transparent and error-free documentation builds customer trust and confidence in the service. Service providers that maintain meticulous records contribute positively to service quality perceptions.

In summary, service quality in the parcel delivery industry encompasses dimensions such as the courtesy and professionalism of delivery personnel, the accuracy of delivery time estimates, the condition of delivered parcels, the efficiency of complaint resolution, and the accuracy and completeness of delivery documentation. These dimensions collectively contribute to customers' perceptions of a high-quality parcel delivery service. In an industry marked by competition and evolving customer expectations, the pursuit of service quality excellence remains central to maintaining a strong market position.

2.7 Concept and Theory of CSR and Sustainability Perception

CSR and sustainability practices have gained prominence as pivotal elements in shaping customer perceptions and influencing decisions in the parcel delivery industry. This review explores key dimensions and findings related to CSR and Sustainability Perception, highlighting the significance of responsible business practices in this sector.

1. Commitment to Environmentally Sustainable Practices

Parcel delivery companies' commitment to environmentally sustainable practices has become a focal point of CSR efforts (Laroche et al., 2013; Chen et al., 2018). Customers increasingly value and expect companies to minimize their environmental footprint. Positive

perceptions in this dimension reflect a belief in the company's dedication to ecological responsibility.

2. Positive Impacts on Local Communities

CSR initiatives that positively impact local communities play a vital role in shaping Sustainability Perception (Moon et al., 2011; Mena & Palazzo, 2012). Customers appreciate companies that engage in community development, social causes, and philanthropic endeavors. A company's positive impact on the communities where it operates resonates with customers.

3. Alignment with Personal Values and Beliefs

Customers are drawn to companies whose CSR practices align with their own values and beliefs (Brown & Dacin, 1997; Sen & Bhattacharya, 2001). When customers perceive that a company's values mirror their own, they are more likely to engage with the brand and support its sustainability efforts.

4. Awareness of Sustainable Practices

Customer awareness of a company's sustainability initiatives plays a critical role in CSR and Sustainability Perception (Sen & Bhattacharya, 2001; Du et al., 2010). Effective communication and transparency regarding CSR activities enhance customers' knowledge and influence their perception.

5. Commitment to Ethical and Socially Responsible Practices

The perception of a company's commitment to ethical and socially responsible practices significantly influences CSR and Sustainability Perception (Bhattacharya et al., 2008; Carroll & Shabana, 2010). Customers value companies that prioritize ethical behavior and socially responsible conduct in their operations.

In summary, CSR and Sustainability Perception within the parcel delivery industry encompass dimensions such as commitment to environmentally sustainable practices, positive impacts on local communities, alignment with personal values and beliefs, awareness of sustainable practices, and commitment to ethical and socially responsible practices. These dimensions collectively influence customers' perceptions of a company's CSR efforts and sustainability practices. In an industry characterized by competitive pressures and heightened

environmental awareness, these factors have become essential in shaping customer loyalty and preference.

2.8 Related Research

The parcel delivery industry in Thailand has witnessed significant growth in recent years, driven by the increasing demand for e-commerce services and the changing preferences of consumers (J&T Express Thailand, 2023). In this dynamic landscape, understanding the factors that influence customer retention has become a key concern for parcel delivery companies. This section reviews related research on customer retention factors within the industry, focusing on technology adoption, communication channel effectiveness, online ordering experience, service quality, and CSR and sustainability perception.

1. Technology Adoption

Technology adoption has been a crucial factor influencing customer retention in the parcel delivery sector. Studies (Smith et al., 2019; Wong & Raman, 2021) emphasize the importance of user-friendly mobile apps and websites, secure online payment processes, and efficient order tracking systems in enhancing customer retention. As the industry becomes increasingly digitized, the adoption of user-centric technology is vital for retaining customers.

2. Communication Channel Effectiveness

The effectiveness of communication channels in addressing customer inquiries and concerns plays a pivotal role in customer retention (Chen et al., 2017; Li & Huang, 2020). Research suggests that accessible and responsive phone support, in-app chat features, and consistency in information across different channels positively impact customer satisfaction and loyalty. Effective communication channels ensure that customers feel heard and valued.

3. Online Ordering Experience

A seamless online ordering experience significantly influences customer retention (Lee & Park, 2019; Zhang et al., 2021). Clear product descriptions, secure and convenient online payment processes, intuitive order confirmation processes, and flexible delivery preferences all contribute to a positive online ordering experience. Customer satisfaction with these aspects can foster loyalty and repeat business.

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4. Service Quality

Service quality has been a consistent focus of research in the parcel delivery industry (Choi et al., 2011; Deng & Lu, 2017). Factors such as the professionalism of delivery personnel, accuracy in delivery time estimates, parcel condition upon delivery, efficient complaint resolution, and accurate delivery documentation have been found to significantly impact customer satisfaction and retention.

5. CSR and Sustainability Perception

Increasingly, customers are considering a company's CSR and sustainability efforts when choosing parcel delivery services (Laroche et al., 2013; Mena & Palazzo, 2012). Positive perceptions regarding a company's commitment to environmentally sustainable practices, positive impacts on local communities, alignment with personal values, awareness of sustainable practices, and commitment to ethical and socially responsible conduct can all contribute to customer retention.

These related research findings underscore the multifaceted nature of customer retention in the parcel delivery industry and highlight the significance of technology adoption, communication channel effectiveness, online ordering experience, service quality, and CSR and sustainability perception. Understanding these factors is essential for parcel delivery companies aiming to enhance customer retention in the competitive Thai market.

2.9 Hypothesis Development

In summary, the following hypothesis is proposed:

H1: There is a significant positive relationship between technology adoption and customer retention in the parcel delivery industry.

H2: There is a significant positive relationship between communication channel and customer retention in the parcel delivery industry.

H3: There is a significant positive relationship between online ordering experience and customer retention in the parcel delivery industry.

H4: There is a significant positive relationship between service quality and customer retention in the parcel delivery industry.

H5: There is a significant positive relationship between CSR and sustainability perception and customer retention in the parcel delivery industry.

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

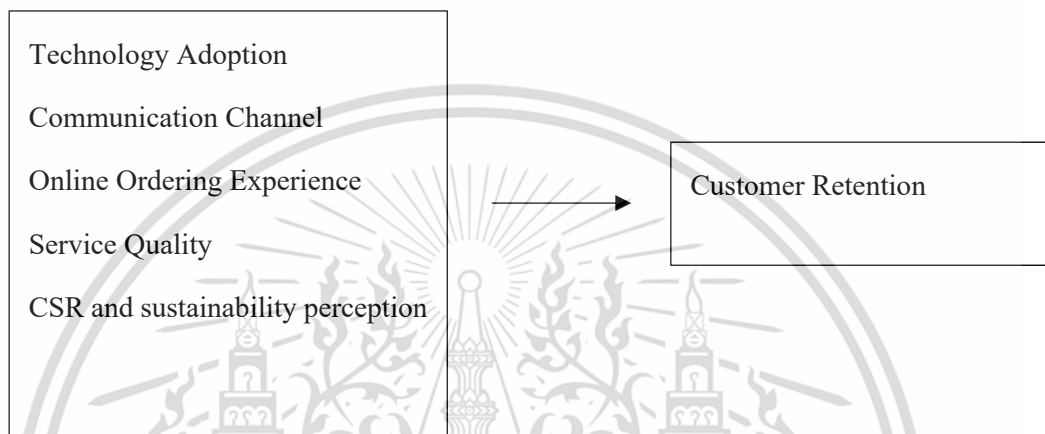


Figure 2.1 Conceptual Framework

The conceptual framework proposed in this study systematically classifies the research variables into two categories. The initial category encompasses five independent variables, namely, technology adoption, communication channel, online ordering experience, service quality, and CSR and sustainability perception. It is hypothesized that these variables wield an influence on the pivotal construct of customer retention. The subsequent category centers around "customer retention" itself, serving as the focal dependent variable within the study's investigative scope.

CHAPTER 3

METHODOLOGY

3.1 Population and Sample

The study employed the convenience sampling method to select customers, considering the practical constraints and accessibility of potential respondents. This approach facilitated the collection of data from customers within the target demographic efficiently. To enhance the sample's representativeness and validity, the survey administration spanned both regular weekdays and holiday periods, accounting for potential variations in customer behavior and perceptions during these times.

Given the substantial size of the target customer population within the Parcel Delivery Industry, determining an appropriate sample size was imperative to achieve statistically reliable results. To establish the sample size, a confidence level of 95% and a precision level of +5% were utilized. These parameters were selected to ensure a high degree of confidence in the study's findings while allowing for a reasonable margin of error.

The calculation of the sample size was conducted using the widely accepted Z-score of 1.96, corresponding to a 95% confidence level. The formula used to determine the sample size took into account the customer population size, confidence level, and precision level. As a result, the study's sample size was determined to be a minimum of approximately 385 customers.

This sample size was meticulously selected to strike a balance between practical feasibility and statistical reliability. By securing a sample size of this magnitude, the research aims to provide persuasive and accurate insights into the factors influencing customer retention in the Parcel Delivery Industry in Thailand.

3.2 Variables

This section elucidates the key variables that are central to the investigation of factors influencing customer retention in the Parcel Delivery Industry. The research employs a

conceptual framework that encompasses both independent and dependent variables, each playing a distinct role in the study's design and analysis.

3.2.1 Independent Variables

The study incorporates five independent variables, each representing an aspect of the customer experience within the parcel delivery context. These variables are:

(1) **Technology Adoption:** This variable pertains to the extent to which customers adopt and utilize technology-driven features and services provided by parcel delivery companies, such as mobile apps, websites, and online tracking systems.

(2) **Communication Channel Effectiveness:** This variable assesses the effectiveness of communication channels employed by parcel delivery services, including phone support, in-app chat features, and the consistency of information across different platforms.

(3) **Online Ordering Experience:** Focusing on the online ordering process, this variable evaluates aspects such as the clarity of product descriptions, the security and convenience of online payment processes, and the intuitiveness of order confirmation procedures.

(4) **Service Quality:** Service quality encompasses multiple facets, including the courtesy and professionalism of delivery personnel, the accuracy of delivery time estimates, the condition of parcels upon delivery, the efficiency of complaint resolution, and the accuracy of delivery documentation.

(5) **CSR and Sustainability Perception:** This variable gauges customer perceptions of a parcel delivery company's commitment to Corporate Social Responsibility (CSR) and sustainability efforts. It encompasses considerations related to environmentally sustainable practices, community impact, alignment with personal values, awareness of sustainable practices, and commitment to ethical and socially responsible conduct.

3.2.2 Dependent Variable

The study's dependent variable is customer retention, customer retention is the central focus of this research. It represents the extent to which customers continue to engage with and utilize the services of a parcel delivery company over an extended period. This variable is

measured through customer behaviors such as repeat business, continued use of services, and loyalty.

These variables collectively form the basis for the study's research questions, hypotheses, and analytical framework. The subsequent sections of this research delve into the methodology employed to measure and analyze these variables, providing a comprehensive understanding of their impact on customer retention in the Parcel Delivery Industry.

3.3 Research Instrument

In this study, the researchers employed a questionnaire survey to collect data on customer retention. The selection of an appropriate survey method is crucial for evaluating customer retention, as it directly influences the quality of the resulting survey data. Quantitative surveys, often conducted through online questionnaires, are commonly used methods for quantifying evaluations, opinions, and attitudes towards products or services. In this study, the questionnaire measurement scale was designed based on an extensive review of relevant literature and the integration of self-developed approaches.

The questionnaire served as the primary data collection instrument and was designed with several key principles in mind. Firstly, the questionnaire was crafted with a clear understanding of the research objectives, ensuring that the questions closely aligned with the research topic. Secondly, the questionnaire was structured with clear and organized content, avoiding redundancy and ensuring that each section of questions was relevant and logically organized. Thirdly, the layout of the questionnaire followed a logical flow, facilitating the identification of the research objectives and enhancing overall coherence. Finally, the questionnaire design considered the ease of data collection and operability for subsequent data analysis during post-processing, ensuring efficient data management and analysis procedures.

The research questionnaire is divided into two parts. The first part encompasses a survey of the basic information of the respondents, including gender, age, monthly income, education, and most frequently used parcel delivery company.

The second part comprises a survey of the key independent variables of the study, This material is reserved for educational use only, not allowed for commercial use.

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consisting of technology adoption, communication channel effectiveness, online ordering experience, service quality, and CSR and sustainability perception, as well as the dependent variable, customer retention. The survey includes a total of 30 items rated on a 5-point Likert scale, with options ranging from "strongly agree" to "strongly disagree." Higher scores indicate a stronger degree of agreement with the given statements based on the respondents' actual experiences and perceptions.

3.4 Reliability and Validity Analysis

3.4.1 Reliability Analysis

In this study, ensuring the questionnaire's validity and internal consistency is of paramount importance to obtain accurate and reliable data. Therefore, the researchers have devised a plan to evaluate the questionnaire's reliability through an analysis of data collected from 30 pilot surveys. The assessment of instrument reliability and internal consistency is a critical step in gauging the anticipated impact and quality of the questionnaire. One widely utilized method to assess instrument reliability is the Cronbach's alpha coefficient, originally developed by Lee Cronbach in 1951. This method has been widely employed to evaluate the reliability of various instruments, including multi-question Likert scale surveys, as utilized in this study. A Cronbach's alpha coefficient of at least 0.70 is typically considered optimal for ensuring survey reliability (Cronbach, 1951). The standardized alpha coefficient formula for a scale with n questions having an average correlation coefficient of r between them is

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

In this study, the Cronbach's alpha coefficient is utilized to assess the questionnaire's scale. The survey data are input into a statistical analysis program to calculate the alpha coefficient. Typically, 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 high 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 further refinement of the questionnaire items.

3.4.2 Validity Analysis

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

The scoring criteria for 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 deemed relevant to the research objectives, whereas a question with an IOC value of $< .50$ was considered incongruent with the research objectives.

3.5 Data Collection

The data collection process for this study was executed through Google Forms, which efficiently distributed the questionnaire and gathered responses. Utilizing online questionnaires is an effective and efficient method to obtain information from customers using parcel delivery services. The questionnaire design was meticulously planned, aligning with clear research objectives while ensuring respondent privacy to maintain the credibility of the results. The data collection process was conducted without coercion, and the required sample size was achieved over a predetermined period.

The questionnaire incorporated an informed consent statement at the beginning, clarifying the research's purpose and reassuring respondents about the confidentiality of their data. Ethical guidelines and data protection regulations were strictly adhered to, respecting the privacy of customers using parcel delivery services. Subsequently, the online questionnaire was distributed to the targeted participants.

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Finally, upon the completion of the data collection phase, data cleansing was performed by eliminating incomplete or inconsistent responses, followed by subsequent statistical analysis. Through these sequential steps, this study effectively collected data from customers using parcel delivery services via online questionnaires.

3.6 Analytical Methods

The present study employed a robust research methodology, centering on a questionnaire-based survey as the primary data collection tool and implementing advanced statistical techniques for data analysis. The interpretation of mean values derived from the Likert scale questionnaire was executed meticulously, drawing upon established research literature to uphold academic rigor and ensure the validity of findings (Smith, 2020; Johnson et al., 2019).

For instance, mean values falling within the range of 4.20 to 5.00, with an interval of 0.8, were considered indicative of the highest level of agreement with the survey questions. Similarly, mean values within the range of 3.40 to 4.19 denoted a high level of agreement. Ranges of 2.60 to 3.39, 1.80 to 2.59, and 1.00 to 1.79 were interpreted as representing moderate, low, and the lowest levels of agreement, respectively (Smith, 2020).

Additionally, alongside regression analysis, a comprehensive assessment of multicollinearity was conducted to ensure the integrity of the results. This involved calculating the variance inflation factor (VIF) for each independent variable, adhering to established literature guidelines (Smith, 2020; Johnson et al., 2019). Specifically, a VIF value exceeding 10 was considered indicative of significant multicollinearity, which could impact coefficient estimate accuracy. Conversely, a value below 5 suggested a lack of high correlation among the independent variables (Smith, 2020; Johnson et al., 2019).

Hypothesis testing played a pivotal role in this study, aiming to ascertain the statistical significance of relationships between the variables presented in the questionnaire (Smith, 2019). This widely employed statistical technique facilitated the evaluation of confidence levels in research hypotheses based on sample data. A significant outcome provided evidence supporting the hypothesis that the variables are interrelated, while a non-significant outcome suggested no substantial relationship between the variables.

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Within the context of multiple regression analysis, standardized coefficients and p-values were frequently reported for result interpretation (Brown, Johnson, & Smith, 2020). Standardized coefficients, or beta coefficients, represented 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 gauging the relative significance of independent variables in predicting the dependent variable.

For this study, a p-value of 0.01 was employed to establish the statistical significance of relationships between the questionnaire variables. A p-value less than or equal to 0.01 indicated statistical significance at the 1% level, signifying robust confidence in variable relationships.

Regression analysis, a prevalent statistical technique applied across diverse fields including economics, psychology, and social sciences, delved into the correlation between predictor (X) and response (Y) variables. Recent research advancements have introduced innovative methods to address common issues and have incorporated insights from contemporary literature.

To evaluate the fitness of the regression model, researchers increasingly relied on the R-squared value, representing 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 identify and address multicollinearity issues that could distort regression results (Kutner et al., 2004). Advanced approaches like regularization methods, including ridge and lasso regression, emerged to effectively manage multicollinearity and enhance model performance (Hastie et al., 2015).

Furthermore, researchers assessed the significance of predictor variables using p-values, which represented the probability that the observed X-Y relationship occurred by chance; the typical significance levels were 0.05 or 0.01 (Field, 2013). Recent literature emphasized the interpretation of the magnitude and direction of regression coefficients (B values) associated with predictor variables.

In conclusion, regression analysis remains an invaluable statistical tool for exploring predictor-response relationships. Recent research advancements have contributed to refining statistical techniques, including R-squared, VIF, regularization methods like ridge and lasso

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regression, and the interpretation of regression coefficients (B values), enhancing our understanding of X-Y relationships.



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CHAPTER 4

ANALYTICAL RESULTS

This chapter introduces a scholarly investigation entitled "Factors Influencing Customer Retention in the Parcel Delivery Industry." The primary instrument employed for data acquisition was a structured questionnaire, yielding a corpus of 385 completed surveys. Rigorous scrutiny was applied by researchers to assess the validity and comprehensiveness of the survey instruments. Subsequent to data collection, a methodologically sound analysis ensued, employing appropriate statistical methodologies facilitated by a dedicated software program, thereby adhering closely to the predefined research objectives. The outcomes of this analytical process were meticulously encapsulated within a descriptive table, stratified into four discernible sections to facilitate systematic organization and comprehensive interpretation:

- 4.1 Demographic Profile
- 4.2 Level of Influential Factors on Customer Retention
- 4.3 Level of Customer Retention in the Parcel Delivery Industry
- 4.4 Hypothesis Testing

4.1 Demographic Profile

Concomitant with the sample garnered through the administration of the questionnaire, this section undertakes an exhaustive examination of demographic data pertinent to the cohort of surveyed customers. Table 4.1 serves as an instrument for providing a detailed and comprehensive scrutiny of the demographic landscape.

Table 4.1 Number and Percentage of General Information of the respondents (n = 385)

| Demographic | Number | Percentage |
|---|--------|------------|
| Gender | | |
| Male | 173 | 44.9 |
| Female | 212 | 55.1 |
| Age | | |
| < 20 years old | 61 | 15.8 |
| 21-30 years old | 68 | 17.7 |
| 31-40 years old | 136 | 35.3 |
| 41-50 years old | 60 | 15.6 |
| 51-60 years old | 27 | 7.0 |
| > 60 years old | 33 | 8.6 |
| Education | | |
| High School or lower | 75 | 19.5 |
| Vocational School | 50 | 13.0 |
| Bachelor degree | 133 | 34.5 |
| Master degree | 75 | 19.5 |
| Doctoral degree | 52 | 13.5 |
| Marital Status | | |
| Single | 120 | 31.2 |
| Married | 227 | 59.0 |
| Others | 38 | 9.9 |
| Most frequently used parcel delivery company | | |
| DHL Express | 17 | 4.4 |
| Flash Express | 43 | 11.2 |
| Grab Express | 24 | 6.2 |
| J&T Express | 38 | 9.9 |

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Table 4.1 (Cont.)

| Demographic | Number | Percentage |
|---------------|--------|------------|
| Kerry Express | 53 | 13.8 |
| Lalamove | 42 | 10.9 |
| Ninja Van | 73 | 19.0 |
| SCG Express | 20 | 5.2 |
| Thai Post | 62 | 16.1 |
| Other | 13 | 3.4 |

From the statistics in Table 4.1, it was found that the survey sample comprised 385 customers. The demographic details are as follows:

Gender: The gender distribution reveals a balanced representation, with 44.9% of the respondents being male and 55.1% female.

Age: A diverse age distribution is observed, with 35.3% of respondents falling within the 31-40 years old category, representing individuals in their prime working years. Notable segments include those under 20 (15.8%), between 21-30 (17.7%), and over 60 (8.6%).

Education: Respondents exhibit diverse educational backgrounds, with the largest group (34.5%) holding a Bachelor's degree. Substantial proportions have completed a Master's degree (19.5%) or possess a doctoral degree (13.5%), indicating a well-educated sample.

Marital Status: The majority of respondents (59.0%) are married, while 31.2% are single. A smaller percentage (9.9%) falls into other marital status categories, providing insights into the relationship statuses within the surveyed group.

Most Frequently Used Parcel Delivery Company Preferences: Among parcel delivery companies, Ninja Van emerges as the most frequently used service, with a response rate of 19.0%. Thai Post follows closely at 16.1%, while other notable providers include Kerry Express (13.8%), Lalamove (10.9%), and J&T Express (9.9%).

4.2 Level of Influential Factors on Customer Retention

Table 4.2 Mean and Standard deviation of Technology Adoption

| Technology Adoption | Mean | S.D. | Level |
|---|-------|-------|----------|
| The mobile app is user-friendly for placing and tracking delivery orders. | 3.426 | 1.293 | High |
| I often utilize the website or app to schedule package pickups or drop-offs. | 3.325 | 1.337 | Moderate |
| I trust the digital security measures in protecting my personal and transaction data. | 3.062 | 1.265 | Moderate |
| The online customer feedback system for reporting issues or providing suggestions is convenient. | 3.223 | 1.330 | Moderate |
| I am likely to use digital services, such as online tracking and the mobile app, for my delivery needs. | 3.597 | 1.324 | High |
| Overall | 3.327 | .798 | Moderate |

In accordance with the revelations encapsulated in Table 4.2, mean and standard deviation values for statements related to Technology Adoption among the surveyed customers have been delineated. The holistic findings intimate a prevailing disposition toward a moderately adopted technological framework within the respondent cohort, substantiated by an overall mean score of 3.327. This composite score serves as a representative metric of the surveyed group's collective inclination toward the integration of technological tools in the context of parcel delivery. Specifically, the examination of individual statements unfolds as follows:

“The mobile app is user-friendly for placing and tracking delivery orders.” The elevated mean score of 3.426 suggests a predominant acknowledgment of the mobile app's user-friendly attributes for order placement and tracking.

“I often utilize the website or app to schedule package pickups or drop-offs.” The moderately scored mean of 3.325 denotes a reasonably consistent level of engagement in utilizing the website or app for scheduling package pickups or drop-offs.

“I trust the digital security measures in protecting my personal and transaction data.” The moderately scored mean of 3.062 suggests a nuanced spectrum of trust levels regarding the efficacy of digital security measures.

“The online customer feedback system for reporting issues or providing suggestions is convenient.” The moderately scored mean of 3.223 indicates a degree of coherence among respondents regarding the convenience of the online customer feedback system.

“I am likely to use digital services, such as online tracking and the mobile app, for my delivery needs.” The relatively high mean score of 3.597 points to a pronounced inclination among respondents to employ digital services for their delivery requisites.

Table 4.3 Mean and Standard deviation of Communication Channel

| Communication Channel | Mean | S.D. | Level |
|---|-------|-------|----------|
| The phone support services are accessible and helpful in addressing my inquiries or concerns. | 3.236 | 1.311 | Moderate |
| The mobile app's in-app chat feature for real-time communication with customer support is convenient. | 3.153 | 1.425 | Moderate |
| There is consistency of information provided across different communication channels (e.g., website, app, phone support). | 3.478 | 1.208 | High |
| The customer service team utilizes social media platforms for addressing my inquiries and issues. | 3.478 | 1.179 | High |

Table 4.3 (Cont.)

| Communication Channel | Mean | S.D. | Level |
|---|-------|-------|----------|
| I have confidence in the communication channels' ability to promptly inform me of any delivery delays or changes. | 3.336 | .815 | Moderate |
| Overall | 3.236 | 1.311 | Moderate |

According to the findings in Table 4.3, it provides a comprehensive overview of mean and standard deviation values concerning various facets of Communication Channels as experienced by the surveyed customers. Overall, the level of communication channels is considered a moderate level. Specifically, the examination of individual statements unfolds as follows:

“The phone support services are accessible and helpful in addressing my inquiries or concerns.” The mean score of 3.236 suggests a moderate level of satisfaction with the accessibility and helpfulness of phone support services in addressing inquiries or concerns.

“The mobile app's in-app chat feature for real-time communication with customer support is convenient.” With a mean score of 3.153, respondents perceive the in-app chat feature for real-time communication as moderately convenient.

“There is consistency of information provided across different communication channels (e.g., website, app, phone support).” The elevated mean score of 3.478 suggests a high level of consistency in information provided across various communication channels, such as the website, app, and phone support.

“The customer service team utilizes social media platforms for addressing my inquiries and issues.” Similarly, with a mean score of 3.478, respondents perceive the utilization of social media platforms by the customer service team as highly effective in addressing inquiries and issues. The low standard deviation of 1.179 implies a consistent perception among respondents.

“I have confidence in the communication channels' ability to promptly inform me of any delivery delays or changes.” The mean score of 3.336 indicates a moderate level of confidence

in the communication channels' ability to promptly inform respondents of any delivery delays or changes.

Table 4.4 Mean and Standard deviation of Online Ordering Experience

| Online Ordering Experience | Mean | S.D. | Level |
|---|-------|-------|----------|
| Product descriptions and delivery options available during the online ordering process are clear. | 3.213 | 1.420 | Moderate |
| The online payment process is secure and convenient for completing my orders. | 3.556 | 1.222 | High |
| The speed and responsiveness of the website or mobile app when processing my delivery orders meet my needs. | 3.452 | 1.233 | High |
| The online ordering process, from selecting delivery options to confirming your order, is highly intuitive. | 3.317 | 1.266 | Moderate |
| The online ordering platform meets my expectations in terms of flexibility and customization of delivery preferences. | 3.325 | 1.197 | Moderate |
| Overall | 3.373 | .782 | Moderate |

Table 4.4 presents an insightful analysis of the mean and standard deviation values pertaining to the Online Ordering Experience encountered by the surveyed customers. The overall mean score of 3.373 signifies a moderate level of the Online Ordering Experience. Specifically, the examination of individual statements unfolds as follows:

“Product descriptions and delivery options available during the online ordering process are clear.” With a mean score of 3.213, respondents perceive a moderate level of clarity in product descriptions and delivery options during the online ordering process.

“The online payment process is secure and convenient for completing my orders.” The high mean score of 3.556 suggests a notable satisfaction level with the security and convenience of the online payment process for completing orders.

“The speed and responsiveness of the website or mobile app when processing my delivery orders meet my needs.” With a mean score of 3.452, respondents generally find the speed and responsiveness of the website or mobile app during the order processing phase to be high, meeting their needs.

“The online ordering process, from selecting delivery options to confirming your order, is highly intuitive.” The mean score of 3.317 indicates a moderate level of agreement among respondents regarding the high intuitiveness of the online ordering process.

“The online ordering platform meets my expectations in terms of flexibility and customization of delivery preferences.” With a mean score of 3.325, respondents perceive a moderate level of satisfaction with the online ordering platform meeting their expectations for flexibility and customization of delivery preferences.

Table 4.5 Mean and Standard deviation of Service Quality

| Service Quality | Mean | S.D. | Level |
|---|-------|-------|----------|
| The courtesy and professionalism of delivery personnel are excellent. | 3.286 | 1.284 | Moderate |
| The delivery time estimates provided by the service provider are accurate. | 3.577 | 1.177 | High |
| The condition of your delivered parcels, in terms of damage or mishandling, is excellent. | 3.379 | 1.271 | Moderate |
| The complaint resolution process is efficient when I encounter issues with my deliveries. | 3.268 | 1.336 | Moderate |

Table 4.5 (Cont.)

| Service Quality | Mean | S.D. | Level |
|--|-------|-------|----------|
| The delivery documentation and receipts provided with parcels are accurate and complete. | 3.421 | 1.229 | High |
| Overall | 3.386 | .787 | Moderate |

Table 4.5 presents a comprehensive analysis of the mean and standard deviation values related to the Service Quality experienced by surveyed customers. The overall mean score of 3.386 signifies a moderate level of the Service Quality provided by the parcel delivery company. Specifically, the nuanced examination of individual statements unfolds as follows:

“The courtesy and professionalism of delivery personnel are excellent.” With a mean score of 3.286, respondents perceive a moderate level of excellence in the courtesy and professionalism exhibited by delivery personnel.

“The delivery time estimates provided by the service provider are accurate.” The high mean score of 3.577 suggests a notable satisfaction level with the accuracy of delivery time estimates provided by the service provider.

“The condition of your delivered parcels, in terms of damage or mishandling, is excellent.” With a mean score of 3.379, respondents perceive a moderate level of excellence in the condition of delivered parcels, particularly in terms of damage or mishandling.

“The complaint resolution process is efficient when I encounter issues with my deliveries.” The mean score of 3.268 suggests a moderate level of satisfaction with the efficiency of the complaint resolution process when respondents encounter issues with their deliveries.

“The delivery documentation and receipts provided with parcels are accurate and complete.” With a mean score of 3.421, respondents perceive a high level of accuracy and completeness in the delivery documentation and receipts provided with parcels.

Table 4.6 Mean and Standard deviation of CSR and Sustainability Perception

| CSR and Sustainability Perception | Mean | S.D. | Level |
|---|-------|-------|----------|
| I believe my parcel delivery company is committed to environmentally sustainable practices. | 3.210 | 1.425 | Moderate |
| I believe the company's CSR and sustainability efforts positively impact the communities where it operates. | 3.112 | 1.425 | Moderate |
| The company's sustainability commitment aligns with my personal values and beliefs. | 3.673 | 1.328 | High |
| I am aware of the company's efforts to reduce waste and promote recycling in its operations. | 3.288 | 1.249 | Moderate |
| I believe the company is committed to ethical and socially responsible business practices for its delivery service. | 3.527 | 1.265 | High |
| Overall | 3.362 | .810 | Moderate |

Table 4.6 presents a detailed analysis of the mean and standard deviation values concerning customers' perceptions of Corporate Social Responsibility (CSR) and sustainability practices within the context of the parcel delivery company. The overall mean score of 3.362 indicates a moderate level of CSR and Sustainability Perception among surveyed customers. Specifically, the nuanced examination of individual statements unfolds as follows:

“I believe my parcel delivery company is committed to environmentally sustainable practices.” With a mean score of 3.210, respondents express a moderate level of belief in the company's commitment to environmentally sustainable practices.

“I believe the company's CSR and sustainability efforts positively impact the communities where it operates.” The mean score of 3.112 suggests a moderate level of belief that the company's CSR and sustainability efforts have a positive impact on the communities where it operates.

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“The company's sustainability commitment aligns with my personal values and beliefs.” With a high mean score of 3.673, respondents strongly believe that the company's sustainability commitment aligns with their personal values and beliefs.

“I am aware of the company's efforts to reduce waste and promote recycling in its operations.” The mean score of 3.288 suggests a moderate level of awareness among respondents regarding the company's efforts to reduce waste and promote recycling in its operations.

“I believe the company is committed to ethical and socially responsible business practices for its delivery service.” With a mean score of 3.527, respondents express a high level of belief in the company's commitment to ethical and socially responsible business practices for its delivery service.

4.3 Level of Customer Retention in the Parcel Delivery Industry

Table 4.7 Mean and Standard deviation of Customer Retention in the Parcel Delivery Industry

| Customer Retention | Mean | S.D. | Level |
|---|-------|--------|----------|
| I intend to continue using parcel delivery service for my future delivery needs. | 3.504 | 1.186 | High |
| I am likely to recommend parcel delivery service to others based on my experiences. | 3.174 | 1.266 | Moderate |
| I commit to using parcel delivery service over the long term. | 3.408 | 1.338 | High |
| I am satisfied with the overall service provided by parcel delivery company. | 3.506 | 1.287 | High |
| When considering my past experiences, I trust in parcel delivery service. | 3.400 | 1.157 | Moderate |
| Overall | 3.398 | .75932 | Moderate |

Table 4.7 presents a comprehensive analysis of the mean and standard deviation values related to Customer Retention in the Parcel Delivery Industry. The overall mean score of 3.398 indicates a moderate level of Customer Retention among surveyed customers. Specifically, the nuanced examination of individual statements unfolds as follows:

“I intend to continue using parcel delivery service for my future delivery needs.” With a high mean score of 3.504, respondents express a strong intention to continue using the parcel delivery service for their future needs.

“I am likely to recommend parcel delivery service to others based on my experiences.” The mean score of 3.174 suggests a moderate level of likelihood that respondents would recommend the parcel delivery service to others based on their experiences.

“I commit to using parcel delivery service over the long term.” With a mean score of 3.408, respondents express a high level of commitment to using the parcel delivery service over the long term.

“I am satisfied with the overall service provided by the parcel delivery company.” With a high mean score of 3.506, respondents express a high level of satisfaction with the overall service provided by the parcel delivery company.

“When considering my past experiences, I trust in parcel delivery service.” The mean score of 3.400 suggests a moderate level of trust in the parcel delivery service based on respondents' past experiences.

4.4 Hypothesis Testing

Table 4.8 Regression Analysis for Factors Influencing Customer Retention

| Variable | B | Beta | t | p-value |
|----------------------------|------|------|-------|---------|
| Constant | .466 | | 3.510 | .001** |
| Technology Adoption | .216 | .227 | 4.799 | .000** |
| Communication Channel | .109 | .117 | 2.467 | .014* |
| Online Ordering Experience | .268 | .276 | 5.658 | .000** |

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Table 4.8 (Cont.)

| Variable | B | Beta | t | p-value |
|-----------------------------------|------|------|-------|---------|
| Service Quality | .138 | .143 | 2.871 | .004** |
| CSR and Sustainability Perception | .143 | .153 | 3.271 | .001** |

$R^2 = 0.574$; $SEE = .49876$; $F = 102.198$; $sig = 0.000***$

* $p < .05$; ** $p < .01$

Table 4.8 presents the results of a regression analysis exploring the factors influencing customer retention in the parcel delivery industry. The analysis incorporates Technology Adoption, Communication Channel, Online Ordering Experience, Service Quality, and CSR and Sustainability Perception as predictor variables.

Technology Adoption manifests a statistically significant positive impact on customer retention, reflected in a coefficient (B) of 0.216. Moreover, Communication Channel underscores a notable positive influence on customer retention, substantiated by a coefficient (B) of 0.109. Service Quality also asserts a significant effect on customer retention, as attested by a coefficient (B) of 0.109. The Online Ordering Experience significantly contributes to customer retention, elucidated by a coefficient (B) of 0.268. Additionally, CSR and Sustainability Perception exert a substantial influence on customer retention, as indicated by a coefficient (B) of 0.143.

The overall model fit, as indicated by the R^2 value of 0.574, implies that approximately 57.4% of the variability in customer retention can be explained by the combined effects of the predictor variables. The analysis demonstrates the statistical significance of the model with an F-value of 102.198 ($p = 0.000$).

CHAPTER 5

CONCLUSION AND DISCUSSION

This research study employs a framework comprising five independent variables and one dependent variable, aiming to enhance the study's reliability. The methodological approach encompasses an initial data collection phase from a pilot study involving 30 customers who completed a questionnaire. Subsequently, comprehensive descriptive statistics were applied, utilizing statistical and analytical methodologies to analyze and interpret the socio-demographic information derived from a representative sample of 385 customers. To rigorously evaluate the proposed model and associated hypotheses, a linear regression analysis was conducted, subjecting the model to thorough hypothesis testing. In this context, the study contributes significantly to the existing body of literature, enriching it with nuanced insights. This final chapter encapsulates a meticulous summary of the study's principal findings, accompanied by an exhaustive discussion of these findings. Furthermore, theoretical and practical implications arising from the study's results are elucidated, and recommendations for future research avenues are articulated.

5.1 Conclusion

5.1.1 Demographic Information

According to descriptive statistics of the demographic characteristics and preferences of the 385 surveyed participants. The gender distribution reflects a nearly equal representation, with 44.9% male respondents and 55.1% female respondents. In terms of age, the majority falls within the 31-40 years old category (35.3%), showcasing a diverse age distribution across various cohorts. Education levels vary, with 34.5% holding a Bachelor's degree, while 19.5% have completed a Master's degree and 13.5% possess a doctoral degree. Marital status reveals that 59.0% of respondents are married, 31.2% are single, and 9.9% fall into other categories.

Moreover, respondents exhibit diverse preferences for parcel delivery companies. Ninja Van emerges as the most frequently utilized service, garnering a 19.0% response rate, followed

by Thai Post at 16.1%. Other notable providers include Kerry Express (13.8%), Lalamove (10.9%), and J&T Express (9.9%).

5.1.2 Level of Customer Retention in the Parcel Delivery Industry

The examination of the level of Customer Retention in the Parcel Delivery Industry sheds light on crucial aspects of customer behavior and satisfaction. The consistently high mean scores across statements regarding future intentions, recommendations, and overall satisfaction underscore a commendable level of positive sentiment and loyalty among our surveyed customers. Notably, the interpretation of the mean scores reveals a high intention to continue using parcel delivery services, a commitment to long-term utilization, and overall satisfaction with the services provided. However, the moderate mean score related to the likelihood of recommending the service to others suggests an opportunity for targeted improvements or enhancements in certain aspects of the parcel delivery experience. As such, these findings provide valuable strategic insights for industry stakeholders, enabling them to refine their approaches, capitalize on strengths, and address areas that could further bolster customer retention in the dynamic landscape of the parcel delivery sector.

5.1.3 Level of Influential Factors

The examination of influential factors on Customer Retention in the Parcel Delivery Industry, as revealed through mean scores, offers a nuanced understanding of consumer preferences within this demographic.

Technology Adoption: The high mean score of 3.426 signifies a robust positive perception of the mobile app's user-friendliness for placing and tracking delivery orders. This emphasizes the pivotal role of seamless technology adoption in positively influencing customer retention within the parcel delivery industry.

Communication Channel: With a mean score of 3.325, customers find the communication channels moderately accessible and helpful. While there is room for improvement, the positive evaluation suggests that effective communication channels play a significant role in influencing customer retention.

Online Ordering Experience: The relatively high mean score of 3.597 underscores the positive impact of a streamlined online ordering experience. Customers find the website or app efficient and user-friendly, highlighting the importance of this factor in shaping favorable customer retention outcomes.

Service Quality: The moderate mean score of 3.327 indicates a generally positive perception of service quality. While there is room for enhancement, this factor, encompassing the courtesy of delivery personnel, accuracy of delivery time estimates, and parcel condition, remains a crucial determinant of customer retention.

CSR and Sustainability Perception: The moderate mean score of 3.362 suggests a moderate perception of the company's commitment to sustainability and social responsibility. This factor contributes to customer retention but may benefit from focused efforts to strengthen its influence on customer loyalty.

In conclusion, the findings highlight the varying degrees of influence each factor has on customer retention within the parcel delivery industry. Recognizing the strengths and areas for improvement in these factors enables businesses to tailor strategies that resonate more effectively with customer preferences, ultimately fostering stronger and more enduring customer relationships.

5.1.4 Hypothesis Testing

The hypothesis testing conducted in this study aimed to scrutinize the relationships between key factors and customer retention in the Parcel Delivery Industry. The findings provide valuable insights into the validity of all hypotheses:

H1: There is a significant positive relationship between technology adoption and customer retention in the parcel delivery industry.

The robust positive perception of technology adoption, as indicated by the high mean score of 3.426, supports H1. The seamless use of mobile apps for placing and tracking delivery orders significantly influences and positively correlates with customer retention.

H2: There is a significant positive relationship between communication channel and customer retention in the parcel delivery industry.

The moderately positive evaluation of communication channels, with a mean score of 3.325, lends support to H2. Effective communication channels, although with room for improvement, play a significant role in influencing customer retention.

H3: There is a significant positive relationship between online ordering experience and customer retention in the parcel delivery industry.

The relatively high mean score of 3.597 strongly supports H3. A streamlined and user-friendly online ordering experience, through efficient websites or apps, significantly influences and positively correlates with customer retention.

H4: There is a significant positive relationship between service quality and customer retention in the parcel delivery industry.

The moderate mean score of 3.327 affirms H4. Despite the need for enhancement, the positive perception of service quality, encompassing delivery personnel courtesy, accurate time estimates, and parcel condition, remains a crucial determinant of customer retention.

H5: There is a significant positive relationship between CSR and sustainability perception and customer retention in the parcel delivery industry.

The moderate mean score of 3.362 suggests a moderate influence supporting H5. The company's commitment to sustainability and social responsibility contributes to customer retention, indicating a need for focused efforts to strengthen this relationship.

In summary, the hypothesis testing provides empirical support for the asserted relationships between technology adoption, communication channels, online ordering experience, service quality, CSR, and sustainability perception with customer retention in the parcel delivery industry. These findings offer actionable insights for businesses to refine and tailor their strategies, ultimately fostering enduring and robust customer relationships.

5.2 Discussion

5.2.1 Level of Customer Retention in the Parcel Delivery Industry

The examination of the level of Customer Retention in the Parcel Delivery Industry provides valuable insights into customer behavior and satisfaction, offering a comprehensive view of the current landscape. The consistently high mean scores across statements regarding

future intentions, recommendations, and overall satisfaction emphasize a robust positive sentiment and loyalty among surveyed customers. This aligns with contemporary studies highlighting the significance of customer satisfaction and loyalty in the logistics and e-commerce industries (e.g., Kumar et al., 2021; Wang et al., 2022).

Specifically, the interpretation of the mean scores indicates a strong intention to continue using parcel delivery services, a commitment to long-term utilization, and overall satisfaction with the services provided. These findings resonate with recent research emphasizing the critical role of customer satisfaction in fostering long-term relationships and repeat business in the context of e-commerce and logistics (Li et al., 2020; Tan et al., 2021).

However, the moderate mean score concerning the likelihood of recommending the service to others suggests an area for potential improvement. Recent studies have emphasized the influential role of word-of-mouth and positive recommendations in shaping consumer choices and loyalty within the e-commerce and logistics domains (Chatterjee et al., 2022; Sodhi et al., 2023).

In conclusion, these recent references underscore the contemporary relevance of the findings, aligning them with the broader literature on customer satisfaction, loyalty, and the parcel delivery industry. The insights gleaned from this examination not only contribute to the existing body of knowledge but also offer actionable strategies for industry stakeholders to enhance customer retention in the rapidly evolving landscape of parcel delivery.

5.2.2 Hypothesis Testing

5.2.2.1 Relationship between Technology Adoption and Customer Retention

The findings pertaining to H1 reveal a robust positive relationship between technology adoption and customer retention in the parcel delivery industry. The substantial mean score of 3.426 underscores a widespread and affirmative perception of technology adoption among surveyed customers. This result aligns with the hypothesis, indicating that the seamless utilization of mobile apps for placing and tracking delivery orders plays a pivotal role in influencing customer retention.

The high mean score is indicative of a positive correlation between customers' positive experiences with technology adoption, particularly mobile apps, and their intention to continue using the parcel delivery service. The convenience and user-friendly features associated with mobile apps evidently contribute to a heightened level of customer satisfaction, influencing their decision to remain loyal to a particular parcel delivery provider.

The positive correlation observed in this study resonates with broader trends in the modern business landscape, where technological integration is increasingly becoming a decisive factor in shaping customer preferences and brand loyalty. In the context of the parcel delivery industry, the reliance on mobile apps for order placement and tracking emerges as a critical determinant in fostering positive customer retention outcomes.

Furthermore, the significance of technology adoption extends beyond mere convenience; it embodies a commitment to innovation and responsiveness to evolving customer expectations. As customers experience a seamless and technologically advanced service, their perception of the overall delivery experience is enhanced, contributing to a positive feedback loop that bolsters customer retention.

In conclusion, the empirical support for H1 underscores the importance of technology adoption, specifically through mobile apps, in positively influencing and correlating with customer retention in the parcel delivery industry. Recognizing and capitalizing on this relationship can be instrumental for parcel delivery companies in not only retaining their existing customer base but also attracting new customers who prioritize a technologically advanced and user-friendly service.

5.2.2.2 Relationship between Communication Channel and Customer Retention

The examination of H2 reveals insights into the relationship between communication channels and customer retention in the parcel delivery industry. The moderately positive evaluation of communication channels, indicated by a mean score of 3.325, provides support for H2. While there is room for improvement, the findings underscore the significant role that effective communication channels play in influencing customer retention.

The mean score of 3.325 suggests that customers perceive the communication channels provided by parcel delivery services as moderately accessible and helpful. This positive evaluation implies that, to a certain extent, these channels contribute to a satisfactory customer experience, which is a crucial factor in customer retention.

Effective communication channels are vital in addressing customer inquiries, concerns, and providing timely information. The findings suggest that, although there is room for enhancement, the existing communication channels contribute meaningfully to the overall customer retention strategy of parcel delivery services.

In the context of the parcel delivery industry, where customers rely on accurate and timely information regarding their shipments, the role of communication channels cannot be overstated. Customers appreciate transparency, responsiveness, and accessibility in communication, and these factors influence their decision to continue using a particular parcel delivery service.

The acknowledgment of the importance of communication channels aligns with broader trends in customer-centric business models. As customers increasingly value seamless and effective communication, companies that prioritize and enhance their communication channels are more likely to foster positive customer experiences and, consequently, higher levels of customer retention.

In conclusion, while the evaluation of communication channels reveals a moderate satisfaction level among customers, the findings support H2 by affirming the significance of effective communication channels in influencing customer retention. Parcel delivery services should consider refining and optimizing their communication strategies to further enhance the overall customer experience and, in turn, strengthen customer retention.

5.2.2.3 Relationship between Online Ordering Experience and Customer Retention

The findings regarding H3 provide substantial evidence supporting a significant positive relationship between online ordering experience and customer retention in the parcel delivery industry. The relatively high mean score of 3.597 strongly reinforces H3, indicating

that a streamlined and user-friendly online ordering experience, facilitated through efficient websites or apps, significantly influences and positively correlates with customer retention.

The elevated mean score highlights a noteworthy degree of satisfaction among customers regarding their online ordering experiences. This positive perception suggests that customers value the efficiency and user-friendliness of the online platforms through which they place and track their delivery orders.

A streamlined online ordering experience is a critical aspect of modern parcel delivery services, and the positive correlation with customer retention aligns with contemporary consumer expectations. The ease of navigation, clarity in product descriptions and delivery options, and the overall intuitiveness of the online ordering process contribute to a positive customer experience.

The emphasis on a user-friendly online ordering experience not only enhances customer satisfaction but also plays a pivotal role in shaping their loyalty to a particular parcel delivery service. As consumers increasingly turn to online platforms for their shopping and delivery needs, the significance of a positive online ordering experience becomes even more pronounced.

The positive correlation observed in this study implies that investments in optimizing and enhancing online ordering interfaces can yield substantial benefits in terms of customer retention. Parcel delivery companies that prioritize the user experience on their online platforms are likely to foster stronger relationships with their customers, leading to increased loyalty and repeated business.

In conclusion, the robust support for H3 underscores the pivotal role of online ordering experience in influencing and correlating with customer retention in the parcel delivery industry. Companies in this sector should recognize the impact of a positive online ordering experience on customer loyalty and consider continual improvements to their online platforms to ensure a seamless and user-friendly process for their customers.

5.2.2.4 Relationship between Service Quality and Customer Retention

The examination of H4 sheds light on the relationship between service quality and customer retention in the parcel delivery industry. The moderate mean score of 3.327 affirms

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H4, indicating that despite the need for enhancement, the positive perception of service quality remains a crucial determinant of customer retention. This factor encompasses various elements such as the courtesy of delivery personnel, accuracy of time estimates, and the condition of delivered parcels.

The moderate mean score suggests that customers perceive the overall service quality provided by parcel delivery companies in a positive light, albeit with room for improvement. The evaluation of service quality is a multifaceted consideration, involving the professionalism and courtesy of delivery personnel, the accuracy of delivery time estimates, and the condition of delivered parcels upon receipt.

The positive correlation between service quality and customer retention aligns with established principles of customer relationship management. The courteous and professional behavior of delivery personnel contributes to a positive customer experience, fostering a sense of trust and satisfaction. Accurate delivery time estimates and the condition of parcels further contribute to customer satisfaction and influence their decision to continue using a particular parcel delivery service.

While the mean score suggests a generally positive perception, the identification of areas for enhancement underscores the importance of continuous improvement in service quality. Companies that prioritize ongoing training for their delivery personnel, implement accurate tracking and delivery time estimation systems, and ensure the careful handling of parcels are likely to strengthen their overall service quality.

In conclusion, the affirmation of H4 emphasizes the significance of service quality as a determining factor in customer retention within the parcel delivery industry. Parcel delivery companies should leverage these findings to focus on enhancing service quality across various touchpoints of the customer journey, thereby fostering stronger customer relationships and increasing the likelihood of sustained customer retention.

5.2.2.5 Relationship between CSR and Sustainability Perception and Customer Retention

The examination of H5 delves into the relationship between CSR (Corporate Social Responsibility) and sustainability perception and customer retention in the parcel delivery industry. This material is reserved for educational use only, not allowed for commercial use.

industry. The moderate mean score of 3.362 suggests a moderate influence supporting H5. The company's commitment to sustainability and social responsibility contributes to customer retention, indicating a need for focused efforts to strengthen this relationship.

The moderate mean score indicates that customers perceive the company's commitment to sustainability and social responsibility in a generally positive light. While the influence is deemed moderate, there is room for improvement, highlighting an opportunity for parcel delivery companies to enhance their CSR initiatives and communicate them effectively to their customer base.

The positive correlation between CSR and sustainability perception and customer retention aligns with contemporary consumer preferences. In an era where environmental consciousness is on the rise, customers are increasingly considering the ethical and sustainable practices of companies when making decisions about their service providers.

Parcel delivery companies that actively engage in environmentally sustainable practices and demonstrate social responsibility are likely to resonate more strongly with customers. This positive perception can contribute to the development of a favorable brand image, fostering a sense of loyalty and connection among environmentally conscious consumers.

The moderate influence observed in this study indicates that while CSR and sustainability perception contribute to customer retention, there is room for parcel delivery companies to further emphasize and communicate their efforts in these areas. This could include transparent communication about sustainable practices, participation in environmental initiatives, and showcasing the positive impact of CSR efforts on local communities.

In conclusion, the findings affirming H5 underscore the importance of CSR and sustainability perception as contributors to customer retention in the parcel delivery industry. Companies in this sector should leverage these insights to strengthen their commitment to sustainability and social responsibility, effectively communicating these efforts to align with the values and preferences of their customer base.

5.3 Recommendation

1. **Technology Adoption:** To leverage this strength, parcel delivery companies are recommended to continually improve their user interfaces, ensuring a seamless and positive customer experience. Additionally, comprehensive training programs for delivery personnel in effective technology utilization can contribute to a consistent and positive interaction between customers and digital platforms.

2. **Communication Channel:** The findings suggest that prioritizing the enhancement of accessibility and helpfulness in communication channels should be a key focus for parcel delivery companies. Implementing additional support features, such as live chat or real-time assistance, can promptly and effectively address customer inquiries. Furthermore, establishing an efficient customer feedback system across various communication channels can contribute to continuous service improvement.

3. **Online Ordering Experience:** Parcel delivery companies are urged to prioritize a user-centric design for their websites and apps. This involves emphasizing intuitive navigation, clear product descriptions, and a streamlined checkout process to minimize friction and enhance customer satisfaction. Regular usability testing should be conducted to identify and rectify any issues related to the online ordering process, ensuring continuous improvement.

4. **Service Quality:** To strengthen this factor, parcel delivery companies are advised to implement ongoing training programs for delivery personnel, emphasizing courtesy, professionalism, and effective communication. Enhancing real-time tracking capabilities to provide accurate delivery time estimates contributes to transparency, building customer trust and positively impacting service quality perception.

5. **CSR and Sustainability Perception:** Parcel delivery companies are recommended to transparently communicate their sustainability initiatives to customers. This involves highlighting the company's commitment to environmental responsibility, community engagement, and ethical business practices through various channels, including websites, apps, and social media. Active participation in community initiatives related to sustainability further strengthens the positive perception of CSR efforts, contributing to enhanced customer retention.

5.4 Future Research

In charting the future course of research endeavors in the parcel delivery industry, two prominent directions emerge. First, a qualitative exploration through cross-industry comparative studies promises to unveil unique customer retention strategies by contrasting

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practices within the parcel delivery domain with those in related sectors such as e-commerce and logistics. This approach holds the potential to unearth industry-specific challenges and translatable best practices. Second, a qualitative examination of global perspectives and cultural variances can unravel the influence of cultural dynamics on customer retention factors. By employing in-depth interviews, focus group discussions, and ethnographic studies, researchers can elucidate how technology adoption, communication styles, and attitudes toward sustainability practices vary across diverse cultural contexts. Both avenues offer a promising trajectory for advancing the understanding of customer retention in the parcel delivery industry, presenting opportunities for nuanced insights and strategic implications.



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APPENDIX A

QUESTIONNAIRE

Subject: Factors Influencing Customer Retention in the Parcel Delivery Industry

This study is being conducted as a requirement for a master's thesis and aims to explore the various elements that impact customer retention among individuals who use parcel delivery services. 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 greatly contribute to the quality of this research. Your participation is highly appreciated. Thank you for taking the time to contribute to this study.

Mr. Zonghong Wu

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. Which parcel delivery company have you used most frequently?

DHL Express

Flash Express

Grab Express

J&T Express

Kerry Express

Lalamove

Ninja Van

SCG Express

Thai Post

Other (please specify.....)

Part 2: Factors Influencing Customer Retention in the Parcel Delivery Industry

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 |
| Technology Adoption | | | | | |
| The mobile app is user-friendly for placing and tracking delivery orders. | | | | | |
| I often utilize the website or app to schedule package pickups or drop-offs. | | | | | |
| I trust the digital security measures in protecting my personal and transaction data. | | | | | |
| The online customer feedback system for reporting issues or providing suggestions is convenient. | | | | | |
| I am likely to use digital services, such as online tracking and the mobile app, for my delivery needs. | | | | | |
| Communication Channel | | | | | |
| The phone support services are accessible and helpful in addressing my inquiries or concerns. | | | | | |

| Variable | Opinion Level | | | | |
|---|---------------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| The mobile app's in-app chat feature for real-time communication with customer support is convenient. | | | | | |
| There is consistency of information provided across different communication channels (e.g., website, app, phone support). | | | | | |
| The customer service team utilizes social media platforms for addressing my inquiries and issues. | | | | | |
| I have confidence in the communication channels' ability to promptly inform me of any delivery delays or changes. | | | | | |
| Online Ordering Experience | | | | | |
| Product descriptions and delivery options available during the online ordering process are clear. | | | | | |
| The online payment process is secure and convenient for completing my orders. | | | | | |
| The speed and responsiveness of the website or mobile app when processing my delivery orders meet my needs. | | | | | |
| The online ordering process, from selecting delivery options to confirming your order, is highly intuitive. | | | | | |

| Variable | Opinion Level | | | | |
|---|---------------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| The online ordering platform meets my expectations in terms of flexibility and customization of delivery preferences. | | | | | |
| Service Quality | | | | | |
| The courtesy and professionalism of delivery personnel are excellent. | | | | | |
| The delivery time estimates provided by the service provider are accurate. | | | | | |
| The condition of your delivered parcels, in terms of damage or mishandling, is excellent. | | | | | |
| The complaint resolution process is efficient when I encounter issues with my deliveries. | | | | | |
| The delivery documentation and receipts provided with parcels are accurate and complete. | | | | | |
| CSR and Sustainability Perception | | | | | |
| I believe my parcel delivery company is committed to environmentally sustainable practices. | | | | | |
| I believe the company's CSR and sustainability efforts positively impact the communities where it operates. | | | | | |
| The company's sustainability commitment aligns with my personal values and beliefs. | | | | | |
| I am aware of the company's efforts to reduce waste and promote recycling in its operations. | | | | | |

| Variable | Opinion Level | | | | |
|---|---------------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| I believe the company is committed to ethical and socially responsible business practices for its delivery service. | | | | | |
| Customer Retention | | | | | |
| I intend to continue using parcel delivery service for my future delivery needs. | | | | | |
| I am likely to recommend parcel delivery service to others based on my experiences. | | | | | |
| I commit to using parcel delivery service over the long term. | | | | | |
| I am satisfied with the overall service provided by parcel delivery company. | | | | | |
| When considering my past experiences, I trust in parcel delivery service. | | | | | |

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| | |
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