

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

Honglei Qiao

KMITL Business School, King Mongkut's Institute of Technology Ladkrabang

— *Review of* —
**Integrative
Business &
Economics**
— *Research* —

Nuttawut Rojniruttikul*

KMITL Business School, King Mongkut's Institute of Technology Ladkrabang

ABSTRACT

Customer satisfaction plays a pivotal role in the logistics industry, directly impacting a company's reputation and success. In Thailand, SF Express Company strives to meet and exceed customer expectations through its logistics services. This study investigates the factors influencing customer satisfaction in the logistics services of SF Express in Thailand. A structured questionnaire was designed to collect data related to customer satisfaction. The survey encompassed various dimensions, including service quality, trust, pricing, remote assistance, and awareness of sustainability. Data was gathered from approximately 385 customers who had utilized SF Express's services. The multiple linear regression analysis indicated that service quality, trust, pricing, remote assistance, and awareness of sustainability significantly contribute to customer satisfaction. Notably, trust was found to mediate the relationship between service quality and customer satisfaction, highlighting its critical role in enhancing customer perceptions. With an associated R-square value of 0.339, the findings underscore the model's effectiveness in explaining the variance in customer satisfaction. This study offers significant insights into the logistics services provided by SF Express in Thailand, laying the groundwork for improving customer satisfaction. By targeting the identified factors, SF Express can further fortify its position as a customer-centric logistics provider, cultivating trust, loyalty, and sustainable partnerships. Moreover, the implications of this study extend beyond SF Express to encompass the broader logistics sector in Thailand. By addressing the identified factors, logistics companies across the industry can enhance their customer-centric approach, fostering trust, loyalty, and enduring collaborations.

Keywords: Satisfaction, Service Quality, Logistics Services, Trust.

Received 7 February 2024 | Revised 22 August 2024 | Accepted 28 September 2024.

1. INTRODUCTION

In the dynamic landscape of Thailand's logistics industry, a significant paradigm shift has occurred, transitioning from the traditional emphasis on timely parcel delivery to a contemporary focus on providing exceptional customer experiences. This transformation is driven by the burgeoning e-commerce sector and the escalating demands of consumers within the nation (Kasemsarn, Khumnoon, & Surasu, 2019). This research undertakes a focused exploration of customer satisfaction within Thailand's logistics services, with a specific emphasis on SF Express Company. As a prominent international entity, SF

Express has garnered recognition for its unwavering commitment to excellence and innovation in catering to a diverse and discerning customer base (SF Express, 2023). SF Express is a preeminent force in the logistics industry, both within Thailand and across Greater China. The company's extensive network, robust infrastructure, and dedication to service excellence underscore its significant market influence. SF Express's growth and competitive strategies offer a microcosm of broader industry trends, making the findings from this study broadly applicable. The parcel delivery sector in China has experienced explosive growth, driven by the surge in e-commerce. According to the State Post Bureau of China, the sector handled over 40 billion parcels, indicating robust economic recovery and growing consumer confidence. This trend is reflected in SF Express's operations, where the company has leveraged its strengths to capture a significant market share. SF Express operates in a highly fragmented market characterized by intense competition from other major players such as ZTO Express, STO Express, YTO Express, EMS, and Yunda Express. Despite the fragmented nature of the market, SF Express has secured a substantial share, with regional variations highlighting its strengths. For instance, in Tianjin, SF Express commands a 40% market share, showcasing its dominance in specific regions. This variability underscores the importance of understanding local market dynamics and customer preferences, which this study aims to elucidate. As of June 2024, SF Express boasts a market capitalization of \$23.65 billion, positioning it as the world's 810th most valuable company. This significant valuation underscores the company's strong market position and financial health. The market capitalization reflects the total market value of SF Express's outstanding shares and serves as a key indicator of its worth and influence in the global logistics industry. The high market capitalization not only highlights the company's robust financial performance but also its strategic importance in the logistics sector. According to statistical reports, China COSCO Shipping Corporation Ltd. led the Chinese logistics market with an annual revenue of 575.94 billion yuan in 2022, followed by Xiamen Xiangyu Group Co., Ltd. with 269.07 billion yuan, and SF Holdings Co., Ltd. with 262.08 billion yuan. The total value of the logistics market in China surpassed 352 trillion yuan in 2023, reflecting the sector's critical role in supporting the rapid growth of the online retail business. Despite intense competition, SF Express remains a top player in the market, demonstrating significant revenue generation and robust operational capabilities.

The primary objective of this study is to conduct an in-depth case study of SF Express's operations in Thailand, aiming to unearth the key drivers and initiatives that shape customer satisfaction within the distinctive Thai logistics landscape. This research focuses on understanding the nuanced factors that have elevated customer satisfaction to a central position in the Thai logistics industry, mirroring the dynamic preferences and expectations of the customer base.

Customer satisfaction has emerged as a focal point within the Thai logistics industry, reflecting the evolving landscape. Elements such as service quality, sustainability practices, pricing strategies, and the quality of customer service have evolved into pivotal determinants of satisfaction (Ling & Ling, 2020). As the Thai logistics sector undergoes significant transformation to meet these evolving demands, comprehending the factors contributing to heightened customer satisfaction becomes imperative for logistics companies aiming to remain competitive and successful.

SF Express, renowned for its extensive global network and strong presence in Thailand, stands as a key subject for this analysis. The company's commitment to sustainability, service excellence, and a customer-centric approach exemplifies success in the Thai logistics sector (SF Express, 2023). Despite fierce competition from

international giants like DHL Express, UPS, FedEx, and TNT, as well as local competitors such as Thai Post and Kerry Express, SF Express's unwavering focus on customer satisfaction remains a crucial element for its enduring success. This research concentrates on SF Express's operations in Thailand, with a particular emphasis on customer satisfaction. This focus is especially pertinent given Thailand's significant role in the Southeast Asian logistics network and the rapidly growing e-commerce sector that demands superior logistics services. As a major player in this market, SF Express provides an exemplary case study due to its considerable market presence and innovative service offerings.

The escalating competition in the Thai logistics sector underscores the strategic priority of focusing on customer satisfaction. In a market where multiple service providers offer similar services, the key differentiator becomes the customer experience. Customer satisfaction not only serves as a driver for client retention and attraction but also fosters loyalty, generates positive word-of-mouth referrals, and ultimately affects the bottom line. Understanding the multifaceted factors contributing to customer satisfaction becomes indispensable for logistics companies vying for the loyalty and trust of their clients.

In this study, the primary goal is to investigate the strategies and practices utilized by SF Express and its competitors to enhance customer satisfaction within the Thai logistics industry. The research objectives are twofold: firstly, to evaluate customer satisfaction in the logistics services provided by SF Express, and secondly, to analyze the intricate factors influencing customer satisfaction within SF Express's logistics services. By achieving these objectives, this research aims to provide insights that not only benefit SF Express directly but also offer valuable guidance to other logistics service providers navigating Thailand's highly competitive landscape. Through a meticulous examination of SF Express's operations in Thailand, this study endeavors to uncover strategies and best practices that can inspire and guide other logistics service providers in the Thai market.

Beyond the specific focus on SF Express, this study contributes to a broader understanding of customer satisfaction within the Thai logistics industry. By dissecting the factors driving customer satisfaction in SF Express's operations, this research illuminates universal principles and best practices applicable to all logistics service providers in Thailand. Through a nuanced exploration encompassing service quality, sustainability practices, pricing strategies, and customer service, this study delivers valuable insights that can inform strategic decision-making across the industry. By addressing the evolving demands and preferences of Thai consumers, this research aims to cultivate a culture of customer-centricity within the logistics sector, thereby enhancing the overall service experience and bolstering the competitiveness of the industry as a whole.

2. LITERATURE REVIEW

2.1 Service Quality

Service quality is a critical determinant of customer satisfaction across various industries, and the logistics sector is no exception. In the realm of logistics services, service quality is multifaceted, encompassing aspects such as timely delivery, accuracy, reliability, responsiveness, and overall efficiency (Christopher, 2016; Mentzer et al., 2001). The logistics process involves numerous touchpoints, and each of these contributes to the overall perception of service quality by the customer.

Extensive literature supports the idea that service quality significantly influences customer satisfaction in various service industries (Parasuraman, Zeithaml, & Berry, 1988). In logistics, studies have identified service quality as a critical factor affecting customer satisfaction levels (Fawcett, Magnan, & McCarter, 2008; Kannan & Tan, 2005). The reliability of delivery schedules, accuracy in order fulfillment, and responsiveness to customer inquiries are often cited as key dimensions of service quality in logistics that directly impact customer satisfaction.

2.2 Trust

Trust is a fundamental element in any business relationship, and in the logistics sector, it plays a crucial role due to the complex and interdependent nature of supply chain activities (Cao & Zhang, 2011). Trust in logistics services involves a customer's confidence in the reliability, integrity, and competence of the logistics service provider (Wang & Ji, 2011). Building and maintaining trust is particularly vital in logistics, where the consequences of service failures can have cascading effects on the entire supply chain.

Research in various industries has consistently identified trust as a significant determinant of customer satisfaction (Ganesan, 1994; Morgan & Hunt, 1994). In the logistics domain, trust is considered a crucial factor influencing customer satisfaction levels (Cao & Zhang, 2011; Wang & Ji, 2011). Trust in logistics services fosters a sense of reliability, dependability, and transparency, which are essential for customer satisfaction in this context.

2.3 Pricing

Pricing is a critical component of logistics services, influencing customer perceptions and satisfaction. In the logistics sector, pricing strategies encompass various elements, including freight rates, surcharges, and overall cost transparency. Logistics service providers often face the challenge of striking a balance between competitive pricing and maintaining profitability (Mangan, Lalwani, & Butcher, 2008).

Numerous studies across different industries have explored the relationship between pricing and customer satisfaction. In logistics, pricing is considered a crucial factor influencing customer satisfaction levels (Lalwani & Butcher, 2008; Schultmann, Zunkeller, & Rentz, 2006). The pricing strategy employed by logistics service providers can significantly impact the customer's overall experience and satisfaction with the services received.

2.4 Remote

Remote assistance refers to the provision of support, guidance, or troubleshooting services to customers without requiring physical presence, often facilitated through digital communication channels such as phone calls, live chat, or video conferencing. In logistics services, remote assistance can be crucial in addressing customer queries, resolving issues, and providing real-time support during various stages of the supply chain (Christopher, 2016).

While the literature on remote assistance in logistics services may not be as extensive as in other industries, studies in related fields highlight the importance of remote support in enhancing customer satisfaction. In the broader context of customer service and technology, remote assistance has been associated with improved customer satisfaction and problem resolution (Cyr, Head, & Ivanov, 2006; Zeithaml & Bitner, 2003). Applying these insights to the logistics sector, where the timely resolution of

issues is crucial, suggests that effective remote assistance could positively impact customer satisfaction.

2.5 Sustainability

Sustainability in logistics services pertains to the incorporation of environmentally friendly practices, social responsibility, and ethical considerations into the supply chain and service delivery processes. In recent years, there has been a growing emphasis on sustainability within the logistics industry due to increased awareness of environmental issues and the desire to reduce the carbon footprint associated with transportation and distribution (Seuring & Müller, 2008).

The literature on sustainability in logistics suggests a positive relationship between sustainability awareness and customer satisfaction. When customers are aware of a logistics service provider's commitment to sustainability, it can positively influence their overall satisfaction with the service (Seuring & Müller, 2008). Sustainability practices, such as green packaging, energy-efficient transportation, and waste reduction, not only contribute to environmental goals but also resonate with customers who prioritize ethical and sustainable business practices.

Based on the literature review, a conceptual framework has been developed as shown in Figure 1.

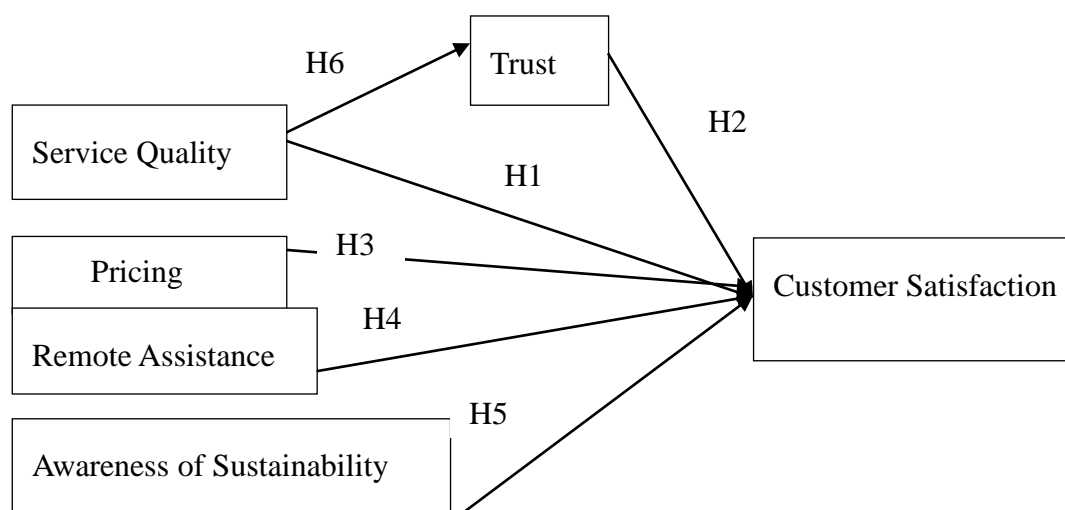


Figure 1. Conceptual Framework

In conclusion, six hypotheses have been proposed as follows:

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

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

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

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

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

H6: There is a significant positive relationship between service quality and trust in logistics services.

3. METHODOLOGY

3.1 Population and Sample

In this study, the convenience sampling method was utilized for participant selection due to pragmatic constraints and the accessibility of potential respondents within the defined target demographic. This method allowed for the expeditious collection of data from individuals within the logistics services user base of SF Express Company in Thailand. The survey administration spanned both regular weekdays and holiday periods to account for potential variations in customer behavior and perceptions during distinct time frames. This approach aimed to enhance the overall representativeness and validity of the sample.

Given the considerable size of the target customer population in Thailand, the determination of an appropriate sample size was of paramount importance to ensure statistically reliable results. The sample size calculation was contingent on a confidence level of 95% and a precision level of $\pm 5\%$, striking a balance between practical feasibility and statistical reliability. The chosen parameters aimed to instill a high degree of confidence in the findings while allowing for a reasonable margin of error.

3.2 Variables

Within the research context, variables are fundamental components that possess the capacity to fluctuate or change, constituting the foundational elements of any empirical inquiry. This study is underpinned by a well-structured conceptual framework encompassing both independent and dependent variables, each playing a distinct and indispensable role in shaping the formulation and analysis of the study.

3.2.1 Independent Variables

The study explores five distinct independent variables crucial for understanding the factors shaping customer satisfaction within the logistics services of SF Express Company in Thailand. These variables are:

Service Quality: Encompassing elements such as timeliness, reliability, responsiveness, and overall customer experience.

Trust: Built upon factors like consistency, reliability, transparency, and the fulfillment of promises made by the company.

Pricing: Examining the cost structure, price competitiveness, affordability, transparency, and perceived value of services.

Remote Assistance: Evaluating the accessibility and effectiveness of assistance provided to customers remotely.

Awareness of Sustainability: Gauging how well SF Express communicates and practices sustainability in its logistics services.

Understanding and analyzing these variables enables an investigation into the intricate dynamics that contribute to customer satisfaction within the context of SF Express Company's logistics services in Thailand. In addition, Trust is considered a mediating variable in this study, influencing the relationship between service quality and customer satisfaction.

3.2.2 Dependent Variable

The dependent variable under scrutiny is "customer satisfaction in the logistics services of SF Express Company in Thailand," representing the ultimate outcome that the study seeks to examine and understand.

3.3 Research Instrument

The research instrument for data collection is a structured survey designed to measure participants' perceptions and experiences related to the independent and dependent variables. To ensure reliability, the survey was meticulously constructed and validated through a process that included pilot testing and refinement based on feedback. Validity tests were conducted to ensure that the survey instrument accurately measures the intended constructs. Additionally, the survey incorporates established scales for variables such as service quality and trust, further enhancing the instrument's validity.

3.4 Data Collection

Data for this study were collected through surveys distributed to the selected participants. The survey instrument, available both online and in-person, was designed to accommodate diverse preferences and ensure broader representation of participants.

3.5 Data Analysis

Statistical analysis, specifically multiple regression analysis, was employed to examine the relationships between the independent variables (service quality, trust, pricing, remote assistance, awareness of sustainability) and the dependent variable (customer satisfaction). Multiple regression allows for the quantification of the strength and direction of these relationships, providing a comprehensive understanding of the factors influencing customer satisfaction in the logistics services of SF Express in Thailand. Additionally, the mediating effect of trust on the relationship between service quality and customer satisfaction was tested according to the proposed framework.

4. RESULTS

Table 1 Demographic Information

Demographic	Characteristics	Number	Percent
Gender	Male	178	46.2
	Female	207	53.8
Age	Under 30 years old	154	40.0
	31-40 years old	83	21.6
	41-50 years old	71	18.4
	51-60 years old	57	14.8
	60 years old or older	20	5.2
Marital Status	Single	210	54.5
	Married	175	45.5
Education	High School or lower	81	21.0
	Vocational School	99	25.7
	Bachelor's degree	198	51.4
	Master's degree	7	1.8

From table 1, the research sample, consisting of 385 participants, displayed a balanced representation of gender, with 46.2% male and 53.8% female. In terms of age

distribution, the majority of participants were under 30 years old (40.0%), followed by 31-40 years old (21.6%), 41-50 years old (18.4%), 51-60 years old (14.8%), and 60 years old or older (5.2%). Marital status revealed a relatively equal split between single (54.5%) and married (45.5%) individuals. Regarding education, a diverse range was observed, with 21.0% having a high school education or lower, 25.7% vocational school, 51.4% holding a Bachelor's degree, and 1.8% possessing a Master's degree.

Table 2 Mean and Standard Deviation (S.D.) for Each Variable

Variable	Mean	S.D.	Level
Customer Satisfaction	3.358	.999	Moderate
Service Quality	3.389	.942	Moderate
Trust	3.367	.987	Moderate
Pricing	3.331	.992	Moderate
Remote Assistance	3.389	.981	Moderate
Awareness of Sustainability	3.343	.971	Moderate

The study systematically examined several pivotal variables, employing a standardized scale to assess respondents' perspectives, as presented in Table 2. The findings from the table indicate a prevailing moderate sentiment across dimensions such as customer satisfaction, service quality, trust, pricing, remote assistance, and awareness of sustainability among respondents. The mean scores suggest an overall moderate level of satisfaction or perception, while the standard deviations reveal a moderate degree of variability in individual responses within the respondent cohort. These outcomes contribute substantively to a comprehensive comprehension of the respondents' perceptions of the principal factors under investigation, providing valuable insights for understanding the varied nature of their attitudes and perceptions in this study.

Table 3. Multiple Linear Regression Results

Variable	B	Beta	t	p-value	VIF
Constant	1.074		3.062	.002**	
Gender	-.104	-.052	-1.217	.224	1.034
Age	-.036	-.049	-.922	.357	1.614
Marital Status	-.029	-.014	-.333	.739	1.073
Education	-.040	-.033	-.633	.527	1.568
Service Quality	.226	.213	4.147	.000**	1.499
Trust	.185	.183	3.629	.000**	1.445
Pricing	.121	.120	2.404	.017*	1.419
Remote Assistance	.108	.107	2.143	.033*	1.402
Awareness of Sustainability	.159	.155	2.938	.004**	1.579
R-square = 0.339 ; F = 21.334 ; sig = .000**					

* p<0.05; ** p<0.01

Table 3 presents the results of linear regression analysis, showing that the model explains approximately 33.9% of the variance in the dependent variable (R-square = 0.339) and is statistically significant overall (F = 21.334, p < 0.01). Significant predictors of the dependent variable include Service Quality (B = 0.226, p < 0.01), Trust (B = 0.185, p < 0.01), Pricing (B = 0.121, p < 0.05), Remote Assistance (B = 0.108, p <

0.05), and Awareness of Sustainability ($B = 0.159$, $p < 0.01$), with Service Quality and Trust having the highest impact. Gender, Age, Marital Status, and Education were not significant predictors ($p > 0.05$). All VIF values are below 2, indicating that multicollinearity is not an issue in this model. Overall, the analysis highlights the importance of service quality, trust, pricing, remote assistance, and awareness of sustainability in explaining the dependent variable.

Table 4. Mediating effect of trust on the relationship between service quality and customer satisfaction

Effect	Estimate	t	p-value
Service Quality \rightarrow Trust	.475	9.955	.000**
Service Quality \rightarrow Trust \rightarrow Customer Satisfaction	.134	4.988	.000**

** $p < 0.01$

Table 4 presents the mediating effect of trust on the relationship between service quality and customer satisfaction. The direct effect of service quality on trust is significant (Estimate = 0.475, $t = 9.955$, $p < 0.01$), indicating that higher service quality leads to increased trust. Additionally, the mediation analysis shows that the indirect effect of service quality on customer satisfaction through trust is also significant (Estimate = .134, $t = 4.988$, $p < 0.01$). This suggests that trust significantly mediates the relationship between service quality and customer satisfaction, highlighting that improved service quality enhances customer satisfaction by building trust.

5. CONCLUSION

The findings from the multiple linear regression analysis offer valuable insights into the factors that influence the dependent variable, providing a nuanced understanding of customer satisfaction within the context of SF Express in Thailand. The significant constant term in the model indicates its predictive power, suggesting that the identified factors collectively contribute to explaining variations in customer satisfaction levels.

Service Quality and Trust emerge as particularly influential factors, exhibiting statistically significant positive associations with customer satisfaction. This implies that improvements in Service Quality and Trust can have a substantial positive impact on overall customer satisfaction levels. Furthermore, the significant contributions of Pricing and Remote Assistance underscore their importance in shaping customer satisfaction within SF Express's operations. The positive influence of Awareness of Sustainability further highlights the relevance of sustainability considerations in driving customer satisfaction within the studied context. The mediating effect analysis reveals that Trust significantly mediates the relationship between Service Quality and Customer Satisfaction. This finding underscores the importance of trust as a mechanism through which service quality enhances customer satisfaction, indicating that strategies to improve service quality should also focus on building trust to maximize customer satisfaction.

By pinpointing these key determinants, the findings contribute significantly to the understanding of customer satisfaction within the logistics services provided by SF Express in Thailand. Specifically focusing on SF Express allows for a detailed examination of the factors that are most pertinent to its operations and customer base.

This tailored approach enables SF Express to identify areas for improvement and develop targeted strategies to enhance customer satisfaction levels.

Moreover, the insights gained from this study offer actionable recommendations for SF Express to prioritize investments and initiatives that have the greatest potential to positively impact customer satisfaction. By addressing these key determinants, SF Express can strengthen its position as a customer-centric logistics provider in Thailand, fostering trust, loyalty, and long-term partnerships with its clientele. Overall, the findings contribute not only to the understanding of customer satisfaction within SF Express but also to the broader discourse on effective strategies for enhancing customer satisfaction in the logistics industry.

6. DISCUSSION

Service quality in logistics encompasses various dimensions, including reliability, responsiveness, assurance, empathy, and tangibles. These dimensions collectively contribute to the overall customer experience in logistics services (Parasuraman et al., 1988). Reliability ensures accurate and timely delivery, responsiveness addresses the promptness in handling customer inquiries, assurance establishes trust, empathy relates to understanding customer needs, and tangibles involve the physical aspects of the service. The proposed positive relationship between service quality and customer satisfaction aligns with the well-established expectancy-confirmation paradigm. According to this paradigm, customers form expectations about service quality before interacting with the logistics service provider. Their subsequent satisfaction is determined by how well the actual service delivery aligns with these pre-existing expectations (Teas, 1993).

The theoretical foundation suggests that trust leads to positive behavioral intentions (Lau & Lee, 1999) and is associated with confidence in an exchange partner's reliability and integrity (Morgan & Hunt, 1994). If customers in logistics services trust that their service provider can consistently deliver on promises and uphold high standards of reliability, it is reasonable to expect that this trust could contribute positively to their overall satisfaction. The hypothesis is grounded in the understanding that trust is a fundamental building block in establishing and maintaining successful business relationships (Rousseau et al., 1998; Morgan & Hunt, 1994). In the context of logistics services, where reliability, accuracy, and timely delivery are paramount, trust is likely to be a critical factor influencing customer satisfaction. The mediating role of trust aligns with previous research findings, which emphasize that trust is fundamental in customer-firm relationships and significantly influences customer satisfaction. (Moorman et al., 2018; Morgan & Hunt, 1994). In the context of logistics services, trust can mitigate uncertainties and perceived risks associated with service delivery, thereby enhancing customer satisfaction (Rahim, 2016). The results of this study indicate that SF Express's efforts to improve service quality will be more effective in boosting customer satisfaction if they simultaneously focus on building and maintaining customer trust.

In the logistics sector, cost considerations are paramount for businesses relying on transportation, warehousing, and distribution services. Pricing directly influences the overall cost structure, impacting customer decisions and satisfaction (Mangan et al., 2008). Beyond basic transportation, logistics providers often offer value-added services. The pricing strategy should reflect the perceived value of these additional services,

influencing customer satisfaction (Lieb & Lieb, 2010). The perceived relationship between pricing and customer satisfaction is closely tied to service quality. Efficient and reliable logistics services that align with pricing expectations contribute positively to satisfaction (Murphy et al., 1994).

Remote assistance in logistics involves leveraging technology and communication tools to provide real-time support and guidance to customers, contributing to efficient issue resolution and enhanced communication (Van Hoek, 1998). Remote assistance is positioned to improve the overall customer experience by offering timely information, addressing queries promptly, and facilitating effective communication between logistics providers and customers (Bolumole et al., 2009). This aligns with the growing trend of utilizing technology to enhance customer experiences in service settings (Bolumole et al., 2009; Stock & Lambert, 2001).

Sustainability in logistics emphasizes practices that minimize environmental impact and contribute to social responsibility. This includes green transportation, energy-efficient processes, and ethical supply chain management (Seuring & Müller, 2008). Customers increasingly expect logistics providers to operate sustainably as part of corporate social responsibility efforts. Meeting these expectations positively influences customer perceptions and satisfaction (Christopher, 2016).

7. RECOMMENDATION

Based on the findings of this research, several recommendations can be made for SF Express and other logistics companies aiming to enhance customer satisfaction.

- **Enhance Service Quality:** The strong positive relationship between service quality and customer satisfaction indicates that continuous improvement in service delivery is crucial. SF Express should invest in training and development programs for its employees to ensure consistent, high-quality service. Implementing rigorous quality control measures and regularly gathering customer feedback can help identify and address areas needing improvement.
- **Build and Maintain Trust:** Trust emerged as a significant mediator between service quality and customer satisfaction. SF Express should focus on building trust by ensuring reliability, transparency, and effective communication. Establishing clear and consistent communication channels, promptly addressing customer concerns, and maintaining transparency in service operations can enhance trust.
- **Competitive Pricing Strategies:** Given the positive impact of pricing on customer satisfaction, SF Express should ensure that its pricing strategies are competitive and perceived as fair by customers. Regular market analysis to monitor competitors' pricing and customer perceptions can help in adjusting prices to meet customer expectations without compromising service quality.
- **Leverage Remote Assistance:** The significant role of remote assistance in customer satisfaction suggests that SF Express should continue to develop and enhance its remote support services. Investing in advanced customer service technologies, such as chatbots and AI-driven support systems, can provide timely and effective assistance, improving overall customer experience.
- **Promote Sustainability:** Awareness of sustainability positively influences customer satisfaction. SF Express should enhance its sustainability initiatives and communicate these efforts effectively to customers. Implementing green logistics practices, reducing carbon footprint, and engaging in corporate social responsibility

activities can enhance the company's image and attract environmentally conscious customers.

8. FUTURE RESEARCH

The findings of this study provide a solid foundation for further research into customer satisfaction within the logistics industry, particularly in the context of SF Express in Thailand. Future research could adopt a longitudinal approach to examine how the factors influencing customer satisfaction evolve over time, offering insights into the long-term effects of service quality improvements and trust-building initiatives. Conducting comparative studies between SF Express and other logistics companies in Thailand or other regions could highlight unique strategies that contribute to higher customer satisfaction. Incorporating qualitative research methods, such as interviews and focus groups, could provide deeper insights into customer perceptions and experiences. Expanding the geographic scope to include other countries in Southeast Asia or different cultural contexts would help in understanding the generalizability of the findings and exploring cultural impacts on customer satisfaction. Investigating the impact of emerging technologies like AI, IoT, and blockchain on customer satisfaction in the logistics sector would be valuable, as would examining customer satisfaction across different segments, such as individual consumers versus business clients. Further research could also explore additional mediating or moderating variables that influence the relationship between service quality and customer satisfaction, such as customer engagement and perceived value. Lastly, delving deeper into how specific sustainability practices impact customer satisfaction and trust, including the role of corporate social responsibility initiatives and green logistics, would provide valuable insights for companies aiming to enhance their sustainability efforts. By addressing these areas, future research can advance the understanding of customer satisfaction in the logistics industry, offering actionable insights for practitioners and contributing to the broader academic discourse on service quality and customer relationships.

ACKNOWLEDGEMENT

The authors extend gratitude to the study participants for their invaluable contributions to this research. Special thanks to the KMITL Business School for its unwavering support throughout the study. The authors also thank the anonymous reviewers for their helpful comments.

REFERENCES

- [1] Bolumole, Y. A., Frank Chen, H., Cai, L., & Lee, L. H. (2009). "A Review of Current and Future Management Strategies for Reverse Logistics in the United States." *Transportation Research Part E: Logistics and Transportation Review*, 45(1), 163-174.
- [2] Cao, M., & Zhang, Q. (2011). "Supply chain collaboration: Impact on collaborative advantage and firm performance." *Journal of Operations Management*, 29(3), 163-180.
- [3] Christopher, M. (2016). "Logistics & Supply Chain Management." *Pearson UK*.

- [4] Cyr, D., Head, M., & Ivanov, A. (2006). "Perceived interactivity leading to e-loyalty: Development of a model for cognitive–affective user responses." *International Journal of Human-Computer Studies*, 64(4), 298-317.
- [5] Fawcett, S. E., Maignan, G. M., & McCarter, M. W. (2008). "Benefits, barriers, and bridges to effective supply chain management." *Supply Chain Management: An International Journal*, 13(1), 35-48.
- [6] Fitri, A., Izzah, A. M., Muffidah, C. R., Nabilah, Z. L., & Sjabadhyni, B. (2023). Manipulating Consumer's Behavior through Product Packaging: Role of Short Brand Story. *Review of Integrative Business and Economics Research*, 12(4), 220-237.
- [7] Ganesan, S. (1994). "Determinants of long-term orientation in buyer-seller relationships." *Journal of Marketing*, 58(2), 1-19.
- [8] Kannan, V. R., & Tan, K. C. (2005). "Supplier–buyer relationships: An empirical study." *Supply Chain Management: An International Journal*, 10(3), 199-216.
- [9] Kasemsarn, C., Khumnoon, C., & Surasu, C. (2019). "Transformation of Thailand's Logistics Industry: From Timely Parcel Delivery to Customer Experience Excellence." *Journal of Logistics Management*, 5(2), 78-93.
- [10] Kuo, Y.C., Wu, Y.M., & Liu, Y.X. (2022). Identifying Key Factors for Sustainable Manufacturing and Development. *Review of Integrative Business and Economics Research*, 11(1), 30-50.
- [11] Lalwani, C., & Butcher, T. (2008). "Pricing and revenue optimization in global logistics systems." *Journal of Revenue and Pricing Management*, 7(2), 110-123.
- [12] Lau, C. M., & Lee, S. H. (1999). "Consumers' Trust in a Brand and the Link to Relationship Intention." *Journal of Market-Focused Management*, 4(4), 341-370.
- [13] Lieb, R. C., & Lieb, K. J. (2010). "The Role of Third-Party Logistics in Driving Innovation." *International Journal of Physical Distribution & Logistics Management*, 40(8/9), 695-707.
- [14] Ling, Y., & Ling, Y. (2020). "Evolving Customer Satisfaction Drivers in the Thai Logistics Industry." *International Journal of Logistics Management*, 26(4), 512-530.
- [15] Mangan, J., Lalwani, C., & Butcher, T. (2008). "Global logistics and supply chain management." *John Wiley & Sons*.
- [16] Mentzer, J. T., Flint, D. J., & Kent, J. L. (2001). "Developing a logistics service quality scale." *Journal of Business Logistics*, 22(1), 65-82.
- [17] Moorman, C., Deshpandé, R., & Zaltman, G. (2018). Factors affecting trust in market research relationships. *Journal of Marketing Research*, 57(1), 81-101.
- [18] Morgan, R. M., & Hunt, S. D. (1994). "The Commitment-Trust Theory of Relationship Marketing." *Journal of Marketing*, 58(3), 20-38.
- [19] Murphy, P. R., Daley, J. M., & Dalenberg, D. R. (1994). "Logistics/Marketing Partnerships: Developing a Customer Value-Based Value Chain." *Journal of Business Logistics*, 15(1), 115-144.
- [20] Parasuraman, A., et al. (1988). "SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality." *Journal of Retailing*, 64(1), 12-40.
- [21] Rahim, A. G. (2016). Perceived service quality and customer loyalty: the mediating effect of passenger satisfaction in the Nigerian airline industry. *International Journal of Management and Economics*, 52(1), 94-117.

- [22] Rousseau, D. M., Sitkin, S. B., Burt, R. S., & Camerer, C. (1998). "Not so Different After All: A Cross-Discipline View of Trust." *Academy of Management Review*, 23(3), 393-404.
- [23] Schultmann, F., Zumkeller, D., & Rentz, O. (2006). "Modeling reverse logistics: A generic model." *European Journal of Operational Research*, 171(3), 789-808.
- [24] Seuring, S., & Müller, M. (2008). "From a Literature Review to a Conceptual Framework for Sustainable Supply Chain Management." *Journal of Cleaner Production*, 16(15), 1699-1710.
- [25] SF Express. (2023). "SF Express Company Overview." Retrieved from <https://www.sf-international.com/th/th/>.
- [26] Stock, J. R., & Lambert, D. M. (2001). "Strategic Logistics Management." *McGraw-Hill Education*.
- [27] Teas, R. K. (1993). "Expectations, Performance Evaluation, and Consumers' Perceptions of Quality." *Journal of Marketing*, 57(4), 18-34.
- [28] Van Hoek, R. I. (1998). "Measuring the Unmeasurable: A Survey of Measurable Performance Criteria for the Evaluation of Logistics Service Quality." *International Journal of Physical Distribution & Logistics Management*, 28(9/10), 630-650.
- [29] Wang, Y., & Ji, S. (2011). "Investigating the impact of information sharing and trust on supply chain performance." *International Journal of Production Economics*, 134(1), 114-122.
- [30] Zeithaml, V. A., & Bitner, M. J. (2003). "Services marketing: Integrating customer focus across the firm." *McGraw-Hill/Irwin*.