

FACTORS AFFECTING THE LEVEL OF CUSTOMER SERVICE SATISFACTION TOWARDS THE COURIER SERVICE MANAGEMEnT QUALITY AT JOHOR BAHRU

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Abstract

The purpose of this study is to assessed the level of customer service satisfaction towards the courier service management in Johor Bahru. This research also to evaluate the relationship between courier service quality and customer satisfaction in courier service management, as well as to determine the factors that influencing the level of customer satisfaction towards the courier service management in terms of service quality. In this research, customer satisfaction were determined through their own experience, customer service satisfaction, and service quality provided by the courier company. An online survey were distributed through the google form to the respondents and analysed by using SPSS software. The finding shows there were a significant relationship between customer satisfaction and courier service quality from the courier service management. The result also discovered the leve lof the customer satisfaction and the factors that influence the level of customer satisfaction toward the courier service managemnet quality. Therefore, this study had provided recommendation for improving courier service management through customer experience in terms of service efficiency.

Keywords: Customer Satisfaction, Quality Management, Courier Service, Service Quality

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1. INTRODUCTION

Malaysia Communications and Multimedia Commission registered 2,102 reports from postal and courier service customers as of the end of 2019. This was a 70% rise from the previous year's total of 1,235 events. The increased number of complaints was attributed to increased e-commerce sales volume, especially during large online sales such as 11.11 Online Sales. Among the criticisms were that the packaging was shipped in an inadequate manner, that the packaging was not received but that the status was received, that customs clearance was delayed, and that the customer service was bad. Recently on Twitter were trending about a delivery company employee are on strike, protesting their dissatisfaction by tossing consumer parcels and failing to show up to work due to an overabundance of distribution supplies and bad management during the pandemic. Dissatisfaction with delivery service deliveries and customer service responses has erupted on social media. Consumer uncertainty and misunderstanding are exacerbated by a lack of detail, growing customer desire for answers from service and help.

In general, service providers emphasized that they have improved their logistics networks, which allow for, among other things, volume forecasting to ensure a sufficient workforce during peak seasons such as online festive sales or mega shopping day sales (Malaysia Communications and Multimedia Commission, 2019). The surge in demand prevailed during the holiday season during the previous MCO, forcing most courier providers to fail to supply on time. Strict MCO restrictions are also a major issue for delivery providers, which are unable to recruit personnel to satisfy the ever-increasing demand. Some courier service providers are required to refuse orders because their facility-based activities have reached their capacity. Furthermore, according to an article in *The New Straits Times* (2021), J&T apologizes to customers due to violent sorting of parcels, J&T Vice President Jason Ren admitted that management was to blame for only providing "training program" to temporary workers hired due to the rapid increase in package volume during the Movement Control Order period. Besides, he added that the company had made reforms in the shortest possible time after the incident, including staff and vehicle expansion, and management supervision. He also said the management had gone to the ground for grassroots training to ensure the quality working behavior of all its employees (Hana & Mahani, 2021).

The research aims to discover the most efficient approach for improving courier service management through customer satisfaction in terms of service efficiency, as well as to assess the relationship between quality service and level of customer satisfaction in courier service management.

Objective of Study

1. To determine the level of customers' satisfaction level towards courier services quality management during pandemic covid-19 in Johor Bahru.
2. To measure the relationship between customers' satisfaction of courier service and the courier service quality management during pandemic covid-19 in Johor Bahru.
3. To determine the factors of courier service quality management that influencing the level of customer satisfaction during pandemic covid-19 in Johor Bahru.

2. LITERATURE REVIEW

In Malaysia, national postal services and private courier companies both contribute significantly to the national economy and provide employment opportunities. At the moment, the postal industry is an envelope, and the services provided are not limited to parcel delivery. To diversify and broaden the scope of the offer services, new services such as courier services, e-services, and transportation services have been introduced. Emerging technology based on the convergence of e-communication and publishing will and has changed the landscape of postal industries in terms of the services provided by the inadequate courier and postal companies via a new system model (Nurul, Damhuji, & Liu, 2016).

2.1. Customer Satisfaction

Customer satisfaction is described as a customer's joy or discontent that results from an evaluation of perceived service-quality performance and the actual services delivered (Nguyen & Hoang, 2017). Service quality was defined by Gulc (2017) as a degree of value of service association towards buyer and satisfaction evaluation. According to Srivastava and Sharma (2013), service quality is defined as the examination of the gap or variances between the consumer's impression of service performance and the consumer's expectations for the service. The most often used approach for assessing service quality and customer satisfaction in a service industry acronym (Roslan, Wahab, & Abdullah, 2015) and (Yasin Galip & Ulas, 2017). Because it is consistent, valid, and generally relevant inside service-sector companies, the model has been considerably more commonly employed than other models (Yasin Galip & Ulas, 2017).

2.2. Service Quality

The service business evaluates service quality via the 'eyes' of clients, which is a challenging process (Bin, et al., 2020). The capability to provide higher service quality can assist service trades in achieving aggressive improvement. Essentially, client expectations of service and how they perceive its execution differ from service quality. Offering high-quality service is said to be critical for gaining a competitive edge in the service business (Muala, 2016). Customers' satisfaction, according to (Muala, 2016) and (Minh & Huu, 2016), is entirely dependent on their observations and opinions about the service quality after experiencing it. There is a significant link between customer happiness and service quality, as noted by (Kant & Jaiswal, 2017), and (Kumar, 2017).

2.3. Relationship Between Customer Satisfaction and Service Quality

According to (Jamal & Azmi, 2018), the function of service quality and customer satisfaction as an originator occurs in particular certain conditions. When a consumer is concerned with cognitive issues, customers recognize service quality, which leads to customer satisfaction. However, if the circumstance is different and the customer is concerned about effectiveness, then the customer acknowledges that customer satisfaction leads to service quality. This system has the potential to boost customer confidence in courier services while also improving customer service (Liu, Xie, & Xu, 2013). Malaysia still requires ongoing learning and research to improve the competitiveness of postal and courier service management.

2.4. Research Framework

Following the completion of the literature review, the researcher may determine that perceived usefulness and perceived ease of use are the significant elements that contribute to customer satisfaction in terms of courier service management quality.

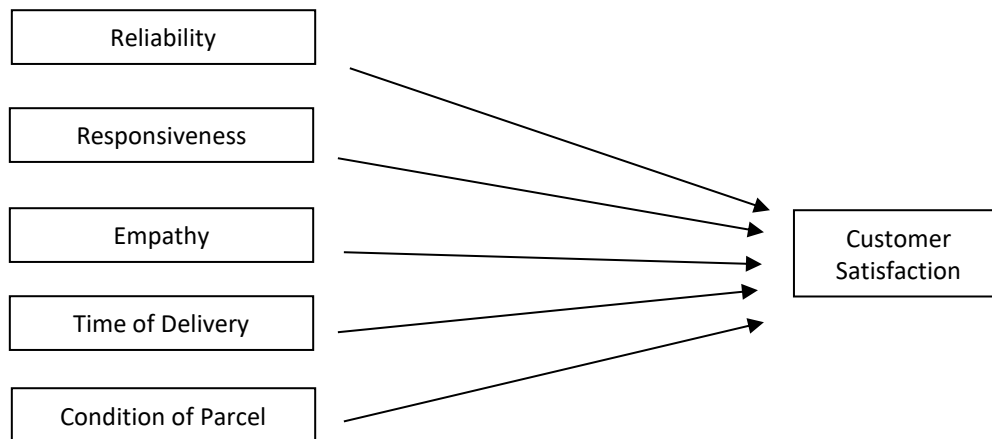


Figure 2.1. Research Framework

The purpose of this study was to find the connection factors that contribute to customer satisfaction among all variables. In this regard, it is critical to investigate the link between service quality and customer satisfaction in courier service management. The goal of this research is to look at the factors that influence customer level of satisfaction towards the courier service management in Johor Bahru, Johor. Therefore, it proposes to investigate five types of relationships:

1. Is there any relation between reliability and customer satisfaction in the courier service management quality?
2. Is there any relation between responsiveness and customer satisfaction in the courier service management quality?
3. Is there any relation between empathy and customer satisfaction in the courier service management quality?
4. Is there any relation between time of delivery and customer satisfaction in the courier service management quality?
5. Is there any relation between the condition of the parcel and customer satisfaction in the courier service management quality?

To that end, five hypotheses based on the five relationships set in the previous section have been developed:

H1: There is a relationship between reliability and customer satisfaction.

H2: There is a relationship between responsiveness and customer satisfaction.

H3: There is a relationship between empathy and customer satisfaction.

H4: There is a relationship between time of delivery and customer satisfaction.

H5: There is a relationship between the condition of the parcel and customer satisfaction.

3. RESEARCH METHODOLOGY

3.1. Population and Sample

The main objective of this research objective study is to identify the factors that influence the level of customer satisfaction towards courier service quality in Johor Bahru. In Malaysia, the population was 32,743,530 (Population Stat, 2021) and it is impossible to involve all consumers in Malaysia due to the time constraint and the number of populations is very huge. Therefore, the target population for the survey was targeted in Johor. Since the total number of consumers in area Johor is very huge, the survey focused on consumers in the Johor Bahru district. The sample of the group will include students, community, private sector, and government sector.

Table 3.1. Top 10 Population of Main Cities in Malaysia

| RANK | CITY | POPULATION, URBAN AREA | POPULATION, CITY |
|------|------------------|------------------------|------------------|
| 1 | Kuala Lumpur | 8,194,049 | 1,453,975 |
| 2 | Johor Bahru | 1,043,337 | 802,489 |
| 3 | Ipoh | 826,891 | 673,318 |
| 4 | Kuching | 620,287 | 570,407 |
| 5 | Kota Kinabalu | 561,970 | 457,326 |
| 6 | Kuantan | 513,129 | 366,229 |
| 7 | Seremban | 483,287 | 372,917 |
| 8 | Kuala Terengganu | 390,446 | 285,065 |
| 9 | Sandakan | 379,604 | 380,000 |
| 10 | Kota Bharu | 351,683 | 352,000 |
| 11 | Alor Star | 349,366 | 217,368 |

sources: populationstat.com

Based on Table 3.1, shows the total population number of main cities in Malaysia divided by 10 main cities.

Table 3.2. Target Population for this Research

| TARGET POPULATION | |
|-------------------|-----------|
| Johor Bahru | 1,043,337 |

Then, Table 3.2 states the selected main city that will be the target population for this research. The target population for this research consumers in Johor Bahru consists of 1,043,337 consumers.

This study uses simple random sampling techniques which are described when every element in a population has an equal chance of being chosen for the sample. Within each population list, a sampling unit is picked randomly. This sampling technique is also called "random quota sampling". In this research, a simple random sampling technique was applied wherein the target population are consumers from Johor Bahru. This technique was chosen in this research to ensure that each segment of the population has a fair probability of being chosen (Frerichs, 2008).

Sample size refers to the group of people selected from the population that has been drawn so that the researcher can collect the information and perform the examination on the basis of the answers provided by the size of the survey (Mei, 2019). According to Ahmad, Hassan, and Rosli (2019), the minimum sample size that is determined by the rules is 30 and the maximum is 500 which is appropriate for most research. The sample size for this study was 385.

3.2. Analysis Method

Quantitative methods, Pearson Correlation, and Multiple Regression will be used in this research by distributing questionnaires to consumers in Johor Bahru. Data collected from the primary source of the questionnaire will be analysed using quantitative methods. The use of SPSS software to analyse the data that has been collected is intended to facilitate data analysis because it involves a large amount of data. SPSS also gives accurate decisions and can be implemented immediately. The use of SPSS can provide a result that can identify the dominant factors that influence the level of customer satisfaction. In addition, the use of SPSS also can provide the significant value for the factor where it can determine the factors that have the relationship between the level of customer satisfaction and courier service quality among the consumer in Johor Bahru.

Table 3.3. Type of Analysis for Each Objective

| No | Objective | Type of Analysis |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 1 | To determine the level of customers' satisfaction level towards services quality on courier service during pandemic covid-19 in Johor Bahru. | Descriptive Analysis |
| 2 | To measure the relationship between customers' satisfaction of courier service and the courier service quality management during pandemic covid-19 in Johor Bahru. | Pearson Correlation |
| 3 | To determine the factors of courier service quality management that influencing the level of customer satisfaction during pandemic covid-19 in Johor Bahru. | Multiple Regression |

4. FINDINGS/MAIN RESULTS

4.1. Sample Profile

The questionnaire that develops in google form format has been distributed to target respondents who are using courier service in Johor Bahru. There are 388 respondents who are committed to answering the questionnaire which are received and completed by researchers. The total of 388 data received are including 20 data from the pilot test. The 368 data collected after the pilot test were recorded and analysed by using SPSS software.

4.2. Reliability Analysis

Table 4.1. Reliability Statistic

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | No. of Item |
|------------------|----------------------------------------------|-------------|
| 0.934 | 0.966 | 33 |

Based on table 4.1, it shows the reliability analysis overall for this study which showed the result of Cronbach's Alpha was 0.934. Based on Cronbach's Alpha Rule of Thumb, $\alpha 0.9 > \alpha \geq 0.8$ means the consistency is good and has a very high relationship. Thus, the consistency of this research is good and reliable.

4.3. Descriptive Analysis

4.3.1. To determine the level of customers' satisfaction level towards courier service quality management during pandemic covid-19 in Johor Bahru.

Table 4.2. Mean value level

| Mean | Level |
|-----------|-----------|
| 1.00-2.19 | Very Low |
| 2.20-3.39 | Low |
| 3.40-4.59 | Moderate |
| 4.60-5.79 | High |
| 5.80-7.00 | Very High |

Source: (Salmiah & Ungku, 2012)

Table 4.2 shows the five levels of categories according to the mean consist of very low, low, moderate, high and very high.

Table 4.3. Mean Score for the Level of Customers' Satisfaction Toward the Elements in Service Quality Management

| Elements (Independent Variable) | Score Mean | Level |
|---------------------------------|------------|----------|
| Reliability | 4.07 | Moderate |
| Responsiveness | 4.15 | Moderate |
| Empathy | 4.02 | Moderate |
| Time of Delivery | 4.05 | Moderate |
| Condition of Parcel | 3.97 | Moderate |
| Elements (Dependent Variable) | Score Mean | Level |
| Customer Satisfaction | 4.27 | Moderate |

Based on Table 4.3, the result of the study showed that mean score for the customer satisfaction was recorded 4.27 which show the level was moderate. It show that all elements of courier service quality are at moderate level which all fall in the range from 3.97 to 4.15. The mean score value of Responsiveness (RP) is 4.15 which is the highest mean score value compared to the other elements, Reliability (RL), Empathy (EP), Time of Delivery (TD), and Condition of Parcel (CP). This indicates that responsiveness (RP) is the dominant element in this study when it can be evidenced by the overall value of the highest mean score of 4.15. Meanwhile, Reliability (RL), Empathy (EP), Time of Delivery (TD), and Condition of Parcel (CP) element got an overall mean score of 4.07, 4.02, 4.05 and 3.97 respectively.

4.4. Pearson Correlation

4.4.1. To measure the relationship between customers' satisfaction of courier service and the courier service quality management during pandemic covid-19 in Johor Bahru.

Pearson's correlation was used to evaluate the relation between service quality determinants and customer satisfaction. Table 4.4 shows the size and strength of the correlation.

Table 4.4. The Size and Strength of The Correlation

| Size of Correlation | Strength of Correlation |
|-------------------------------------|-------------------------|
| 0.91 until 1.00 (-0.91 until -1.00) | Very High |
| 0.71 until 0.90 (-0.71 until -0.91) | High |
| 0.51 until 0.70 (-0.71 until -0.91) | Moderate |
| 0.31 until 0.50 (-0.71 until -0.91) | Low |
| 0.00 until 0.30 (-0.71 until -0.91) | Negligible |

Source: (Napitupulu, et al., 2018)

Table 4.5. Pearson Correlation Analysis

| | | Reliability | Responsiveness | Empathy | Time of Delivery | Condition of Parcel | Customer Satisfaction |
|------------------------------|---------------------|-------------|----------------|---------|------------------|---------------------|-----------------------|
| Reliability | Pearson Correlation | 1 | | | | | |
| | Sig. | | | | | | |
| | N | 388 | | | | | |
| Responsiveness | Pearson Correlation | .847** | 1 | | | | |
| | Sig. | .000 | .000 | | | | |
| | N | 388 | 388 | | | | |
| Empathy | Pearson Correlation | .819** | .808** | 1 | | | |
| | Sig. | .000 | .000 | .000 | | | |
| | N | 388 | 388 | 388 | | | |
| Time of Delivery | Pearson Correlation | .810** | .806** | .797** | 1 | | |
| | Sig. | .000 | .000 | .000 | .000 | | |
| | N | 388 | 388 | 388 | 388 | | |
| Condition of Parcel | Pearson Correlation | .678** | .675** | .682** | .694** | 1 | |
| | Sig. | .000 | .000 | .000 | .000 | .000 | |
| | N | 388 | 388 | 388 | 388 | 388 | |
| Customer Satisfaction | Pearson Correlation | .571** | .591** | .582** | .571** | .524** | 1 |
| | Sig. | .000 | .000 | .000 | .000 | .000 | .000 |
| | N | 388 | 388 | 388 | 388 | 388 | 388 |

** . Correlation is significant at the 0.01 level (One-tailed)

Table 4.6. Hypothesis

| Hypothesis | Independent Variable | | Dependent Variable | Result |
|------------|----------------------|-------|-----------------------|----------|
| H1 | Reliability | ————→ | Customer Satisfaction | Accepted |
| H2 | Responsiveness | ————→ | | Accepted |
| H3 | Empathy | ————→ | | Accepted |
| H4 | Time of Delivery | ————→ | | Accepted |
| H5 | Condition of Parcel | ————→ | | Accepted |

Table 4.4 shows the size and strength of the correlation. Based on table 4.5 and 4.6, it is shown that all hypotheses are accepted and have significant positive relationship with the customer satisfaction on courier service among the consumer in Johor Bahru. The relationship is significant at level of 0.01.

4.5. Multiple Regression

4.5.1. To measure the relationship between level of customer satisfaction and the elements in service quality on courier service in Johor Bahru.

Table 4.4. Multiple Regression Analysis

| Model | Unstandardized Coefficient | | Standardized Coefficients | t | Sig. |
|---------------------|----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 4.194 | 1.916 | | 2.188 | .029 |
| RL | .131 | .184 | .061 | 2.413 | .035 |
| RP | .448 | .178 | .211 | 2.516 | .012 |
| EP | .359 | .163 | .173 | 2.195 | .029 |
| TD | .247 | .170 | .114 | 1.456 | .046 |
| CP | .298 | .123 | .142 | 2.424 | .016 |

a. Dependent Variable: Customer Satisfaction (CS)

Based on Table 4.4, it is shown that there are all five variables that have a relationship and can directly explain the significance between the independent variable and the dependent variable. The variables that are significant with customer satisfaction toward courier service quality management which consists elements of responsiveness, empathy, and condition of a parcel due to the result of significant level are below 0.05. Therefore, this research shows that the level of customer satisfaction has a positive relationship between the responsiveness, empathy, reliability, time of delivery, and condition of the parcel

5. DISCUSSIONS

5.1. Discussion on level of customer satisfaction towards services quality on courier service during pandemic covid-19 in Johor Bahru.

After the data were analyzed, the overall results showed that respondents had a moderate level of customer satisfaction toward service quality on courier service during the pandemic with a record mean overall score of 4.27, respectively. The moderate level of customer satisfaction can be proved when they partially agreed that courier service provides a service as promised to the customer, postman courier service always delivers the right and actual parcel to the customer, and courier service postmen are easy to communicate. In addition, the courier service provided the availability to check the delivery time to deliver parcels and customers to check. Besides, courier service also ensures the goods or parcel arrived

in full, the packaging was undamaged, and the condition of items/parcel delivered. Therefore, the courier services have been able to provide good services and able to make the customer be satisfied by their services during the pandemic covid-19 in Johor Bahru.

5.2. Discussion on the relationship between the elements in service quality and level of customers' satisfaction with courier service in Johor Bahru.

All the variables studied in this research have positive relationships on customer satisfaction towards courier service quality during the pandemic. It shows that all five elements which are Reliability, Responsiveness, Empathy, Time of Delivery, and Condition of Parcel are significant toward level customer satisfaction of courier service quality among the consumer in Johor Bahru. This study is parallel with the previous study that mentioned reliability, responsiveness and empathy have a significant relationship towards courier service (Gulc, 2017), (Daniel & Berinyuy, 2010) and (Jamal & Azmi, 2018). While for the time of delivery, Abdullah and Resul (2020) had mentioned customer satisfaction will be achieved by delivering the parcel accurately on time and Jessica S. Y, Derek, Felicia, Loong, & Tat (2012) mentioned that the condition of parcels has a positive relationship with customer satisfaction. Therefore, it shows that the result in this study is the same as the previous study that mentioned that the time of delivery and condition of the parcel has a significant relationship toward the level of customer satisfaction of courier service.

5.3. Discussion on the factors of courier service quality management that influencing the level of customer satisfaction during pandemic covid-19 in Johor Bahru.

The result shows in the data analysis the five elements that positively have a relationship with the level of customer satisfaction. The elements that have significance are responsiveness which has a standard beta (β) value of 0.211 and has a smaller significant value than alpha value 0.012. This result is consistent with the study by (Jamal & Azmi, 2018) which mentions that responsiveness has a positive impact that influences customer satisfaction which directly affects the courier service. While the reliability variable has standard beta (β) value 0.061 and have significant value than alpha value, 0.035. It align with the result by (Roslan, Wahab, & Abdullah, 2015) which reported that reliability has strong and positive relationship toward customer satisfaction.

Next is empathy which has a standard beta (β) value of 0.173, and has a smaller significant value than the alpha value of 0.029. This confirmed the previous study's results reported that empathy has a positive impact that influences customer satisfaction (Joefel, 2021). Time of delivery has a standard beta (β) value of 0.114, and has a smaller significant value than the alpha value of 0.046. Based on Abdullah and Resul, 2020, the study observed that time of delivery is one of service qualities contributing the customer satisfaction.

Lastly, the condition of the parcel has a standard beta (β) value of 0.143 and has a smaller significance value than alpha value 0.016. Thus, it also confirmed the finding made by (Jessica S. Y., Derek, Felicia, Loong, & Tat, 2012) that reported a significant relationship between the condition of parcels and customer satisfaction on courier service.

6. RECOMMENDATION

Courier service management should consider some efforts to increase the level of customer satisfaction towards the service management quality among the consumer in Johor Bahru. It would be good if the management could focus more on the issues and how to make sure the service given meet the customer

expectation. Courier services providers can take efficient steps to overcome the problem quickly. Issues such as facilities are not enough to accommodate supply, transport, and workforce need to be expedited that may affect the quality. Besides, courier services can look at features such as client management, and services to suit customers' specific needs.

Henceforth, future researchers can use different analytical methods to see the differences in the measurement of awareness levels and to be able to obtain more accurate and authentic information. In addition, the researcher can use the interview method for the data collection process. Usually, the interview method will give the researcher a more accurate understanding and answers. In addition, future researchers can also add more relevant question items to get more satisfactory answers from the respondents. Furthermore, it is recommended in future research to include customer expectations as part of the measurement. The gap between expectation and perception should be further investigated to allow the researcher to better evaluate customer satisfaction with courier service in Malaysia.

7. CONCLUSION

In conclusion, based on this study, it can be concluded that the objectives had been achieved. In this research the level of customer satisfaction toward courier service management quality the consumer in Johor Bahru during the pandemic is moderate. While customer satisfaction have significant positive relationship with the elements of courier service management quality on courier service which consists responsiveness, empathy, reliability, time of delivery, and condition of the parcel. It is hoped that courier services are able to be more efficient and effective in their operation, thus improving their service to customers and increasing customer satisfaction.

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APPENDICES

QUESTIONNAIRE



FACTORS AFFECTING THE LEVEL OF CUSTOMER SERVICE SATISFACTION TOWARDS THE COURIER SERVICE QUALITY AT JOHOR BAHRU

Dear respondent,

The aim of this study is to identify the relationship between level of awareness and intention to use cashless payment among university students. The questionnaire is divided into three sections, namely Sections A, B, and C. The time it will take is 5 to 10 minutes to answer all sections. I request your kind service to take the time to answer this questionnaire in order to help me to conduct this study. All information provided is confidential and each respondent will remain anonymous. This information will be used for academic purposes only. Your cooperation is highly appreciated.

Thank you for your cooperation.

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PART A: Demographic

Instruction: Please tick for the statement related to you in the space provided were appropriately

1. Gender

| | |
|--------------------------|--------|
| <input type="checkbox"/> | Male |
| <input type="checkbox"/> | Female |

2. Age

| | |
|--------------------------|--------------|
| <input type="checkbox"/> | 18-30 |
| <input type="checkbox"/> | 31-40 |
| <input type="checkbox"/> | 41 and above |

3. Type of consumer

- Students
- Community
- Government sector
- Private sector
- Other:

4. Which is the courier service you commonly use (can choose more than 1)

- Poslaju
- J&T
- Ninja van
- DHL
- City Link
- Other:

5. Which type of shipping do you use most often?

- Letter
- Parcel
- Excessive or oversized shipment

6. How often do you use the service?

- More than once per month
- Once a month
- Once every three months
- Once every six months
- Once a year

PART B: Relationship between service quality toward customer satisfaction

The following statement below are related to the relationship between service qualities toward customer satisfaction provided by courier service company. For each statement, please rate honestly based on what your experienced in courier service during the pandemic using the following scales:

| | | | | |
|-------------------|----------|---------|-------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly disagree | Disagree | Neutral | Agree | Strongly agree |

| a. Reliability | | Scale | | | | |
|----------------|---------------------------------------------------------------------------------------|-------|---|---|---|---|
| 1 | Courier services provide a service as promised to customer. | 1 | 2 | 3 | 4 | 5 |
| 2 | Courier services postman deliver my parcel on time. | 1 | 2 | 3 | 4 | 5 |
| 3 | Courier services makes sure my parcel deliver tracking status is updated to customer. | 1 | 2 | 3 | 4 | 5 |
| 4 | Courier services inform or call when they reached the house to deliver a parcel. | 1 | 2 | 3 | 4 | 5 |
| 5 | Courier service perform a service right the first time. | 1 | 2 | 3 | 4 | 5 |

| b. Responsiveness | | Scale | | | | |
|--------------------------|-------------------------------------------------------------------------------------|-------|---|---|---|---|
| 1 | Courier service provide prompt services to customers. | 1 | 2 | 3 | 4 | 5 |
| 2 | Courier services postman ready to help customers if customer have a problem. | 1 | 2 | 3 | 4 | 5 |
| 3 | courier service responds to any inquiries from customers. | 1 | 2 | 3 | 4 | 5 |
| 4 | Courier service care about their customers. | 1 | 2 | 3 | 4 | 5 |
| 5 | Postman of courier services always deliver the right and actual parcel to customer. | 1 | 2 | 3 | 4 | 5 |

| c. Empathy | | Scale | | | | |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|---|---|---|---|
| 1 | Customer service of courier service is caring in serving their customers. | 1 | 2 | 3 | 4 | 5 |
| 2 | Courier service postman and company give individual attention to customers. | 1 | 2 | 3 | 4 | 5 |
| 3 | Courier service postman and company aware of the customers need. | 1 | 2 | 3 | 4 | 5 |
| 4 | Courier service postman and customer service are easy to communicate with when dealing with delivery issues (late delivery, damaged courier, lost item and tec) | 1 | 2 | 3 | 4 | 5 |
| 5 | Customer service are always available for customers. | 1 | 2 | 3 | 4 | 5 |

| d. Time of delivery | | Scale | | | | |
|----------------------------|------------------------------------------------------------------------|-------|---|---|---|---|
| 1 | The courier arrived within the specified delivery time. | 1 | 2 | 3 | 4 | 5 |
| 2 | Availability of delivery timely information regarding status of order. | 1 | 2 | 3 | 4 | 5 |
| 3 | Take 2 day or more to deliver the parcel. | 1 | 2 | 3 | 4 | 5 |
| 4 | On-time delivery services as requested by customers. | 1 | 2 | 3 | 4 | 5 |
| 5 | The convenience of delivery schedule. | 1 | 2 | 3 | 4 | 5 |

| e. Condition of parcel | | Scale | | | | |
|-------------------------------|---------------------------------------------|-------|---|---|---|---|
| 1 | Goods arrived in full and were undamaged. | 1 | 2 | 3 | 4 | 5 |
| 2 | The packaging and product/s were undamaged. | 1 | 2 | 3 | 4 | 5 |
| 3 | Parcel have insurance. | 1 | 2 | 3 | 4 | 5 |
| 4 | Item packaging professional and standard. | 1 | 2 | 3 | 4 | 5 |
| 5 | Good condition of items/parcel delivered. | 1 | 2 | 3 | 4 | 5 |

SECTION C: The level of satisfaction of using courier service management

This section was asked to rate the level of satisfaction of using courier service. The respondents must

give their feedback and true perception by answering the question stated based on the scale given.

| | | | | |
|-------------------|----------|---------|-------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly disagree | Disagree | Neutral | Agree | Strongly agree |

1. Courier service give a good service to their customer to make sure customer feel safe in using courier service.

| | | | | |
|-------------------|----------|---------|-------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly disagree | Disagree | Neutral | Agree | Strongly agree |

2. Courier service always updated a tracking number to their customer to make sure customer know about deliver time and also inform a customer when they reached customer house.

| | | | | |
|-------------------|----------|---------|-------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly disagree | Disagree | Neutral | Agree | Strongly agree |

3. The price set is reasonable with the weight of item/parcel

| | | | | |
|-------------------|----------|---------|-------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly disagree | Disagree | Neutral | Agree | Strongly agree |

4. Courier service provide the ease of tracking and tracing items by internet and telephone

| | | | | |
|-------------------|----------|---------|-------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly disagree | Disagree | Neutral | Agree | Strongly agree |

5. Courier service always accurate deliver the package to address of shipment

| | | | | |
|-------------------|----------|---------|-------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
| | | | | |

6. Promptness of customer service to consumers' complaint and resolution to the complaint

| | | | | |
|-------------------|----------|---------|-------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly disagree | Disagree | Neutral | Agree | Strongly agree |

7. On-time delivery services as per consumers' request

| | | | | |
|-------------------|----------|---------|-------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly disagree | Disagree | Neutral | Agree | Strongly agree |

8. Consideration/understanding of customer service on consumers' advice and opinions

| | | | | |
|-------------------|----------|---------|-------|----------------|
| 1 | 2 | 3 | 4 | 5 |
| Strongly disagree | Disagree | Neutral | Agree | Strongly agree |

9. Any suggestion to improve the service quality of courier service management?