



**IMPACT OF SERVICE QUALITY ON CUSTOMER
SATISFACTION: A CASE STUDY OF RG LOGISTICS –
DRY PORT YANGON, MYANMAR**

**MASTER IN BUSINESS ADMINISTRATION
(MBA)**

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A Thesis Presented

By

Hlaing Moe Hein

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ABSTRACT

This study investigates the relationship between service quality and customer satisfaction at RG Logistics - Dry Port Company that focusing on how various dimensions of service quality impact overall satisfaction. Data were collected using a structured questionnaire designed on a five-point Likert scale, targeting key dimensions of service quality: tangibility, reliability, responsiveness, assurance, and empathy. The questionnaire was distributed to 100 customers of RG Logistics that selected using a simple random sampling method to ensure participants had recent and relevant experiences with the company's services. The findings indicate that while all dimensions of service quality positively impact customer satisfaction, reliability, assurance, and empathy emerged as the most significant contributors. These results emphasize the importance of providing consistent and dependable services, building trust through professional assurance, and fostering relationships with customers through empathetic interactions. Tangibility and responsiveness while still influential had a relatively lower impact compared to the other dimensions. This study highlights the critical role of superior service quality in achieving high levels of customer satisfaction and offers practical recommendations for RG Logistics. These include enhancing employee training, improving responsiveness, and prioritizing customer-focused initiatives to build loyalty and long-term success. Future research could expand the scope by exploring other variables, such as pricing strategies, technological integration, or comparative studies across different logistics providers, to gain a broader understanding of factors influencing customer satisfaction.

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CHAPTER I

INTRODUCTION

This chapter provides an overview of the context and purpose of the study on RG Logistics – Dry Port that is warehousing and logistics service provider in Myanmar. In recent years, the growth of trade in Myanmar has created an increasing demand for effective logistics solutions. As a critical player in this sector, RG Logistics supports importers, exporters, and other stakeholders by offering essential warehousing, distribution, and transport services that streamline the movement of goods. The primary purpose of this study is to examine the factors that influence customer satisfaction with RG Logistics' services. Customer satisfaction is a crucial indicator of success in the logistics industry, as it reflects service quality, reliability, and the capacity to meet clients' expectations. Understanding the determinants of satisfaction allows RG Logistics to enhance service quality, strengthen customer relationships, and maintain a competitive advantage in the market.

1.1 Background of the Study

The logistics and warehousing industry are a critical pillar of the global supply chain, facilitating the efficient movement, storage, and distribution of goods. It supports economic growth by ensuring that raw materials reach manufacturers and products flow smoothly from suppliers to consumers. With advances in technology and infrastructure, logistics providers play a vital role in connecting markets, meeting demand and enhancing trade efficiency in an increasingly interconnected economy (Carvalho, 2014). The effectiveness of logistics operations is now critical to corporate success as globalization continues to propel worldwide trade (Mentzer, 2001). The sector includes a broad range of operations such as order fulfillment, inventory control, transportation and warehousing. All of these elements need to work well together to guarantee that products are delivered to their destination on schedule and within budget (Uvet, 2017).

In recent decades, the logistics and warehousing sector has transformed through advances in technology, evolving consumer demands and rising competition.

Innovations like automation and real-time tracking have boosted efficiency while the growth of e-commerce has heightened expectations for speed and flexibility that making the industry more agile and essential to the global economy (Zhao, 2020). The rise of e-commerce has driven businesses to optimize logistics with faster last-mile delivery, automation, real-time inventory management, omni-channel fulfillment, scalable global solutions and sustainable practices to meet growing consumer expectations for speed and reliability (M. Rafiq & H.S., Jaafar, 2007). This has resulted in the development of advanced warehousing facilities utilizing automation, robotics, and real-time tracking systems to enhance efficiency and meet the demands of fast-paced e-commerce operations.

Moreover, the globalization of supply chains has added complexity to logistics, requiring companies to manage goods across diverse geographies and time zones while ensuring timely delivery (Nguyen, 2020). Many logistics providers have responded by adding value-added services like packaging, labeling, and assembly to their list of services. These services improve the total client experience in combination with the supply chain's efficiency.

1.1.1 The Context of Myanmar's Logistics Industry

In recent years, Myanmar's logistics and warehousing sector has experienced tremendous expansion, propelled by the nation's growing economic connectivity with the rest of the world (JICA, 2018). Myanmar has become a desirable place for international trade and investment due to its advantageous location between China, India, and Southeast Asia (Chingchit, 2021). The country's logistics sector is a mix of traditional and modern practices, with some companies still relying on established methods while others are investing in technology and infrastructure upgrades to meet international standards. Many are modernizing their systems with automation, real-time tracking and improved warehousing which aiming to increase efficiency, reduce costs and enhance customer service. As global trade demands evolve, businesses in the logistics sector are focusing on improving their capabilities to stay competitive and meet the rising expectations of both local and international clients.

RG Logistics – Dry Port is one of the leading warehousing service providers in Myanmar, offering a range of logistics services to both domestic and international

clients. The company plays a vital role in facilitating the movement and storage of goods within the country that particularly in the context of Myanmar's growing export and import activities. There are still issues in the sector despite its expansion. Myanmar's logistics industry confronts a number of challenges, such as a lack of skilled workers, complicated regulations, and limited infrastructure. These difficulties may have an effect on the caliber of services that logistics firms offer, which may then have an effect on client satisfaction (IBRD.IDA, 2024). In such a competitive and challenging environment, understanding the factors that influence service quality and customer satisfaction is crucial for companies like RG Logistics to maintain their market position, build customer loyalty and ensure continued growth. By focusing on reliability, timely deliveries, cost-effectiveness and customer support, logistics providers can differentiate themselves and adapt to the evolving demands of the market.

1.1.2 The Importance of Service Quality

As the logistics and warehousing industry evolves, service quality has become a key factor in driving customer satisfaction, loyalty and retention. High-quality service ensures timely deliveries, accuracy and responsiveness which directly influence a customer's experience and decision to continue doing business with a provider. Companies that consistently deliver superior service are more likely to build strong, long-term relationships with customers that maintaining a competitive edge in the market (Yee, 2024). It is also a crucial differentiation in a market that is extremely competitive. Businesses that continuously provide top-notch services are more likely to draw in and keep clients gain a competitive edge, and achieve sustainable growth (Grönroos, 2007).

In the logistics sector, the idea of service quality is multifaceted and includes a number of important elements that affect how customers perceive a service. These elements, which are frequently referred to as the dimensions of service quality, include tangibles (the actual features of the service), responsiveness (the readiness to help clients), assurance (the skill and civility of service providers), empathy (the ability to provide clients with individualized care and attention), and reliability (the capacity to deliver promised services accurately) (Naik, 2010).

Each of these dimensions plays a vital role in shaping customer perceptions and expectations. For example, the tangibles dimension is often evaluated based on the cleanliness, organization and appearance of a warehouse facility while reliability is judged by the accuracy and timeliness of order fulfillment. Responsiveness is assessed by how quickly and effectively a logistics provider addresses customer inquiries or resolves issues. Together, these factors influence overall service quality, directly impacting customer satisfaction and loyalty.

1.1.3 Research Motivation

The motivation for this study arises from the need to understand how service quality impacts customer satisfaction within Myanmar's logistics and warehousing industry. While service quality has been widely studied in other sectors and regions, there is a lack of focused research on its effects within Myanmar's warehousing sector. This study aims to address this gap by examining the key dimensions of service quality that are most relevant to the logistics industry and analyzing their influence on customer satisfaction at RG Logistics – Dry Port.

By gaining insights into these factors, the study aims to provide RG Logistics with actionable recommendations to improve service quality, boost customer satisfaction and gain a competitive edge in the market. Additionally, the findings could contribute to the broader understanding of service quality in emerging markets, offering valuable lessons for other logistics providers operating in similar environments.

1.2 Problem Statement

The logistics and warehousing industry play a crucial role in the global economy, particularly in facilitating the efficient movement and storage of goods. In an increasingly interconnected world, businesses rely heavily on logistics service providers to manage their supply chains and ensure that products reach their destinations on time and in good condition. The effectiveness of these logistics services is largely determined by the quality of service provided, which directly impacts customer satisfaction, operational efficiency, and business success.

In the context of the logistics and warehousing industry, service quality is a multifaceted concept that includes various dimensions such as tangibles, reliability, responsiveness, assurance, and empathy. Each of these dimensions contributes to the overall perception of service quality and, consequently, to customer satisfaction. However, ensuring high levels of service quality in the logistics sector is challenging due to several factors, including the complexity of logistics operations, the variability in customer expectations, and the dynamic nature of the industry.

One of the primary challenges faced by logistics companies is maintaining consistency in service delivery. Due to the inherent variability in logistics operations—such as fluctuations in demand, changes in transportation schedules, and unexpected disruptions—maintaining reliability and responsiveness can be difficult. Additionally, the physical aspects of logistics services, such as the condition of warehouses, equipment, and vehicles, can also impact customer perceptions of service quality. Companies that fail to meet customer expectations in these areas risk losing business to competitors.

In Myanmar, the logistics and warehousing industry is still in a developmental stage, with many companies working to upgrade their facilities and operations to meet international standards. Despite this progress, the industry faces significant challenges that can hinder the delivery of high-quality services. Infrastructure limitations, regulatory hurdles, and a shortage of skilled labor are some of the key issues that affect the performance of logistics providers in Myanmar. RG Logistics – Dry Port, a leading warehousing service provider in Myanmar, operates in this challenging environment. The company has made efforts to enhance its service offerings and improve customer satisfaction. However, like many other logistics providers in the region, RG Logistics faces difficulties in consistently delivering high-quality services across all dimensions of service quality. Customers may experience variability in service levels, leading to dissatisfaction and potential loss of business.

Despite the recognized importance of service quality in the logistics industry, there is a significant gap in the literature regarding how specific dimensions of service quality affect customer satisfaction in the warehousing sector, particularly in Myanmar. Most existing studies on service quality in logistics focus on developed markets or are general in nature, lacking the specificity needed to address the unique

challenges faced by warehousing service providers in emerging markets like Myanmar.

For RG Logistics – Dry Port, understanding the relationship between service quality dimensions and customer satisfaction is critical for several reasons. First, it allows the company to identify areas of service delivery that require improvement. Second, it provides insights into customer priorities, enabling the company to allocate resources more effectively to meet customer needs. Finally, it helps the company develop strategies to enhance customer satisfaction, build loyalty, and maintain a competitive edge in the market. The central problem that this research seeks to address is the lack of empirical data and analysis on how the different dimensions of service quality—tangibles, reliability, responsiveness, assurance, and empathy—impact customer satisfaction at RG Logistics – Dry Port. Without a clear understanding of these relationships, RG Logistics may struggle to implement effective service quality improvements and may continue to face challenges in meeting customer expectations.

1.3 Research Objectives

The following are the research objectives of the study in the context of RG Logistics – Dry Port:

1. To identify the effects of tangibles on customer satisfaction towards RG Logistics Dry Port.
2. To identify the effects of reliability on customer satisfaction towards RG Logistics Dry Port.
3. To identify the effects of responsiveness on customer satisfaction towards RG Logistics Dry Port.
4. To identify the effects of assurance on customer satisfaction towards RG Logistics Dry Port.
5. To identify the effects of empathy on customer satisfaction towards RG Logistics Dry Port.

6. To assess the impact of service quality dimensions on customer satisfaction towards RG Logistics Dry Port.

1.4 The Rationale of the Study

The research questions guide the direction of the study and focus on understanding the impact of service quality dimensions on customer satisfaction at RG Logistics – Dry Port. The study seeks to answer the following key questions:

1. How do tangibles affect customer satisfaction at RG Logistics – Dry Port?

This question explores the role of physical facilities, equipment, and the appearance of personnel in shaping customer satisfaction.

2. What is the relationship between reliability and customer satisfaction at RG Logistics – Dry Port?

This question examines how the ability to perform promised services dependably and accurately influences customer satisfaction.

3. How does responsiveness impact customer satisfaction at RG Logistics – Dry Port?

This question investigates the effect of the company's willingness to help customers and provide prompt services on overall customer satisfaction.

4. What is the influence of assurance on customer satisfaction at RG Logistics – Dry Port?

This question looks into the impact of the knowledge, courtesy, and trustworthiness of RG Logistics' employees on customer satisfaction.

5. How does empathy contribute to customer satisfaction at RG Logistics – Dry Port?

This question assesses the role of providing caring, individualized attention in enhancing customer satisfaction.

These research questions are designed to explore the specific ways in which each dimension of service quality influences customer satisfaction, providing insights that can help RG Logistics improve its service delivery and achieve higher levels of customer satisfaction.

1.5 Scope and Metod of the Study

The study focuses on the relationship between service quality dimensions (tangibility, responsiveness, reliability, empathy, and assurance) and customer satisfaction within the context of RG Logistics – Dry Port in Myanmar. The research specifically examines how this service quality dimensions influence customer satisfaction. The study is geographically confined to RG Logistics – Dry Port in Myanmar. It does not extend to other locations or logistics companies, ensuring a focused analysis of the service quality and customer satisfaction at this specific site.

The study is conducted using a cross-sectional survey research design. Simple random sampling method are employed to select participants for the survey. The primary data collection tool used is a questionnaire, designed to capture customer perceptions of service quality. The study also utilizes the SERVQUAL model as a framework for assessing the different dimensions of service quality.

Data collection was conducted with 100 customers who are representatives of companies using the services of RG Logistics – Dry Port. This study will focus specifically on the factors related to service quality and customer satisfaction, excluding unrelated issues such as stress and depression. The recruitment period will last for a maximum of one month, concluding when 100 respondents have been interviewed or when the month has ended. Each participant will complete a questionnaire to evaluate their feelings and thoughts regarding the services provided by RG Logistics.

The current study employed five service quality dimensions—tangibility, responsiveness, reliability, empathy, and assurance—as independent variables to assess their impact on customer satisfaction at RG Logistics – Dry Port in Myanmar. Customer satisfaction was treated as the dependent variable. This implies that other potential factors influencing service quality were not considered in this study. Additionally, due to specific constraints, this study was limited to RG Logistics – Dry Port in Myanmar, which may affect the generalizability of the findings. The results of this study may not be applicable to other logistics companies or to different geographical regions, whether within Myanmar or in other countries.

Another limitation is that this study employed only multiple linear regression to analyze the effect of service quality on customer satisfaction and relied solely on quantitative methods. No logistic regression or qualitative analysis was used, which may have restricted the depth of understanding regarding the factors influencing customer satisfaction.

1.6 The Organization of the Study

This thesis is organized into five chapters and Chapter One provides an introduction to the study, including the background of the study, background of the organization, statement of the problem, objectives of the study, significance of the study, scope of the study, limitations of the study, and the organization of the thesis.

Chapter Two reviews the relevant literature on service quality, discussing various theories and concepts that underpin the study. This chapter provides a theoretical foundation for understanding the relationship between service quality dimensions and customer satisfaction. Chapter Three details the research methodology used in the study. It covers the research design, sampling techniques, data collection methods, and the analytical tools employed to examine the relationship between service quality and customer satisfaction.

Chapter Four presents the results of the study and offers a detailed discussion of the findings. This chapter analyzes the data collected and interprets the results in the context of the research objectives and hypotheses. Chapter Five concludes the thesis with a summary of the key findings, conclusions drawn from the study, and recommendations for practice and future research. This chapter also discusses the implications of the findings for the logistics industry and suggests areas for further investigation.

CHAPTER II

THEORETICAL BACKGROUND

This chapter provides a comprehensive review of relevant literature to establish the background for the study. It encompasses the theoretical foundation related to the research topic, an empirical review of recent studies, and the conceptual frameworks that guide the analysis. Various subsections are included to explore key themes and concepts that are central to understanding the relationship between service quality dimensions and customer satisfaction within the context of RG Logistics – Dry Port.

2.1 Theoretical Review

The theoretical review provides a foundational understanding of the key concepts related to service quality and customer satisfaction in the logistics and warehousing industry. It explores established models and frameworks, such as SERVQUAL, that have been widely applied in various sectors to assess service quality. The review highlights the importance of dimensions such as reliability, responsiveness, tangibles, assurance, and empathy in shaping customer perceptions. It also examines how these dimensions influence customer satisfaction, loyalty, and retention, particularly in the context of logistics services. This review sets the stage for the study by providing a theoretical lens through which the findings will be analyzed with a specific focus on the emerging logistics market in Myanmar.

2.1.1 The Concept of Service

In the logistics and warehousing industry, services are defined as a series of intangible activities or benefits provided by an organization to its customers, which do not involve the ownership of any physical product. These services are designed to fulfill specific customer needs, including efficient handling, storage, and distribution of goods, with the primary goal of ensuring customer satisfaction (Ristovska, 2017) . A service is an act or performance provided by one party to another. Although it may be associated with a physical product, it remains intangible and does not typically result in ownership of any factors of production. This definition is particularly

relevant in logistics where the quality-of-service delivery is essential for customer satisfaction and loyalty, influencing factors such as timeliness, accuracy, and reliability in the handling, storage, and distribution of goods (Sampson & Froehle, 2006).

The concept of service in the logistics sector includes understanding key characteristics that distinguish services from tangible goods. These include intangibility (services cannot be physically touched or owned), heterogeneity (service experiences may vary between customers and over time), inseparability (services are produced and consumed simultaneously), and perishability (services cannot be stored for future use). Each characteristic presents unique challenges and opportunities in delivering high-quality service, impacting factors like consistency, customer interaction, and resource management in logistics (Zeithaml, 1985) .

2.1.2 The Concept of Service Quality

Quality in the context of services is a critical factor that determines customer satisfaction. It refers to the degree to which a service meets or exceeds customer expectations. In the logistics industry, service quality is assessed based on several dimensions, including reliability, responsiveness, assurance, empathy, and tangibles. These dimensions collectively contribute to the perceived quality of the service, influencing customer satisfaction and loyalty (Abbas, 2023). Service quality is the degree to which a service meets or exceeds customer expectations, significantly impacting customer satisfaction, loyalty, and competitiveness in logistics. It encompasses reliability in delivering accurate, timely services, responsiveness to inquiries and issues, and assurance through professional expertise and trustworthiness. Tangibles like clean facilities and well-maintained equipment also affect perceptions, while empathy—understanding and meeting individual customer needs—strengthens relationships. High service quality requires ongoing investment in technology, training, and efficiency to adapt to customer demands and build lasting competitive advantages (V., Singh & K., Bonda, 2023).

2.1.3 Tangibility

Tangibility in service quality refers to the physical aspects that customers perceive when interacting with a service provider. In logistics, this includes the

appearance and condition of facilities, vehicles, equipment and even staff. Clean, organized and well-maintained environments create a positive impression that reinforcing customer confidence in the provider's professionalism and reliability. Tangibility plays a subtle but important role in shaping customer perceptions of quality as it provides visible cues that help them gauge the company's commitment to high standards (Panda, 2014). This dimension refers to the physical aspects of service delivery, including the appearance of facilities, equipment, and personnel. In the context of logistics and warehousing, tangibility might include the condition of storage facilities, the professionalism of staff, and the quality of transportation vehicles at RG Logistics.

2.1.4 Reliability

Reliability in service quality is the ability to consistently deliver promised services accurately and on time. In logistics, reliability means fulfilling orders as scheduled, ensuring deliveries are complete and on time, and minimizing errors in handling and processing. This consistency builds customer trust as clients depend on reliable providers to keep their operations running smoothly. High reliability is fundamental to customer satisfaction and loyalty which making it a core competitive advantage in the logistics industry (Johnson, 2018). Reliability measures the ability of the service provider to deliver the promised service consistently and accurately. For logistics services, reliability could involve the timely and accurate delivery of goods, adherence to schedules, and the fulfillment of contractual obligations. By consistently delivering on these promises, logistics providers can establish a reputation for reliability, which in turn fosters customer trust and loyalty.

2.1.5 Responsiveness

Responsiveness in service quality is the willingness and speed with which a company addresses customer needs, inquiries, and issues. In logistics, this means quickly responding to tracking requests, handling service disruptions, and providing real-time updates. A responsive logistics provider can adapt to unexpected challenges, showing clients that their needs are prioritized. High responsiveness enhances customer satisfaction by ensuring that clients feel supported and valued throughout the service process (Dr. A.,Rashid & Dr. R., Rasheed, 2024) . Responsiveness is the willingness and ability of a service provider to promptly assist customers and address

their needs. In warehousing and transportation, this includes how quickly and effectively customer inquiries and complaints are managed, demonstrating attentiveness and commitment to service quality.

2.1.6 Assurance

Assurance in service quality refers to the knowledge, courtesy, and trustworthiness a service provider demonstrates, giving customers confidence in the service. In logistics and warehousing, assurance is conveyed through staff expertise, clear communication, and professionalism, assuring clients that their goods are in capable hands. This trust is critical in fostering customer loyalty, as clients rely on logistics providers to handle their assets with care and precision (Wetzel, 2020). This dimension encompasses the knowledge, courtesy, and credibility of a service provider's employees, as well as their ability to instill trust and confidence in customers. In logistics, assurance is reflected in the expertise of logistics managers, the professionalism of drivers, and the security measures in place to protect transported goods. Customers expect that the logistics provider has the skills and resources to handle their shipments efficiently and securely. This assurance reassures clients that their products will be managed responsibly and with the highest standards of care, which is critical in building long-term relationships and customer loyalty.

2.1.7 Empathy

Empathy in service quality refers to the ability of a service provider to understand and respond to the individual needs and concerns of customers. In logistics, this involves personalizing services, being attentive to specific customer requirements, and offering flexible solutions to meet unique demands. Empathy is demonstrated by logistics providers who show genuine care and concern for their clients whether it's through tailored delivery schedules, addressing special handling requests, or offering support during disruptions. By demonstrating empathy, logistics providers can build stronger, more trusting relationships with customers, leading to enhanced satisfaction and loyalty (Rane, 2023). Empathy involves providing caring, individualized attention to customers. In the context of this study, empathy is reflected in the service provider's ability to understand and accommodate the specific needs of their customers, offering personalized services when necessary. This might include

adjusting delivery schedules, addressing unique handling requirements, or offering tailored solutions that demonstrate a genuine concern for customer satisfaction.

2.2 Customer Satisfaction

Customer satisfaction is a key indicator of how well a service or product meets or surpasses the expectations of customers. In the logistics and warehousing industry, customer satisfaction is shaped by several factors, including the timeliness of deliveries, the accuracy of order fulfillment, the effectiveness of communication, and the quality of service provided. Customers expect their shipments to be handled efficiently, securely and in a manner that is responsive to their unique needs. A positive experience in these areas builds trust and increases the likelihood of repeat business (Poliak, 2022). High levels of customer satisfaction are critical for logistics providers as they drive customer loyalty, repeat orders and referrals. Satisfied customers are more likely to continue their business relationship with a provider and recommend the service to others, contributing to long-term growth. Furthermore, satisfied customers are often more forgiving in the event of minor service disruptions as long as the provider is responsive and transparent in addressing issues. As competition intensifies in the logistics sector, companies that can consistently deliver high-quality, reliable and customer-centric services are more likely to gain a competitive edge and maintain a strong market position (Kök, 2020).

A study by Rafiq and Jaafar (2007) explored customer satisfaction in the warehousing sector and identified key factors such as order accuracy, timeliness, and communication as crucial determinants of customer satisfaction. The research employed a mixed-methods approach, combining surveys and interviews to gather insights from both customers and warehouse operators. The findings underscored the need for warehousing companies to invest in technology and process improvements to enhance service quality and customer satisfaction.

2.3 Empirical Studies

The empirical review offers an in-depth analysis of prior research on service quality and customer satisfaction, specifically examining their interrelationship across various industries, with a focus on logistics, warehousing, and transportation. This section underscores essential findings, research methodologies, and conclusions from

past studies, establishing a contextual framework that supports and informs the current research.

The previous studies contribute and provide with a lot of valuable information on the current research. The first article is entitled “The Evaluation of Customer Satisfaction with the Third-Party Logistics Service Quality for Online Shopping” by Chen and Qi (2016). This study highlights the critical role of logistics service quality in shaping customer satisfaction within e-commerce. To tackle service quality challenges, the paper establishes a structured evaluation index system to assess customer satisfaction with third-party logistics (3PL) services. The methodology involves designing a survey questionnaire aligned with the developed index to collect original data, allowing for the analysis of reliability and validity. The data is organized into four quadrants based on satisfaction and importance dimensions to explore key insights. Key findings reveal that logistics service speed is the most influential factor in determining customer satisfaction, while risk perception holds relatively low importance in customer evaluations. Additionally, the accuracy of service rates receives high satisfaction ratings, whereas the integrity of goods ranks lowest, indicating areas for improvement in handling and care during transit.

The previous and current studies on logistics service quality in e-commerce share a focus on customer satisfaction with third-party logistics (3PL) services, using an evaluation index and quadrant analysis to assess satisfaction and importance. However, they differ in sample size, demographics, and key satisfaction factors, reflecting evolving market conditions. The current study identifies logistics speed as the top priority and goods integrity as a primary area for improvement, while the previous study may highlight other priorities. Together, these studies provide insights into changing customer expectations in e-commerce logistics.

The second article by Rafiq and Jaafar (2011) explored customer satisfaction in the warehousing sector and identified key factors such as order accuracy, timeliness, and communication as crucial determinants of customer satisfaction. The research employed a mixed-methods approach, combining surveys and interviews to gather insights from both customers and warehouse operators. The findings underscored the need for warehousing companies to invest in technology and process improvements to enhance service quality and customer satisfaction. Although

Logistics Service Quality (LSQ) is crucial, it has been relatively under-researched beyond the work of Mentzer and colleagues. This paper addresses this gap by testing and validating the LSQ instrument developed by Mentzer, Flint, and Kent (1999) specifically within the UK's third-party logistics (3PL) industry. Applying the LSQ model to 3PLs, rather than the original in-house logistics context, is seen as a natural progression. The study utilizes a cross-sectional mail survey targeting customers of 3PL providers, aiming to evaluate the relevance and effectiveness of the LSQ construct in this external logistics setting.

The previous and current studies share a focus on Logistics Service Quality (LSQ) and its impact on customer satisfaction in the third-party logistics (3PL) industry. Both use the LSQ framework by Mentzer, Flint, and Kent (1999) to assess service quality which relying on customer surveys in a cross-sectional design to gather feedback. The studies aim to validate the LSQ construct in the 3PL context, highlighting its relevance in understanding customer perceptions of logistics services.

“Supply Chain Logistics Management”, the third article to the studies was written by Bowersox, Closs and Cooper (2002) highlights the relationship between service quality and customer satisfaction in the logistics industry, utilizing structural equation modeling to analyze data from a large sample of logistics service providers. The findings reveal that service quality has a direct impact on customer satisfaction, which subsequently influences customer loyalty and retention. Additionally, the research emphasizes the importance of continuous service improvement to keep pace with changing customer expectations, highlighting the dynamic nature of customer satisfaction in the logistics sector.

The similarities between the previous study and current study are both studies focus on the relationship between service quality and customer satisfaction in the logistics industry. They highlight how service quality influences customer satisfaction, which in turn impacts customer loyalty and retention. Both emphasize the importance of continuous service improvement to meet evolving customer expectations, with the previous study using surveys and the current study employing structural equation modeling for data analysis.

Furthermore, the last article is entitled “A Multistage Model of Customers’ Assessments of Service Quality and Value” that written by Bolton and Drew(1991). This article examines the development and use of library discovery tools, also known as web-scale discovery (WSD) tools, which are designed to help users intelligently search for educational or research materials in library databases. These tools are based on the concept of search engines, where users enter relevant terms to retrieve a list of relevant and useful results. The article analyzes how these tools manage library collections, provide access to scholarly content, and consider factors such as budgetary constraints when selecting or adding a discovery tool. It also contrasts these tools with the growing availability of open search engines on the Internet, highlighting the role of library discovery tools in facilitating effective research searches.

As the researcher mentioned, previous studies contribute by providing foundational insights into the development of library discovery tools (WSD tools) and their role in improving the search and retrieval of scholarly information. These studies help establish the expectations of users, the management of library collections, and the integration of these tools with available search engines. Additionally, they offer guidance on the factor’s libraries should consider, such as budgetary constraints, when selecting or implementing discovery tools. These contributions pave the way for further advancements in library systems and their ability to meet the needs of users in an increasingly digital and information-rich environment.

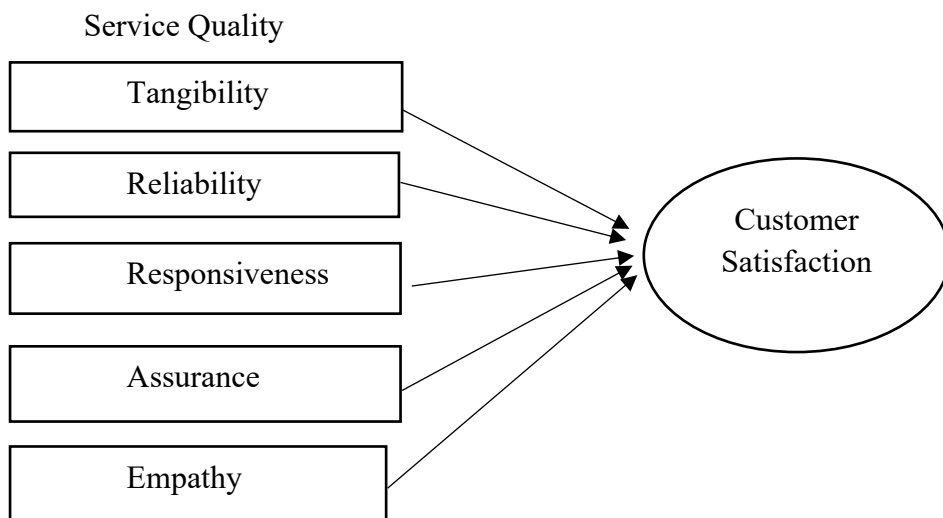
2.4 Conceptual Framework

The conceptual framework of this study, based on RG Logistics, serves as a blueprint for understanding the relationships between key variables, specifically how service quality dimensions impact customer satisfaction in the logistics, warehousing, and transportation sectors. This framework is developed through theoretical and empirical reviews, drawing from established models to illustrate these connections. It is primarily guided by the SERVQUAL model, a widely recognized framework for evaluating service quality across various industries. The SERVQUAL model identifies key service quality dimensions such as reliability, responsiveness, assurance, empathy and tangibles that effects on customer satisfaction. This framework provides a structured approach to understanding how service quality in

logistics services affects customer satisfaction and loyalty, ultimately guiding RG Logistics in improving service delivery and customer experience.

The theoretical framework analyzes the connection between service quality dimensions and customer satisfaction within the logistics, warehousing and transportation sectors. It draws from established theories, particularly the SERVQUAL model which identifies key dimensions of service quality that included reliability, responsiveness, assurance, empathy, tangibility and their impact on customer perceptions. This framework helps explain how service quality drives customer loyalty, retention, and overall business performance. This theoretical foundation provides the basis for assessing and improving service quality in the logistics industry which ensuring alignment with customer satisfactions and fostering long-term success.

Figure 2.1. Conceptual Frame Work of the Study



Source: Adapted from Previous Studies (2024)

According to the Figure-2.1 of the conceptual framework, the SERVQUAL model links service quality dimensions that are reliability, responsiveness, assurance, empathy, and tangibility to customer satisfaction in logistics, warehousing and transportation. These dimensions influence customer perceptions, loyalty and retention, driving business performance. This framework highlights the importance of aligning service quality with customer expectations to ensure long-term success.

CHAPTER III

RESEARCH DESIGN AND METHODOLOGY

Research methodology refers to the overall approach used in a study to collect, analyze, and present data. This chapter explains the methodology in five sections and firstly, research method design, outlining the approach and methodology for data collection, including the choice of research design (quantitative, qualitative, or mixed-methods), sample selection, and data collection methods. And research method, detailing data collection procedures (e.g., surveys, interviews) and steps to ensure data quality and reliability. After that data analysis that describing analysis methods (e.g., statistical, content, thematic) and software used to ensure accuracy. Then, findings, presenting the results with visual aids and examining them in relation to the research questions. Conclusion, summarizing results, offering recommendations, and discussing study limitations. This chapter provides a comprehensive guide to the methodology, helping readers understand or replicate the study's approach.

3.1 Research Design of the Study

The aim of this research was to explore the factors influencing the efficiency of logistics operations at RG Logistics in Myanmar, particularly focusing on service quality effects on customer satisfaction. Specifically, the study examined how key dimensions of service quality, including reliability, responsiveness, assurance, empathy and tangibility that affect customer satisfaction and in turn, influence RG Logistics' overall business performance. The study utilized a descriptive and analytical research design to analyze the data collected, applying both quantitative and qualitative approaches.

Quantitative research was employed to gather numerical data on customer satisfaction and perceptions of service quality. The study used a combination of primary and secondary data sources. Primary data was collected through structured surveys, targeting customers and business partners of RG Logistics. These surveys gathered quantitative data on customer satisfaction and service quality perceptions. Secondary data, such as industry reports and internal documents from RG Logistics, was also utilized to provide context and support the analysis. To analyze the relationships between the independent variables (service quality dimensions) and the

dependent variable (customer satisfaction), the researcher employed statistical tools such as IBM's Statistical Package for the Social Sciences (SPSS) version 25. This software enabled the use of appropriate statistical tests, including correlation and regression analysis, to identify the impact of service quality on customer satisfaction and business outcomes. The research findings are expected to provide valuable insights into the role of service quality in enhancing customer satisfaction and improving the operational effectiveness of RG Logistics. These insights can be applied by RG Logistics and similar logistics providers to improve service delivery and drive better business performance.

3.2 Population and Sampling

The population for this study consisted of 100 respondents, all of whom are representatives from service-user companies that utilize RG Logistics' services. These respondents were selected to provide insights into the service quality, customer satisfaction, and overall experience with RG Logistics. A simple random sampling technique was employed to ensure that each service-user company had an equal chance of being represented in the sample. This approach aimed to reduce bias and ensure that the sample accurately reflects the broader population of RG Logistics' customers.

The respondents were selected based on their direct involvement in the logistics processes that including decision-makers, operations managers and other key personnel who regularly interact with RG Logistics for their supply chain and logistics needs. The sample size of 100 was chosen to provide a balanced representation while maintaining the study's feasibility and reliability. The data collected from this sample is intended to help identify key factors affecting customer satisfaction and to assess the relationship between service quality and business performance for RG Logistics.

3.3 Research Questionnaire Construction

The construction of the research questionnaire was guided by the primary research question: How do the dimensions of service quality impact customer satisfaction and business performance at RG Logistics? The questionnaire was designed to assess five key dimensions of service quality: reliability, responsiveness,

assurance, empathy and tangibility which were identified as the core variables for the study. The questionnaire consisted of closed-ended and open-ended questions. The closed-ended questions utilized a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree), allowing respondents to rate their perceptions of RG Logistics' service quality. Open-ended questions were included to capture qualitative insights, giving respondents the opportunity to share detailed feedback and suggestions.

The questionnaire was structured into three sections: Section one gathered demographic information from respondents, Section 2 focused on the service quality dimensions, and Section 3 assessed customer satisfaction and business performance. This structure ensured that relevant data was collected on both the respondents' characteristics and their experiences with RG Logistics. A pilot test was conducted with a small sample to ensure clarity and refine the questions. Feedback from the pilot test led to revisions, ensuring that the final questionnaire was clear, concise, and relevant to the research objectives. The final version enabled the collection of both quantitative and qualitative data which were analyzed using appropriate statistical methods to gain insights into how service quality influences customer satisfaction and business performance at RG Logistics.

Table (3.1): The Sources of the Questionnaire

No	Variables	References / Sources
1	Tangibility	(Stefano, 2015)
2	Reliability	(Mo, 2023)
3	Responsiveness	(Mo, 2023)
4	Assurance	(Chege, 2022)
5	Empathy	(Malakcioglu, 2022)
6	Customer Satisfaction	(Chege, 2022)

Source: Previous Studies (2024)

3.4 Data Collection Method

This study aimed to assess the impact of service quality dimensions on customer satisfaction and business performance at RG Logistics. The data collection process involved both primary and secondary data sources. Secondary data was gathered from academic journals, industry reports, textbooks, and relevant online resources to provide background information and support the theoretical framework. Primary data was collected through a structured survey questionnaire which consisted of three sections. The first section of the questionnaire gathered demographic information about the participants that including their role, company type, frequency of service usage, and the length of the business relationship with RG Logistics. This information helped contextualize the study and understand potential factors influencing the service quality perceptions.

The second section of the questionnaire focused on assessing the five key dimensions of service quality: tangibility, reliability, responsiveness, assurance and empathy. This section included statements related to each dimension and respondents were asked to rate their agreement using a 5-point Likert scale, ranging from strongly disagree to strongly agree. The goal was to measure how participants perceived RG Logistics' service quality and how these perceptions impacted their overall satisfaction. The third section of the questionnaire evaluated customer satisfaction and business performance. It included questions about how satisfied respondents were with RG Logistics' services and the perceived impact of service quality on their business outcomes. These items were also measured using the 5-point Likert scale, allowing the researcher to analyze the correlation between customer satisfaction and business performance.

The survey was distributed to 100 representatives of service-user companies who work with RG Logistics. The questionnaire was administered in English to accommodate all participants with google survey platform. After data collection, the completed responses were analyzed, ensuring a comprehensive understanding of the service quality dimensions and their effect on customer satisfaction and business performance.

3.5 Data Analysis of the Study

The data analysis process is critical to transforming the raw data collected through the survey into meaningful insights. In this study, several statistical techniques will be employed to analyze the data and draw conclusions regarding the impact of service quality dimensions on customer satisfaction and business performance at RG Logistics. Descriptive statistics was used to summarize and describe the characteristics of the data. This is including measures such as the mean, median, mode, standard deviation and variance to provide an overview of the respondents' perceptions and satisfaction levels. These descriptive statistics helps in understanding the general trends and patterns within the collected data.

Correlation analysis was conducted to explore the relationships between the independent variables (service quality dimensions) and the dependent variables (customer satisfaction). This analysis helps determine whether and how service quality dimensions are associated with customer satisfaction and how these, in turn, impact business outcomes. Multiple regression analysis also used to examine the influence of multiple independent variables (tangibility, reliability, responsiveness, assurance and empathy) on the dependent variables (customer satisfaction). This analysis helps to quantify the strength and direction of these relationships and assess the predictive power of the service quality dimensions on customer satisfaction and business performance. Data analysis performed using SPSS 25 software, a widely recognized tool in social sciences for statistical analysis. The software allows for the execution of the aforementioned techniques and provide accurate, reliable results. The findings presented in tables, charts and graphs to facilitate easy interpretation and clear presentation of the data.

The results were carefully analyzed and compared with the research hypotheses to assess whether the data supports the proposed relationships. A detailed interpretation of the statistical outcomes provided, helping readers understand the significance of the findings and their implications for RG Logistics.

3.5.1 Descriptive Analysis

Descriptive analytics is an essential branch of data analysis focused on examining and summarizing historical and current data to uncover patterns, trends,

and relationships. It aims to provide a clear and comprehensive overview of data without delving into the underlying causes behind observed trends. By using statistical techniques such as mean, median, mode, standard deviation, and range, descriptive analytics helps to condense large datasets into manageable and interpretable information, making it accessible to stakeholders.

One of the key advantages of descriptive analytics is its ability to identify recurring patterns in customer behavior. For example, analyzing purchasing data can reveal which products are in high demand, enabling businesses to adjust their inventory and marketing strategies accordingly. This ability to uncover trends can lead to better decision-making, improved customer satisfaction, and optimized operational efficiency. Furthermore, descriptive analytics helps businesses identify areas that warrant further investigation or deeper analysis, providing a foundation for more advanced techniques. It allows organizations to recognize trends, improve strategies, and enhance customer engagement by providing a clear picture of historical and current data.

3.5.2 Reliability Analysis

In the context of RG Logistics, reliability is a critical measure of the quality of the data collection instruments used in evaluating the company's operational effectiveness, employee performance, and customer satisfaction. In quantitative research, reliability refers to the consistency and stability of results produced by the same instrument over time and under similar conditions. Ensuring reliability is vital for RG Logistics, as it guarantees that the data collected through various methods such as employee surveys, customer feedback and performance evaluations are accurate and trustworthy. This consistency is crucial for making informed decisions and identifying areas of improvement within the organization.

A key measure of reliability relevant to RG Logistics is interrater reliability. This concept refers to the degree of consistency between different raters or observers when they assess the same phenomenon. To ensure high interrater reliability within RG Logistics, statistical techniques such as correlation coefficients can be used to analyze the consistency between different sets of respondent's ratings or evaluations.

If different respondents provide similar or highly correlated results, the company can be confident that the data collected is consistent and reliable. This is especially important in the logistics industry where operational decisions based on inaccurate or inconsistent data can lead to inefficiencies, delays or dissatisfied customers.

The Cronbach's alpha coefficient is a measure of internal consistency, or how closely related a set of items are as a group. It is commonly used to assess the reliability of a scale or test in survey-based research. The table below provides a general guideline for interpreting Cronbach's alpha values:

Table (3.2) Rule of Thumb on Cronbach's Alpha Coefficient Values

Cronbach's Alpha	Internal consistency
0.90 and above	Excellent (High Reliability)
0.80 - 0.89	Good (Reliable)
0.70 - 0.79	Acceptable (Satisfactory Reliability)
0.60 - 0.69	Questionable (Low Reliability)
0.50 - 0.59	Poor (Very Low Reliability)
Below 0.50	Unacceptable (Very Low Reliability)

Source: (Bujang, 2018)

A Cronbach's alpha value of 0.80 or higher indicates that the items within the scale are strongly correlated and consistently measure the same underlying construct, suggesting excellent reliability. A Cronbach's alpha between 0.70 and 0.79 suggests that the scale items are sufficiently reliable and measure the intended construct adequately, which is generally acceptable for social science research. If the Cronbach's alpha is below 0.70, it indicates that the items in the scale are less consistent in measuring the same construct, and further investigation or modification of the scale may be necessary to improve its reliability. A Cronbach's alpha value below 0.50 reflects very low internal consistency, meaning that the items are not

measuring the same construct effectively, and the scale likely needs significant revision or replacement (Bujang, 2018).

3.5.3 Linear Regression Analysis

Linear regression is a statistical method used to model the relationship between two variables by fitting a linear equation to observed data. It is widely applied in various fields like economics, social sciences, and business to analyze and predict outcomes. The fundamental idea behind linear regression is to examine how the dependent variable is influenced by one or more independent variables. The objective is to estimate the intercept and slope coefficients of the linear equation that best represent the data, minimizing the sum of squared errors between the observed and predicted values of dependent variable.

There are two types of linear regression models: simple linear regression and multiple linear regression. Simple linear regression involves only one independent variable, while multiple linear regression incorporates two or more independent variables. In this study, simple linear regression is primarily used. The process of conducting linear regression analysis involves several steps. First, data preparation is crucial, ensuring that the data is clean, complete, and properly formatted for analysis. Next, model building requires selecting the independent variables, defining the functional relationship between them and the dependent variable, and estimating the regression coefficients. After building the model, the goodness of fit is evaluated using statistical measures such as R-squared, adjusted R-squared, and standard deviation of residuals. Model validation is the final step, which checks whether the assumptions of linear regression—linearity, normality, and homoscedasticity are met.

One of the key advantages of linear regression is its simplicity and interpretability. It also provides a clear understanding of how changes in independent variables affect the dependent variable, making it a valuable tool for prediction and decision-making. Additionally, linear regression can handle both continuous and categorical variables that enhancing its versatility in different research contexts. It is essential to carefully evaluate the assumptions of the linear regression model and exercise caution when interpreting the results. Linear regression analysis is primarily used to predict the value of a dependent variable based on the value of one or more

independent variables. The dependent variable is the outcome being predicted, while the independent variable is the predictor that influences the dependent variable (Schneider, 2010).

In linear regression, the goal is to estimate the most accurate value for the dependent variable by calculating the coefficients of a linear equation. This equation integrates one or more independent variables and generates a straight line or surface that minimizes the differences between the predicted and actual values of the dependent variable. By doing so, the model creates a best-fit line that represents the relationship between the variables, allowing for predictions and insights about the data.

CHAPTER IV

DATA ANALYSIS AND FINDINGS

This chapter presents the statistical analysis and research results of a conducted study on RG Logistics – Dry Port in Myanmar. The study aimed to identify the influential factors of service quality dimensions on customer satisfaction and to determine the impact of these service quality dimensions on overall customer satisfaction in the logistics and warehousing industry. Various statistical analyses were employed that including Means and Standard Deviations, Pearson Correlation Coefficient and Multiple Regression Analysis to collect and analyze data.

Means and Standard Deviations analysis were used to calculate the average and variation of responses for each service quality dimension, offering insights into general perceptions of tangibility, reliability, responsiveness, assurance and empathy. The Pearson Correlation Coefficient was applied to examine the relationships between each service quality dimension and customer satisfaction which indicating the strength and direction of these associations. Finally, Multiple Regression Analysis was conducted to determine the extent to which each service quality dimension influences customer satisfaction that identifying the key factors that contribute most significantly to the satisfaction levels of RG Logistics' clients.

4.1 Demographic Characteristics of Respondents

The demographic characteristics of respondents in this study provide essential context for analyzing service quality perceptions at RG Logistics – Dry Port. The gender distribution offers insights into any potential differences in service quality perceptions between male and female participants. Age groups among respondents help to understand how different age demographics may influence expectations and satisfaction levels related to service quality. Additionally, examining respondents' job positions, such as entry-level, mid-level, and senior-level roles, highlights any variations in perceptions based on role-specific responsibilities and expectations within the logistics and warehousing industry.

Working experience, categorized by years, allows for an assessment of how different experience levels may affect views on key service quality dimensions, such

as reliability and responsiveness. Finally, analyzing the educational backgrounds of respondents, ranging from high school diplomas to advanced degrees, provides insights into whether higher educational qualifications correlate with distinct perceptions of service quality and customer satisfaction. Understanding these demographic factors helps in interpreting the overall findings, offering a comprehensive view of how various respondent backgrounds may influence their expectations and assessments of service quality at RG Logistics.

4.1.1 Gender

This section presents information on the total number of respondents in the study which are 100 customers of RG logistic company.

Table (4.1) Descriptive Analysis of Gender

Gender	Frequency	Percentage %
Male	67	67
Female	33	33
Total	100	100

Sources: Survey Data (October 2024)

Table (4.1) reveals a gender distribution of 67% male participants and 33% female participants in the sample. This indicates a higher representation of males compared to females in the dataset with males making up more than two-thirds of the sample. The total number of respondents in the study is 100.

4.1.2 Age

Table (4.2) focus on the age of the respondents. The age groups are classified into 4 categories.

Table (4.2): Descriptive Analysis of Age

Age	Frequency	Percentage %
20-25 years	25	25
26-35 years	45	45
36-45years	19	19
Above 45 years	11	11
Total	100	100

Sources: Survey Data (October 2024)

The age distribution in the study reveals that the majority of participants fall within the 26-35 years age group, comprising 45% of the sample. This is followed by the 20-25 years group at 25%, indicating a strong representation of younger individuals. The 36-45 years age group makes up 19% of the participants, while those above 45 years account for 11%. So, the study mainly represents younger to middle-aged individuals with a significant concentration in the 26-35 years range.

4.1.3 Position at Work

Table 4.3 focuses on the positions of the respondents, classified into five categories. It provides the percentage breakdown of respondents in each group.

Table (4.3): Descriptive Analysis of respondent's position at work

Position	Frequency	Percentage %
Director	3	3
Head of Department	5	5
Manager	9	9
Officer	19	19
Assistant	64	64
Total	100	100

Sources: Survey Data (October 2024)

The majority of respondents hold the position of Assistant, making up 64% of the sample. This is followed by Officers, who comprise 19%. The Manager position represents 9%, while Head of Department and Director roles are held by 5% and 3% of respondents, respectively. The distribution indicates that most participants are in lower to mid-level positions within their organizations, with a smaller proportion in senior leadership roles.

4.1.4 Working Experiences

Table (4.4) focus on the working experiences of the respondents of this study. The working experiences of the clients of targeted organization are classified into 4 categories.

Table (4.4): Descriptive Analysis of Working Experiences

Working Experiences	Frequency	Percentage %
Under 1 Year	56	56
1 Year - Under 3 Years	30	30
3 Years - Under 5 Years	8	8
5 Years above	6	6
Total	100	100

Sources: Survey Data (October 2024)

The majority of respondents have under 1 year of working experience, accounting for 56% of the sample. 30% have between 1 and 3 years of experience, while 8% have 3 to 5 years of experience. The smallest group, with 6%, has more than 5 years of experience. This suggests that the sample is predominantly composed of individuals with relatively limited work experience.

4.1.5 Education Level

Table (4.5) focus on the education level of the respondents. The education levels groups are classified into 5 categories.

Table (4.5): Descriptive Analysis of Education Level

Education Level	Frequency	Percentage %
High School	25	25
Diploma	43	43
Bachelor's	30	30
Master's	1	1
PhD	1	1
Total	100	100

Sources: Survey Data (October 2024)

The majority of respondents hold a Diploma, accounting for 43% of the sample. 25% of respondents have completed High School, while 30% hold a Bachelor's degree. A small proportion, 1% each, have a Master's degree or a PhD. This indicates that the sample is primarily composed of individuals with diploma-level or bachelor's education.

4.2 Service Quality Perceptions of respondents

The study examines the service quality perceptions of respondents who are customers of RG Logistics, focusing on several key aspects. Respondents were asked how many years they have been using the company's warehouse services, providing insight into their experience with RG Logistics. Additionally, participants were questioned about the specific services they utilize, which helps identify the most commonly used offerings. The survey also explored the time taken to receive services from the moment of arrival at the warehouse, offering an indication of efficiency. Lastly, respondents were asked to assess the importance of efficient service delivery for customer satisfaction, shedding light on customer expectations regarding timely and effective service. These insights offer valuable feedback on the service quality and operational performance of RG Logistics.

4.2.1 How many years have the respondents been using RG's warehouse services?

Table (4.6) focus on the durations have the respondents been using RG's warehouse services. These groups are classified into 5 categories.

Table (4.6): Descriptive Analysis of the duration that the respondents been using RG's warehouse services

Duration (Years)	Frequency	Percentage %
Less than 1 year	26	26
1–3 years	26	26
4–7 years	32	32
8–10 years	14	14
More than 11 years	2	2
Total	100	100

Sources: Survey Data (October 2024)

The majority of respondents have been using RG Logistics' warehouse services for 4 to 7 years, making up 32% of the sample. An equal percentage, 26%, have used the services for either less than 1 year or between 1 to 3 years. 14% have been customers for 8 to 10 years, while 2% have been using the services for more than 11 years. This distribution suggests that RG Logistics has a diverse customer base, with a significant proportion having used their services for several years.

4.2.2 Which of the services do the respondents using?

Table (4.7) focus on the services do the respondents using RG's warehouse services. These groups are classified into 4 categories.

Table (4.7): Descriptive Analysis of the services do the respondents using

Services	Frequency	Percentage %
Storage	42	42
Distribution	12	12
Inventory Management	40	40
All Services	6	6
Total	100	100

Sources: Survey Data (October 2024)

The most commonly used service by respondents is Storage with 42% of participants indicating they use this service. Inventory Management follows closely, with 40% of respondents utilizing it. Distribution services are used by 12% of respondents, while 6% use all services provided by RG Logistics. This suggests that storage and inventory management are the key services favored by customers of RG Logistics.

4.2.3 How long did it take to receive the service from the respondents' first arrival at the warehouse?

Table (4.8) focus on it take to receive the service from the respondents' first arrival at the warehouse. These groups are classified into 4 categories.

Table (4.8): Descriptive Analysis on it take to receive the service from the respondents' first arrival at the warehouse

Duration (minutes)	Frequency	Percentage %
Less than 10 minutes	11	11
10–30 minutes	57	57
30–60 minutes	25	25
More than 1 hour	7	7
Total	100	100

Sources: Survey Data (October 2024)

The majority of respondents reported receiving service within 10 to 30 minutes, with 57% of participants indicating this time frame. 25% experienced a service time of 30 to 60 minutes, while 11% received service in less than 10 minutes. A smaller proportion, 7%, reported waiting for more than 1 hour. This distribution suggests that most customers of RG Logistics experience relatively quick service, with the majority receiving assistance within 30 minutes of their arrival.

4.2.4 According to the respondents' opinion, to what extent is efficient service delivery important for customer satisfaction?

Table (4.9) focus on the respondents' opinion, to what extent is efficient service delivery important for customer satisfaction. These groups are classified into 4 categories.

Table (4.9): Descriptive Analysis of the respondents' opinion, to what extent is efficient service delivery important for customer satisfaction

Opinion	Frequency	Percentage %
Extremely important	88	88
Important	10	10
Fairly important	2	2
Not important	0	0
Total	100	100

Sources: Survey Data (October 2024)

The massive majority of respondents 88%, believe that efficient service delivery is extremely important for customer satisfaction. A further 10% consider it important, while 2% view it as fairly important. None of the respondents considered it not important, highlighting that efficient service delivery is a crucial factor in maintaining customer satisfaction for RG Logistics' clients.

4.3 Reliability Analysis of Variables

To ensure measurement reliability for RG Logistics' performance metrics, it is essential to assess both consistency and stability. Consistency checks whether the items measuring a specific concept are interrelated while stability ensures that these items yield consistent results across time and conditions. Cronbach's alpha is a commonly used reliability coefficient that evaluates the positive correlation among items in a set which reflecting how well they capture the same underlying concept. A high Cronbach's alpha thus signifies that the items are strongly related and provide a reliable measure of RG Logistics' operational performance.

Conversely, a low Cronbach's alpha implies that the items within the set are weakly correlated and may not consistently measure the same underlying concept (McCrae, 2010). This suggests potential issues with the reliability of the measurement tool, indicating that the items may not be effectively capturing the intended performance metric or concept for RG Logistics. As a general guideline for interpreting reliability coefficients, values below 0.60 are typically considered inadequate, indicating poor consistency among measurement items. Values around 0.70 are deemed acceptable, while coefficients above 0.80 are generally strong indicators of good reliability. However, these thresholds may vary based on the measurement context and objectives, and it is advisable to assess reliability using multiple methods (Daud, 2018). Factors such as validity, sample size, and the characteristics of the population also play a crucial role in accurately interpreting reliability and ensuring robust measurements for RG Logistics.

Table 4.10 shows that all variables analyzed for reliability yielded acceptable results that indicating that the measures used were both consistent and stable. Each of the six variables was measured with 4–5 statements which providing thorough coverage of different aspects of each construct. Additionally, the Cronbach's alpha values for all variables exceeded 0.8, a strong indicator of good reliability. This high level of reliability supports the consistency of the measures over time and across contexts that lending confidence to the accuracy of the data collected and the validity of the study's findings.

Table (4.10): Reliability Analysis of Independent and Dependent Variables

Variables	Items	Cronbach's Alpha
Service' Tangibility	4	0.715
Service' Reliability	4	0.694
Service' Responsiveness	4	0.716
Service' Assurance	4	0.793
Service' Empathy	4	0.690
Customer Satisfaction	5	0.716

Sources: Survey Data (October, 2024)

The Cronbach's Alpha values for the variables are as follows: Service Tangibility at .715, Service Reliability at .694, Service Responsiveness at .716, Service Assurance at .793, Service Empathy at .690, and Customer Satisfaction at .716. These results indicate acceptable levels of internal consistency and reliability which suggesting that the measures for each variable are stable and dependable. This consistency is crucial for the accuracy of further analyses, as it demonstrates that the data collected is likely to yield trustworthy and consistent outcomes. It is advisable to consider the reliability of these variables in combination with other factors to ensure the robustness and credibility of the research results.

4.4 Descriptive Analysis of Dependent and Independent Variables

This section presents the descriptive analysis of the dependent and independent variables, focusing on respondents' perceptions of these variables. Each variable was measured using 4 to 5 statements, and responses were evaluated using a five-point Likert scale that ranging from 1 (strongly disagree) to 5 (strongly agree). The mean values for each variable were calculated to provide an overview of how respondents rated the various statements, offering insight into the general trends and attitudes toward the variables under investigation.

Martinez (2017) explores that The mean values of the responses were interpreted according to predefined guidelines based on the five-point Likert scale used in this study. A mean value ranging from 1.00 to 1.80 was interpreted as

"strongly disagree," indicating a strong negative perception of the statement. A mean value between 1.81 and 2.60 was interpreted as "disagree," suggesting a general disagreement with the statement. Mean values within the range of 2.61 to 3.40 were classified as "neutral," reflecting an indifference or uncertainty toward the statement. If the mean value fell between 3.41 and 4.20, it was interpreted as "agree," showing general agreement with the statement. Lastly, a mean value between 4.21 and 5.00 was interpreted as "strongly agree," signifying a strong positive agreement with the statement. These interpretations helped categorize the responses, providing a structured way to analyze participants' perceptions and compare their attitudes toward the variables under investigation.

4.4.1 Service Tangibility

The Distributive Justice analysis of Table 4.11 indicates that respondents have mixed views regarding Service Tangibility at RG Logistics in Myanmar.

Table (4.11): Descriptive Analysis of Service Tangibility

No	Service Tangibility	Mean	Std. Deviation	Interpretation
1	The warehouse has required and modern equipment to provide quick and quality service.	4.25	0.702	Strongly Agree
2	Warehouse employees have the knowledge to deliver quality and speedy services.	4.32	0.680	Strongly Agree
3	The warehouse is clean and provides adequate space for storage.	4.18	0.716	Agree
4	Employees' uniforms are appropriate and presentable.	4.35	0.730	Strongly Agree
	Overall Mean	4.28		Agree

Sources: Survey Data (October, 2024)

The statement with the highest mean value of 4.35, indicating strong agreement is "Employees' uniforms are appropriate and presentable." This suggests that respondents perceive the professional appearance of RG Logistics' employees as a strong indicator of service quality. The statements with slightly lower mean values

of 4.32 and 4.25 also indicating strong agreement are "Warehouse employees have the knowledge to deliver quality and speedy services" and "The warehouse has required and modern equipment to provide quick and quality service," respectively. These results imply that respondents have a high level of confidence in both the employees' knowledge and the adequacy of the equipment used to deliver efficient services.

The statement with the lowest mean value of 4.18 indicating agreement is "The warehouse is clean and provides adequate space for storage." While still viewed positively, this slightly lower score suggests a moderate perception of the warehouse's physical conditions and capacity compared to other aspects of service tangibility. The range of mean values for Service Tangibility attributes from 4.18 to 4.35, shows some consistency in respondents' perceptions with all aspects rated favorably. The overall mean value of 4.28, which falls in the "agree" category on the Likert scale, suggests that, on the whole respondents view the service tangibility at RG Logistics positively.

Based on these findings, while respondents strongly agree with aspects like employee appearance, knowledge and modern equipment, they perceive cleanliness and storage space in the warehouse slightly less favorably. This may indicate an area for improvement in RG Logistics' service environment to enhance overall customer satisfaction with service tangibility.

4.4.2 Service' Reliability

The analysis of the data from Table 4.12 reveals that the respondents generally view the Service' Reliability in RG Logistics positively.

Table (4.12): Descriptive Analysis of Service' Reliability

No	Service' Reliability	Mean	Std. Deviation	Interpretation
1	The warehouse provides its services at promised times.	4.18	0.609	Agree
2	Employees are consistently polite.	3.97	0.797	Agree
3	Employees handle customer complaints effectively.	3.98	0.791	Agree

4	Employees provide accurate information to customers.	3.70	0.611	Agree
	Overall Mean	3.96		Agree

Sources: Survey Data (October, 2024)

The statement with the highest mean value of 4.18, indicating agreement, is "The warehouse provides its services at promised times." This suggests that respondents perceive RG Logistics as reliable in terms of fulfilling service commitments on schedule. The statements with slightly lower mean values of 3.98 and 3.97, also indicating agreement, are "Employees handle customer complaints effectively" and "Employees are consistently polite," respectively. These scores reflect a generally positive perception of employee behavior and customer service responsiveness, reinforcing a reliable and customer-oriented approach.

The statement with the lowest mean value of 3.70, still indicating agreement, is "Employees provide accurate information to customers." Although rated positively, this slightly lower score suggests an area where RG Logistics might focus on enhancing service reliability by improving the accuracy of information shared with customers. The range of mean values for Service Reliability attributes, from 3.70 to 4.18, shows some variability in respondents' perceptions. The overall mean value of 3.96, which falls in the "agree" category on the Likert scale, suggests that respondents generally view RG Logistics as reliable in-service delivery.

Based on these findings, while respondents agree that RG Logistics consistently meets promised service times, handles complaints effectively, and displays politeness, they see a slight need for improvement in the accuracy of customer information.

4.4.3 Service' Responsiveness

The analysis of data from Table 4.13 reveals that respondents generally have a positive view of Service Responsiveness at RG Logistics.

Table (4.13): Descriptive Analysis of Service' Responsiveness

No	Service' Responsiveness	Mean	Std. Deviation	Interpretation
1	Employees are happy and willing to serve customers.	4.05	0.744	Agree
2	The warehouse provides diversified services.	4.06	0.750	Agree
3	The warehouse gives quick service.	4.31	0.647	Strongly Agree
4	The warehouse provides quick responses to customer inquiries.	4.18	0.730	Agree
	Overall Mean	4.15		Agree

Sources: Survey Data (October, 2024)

The statement with the highest mean value of 4.31, indicating strong agreement, is "The warehouse gives quick service." This suggests that respondents view RG Logistics as highly responsive in terms of service speed. The statements with slightly lower mean values of 4.18 and 4.06, both indicating agreement, are "The warehouse provides quick responses to customer inquiries" and "The warehouse provides diversified services," respectively. These scores reflect a favorable perception of RG Logistics' responsiveness to customer needs and service variety.

The statement with the lowest mean value of 4.05, also indicating agreement, is "Employees are happy and willing to serve customers." Although this is the lowest-scoring statement, it still reflects positively on the employees' attitude and willingness to assist customers. The range of mean values for Service Responsiveness, from 4.05 to 4.31, indicates a high level of consistency in respondents' positive perceptions. The overall mean value of 4.15, falling in the "agree" category, suggests that respondents generally view RG Logistics as responsive in addressing customer needs.

Based on these findings, respondents strongly agree with the quick service at RG Logistics and agree with its diverse services, quick responses, and employee willingness to help. These insights highlight RG Logistics' strengths in Service Responsiveness which contributing to a positive customer experience.

4.4.4 Service' Assurance

The Table (4.14) presented in the text provides information about the Service' Assurance in RG Logistics.

Table (4.14): Descriptive Analysis of Service' Assurance

No	Service' Assurance	Mean	Std. Deviation	Interpretation
1	Employees have the required skills to provide services.	4.02	0.829	Agree
2	Employees have sufficient knowledge of services information.	3.73	0.584	Agree
3	Employees make customers feel safe.	4.06	0.750	Agree
4	Employees have the required knowledge to answer customers' questions.	4.06	0.750	Agree
	Overall Mean	3.97		Agree

Sources: Survey Data (October, 2024)

The statement with the highest mean value of 4.06, indicating agreement, is shared by "Employees make customers feel safe" and "Employees have the required knowledge to answer customers' questions." This suggests that respondents trust RG Logistics' employees to provide a secure environment and address inquiries competently. Slightly lower with a mean of 4.02, is the statement "Employees have the required skills to provide services," which reflects a strong confidence in the skill levels of the staff at RG Logistics. The statement with the lowest mean value, 3.73, also indicating agreement, is "Employees have sufficient knowledge of services information." This slightly lower score hints at an opportunity for RG Logistics to further enhance specific areas of knowledge that would improve overall service assurance.

The range of mean values for Service Assurance, from 3.73 to 4.06, reflects consistent but varied positive perceptions. The overall mean value of 3.97, within the "agree" range, indicates that respondents generally feel assured of RG Logistics'

service quality. These findings suggest that while respondents are assured of employees' skills, safety, and knowledge, there is room for improvement in depth of service information provided. Focusing on strengthening employees' service knowledge can further solidify customer confidence in RG Logistics' commitment to high service standards.

4.4.5 Service' Empathy

Table 4.15 presents the findings of a survey that aimed to understand the perceptions of respondents regarding Service' Empathy in RG Logistics.

Table (4.15): Descriptive Analysis of Service' Empathy

No	Service' Empathy	Mean	Std. Deviation	Interpretation
1	Employees always treat customers in a friendly manner.	3.73	0.584	Agree
2	Employees treat customers with respect.	4.06	0.750	Agree
3	Employees give individualized attention to customers.	4.06	0.750	Agree
4	Employees understand the specific needs of their customers.	4.41	0.588	Strongly Agree
	Overall Mean	4.07		Agree

Sources: Survey Data (October, 2024)

The statement with the highest mean value of 4.41, indicating strong agreement, is "Employees understand the specific needs of their customers." This suggests that respondents strongly perceive RG Logistics' employees as attentive and capable of understanding individual customer requirements. The statements with slightly lower mean values of 4.06, indicating agreement, are "Employees treat customers with respect" and "Employees give individualized attention to customers." These results suggest that respondents perceive the staff as respectful and dedicated to offering personalized service.

The statement with the lowest mean value of 3.73, indicating agreement, is "Employees always treat customers in a friendly manner." While still viewed positively, this lower score suggests a slight opportunity to improve in consistently

delivering friendly customer interactions. The range of mean values for Service Empathy, from 3.73 to 4.41, shows a generally positive but slightly varied perception of empathy at RG Logistics. The overall mean value of 4.07, which falls within the "agree" category, indicates that respondents generally feel RG Logistics demonstrates good empathy in customer interactions.

These findings suggest that while RG Logistics' employees are perceived as understanding and respectful, with a strong focus on individualized attention, there may be opportunities to improve the consistency of friendly interactions with customers. This would further enhance the empathy aspect of customer service at RG Logistics.

4.4.6 Customer Satisfaction

Table 4.16 presents the findings of a survey that aimed to understand the perceptions of respondents regarding Customer Satisfaction.

Table (4.16): Descriptive Analysis of Customer Satisfaction

No	Customer Satisfaction	Mean	Std. Deviation	Interpretation
1	Level of satisfaction with modern equipment and speedy service.	4.02	0.829	Agree
2	Satisfaction with individualized attention from staff.	3.73	0.584	Agree
3	Satisfaction with employees' communicative ability.	4.06	0.750	Agree
4	Satisfaction with the performance of warehouse staff.	4.06	0.750	Agree
5	Satisfaction with complaint handling and service effectiveness.	4.41	0.588	Agree
	Overall Mean	4.06		Agree

Sources: Survey Data (October, 2024)

The statement with the highest mean value of 4.41, indicating agreement, is "Satisfaction with complaint handling and service effectiveness." This suggests that respondents are particularly satisfied with how effectively RG Logistics handles

customer complaints and the overall quality of service provided. The statements with slightly lower mean values of 4.06, also indicating agreement, are "Satisfaction with employees' communicative ability" and "Satisfaction with the performance of warehouse staff." These results reflect general satisfaction with both the communication skills of employees and the performance of the staff in the warehouse.

The statement with the lowest mean value of 3.73, indicating agreement, is "Satisfaction with individualized attention from staff." While still viewed positively, this lower score suggests that respondents may perceive room for improvement in the level of personalized attention they receive from staff. The range of mean values for Customer Satisfaction, from 3.73 to 4.41, indicates a generally positive perception of RG Logistics' service, with some variability. The overall mean value of 4.06, falling in the "agree" category, suggests that respondents are satisfied with the services offered by RG Logistics.

These findings highlight that while customers express strong satisfaction with complaint handling, employee communication, and warehouse performance, there is an opportunity to further improve the level of individualized attention provided to enhance overall customer satisfaction.

4.5 Regression Analysis of Selected Variables

Regression analysis was conducted to explore the relationships between selected service quality dimensions (Service Tangibility, Service Reliability, Service Responsiveness, Service Assurance and Service Empathy) and Customer Satisfaction at RG Logistics. These independent variables are hypothesized to have a positive effect on customer satisfaction, which serves as the dependent variable. The analysis aims to examine the extent to which each service quality dimension influences overall customer satisfaction. For example, Service Tangibility with a high mean score of 4.25, indicates strong agreement from respondents regarding the quality of equipment and service speed, suggesting it will have a positive impact on satisfaction. Similarly, Service Reliability (mean of 3.96) and Service Responsiveness (mean of 4.15) are expected to show strong positive effects due to their focus on timely service and quick responses. Service Assurance, with a mean of 3.97, reflects employees' skills and knowledge, likely contributing positively to customer satisfaction. Lastly, Service

Empathy, with a mean of 4.07, emphasizes individualized attention and understanding, suggesting it will also enhance satisfaction, though there is room for improvement in ensuring friendly interactions.

Regression results will provide coefficients indicating the strength and direction of each relationship, with p-values helping assess statistical significance. The model's R-squared value will measure how well the independent variables explain customer satisfaction. Overall, this analysis will provide valuable insights into which service dimensions most effectively enhance customer satisfaction at RG Logistics.

The research study has a main objective to investigate how organizational justice influences employees' trust in the organization and its leadership and how this trust affects their commitment to the organization. The study is carried out within the framework of Landa General Trading Company, which operates in the Fast-Moving Consumer Goods (FMCG) distribution industry of Myanmar. The study employs multiple regression analysis to examine the linear relationship between six factors: Distributive justice, Procedural Justice, Interactional Justice, trust in organization, trust in leadership, and organizational commitment of Landa Company's employees.

4.5.1 Effect of Service Quality on Customer Satisfaction

The analysis of the impact of service quality on customer satisfaction explored how various dimensions of service quality influence customer satisfaction. These dimensions include Service Tangibility, Service Reliability, Service Responsiveness, Service Assurance and Service Empathy, all of which were expected to positively affect customer satisfaction.

The analysis confirmed that each service quality dimension has a significant and positive impact on customer satisfaction. These findings emphasize the importance of maintaining high standards in service tangibility, reliability, responsiveness, assurance and empathy to ensure a high level of customer satisfaction at RG Logistics.

Table (4.7) Effect of Service Quality on Customer Satisfaction in RG Logistic

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error			
(Constant)	0.097	0.083		1.177	0.242
Service Tangibility	-0.006	0.012	-0.006	-0.485	0.629
Service Reliability	0.162***	0.021	0.171	7.732	0.000
Service Responsiveness	0.032	0.022	0.035	1.477	0.143
Service Assurance	0.314***	0.032	0.375	9.795	0.000
Service Empathy	0.483***	0.031	0.483	15.817	0.000

a. Dependent Variable: Customer Satisfaction

b. *** Significant at 0.01 level;

c. ** Significant at 0.05 level;

d. Source: Survey Data (October. 2024)

The multiple regression analysis examining the impact of service quality dimensions on customer satisfaction at RG Logistics reveals that certain aspects of service quality significantly influence customer satisfaction. The analysis found that Service Reliability, Service Assurance and Service Empathy have a statistically significant positive effect on customer satisfaction while Service Tangibility and Service Responsiveness did not show significant effects.

Specifically, Service Reliability had a t-value of 7.732 and a p-value of 0.000 indicating that the positive relationship between Service Reliability and customer satisfaction is statistically significant. Similarly, both Service Assurance and Service Empathy had very strong t-values of 9.795 and 15.817, respectively, with p-values of 0.000, confirming their significant positive impact on customer satisfaction. These dimensions suggest that customers highly value service consistency, the competence of employees, and personalized attention.

The results indicate that Service Reliability, Service Assurance and Service Empathy are the most influential dimensions of service quality in driving customer satisfaction at RG Logistics. These findings suggest that RG Logistics should focus

on improving these dimensions to further enhance customer satisfaction and build stronger customer relationships. However, the analysis also revealed that Service Tangibility and Service Responsiveness did not significantly impact customer satisfaction in this case. This could imply that while physical aspects of service and responsiveness are important, they may not be as critical as reliability, assurance, and empathy in the context of RG Logistics' service offerings.

Overall, the regression analysis highlights the importance of service reliability, assurance and empathy in fostering customer satisfaction at RG Logistics. Further research may be needed to explore other factors that could influence customer satisfaction and to assess the potential impact of improvements in tangibility and responsiveness.

CHAPTER V

CONCLUSION

This study aimed to examine the impact of service quality on customer satisfaction at RG Logistics, focusing on key dimensions of service quality such as Service Tangibility, Service Reliability, Service Responsiveness, Service Assurance, and Service Empathy. Through a comprehensive analysis of survey data, several significant findings have emerged, contributing to our understanding of customer satisfaction within the logistics industry in Myanmar.

5.1 Findings and Discussions

The study conducted at RG Logistics aimed to explore the relationship between service quality dimensions and customer satisfaction. A structured questionnaire with a five-point Likert scale was distributed to a sample of customers to measure their perceptions of service quality in terms of tangibility, reliability, responsiveness, assurance and empathy. The research method employed was descriptive, utilizing multiple regression analysis to investigate the connections between service quality dimensions and customer satisfaction. The results provide valuable insights into the factors influencing customer satisfaction and highlight key areas for improvement.

Service Tangibility, which refers to the physical appearance of facilities, equipment, and employees, did not have a statistically significant effect on customer satisfaction ($B = -0.006$, $p = 0.629$). This result suggests that although customers acknowledge the importance of tangible elements of service, such as the condition of the equipment and the professionalism of the staff, these factors alone do not directly contribute to their overall satisfaction.

Tangibility is often the first impression a customer forms about a company, and while it may influence initial perceptions, it does not seem to play a crucial role in determining long-term satisfaction. Customers may have rated the tangible aspects of the service positively, but these elements were not as critical as intangible factors like reliability and empathy. This finding challenges the common assumption that physical aspects of service delivery are essential drivers of customer satisfaction in the

logistics sector. It may indicate that customers value the overall service experience more than just the appearance of facilities and staff. Therefore, RG Logistics might consider focusing more on improving the core aspects of service delivery, such as dependability and responsiveness, rather than investing heavily in tangible aspects.

Service Reliability, defined as the ability of RG Logistics to deliver consistent and dependable services, showed a strong positive correlation with customer satisfaction ($B = 0.162$, $p < 0.01$). The high mean score for Service Reliability indicates that customers highly value the company's ability to consistently meet their expectations. Reliability is critical in the logistics industry, where customers rely on timely and efficient service delivery. The results suggest that RG Logistics has successfully established a reputation for dependability, and this consistency is a key factor in driving customer satisfaction.

Reliability, in the context of RG Logistics, involves fulfilling commitments, delivering on time, and providing services without errors. Given the significant relationship between service reliability and satisfaction, it is recommended that RG Logistics maintain and improve its focus on maintaining high levels of operational reliability. This could include refining internal processes to prevent errors, ensuring timely deliveries, and adopting better tracking and monitoring systems. By continuing to deliver consistent and high-quality services, RG Logistics can further enhance customer satisfaction and loyalty.

Service Responsiveness, which measures the willingness and speed of employees to assist customers, did not show a significant effect on customer satisfaction ($B = 0.032$, $p = 0.143$). Despite its importance, the regression analysis suggests that improvements in responsiveness alone may not have a large impact on customer satisfaction. The data revealed that while customers rated the responsiveness of RG Logistics positively, the effect on satisfaction was not as strong as other dimensions like reliability or assurance. This finding indicates that RG Logistics might already meet customer expectations in terms of responsiveness.

Customers may be satisfied with the speed and willingness of employees to assist them, and thus additional improvements in responsiveness may not significantly influence overall satisfaction. However, it is important to note that responsiveness is

still a critical aspect of customer service, and even if it does not have a large statistical impact on satisfaction, it plays an important role in the customer experience. The company might consider exploring other customer needs beyond responsiveness, such as communication or problem-solving efficiency, to further improve customer satisfaction.

Service Assurance, which reflects the competence, knowledge, and professionalism of employees, had a significant positive effect on customer satisfaction ($B = 0.314$, $p < 0.01$). This dimension was highly valued by customers, indicating that they place a great deal of importance on employees' expertise and ability to inspire confidence. The findings suggest that when employees demonstrate competence and professionalism, customers feel more assured and satisfied with the services provided. This is particularly relevant in the logistics industry, where customers need to trust that their goods will be handled properly and delivered without issues.

Service Assurance is crucial in building customer confidence, and RG Logistics' high ratings in this dimension suggest that customers feel secure and confident in the company's abilities. To further enhance customer satisfaction, RG Logistics should continue to invest in employee training and development to maintain high levels of service competence. This could involve technical training, customer service skills enhancement, and leadership development programs. By ensuring that employees consistently demonstrate competence and professionalism, RG Logistics can further build trust with customers and improve satisfaction.

Service Empathy, which reflects the level of personalized attention and understanding customers receive, had the most significant positive impact on customer satisfaction ($B = 0.483$, $p < 0.01$). This dimension scored the highest, emphasizing the importance of personalized service in driving customer satisfaction. Customers value being treated with respect, understanding, and care, and they appreciate when employees take the time to listen to their concerns and provide tailored solutions. The regression analysis confirmed that empathy plays a crucial role in driving customer satisfaction. Customers who feel that their needs are understood and addressed are more likely to be satisfied. This finding highlights the importance

of fostering strong employee-customer relationships and ensuring that customers feel valued and cared for.

RG Logistics can further improve service empathy by investing in training employees to develop better listening and communication skills, encouraging personalized interactions, and ensuring that employees are empowered to make decisions that meet individual customer needs. Additionally, RG Logistics can introduce more customer-centric processes, such as personalized follow-ups and proactive communication, to ensure that customers feel their concerns are being addressed and that their experience is important to the company.

The findings of the study suggest that RG Logistics should prioritize improving Service Reliability, Service Assurance, and Service Empathy to enhance customer satisfaction. These areas are directly linked to customers' core expectations and are the most impactful dimensions in driving satisfaction. By continuing to focus on delivering reliable, competent, and empathetic service, RG Logistics can strengthen its position in the logistics industry and foster long-term customer loyalty. While Service Tangibility appears to be of lesser importance, it still plays a role in the overall customer experience. RG Logistics may want to maintain an acceptable standard for the physical aspects of service but should not overemphasize this dimension at the expense of the more critical aspects like reliability and empathy.

Although Service Responsiveness did not have a significant impact on satisfaction in this study, the company should continue to monitor this aspect and ensure that it meets customer expectations for timely and helpful service. Enhancing responsiveness through better communication systems or more efficient processes could contribute to a more seamless customer experience. Overall, RG Logistics should invest in employee training and customer relationship management to ensure high levels of competence, personalized service, and responsiveness. These efforts will help the company build stronger relationships with customers, increase satisfaction, and enhance its competitive edge in the logistics industry. Further research could explore additional factors such as external market conditions or customer expectations to gain a more comprehensive understanding of the factors driving customer satisfaction in the logistics sector.

5.2 Suggestions and Recommendations

Based on the findings of this study, several key suggestions and recommendations can be made to help RG Logistics improve service quality, enhance customer satisfaction, and strengthen its competitive position in the logistics industry.

One of the most significant predictors of customer satisfaction identified in the study was service reliability. Customers highly value the consistency and timely delivery of services, and RG Logistics should prioritize improving operational efficiency to meet these expectations. This can be achieved by optimizing internal processes, upgrading infrastructure, and leveraging advanced technologies for real-time shipment tracking. Additionally, RG Logistics should improve communication with customers by providing proactive updates about delivery schedules and potential delays, helping to manage expectations and strengthen customer trust.

The study highlighted the importance of service assurance and empathy, which rely heavily on the professionalism and competence of employees. RG Logistics should invest in continuous employee training programs to ensure that all employees possess the necessary skills and knowledge to deliver excellent customer service. By enhancing employees' ability to handle customer inquiries, address complaints, and provide a reassuring and empathetic experience, the company can improve overall customer satisfaction. A customer-centric culture, supported by regular training, will help employees better meet customer needs and resolve issues efficiently.

To further improve customer satisfaction, RG Logistics should explore customer-centric innovations that enhance the overall customer experience. Implementing customer relationship management (CRM) tools will help RG Logistics better understand customer preferences and concerns, enabling the company to deliver more personalized services. Additionally, providing self-service options through a user-friendly website or mobile app can empower customers to track shipments, request services, and resolve issues independently, improving both satisfaction and operational efficiency.

While RG Logistics performed well in terms of reliability, enhancing transparency in service delivery is crucial to building trust. Proactive and clear

communication is essential, particularly when there are delays or changes in service. The company should establish a robust communication system that allows customers to receive timely updates about the status of their shipments. This transparency ensures that customers are not left in the dark about their deliveries, which strengthens trust and satisfaction with RG Logistics.

Understanding that different customer segments have unique needs is essential for improving service quality. RG Logistics should consider segmenting its customer base based on factors like industry, shipment size, or specific service requirements. Tailoring services to meet the distinct needs of different customer groups—such as offering flexible delivery schedules for small businesses or customized logistics solutions for larger enterprises—will enhance the service experience and improve customer satisfaction. By focusing on the diverse needs of its customers, RG Logistics can build stronger relationships and differentiate itself in a competitive market.

Technological advancements play a key role in improving service responsiveness and reliability. RG Logistics should continue investing in cutting-edge technologies like automated warehouses, GPS tracking, and AI-based systems that predict delays and optimize delivery routes. These technologies not only enhance operational efficiency but also provide customers with real-time tracking information, which improves satisfaction by keeping customers informed and reassured about the status of their shipments.

Regular collection of customer feedback is crucial for ongoing service improvement. RG Logistics should establish formalized post-service feedback channels, such as surveys, follow-up emails, or direct calls, to gather insights from customers about their service experience. Acting upon customer feedback allows the company to identify potential service gaps, improve its offerings, and consistently meet customer expectations. An open feedback loop will also demonstrate RG Logistics' commitment to continuously improving service quality and customer satisfaction.

The study emphasized the role of empathy in customer satisfaction. Employees who engage with customers in a respectful, empathetic, and personalized manner contribute significantly to a positive customer experience. RG Logistics

should foster a company culture that encourages employees to interact with customers on a more personal level, not only to solve problems but also to show genuine care and concern for their needs. By prioritizing empathy in customer interactions, RG Logistics can create stronger relationships with clients and enhance overall customer satisfaction.

Finally, RG Logistics should regularly assess and review its service quality standards to ensure continuous improvement. As customer expectations evolve and the competitive landscape shifts, it is essential for the company to adapt its service delivery practices accordingly. Conducting periodic service audits, customer satisfaction surveys, and employee performance reviews can help identify areas for improvement and ensure that high-quality service is consistently maintained across all aspects of the business. This commitment to service excellence will ensure that RG Logistics remains a trusted and reliable logistics provider in the industry.

5.3 Needs for the Further Study

While this study provided valuable insights into the impact of service quality on customer satisfaction at RG Logistics, future research could benefit from exploring additional dimensions of service quality. For instance, incorporating aspects such as service innovation, digital engagement, and sustainability practices could offer a more comprehensive understanding of how emerging factors influence customer satisfaction in the logistics industry. Given the increasing reliance on technology and environmentally conscious practices, these elements are becoming more important to customers and may play a significant role in enhancing service delivery.

This study is cross-sectional in nature which capturing data at a specific point in time. To gain a deeper understanding of the dynamics of service quality and customer satisfaction, future research could employ a longitudinal approach. Tracking customer satisfaction and perceptions of service quality over time will allow RG Logistics to monitor trends and assess the long-term impact of improvements or changes in their services. Longitudinal studies could also identify potential factors that influence customer satisfaction fluctuations such as seasonal demand variations, industry shifts or changes in company policies.

Given the increasing integration of technology in the logistics industry, future research could explore the role of technology in enhancing various dimensions of service quality. For example, the use of artificial intelligence (AI), machine learning and automation in streamlining operations and improving responsiveness could be studied to assess their impact on customer satisfaction. Investigating how customers perceive the balance between human and technological interactions in logistics services will provide valuable insights into the preferences and expectations of modern consumers.

Employee engagement was indirectly referenced in the study, but future research could focus specifically on how engaged employees contribute to the overall service quality at RG Logistics. Exploring the connection between employee satisfaction, motivation, and customer satisfaction would shed light on the internal drivers of service excellence. This research could examine how training, recognition and career development programs impact employee performance and, in turn, customer experiences, ultimately influencing the company's service quality.

The current study focused on general customer satisfaction but did not differentiate between various customer segments. Future research could investigate how service quality affects customer satisfaction among specific segments such as corporate clients, small businesses or individual customers. By analyzing the unique needs and expectations of each customer group, RG Logistics can further refine its services and provide targeted solutions that better meet the demands of each segment.

While the study focused on general service quality and customer satisfaction, it would be beneficial to explore how service recovery strategies such as handling complaints, resolving disputes, and compensating customers affect overall satisfaction. Investigating customer reactions to service failures and how RG Logistics can effectively recover from mistakes could provide insights into improving customer loyalty. Research on service recovery is essential for understanding how companies can mitigate the impact of negative experiences and turn dissatisfied customers into loyal ones.

The logistics industry is highly competitive, and future studies could explore how competitive pressures influence RG Logistics' service quality strategies. By analyzing how competitors' practices in service quality impact RG Logistics'

approach to customer satisfaction, the company can better understand the competitive landscape and adapt its service offerings accordingly. Research in this area would help RG Logistics maintain its market position by continuously improving service quality in response to industry trends and competitor actions.

Sustainability is an increasing concern for consumers and businesses alike. Future research could investigate the role of environmental sustainability practices in shaping customer perceptions of service quality. By examining how RG Logistics' sustainability initiatives such as eco-friendly packaging, fuel-efficient delivery vehicles or carbon-neutral practices, influence customer satisfaction, the company can further enhance its service offerings. Understanding customer attitudes toward sustainability will be crucial for RG Logistics as it aligns itself with broader global trends. In conclusion, further research in these areas will provide RG Logistics with deeper insights into the evolving needs and expectations of customers, enabling the company to continuously improve its service quality, stay competitive and enhance customer satisfaction.

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APPENDIX

SURVEY QUESTIONNAIRE

Dear Sir/Madam

We are conducting a study to explore the relationship between service quality and customer satisfaction at RG Logistics - Dry Port Company. Your participation in this questionnaire will greatly assist us in achieving our research objectives. Please rest assured that your responses and personal information will remain strictly confidential. The data collected will be used solely for research purposes. Thank you for your valuable input!

1.Information

Demographic	
Gender	()M ()F
Age	()20 -25 ()26-35 ()36-45 ()Above 45
Position	()Director
	()Head of Department
	() Manager
	() Officer
	() Assistant
Working Experience	()Under 1 Year
	()1 – 3 Years
	()3 – 5 Years
	() Above 5 Years
Education Level	()High School
	() Diploma
	()Bachelor's
	() Master's
	() PhD

Service Quality Perception
How many years have you been using our warehouse services?
() Less than 1 Year ()1-3 Years()4-7 Years ()8-10 Years () More than 10 Years
Which of our services do you use?
() Storage () Distribution () Inventory Management () All Services
How long did it take to receive the service from your first arrival at the warehouse?
() Less than 10 minutes () 10–30 minutes () 30–60 minutes () More than 1 hour
According to your opinion, to what extent is efficient service delivery important for customer satisfaction?

() Extremely important () Important () Fairly important () Not important

2. Please rate the following statements.

A. Service' Tangibility	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The warehouse has required and modern equipment to provide quick and quality service.					
Warehouse employees have the knowledge to deliver quality and speedy services.					
The warehouse is clean and provides adequate space for storage.					
Employees' uniforms are appropriate and presentable.					
B. Service' Reliability					
The warehouse provides its services at promised times.					
Employees are consistently polite.					
Employees handle customer complaints effectively.					
Employees provide accurate information to customers.					
C. Service' Responsiveness					
Employees are happy and willing to serve customers.					
The warehouse provides diversified services.					
The warehouse gives quick service.					
The warehouse provides quick responses to customer inquiries.					
D. Service' Assurance					
Employees have the required skills to provide services.					
Employees have sufficient knowledge of services information.					
Employees make customers feel safe.					
Employees have the required knowledge to answer customers' questions.					
E. Service' Empathy					
Employees always treat customers in a friendly manner.					

Employees treat customers with respect.					
Employees give individualized attention to customers.					
Employees understand the specific needs of their customers.					
F. Customer Satisfaction					
Level of satisfaction with modern equipment and speedy service.					
Satisfaction with individualized attention from staff.					
Satisfaction with employees' communicative ability.					
Satisfaction with the performance of warehouse staff.					
Satisfaction with complaint handling and service effectiveness.					

Thank you so much for your kind cooperation.