



**STUDY ON THE CUSTOMER SATISFACTION OF  
INTERNATIONAL PARCEL DELIVERY SERVICES——A CASE  
STUDY OF THAILAND XJB EXPRESS**

**SUN LEI**

**6317195902**

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS FOR  
THE MASTER'S DEGREE OF BUSINESS ADMINISTRATION  
GRADUATE SCHOOL OF BUSINESS  
SIAM UNIVERSITY**

**2023**



**STUDY ON THE CUSTOMER SATISFACTION OF  
INTERNATIONAL PARCEL DELIVERY SERVICES——A CASE  
STUDY OF THAILAND XJB EXPRESS**

**SUN LEI**

This Independent Study has been Approved as a Partial Fulfillment of the Requirement of International Master of Business Administration in International Business Management

Advisor: .....

(Dr. Liao Zhigao)

Date: .....7...../.....4...../.....2024

.....  
(Associate Professor Dr. Jomphong Mongkhonvanit)

Dean, Graduate School of Business Administration

Date: .....10...../.....4...../.....2024

Siam University, Bangkok, Thailand

**Title:** Study on the Customer Satisfaction of International Parcel Delivery Services——A Case Study of Thailand XJB Express  
**By:** Sun Lei  
**Degree:** Master of Business Administration  
**Major:** International Business Management  
**Advisor:** .....  
(Dr. Liao Zhigao)  
..... 9 / ..... 4 ..... 2024

### ABSTRACT

As an important component of global trade and e-commerce, international parcel delivery services are crucial for meeting the needs of Thai customers and providing good service quality. However, although many studies have focused on the quality and efficiency of international logistics and express delivery services, there is relatively little research on the satisfaction of Thai customers with these services. The purpose of this study is to analyze the overall status of the international parcel delivery service industry, conduct in-depth research, and provide guidance and suggestions for improving the service level of the industry; Study the impact of service quality, logistics efficiency, price fairness, network coverage, and information transparency on overseas customer satisfaction. The main objectives of this paper were: 1)To analyze the overall situation of the international parcel delivery service of XJB express in Thailand. 2)To explore the influence factors of customer satisfaction of the international parcel delivery service of XJB express in Thailand.

In order to conduct in-depth research on the satisfaction of Thai customers with XJB Express Company's international package delivery services, this study adopted a quantitative research method. Through a questionnaire survey, A total of 350 questionnaires were distributed. Recovered valid questionnaires: 339 copies, Based on a large number of questionnaire real data and literature. A series of questions were provided to Thai customers to obtain their evaluation data on service quality, logistics efficiency, price fairness, network coverage, information transparency, satisfaction, and other aspects. The study found that: 1)XJB Express company has problems such as low selection rate by customers and insufficient business service scope; 2) XJB Express customer satisfaction in Thailand is affected by service quality, logistics efficiency, price fairness, network coverage and information transparency, among which service quality, logistics efficiency and information transparency have significant positive impacts on customer satisfaction, while price fairness and network coverage have significant negative impacts on customer satisfaction.

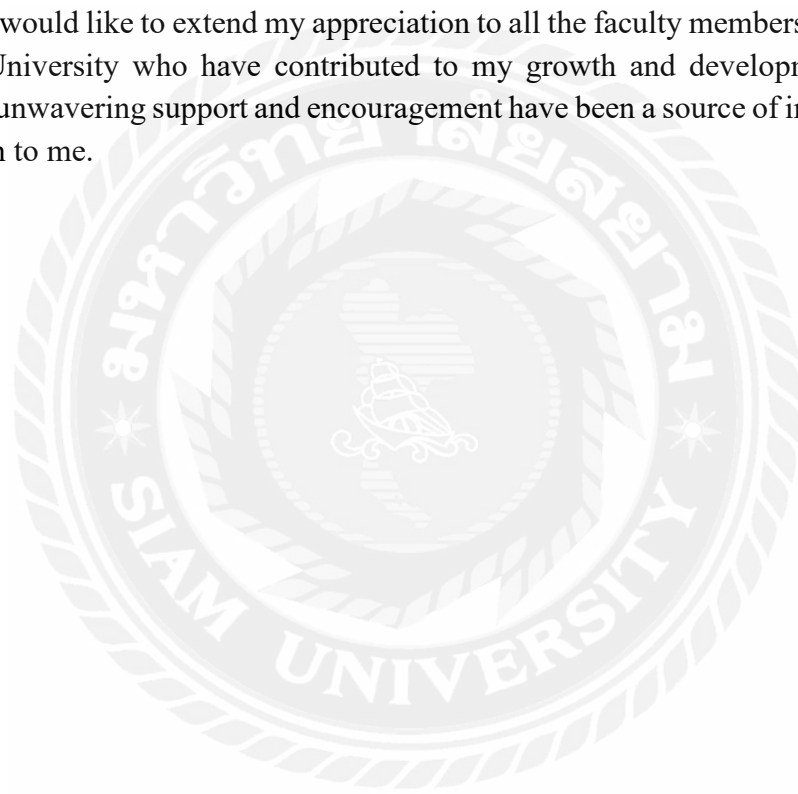
**Keywords:** International parcel delivery service, XJB Express, Customer satisfaction

## **ACKNOWLEDGEMENT**

I would like to express my deepest gratitude to my advisor, for his invaluable guidance, support, and encouragement throughout my independent study. His insightful comments and constructive criticism have significantly improved the quality of my work.

Additionally, I am grateful to Associate Professor Dr. Jomphong Mongkhonvanit, Dean, Graduate School of Business, for his support and encouragement throughout my studies. His dedication to the graduate program and commitment to excellence have inspired me to strive for academic excellence.

Finally, I would like to extend my appreciation to all the faculty members and staff of the Siam University who have contributed to my growth and development as a student. Their unwavering support and encouragement have been a source of inspiration and motivation to me.



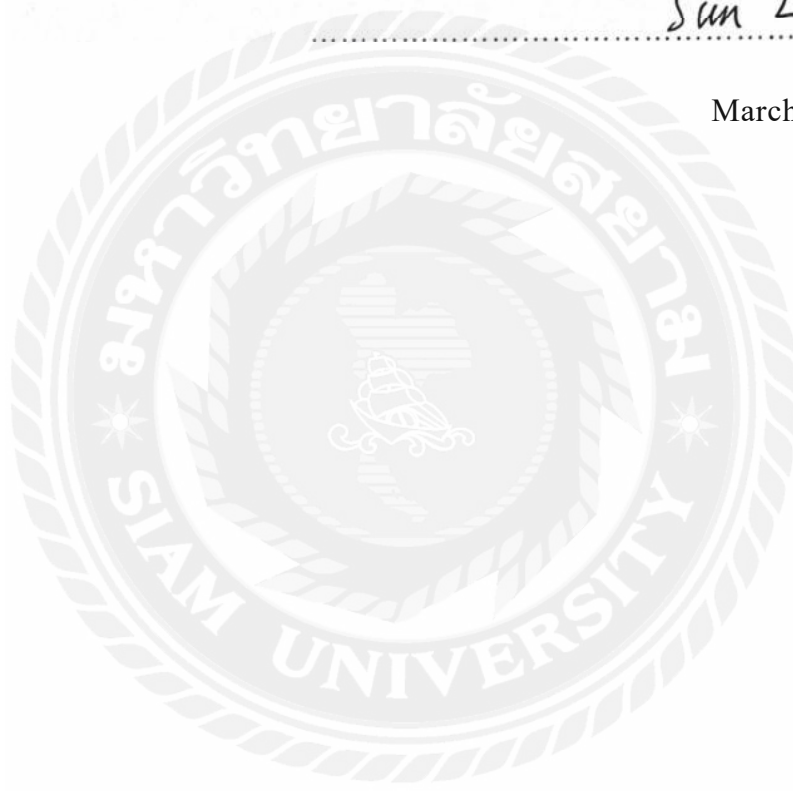
## Declaration

*I, Sun Lei, hereby certify that the work embodied in this independent study entitled “Study on the International Parcel Delivery Services: A Case Study of Thailand Customer Satisfaction with XJB Express” is result of original and has not been submitted for a higher degree to other university or institution.*

*Sun Lei*

Sun Lei

March 26,2023



# CONTENTS

ABSTRACT.....	II
ACKNOWLEDGEMENT .....	III
Declaration.....	IV
TABLE CONTENTS.....	VI
FIGURE CONTENTS .....	VII
Chapter 1 Introduction .....	1
1.1 Background of the Study .....	1
1.2 Research Problem .....	2
1.3 Objectives of the Study.....	2
1.4 Scope of the Study .....	3
1.5 Significant of the Study .....	3
1.6 Limitation of the Study.....	3
1.7 Hypothesis .....	4
Chapter 2 Literature Review .....	5
2.1 Introduction .....	5
2.2 Literature Reviews.....	5
2.2.1 International parcel delivery service.....	5
2.2.2 Customer satisfaction .....	6
2.3 Introduction of XJB Express .....	8
2.4 Theoretical framework .....	8
Chapter 3 Research Methodology.....	9
3.1 Introduction .....	9
3.2 Research Design .....	9
3.3 Population and sample size.....	11
3.4 Data collection.....	11
3.5 Data analysis.....	12
3.5.1 Reliability analysis of questionnaire .....	13
3.5.2 Questionnaire Validity Analysis .....	13
Table 3.6 Reliability analysis of questionnaire.....	13
Chapter 4 Finding .....	14
4.1 Introduction .....	14
4.2 Problems with XJB Express's international parcel delivery business in Thailand.....	14
4.3 Analysis of influencing factors of customer satisfaction in international parcel delivery service.....	15
Chapter 5 Conclusion and Recommendation.....	17
5.1 Conclusion.....	17
5.1.1 XJB Express company has some problems such as low customer choice rate and insufficient business service scope.....	17
5.1.2 Factors influencing customer satisfaction in Thailand's XJB international parcel delivery service include service quality, logistics efficiency, price, network coverage and information transparency .....	17
5.2 Further Study .....	18
References.....	20



## TABLE CONTENTS

Table 3.1 Independent variable scale item form and measuring method .....	9
Table 3.2 Composition and measurement of dependent variable scale items .....	10
Table 3.3 Independent variable data cases.....	12
Table 3.4 Dependent variable data cases .....	12
Table 3.5 The effectiveness analysis of questionnaire survey.....	13
Table 3.6 Reliability analysis of questionnaire.....	13
Table 4.1 Statistical variable analysis of independent variables.....	14
Table 4.2 Statistical analysis of customer satisfaction in Thailand .....	15
Table 4.3 Correlation coefficient between independent and dependent variables.....	16





## FIGURE CONTENTS

Figure 2.1 Theoretical framework ..... 8



# Chapter 1 Introduction

## 1.1 Background of the Study

Tian (2021) a Chinese scholar, believes that the development of the international parcel delivery industry has gone through three stages, from traditional logistics to comprehensive logistics, and then to supply chain logistics. At present, it has entered the intelligent parcel delivery service stage of “Internet+logistics”, and is integrated with cross-border e-commerce. Ning(2018) proposed that with the rapid development of economic globalization and cross-border e-commerce, a new business model of cross-border e-commerce has emerged, which has driven the evolution of the logistics industry in cross-border international trade. Cross-border e-commerce logistics is already in a stage of rapid evolution. Pang(2015) pointed out that in the cross-border e-commerce environment, only by starting with specialized international package delivery services can the logistics problems existing in cross-border e-commerce be fundamentally solved. Fu(2017) believes that international parcel delivery services and cross-border e-commerce are interdependent and mutually reinforcing. With the accelerated development of globalization and cross-border e-commerce, international parcel delivery services have become a critical link supporting the evolution of cross-border e-commerce.

To meet the growing demand of Thailand consumers, express delivery companies must provide first-class and efficient international package delivery services. However, Yu(2020) pointed out that international parcel delivery services are becoming increasingly specialized, involving many factors such as timeliness, safety, accuracy, and service quality. This requires courier companies to control costs and expenses while improving service quality. Therefore, how to provide high-quality and efficient international parcel delivery services has become a major challenge faced by courier companies. To address this issue, this text chose XJB Express Company as a research case to investigate the satisfaction of Thailand customers with its international package delivery services, conduct in-depth research on its service quality and efficiency, and provide practical reference for its business development. As a well-known logistics and transportation enterprise in China, XJB Express has always been committed to delivering first-class and efficient international package delivery services.

To meet customer expectations, XJB Express Company has taken a series of measures to improve the quality and efficiency of international parcel delivery services. Firstly, XJB Express emphasizes enhancing the timeliness of package delivery. The author has established a global logistics network and established close cooperative relationships with logistics partners around the world. This enables them to provide courier services around the world and ensure that packages are delivered to customers on time. Secondly, XJB Express Company attaches great importance to the safety of package delivery. They adopt the latest safety technology and equipment to ensure that

the packaging is not damaged or lost during transportation. In addition, they also cooperate with relevant departments to strengthen the security inspection and monitoring of packages to prevent illegal behavior and the transport of prohibited items. Finally, XJB Express Company also focuses on improving the accuracy of package delivery. They have established a comprehensive logistics information system, achieving real-time tracking and information sharing of packages(Yang,2023). Customers can check the transportation status and estimated delivery time of packages through online platforms, thereby improving the transparency and accuracy of information. Regarding service quality, XJB Express attaches great importance to customer feedback and satisfaction surveys(Li,2023). Actively collect customer feedback and suggestions, and continuously improve service based on feedback. In addition, it also provides various convenient services, such as home pickup, online booking, etc., to meet the needs of different customers. Although XJB Express has achieved some success in international parcel delivery business, it still faces some challenges. For example, international parcel delivery business involves legal regulations and cultural differences in different countries and regions, which requires courier companies to make relevant plans and preparations. In addition, the cost and expenses of international parcel delivery services are also important issue, which needs to be reduced while ensuring the maintenance of service quality.

Generally speaking, it is vital for express delivery companies and cross-border e-commerce enterprises to provide high-quality and efficient international package delivery services(Chen,2022). The investigation and analysis of XJB Express Company in this study will provide guidance and direction for the development of the entire express delivery industry, further improving the service level and competitiveness of the industry.

## **1.2 Research Questions**

In general, the research questions of this paper mainly include:

- 1) What is the overall situation of the international parcel delivery service of XJB Express in Thailand?
- 2) What factors affect customer satisfaction in international parcel delivery services?

## **1.3 Objectives of the Study**

- 1) To analyze the overall situation of the international parcel delivery service of XJB Express in Thailand.
- 2) To explore the influence factors of customer satisfaction of the international parcel delivery service of XJB express in Thailand.

## **1.4 Scope of the Study**

This paper takes XJB customers in Thailand as the research object and focuses on the influencing factors of their satisfaction with international parcel delivery service. With service quality, logistics efficiency, price fairness, network coverage, and other factors as independent variables, a questionnaire is prepared. A total of 350 questionnaires were sent out, 339 were recovered, 339 were valid, and the validity was 97%. Understand the specific factors that influence the satisfaction of international parcel delivery services, to provide solutions to the problems of Jaguar International Transport Limited and delivery services.

## **1.5 Significant of the Study**

### **1)Theoretical significance**

At present, there are still some research gaps in the field of international logistics parcel delivery service. This study enriches the research results of global express companies' delivery service satisfaction. Through scientific analysis, this study finds the problems existing in the international parcel delivery service. It puts forward the corresponding service optimization, which is conducive to the development of international parcel delivery.

### **2)Practical significance**

The competitiveness of express delivery enterprises is mainly reflected in service quality and efficiency, and customer satisfaction is a crucial indicator to measure these two factors. This study investigated Thai customers' satisfaction with XJB's international parcel delivery service, and found the bottlenecks and improvement opportunities in service quality and efficiency, which provided practical guidance and measures for the company to improve its competitiveness, and also offered valuable reference and advice for international express delivery enterprises.

## **1.6 Limitations of the Study**

Although this study provides some research reference value, it still has the following limitations:

1) This study collected data by questionnaire survey. Still, the sample size is small, with only 350 valid questionnaires, which makes it challenging to represent the opinions and opinions of the whole Thailand customers.

2) This research only collects data by questionnaire survey, which can't fully reflect the real needs and experiences of Thailand customers; there may be some reporting bias issues.

## 1.7 Hypothesis

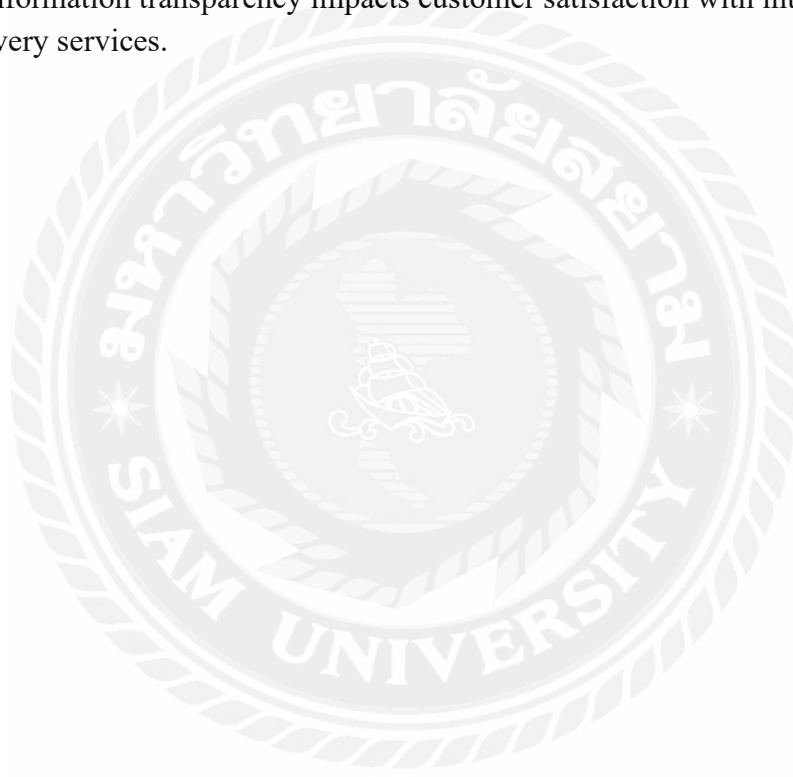
H1: Service quality has an impact on customer satisfaction of international parcel delivery services;

H2: Logistics efficiency has an impact on customer satisfaction of international parcel delivery services;

H3: Price fairness has an impact on customer satisfaction with international parcel delivery service;

H4: Network coverage impacts customer satisfaction of international parcel delivery services.

H5: Information transparency impacts customer satisfaction with international parcel delivery services.



## Chapter 2 Literature Review

### 2.1 Introduction

This chapter mainly summarizes the scholars' statements on the related concepts and specific variables involved in this paper, the foundation of theoretical research has been laid. At the same time, this paper analyzes the overall background of "XJB Express" the theoretical framework of this paper is proposed, which lays a foundation for practical research.

### 2.2 Literature Reviews

#### 2.2.1 International parcel delivery service

An international parcel delivery service is a mode of transport used to transport parcels, documents and goods from one country to another. This service is provided by professional logistics companies, usually offering door-to-door service. Chu(2023) Their ability to move goods quickly and safely in a short amount of time has made them an important part of the global economy. Chu(2023) International parcel delivery services are usually faster than traditional shipping. They provide fast and secure transport of goods, helping to speed up business transactions and reduce transaction costs. Since international parcel delivery services are provided by professional logistics companies, they are able to offer higher cargo insurance and store the goods in a safe place to avoid the goods being damaged or lost. Most international parcel delivery services have an extensive global network, so they are able to offer services to reach more destinations. This is important for companies with global operations.

Shen(2021) International express delivery has great economic value and social significance, it makes international trade more smoothly, people can quickly send goods to all parts of the world through international express delivery, thus promoting cross-border exchanges and cooperation. Deng(2016) International express shipping provides a convenient way for individuals and businesses to send documents, samples and goods, driving the growth of global commerce.

Wang(2018) International logistics is the basis of realizing global trade. With the in-depth development of globalization, more and more enterprises begin to operate across borders and need to carry out cross-border trade. Zhang(2020) International logistics provides goods transportation, warehousing, distribution and other services, making cross-border trade more convenient and efficient. International logistics plays an important role in promoting global economic development. The efficient operation of international logistics can reduce logistics costs and improve logistics efficiency, thus promoting the development of global trade. At the same time, international logistics can also promote the international division of labor and industrial upgrading,

and promote the development of the global economy. Yang(2023)International logistics is an important part of global trade and economic development, and plays an important role in promoting globalization, promoting economic development and promoting international cooperation.

### **2.2.2 Customer satisfaction**

Customer satisfaction originates from Discrepancy Theory in social psychology. Chen(2001) showed that after the completion of consumption, customers create a psychological gap by comparing the expected hope index before consumption with the actual perception generated during the consumption process, and the size and direction of the gap are customers' satisfaction.

The so-called gap can be defined in two ways. One is subtract disconfirmation, that is, the algebraic gap formed by the actual perception and the expected standard. LaTour(1979)The other is subjective disconfirmation, which refers to the subjective evaluation that customers' actual perception of products or services exceeds the expected standards before consumption to some extent. Oliver(1980)In most consumption processes, the algebraic gap between the actual perception and the expected standard is difficult to measure accurately, so scholars mostly use the subjective gap more broadly.

In the 1970s, after Cardozo (1965) introduced customer satisfaction into the field of marketing for the first time, the majority of experts and scholars began to conduct extensive research on customer satisfaction. The definition of customer satisfaction is still unable to reach a consensus. Based on the definition of relevant concepts in existing studies, the following summary is made: Oliver(1981) defines customer satisfaction as the subjective evaluation of consumers' perception of consumption or product demand that is different from their expected cognition. Churchill(1982) believe that customer satisfaction is the difference between the cost and the benefits consumers perceive after purchasing goods or services. Wilton Peter C(1988) divided customer satisfaction into two types: one is the subjective reaction of the difference between the real feeling of customers after purchasing goods or services and the prior expectation, which is one of the influencing factors of customer satisfaction; Second, the customer's expectation in advance will also affect the customer's subjective response to the use of products and services. Foernell(1992) proposed that customer satisfaction is the overall subjective cognition of customers' current consumption experience based on their previous consumption experience.

By summarizing the previous scholars' analysis and sorting of customer satisfaction, it is found that from the perspective of customer relationship, customer satisfaction is a relative judgment of the quality and benefits obtained from the purchase as well as the cost and effort paid. Therefore, this study believes that customer satisfaction refers to the subjective emotional response of customers after service, based

on their existing consumption experience and compared with previous expectations.

This study considers that the factors affecting customer satisfaction of international parcel delivery service mainly include the following five aspects:

1. Service quality: International parcel delivery service is a highly competitive market, and service quality and efficiency are one of the important factors for customers to choose express delivery companies. Logistics service quality includes logistics speed, logistics accuracy, service attitude and service quality. Logistics service quality generally includes transportation, warehousing, loading and unloading, packaging and other aspects. The improvement of logistics service quality can improve the reliability, accuracy and timeliness of service, thus improving customer satisfaction. The research results of Lei Jinwen(2014) show that the quality of logistics service has a significant positive impact on the customer satisfaction of express delivery enterprises. The improvement of logistics service quality can improve customer satisfaction and loyalty.

2. Logistics efficiency: Wei(2017) found that logistics efficiency has a significant positive impact on customers' re-choice intention and word-of-mouth communication intention. The improvement of logistics efficiency can promote customer loyalty and word of mouth.

3. Price equity: Wu(2009) proposed that due to the intangible, evanescent and non-storable characteristics of logistics services, the core logistics service integrators are required to have higher service capabilities and coordination capabilities. At the same time, the demand market for logistics services has great uncertainty in terms of price and quantity, resulting in inaccurate procurement quantity of integrators, which greatly affects the level of logistics service and customer satisfaction, and further affects the supply chain income.

4. Network coverage: Weng (2013) pointed out that practice has proved that improving the coverage of logistics network has broad prospects in the future, and it is necessary to further achieve scale and efficiency. Informatization is the basis of international logistics information standardization. Building a high-end international logistics information network service chain can not only greatly improve the cargo management level of international logistics enterprises, but also enhance the selectivity and satisfaction of international logistics customers.

5. Information transparency: Li(2023) proposed that improving the decision-making ability of logistics enterprises and reducing risks can improve the overall management level. Through the use of digital platforms, logistics enterprises can obtain real-time data in all aspects, including cargo tracking information, transportation aging data, inventory management, etc., so as to achieve the whole process of business monitoring and management. In this way, logistics enterprises can more accurately grasp the location and status of the goods, find and solve problems in time, and improve the reliability and efficiency of logistics operations, it can also improve customer trust and satisfaction.



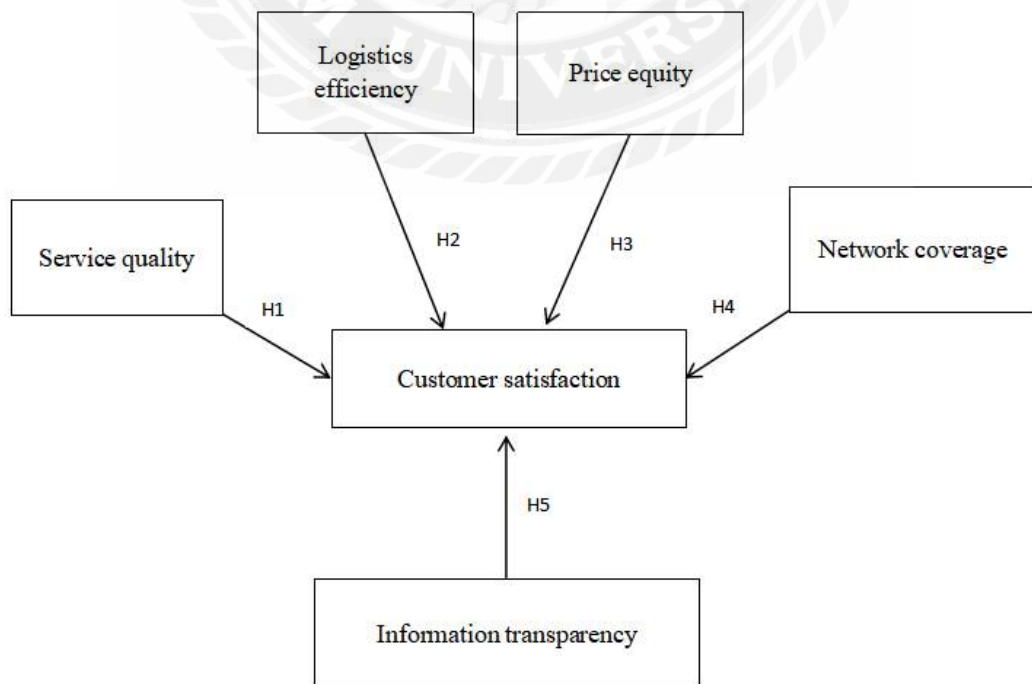
## 2.3 Introduction of XJB Express

The full name of XJB Express in this study is Jaguar International Transport Co., LTD. The company is an international transport company engaged in shipping and air cargo import and export, with professional technical team and service team, established in Beijing in 1995, the company has been adhering to the "customer first, keen to enter the shortage" business philosophy. After years of development, Jaguar International Transport Co., Ltd. has invested in a number of companies abroad, Jaguar International Transport Co., Ltd. has emerged in the industry, but there are also some problems in customer satisfaction, which need to be solved in time to ensure the sustainable development of the enterprise.

## 2.4 Theoretical framework

According to the above research analysis and summary of many scholars on the factors affecting international parcel delivery service, customer satisfaction of international parcel delivery service is affected by service quality, logistics efficiency, price fairness, network coverage, information transparency and other factors. Therefore, based on social science theory, this study establishes a theoretical framework.

Figure 2.1 Theoretical framework



## Chapter 3 Research Methodology

### 3.1 Introduction

This study mainly uses quantitative analysis method to study it. This chapter first analyzes the main research variables and makes a scale for analysis, then explains the sample size involved in this study and the related data collection process and methods, and finally analyzes the reliability and validity of the survey scale, which lays the foundation for the following empirical analysis.

### 3.2 Research Design

In this study, the composition and measurement of the scale items of independent variables and dependent variables can be carried out by questionnaire survey. The following is a data table and text analysis of the composition of an example scale item and its measurement method:

1. Independent variables: service quality, logistics efficiency, price fairness, network coverage and information transparency.

The following is an example of the composition of the scale items of independent variables and their measurement methods:

Table 3.1 Independent variable scale item form and measuring method

independent variable	Scale item	Measurement method
quality of service	1. Does the professional quality of service personnel meet your expectations?	5- point Likert scale (1-very dissatisfied, 5-very satisfied)
	2. Is the service attitude of the service staff friendly and enthusiastic?	
	3. Is the skill level of service personnel superb?	
Logistics efficiency	1. Does the accuracy of the package meet your expectations?	5- point Likert scale (1- very dissatisfied, 5-very satisfied)
	2. Does the timeliness of the package meet your expectations?	
	3. Does the reliability of the package meet your expectations?	

Price justice	1. Do you think the price of parcel delivery service is reasonable?	5- point Likert scale (1- very unreasonable, 5-very reasonable)
Network coverage	1. Do you think the service network coverage of XJB express company meets your needs?	5- point Likert scale (1- very dissatisfied, 5-very satisfied)
Information transparency	1. Do you think the information provided by XJB express company is accurate and transparent?	5- point Likert scale (1- very inaccurate and transparent, 5-very accurate and transparent)

By measuring the scale items of the above independent variables, customers' evaluation of service quality, logistics efficiency, price fairness, network coverage and information transparency can be obtained.

2. Dependent variable: Thailand customer satisfaction.

The following is an example of the composition of scale items of dependent variables and their measurement methods:

Table 3.2 Composition and measurement of dependent variable scale items

dependent variable	Scale item	Measurement method
Thailand customer satisfaction	How satisfied are you with the overall service quality of XJB Express Company's international package delivery?	5- point Likert scale (1- very dissatisfied, 5-very satisfied)
Thailand customer satisfaction	How satisfied are you with the overall logistics efficiency of XJB Express Company's international package delivery?	5- point Likert scale (1- very dissatisfied, 5-very satisfied)
Thailand customer satisfaction	How satisfied are you with the overall fairness of international package delivery prices by XJB Express Company?	5- point Likert scale (1- very dissatisfied, 5-very satisfied)
Thailand customer satisfaction	How satisfied are you with the overall network coverage of XJB Express Company's international	5- point Likert scale (1- very dissatisfied, 5-very satisfied)

	package delivery?	
Thailand customer satisfaction	How satisfied are you with the overall information transparency of XJB Express Company's international package delivery?	5- point Likert scale (1-very dissatisfied, 5-very satisfied)

By measuring the items of Thailand customer satisfaction scale, can understand the customer's overall satisfaction evaluation of XJB International Parcel Delivery Service.

Through the composition and measurement methods of the above scale items, researchers can collect the opinions and anti-debt of Thai customers through questionnaire survey, and then analyze the relationship between independent variables (service quality, logistics efficiency, price fairness, network coverage, information transparency) and dependent variables (Thai customer satisfaction). Such scale item design and measurement method can help researchers obtain objective and accurate data and provide basis for subsequent data analysis and conclusion inference.

### **3.3 Population and sample size**

The main research objects of the questionnaire in this study are the customer groups who have chosen XJB Express in the past two years, with a specific sample size of 350 people. The two questions of their views on XJB Express and the influencing factors of the satisfaction of international parcel delivery service are mainly analyzed, and finally valid questionnaires are collected for data analysis.

### **3.4 Data collection**

This study mainly adopts the method of questionnaire survey to collect data. The questionnaire was issued from September 6, 2022 to March 6, 2023, and the feedback data of XJB Express users in the past two years was mainly collected through online questionnaires. After a month of questionnaire collection, a total of 350 questionnaires were sent out, and 339 valid questionnaires were recovered, with a recovery efficiency of 96.8%. Therefore, the collected data can be used for subsequent studies.

### 3.5 Data analysis

In this study, five-point Likert method was used to score the questionnaire. The five-point method is a commonly used questionnaire scoring method, which is graded according to the different feelings of the questionnaire fillers. Among them, 1, 2, 3, 4 and 5 respectively represent strongly disagree, disagree, neutral, agree, strongly agree and so on.

The above scales are effectively combined to form the data statistics of independent variables shown in Table 3.3, and the statistical data of independent variables are integrated to form the data analysis of customer satisfaction in Thailand shown in Table 3.4.

Table 3.3 Independent variable data cases

Customer number	quality of service	Logistics efficiency	Price justice	Network coverage	Information transparency
001	4	5	3	4	5
002	5	4	4	3	4
003	3	3	2	4	3
...	...	...	...	...	...

Table 3.4 Dependent variable data cases

Customer number	Thailand customer satisfaction
001	4
002	5
003	3
...	...

Independent variables are the main research basis of this study. In order to ensure the reliability of the data, the reliability and validity of the scale are analyzed to determine whether the scale is effective.

### 3.5.1 Reliability analysis of questionnaire

The reliability of the various dimensions and the total dimensions of the questionnaire was measured using the Cronbach's  $\alpha$  coefficient. When the value of Cronbach's  $\alpha$  coefficient exceeds 0.7, the reliability of the questionnaire is good. Table 3.6 intuitively shows that the Cronbach's  $\alpha$  coefficient exceeds 0.7. which indicates the good reliability of the questionnaire in this study.

Table 3.5 The effectiveness analysis of questionnaire survey

The Cronbach's $\alpha$ coefficient	Normalized Cronbach's $\alpha$ coefficient	number of terms	sample number
0.966	0.970	15	339

### 3.5.2 Questionnaire Validity Analysis

When the KMO value is greater than 0.7, the effectiveness of the questionnaire can be studied. As can be seen from Table 3.7, the KMO value of the questionnaire is 0.806, and the significance of Bartlett sphericity test is 0.000, so it can be concluded that the questionnaire meets the criteria.

Table 3.6 Reliability analysis of questionnaire

Variables	Approximate chi square	Freedom	Significance	KMO Value
Quality of service	154.904	15	0.000	0.806
Logistics efficiency	154.913	15	0.000	0.804
Price justice	154.908	15	0.000	0.801
Network coverage	154.898	15	0.000	0.812
Information transparency	154.904	15	0.000	0.810

## Chapter 4 Finding

### 4.1 Introduction

On the basis of the above research design and data collection, this chapter mainly analyzes and analyzes the corresponding data

In conclusion, specific problems are identified, factors affecting customer satisfaction of XJB international parcel delivery service are studied, and the above hypothesis is verified.

### 4.2 Problems with XJB Express's international parcel delivery business in Thailand

In this study, the description of statistical variables is a process of statistical analysis and description of collected data.

The description of statistical variables such as service quality, logistics efficiency, price fairness, network coverage, and information transparency can include the following indicators: average value, standard deviation, minimum value, maximum value, etc. Here is an example of a statistical variable described in the data table:

Table 4.1 Statistical variable analysis of independent variables

independent variable	average value	standard deviation	minimum value	maximum
quality of service	4.2	0.8	3	5
Logistics efficiency	4.1	0.7	3	5
Price justice	3.8	0.6	2	5
Network coverage	4.0	0.7	3	5
Information transparency	4.3	0.9	3	5

Through data analysis, we can understand the overall evaluation level of Thai customers on service quality, logistics efficiency, price fairness, network coverage and information transparency.

As can be seen from the above table, the average score of service quality and information transparency is high. It can be seen that XJB Express takes customer first as the principle, wholeheartedly serves customers and has a mature technology and after-sales team. However, the average score of price and network coverage is low, indicating that the company is facing the problem of low selection rate, and it needs to

adjust the market service scope and control the cost in time. Finally, the average score of logistics efficiency is normal, hope the company can continue to maintain and improve it.

### 4.3 Analysis of influencing factors of customer satisfaction in international parcel delivery service

1. Through the data analysis and integration of independent variable factors, the following table is the statistical analysis of customer satisfaction in Thailand:

Table 4.2 Statistical analysis of customer satisfaction in Thailand

dependent variable	average value	standard deviation	minimum value	maximum
Thailand customer satisfaction	4.5	0.6	3	5

The description of statistical variables of customer satisfaction in Thailand can include the following indicators: mean value, standard deviation, minimum value, maximum value, etc. Through the statistical description in the table above, we can know the overall satisfaction of Thai customers with XJB international parcel delivery service, as well as the distribution and dispersion of data.

2. This study uses multiple regression analysis to explain the relationship between independent and dependent variables. Specifically, this study takes overseas customers' overall satisfaction with the international parcel delivery service of XJB Express Company as the dependent variable and service quality, logistics efficiency, price fairness, network coverage, information transparency and other factors as the independent variables to explore the relationship between these factors and overseas customers' satisfaction.

In order to better study the relationship between independent variables and dependent variables, this study lists the tabular analysis of the correlation coefficients between independent variables and dependent variables, as shown in the following table:



Table 4.3 Correlation coefficient between independent and dependent variables

	quality of service	Logistics efficiency	Price justice	Network coverage	Information transparency	Overseas customer satisfaction
quality of service	1	0.745	0.672	0.606	0.522	0.897
Logistics efficiency		1	0.661	0.601	0.524	0.845
Price justice			1	0.536	0.532	0.743
Network coverage				1	0.567	0.811
Information transparency					1	0.707

It can be seen that the correlation coefficients between all independent variables and dependent variables are positive, indicating that these factors are positively correlated with international customer satisfaction, so the improvement of these factors can improve international customer satisfaction with XJB Express Company.

This study analyzes the mechanism between different factors and overseas customer satisfaction, so it can be seen that the influencing factors of customer satisfaction of XJB international parcel delivery service include recruitment service quality, logistics efficiency, price fairness, network coverage and information transparency.

## **Chapter 5 Conclusion and Recommendation**

This chapter focuses on the analysis of the data in the previous chapter, draws the corresponding result, and explains whether it supports the Research objectives. At the same time, the improvement measures and the future improvement direction of the enterprise are analyzed.

### **5.1 Conclusion**

#### **5.1.1 XJB Express company has some problems, such a low customer choice rate and insufficient business service scope**

As shown in Table 4.1, in the study, data was collected from Thai customers, including their ratings of service quality, logistics efficiency, price, network coverage, and information transparency. Through these data can be analyzed, the average score of service quality and information transparency is high. It can be seen that XJB Express takes the customer first as the principal and serves customers wholeheartedly. The high score of service quality and logistics efficiency is related to the company's technical guidance and after-sales support level, indicating that XJB Express has a mature technology and after-sales team.

However, the average score for price and network coverage is low, indicating that companies face low selection rates. For example, in terms of price, two different international parcel delivery companies deliver the same parcel to the exact location. Still, the cost of global parcel delivery is additional, and customers will prioritize the company that pays the lower price. Regarding network coverage, if a global Courier company cannot deliver the packages that customers need to provide to a particular country or region, customers will not choose this Courier company. XJB Express company should control delivery service costs or provide discounts on the premise of ensuring service quality to attract more Thai customers and improve customer selectivity. At the same time, XJB express company needs to adjust the scope of market service, and can expand its market service scope by cooperating with other express companies. Finally, the average score of logistics efficiency is standard, and I hope the company can continue to maintain and improve it to help the sustainable development of the company.

#### **5.1.2 Factors influencing customer satisfaction in Thailand's XJB international parcel delivery service include service quality, logistics efficiency, price, network coverage and information transparency**

Through the case study of international parcel delivery service, find the following conclusions:

1. The service quality of XJB Express Company has a significant positive impact

on the satisfaction of Thailand customers. The research results show that providing high-quality service and good perceived value can significantly improve the satisfaction of Thai customers. To achieve this goal, XJB Express Company should strengthen service quality management, including providing timely and reliable parcel delivery service and handling customer problems and complaints in a timely and professional manner. In addition, the company should also pay attention to the customer's perceived value of service, which can be achieved by providing personalized services, adding package tracking, and real-time updates.

2. The price hurts the satisfaction of Thailand customers. It is found that the higher the cost, the lower the satisfaction of Thailand customers. To improve the satisfaction of Thailand customers, XJB Express Company can consider adjusting the price strategy, reducing the price, or offering more discounts and concessions to attract more Thailand customers. In addition, the company can compensate for the negative impact of cost on satisfaction by providing more value-added services, such as faster delivery time, more comprehensive package tracking service, and better customer support.

3. Logistics efficiency contributes to customer satisfaction. It is found that logistics efficiency has a significant positive impact on customers' re-selection intention and word-of-mouth communication intention. XJB Express should improve logistics efficiency as an essential means to enhance competitiveness, constantly optimize the logistics system, improve service quality and customer satisfaction, To win more customers and market share.

4. Network coverage negatively affects customer satisfaction in Thailand. The study found that the coverage of Courier services harmed customer satisfaction in Thailand. If the delivery company's service coverage is limited, customers may feel dissatisfied. XJB Express needs to expand its service coverage and take steps to improve customer satisfaction.

5. Information transparency contributes to increased customer satisfaction, enhanced customer perceived value, and enhanced customer service experience. The study found that through the whole process of business monitoring and management, logistics enterprises can improve the reliability and efficiency of operations, and improve customer trust and satisfaction.

## **5.2 Further Study**

Future research suggestions of this study can focus on the following directions:

1. In-depth research on the influencing factors of satisfaction: The current research has preliminarily explored the influencing factors of Thailand customer satisfaction, but there are still many aspects that can be further studied. For example, it can investigate Thailand customers' cognition and evaluation of service speed, customer support, after-sales service, and other factors through qualitative and quantitative methods. At the same time, can explore the relative importance of different aspects to

satisfaction and the relationship between these factors. In this way, we will have a more comprehensive understanding of the satisfaction formation process and guide for improving service quality.

2. Comparing the satisfaction of different modes of transportation: In addition to studying the international parcel delivery service of XJB Express company, can also compare it with the services of other global logistics companies. By comparing the effects of different modes of transportation (such as air transportation, ocean transportation, land transportation, etc.) on Thailand customer satisfaction, can fully understand the advantages and disadvantages of different modes and provide a reference for improving the service quality of XJB express company.

3. Study on regional differences: Considering the particularity of international parcel delivery service, can further study the differences in Thailand customers' satisfaction with XJB Express company in different regions. This can be achieved by comparing customers from different continents and countries. In the research, can explore the influence of regional culture and habits on satisfaction, and provide personalized services and solutions for customers in different regions.

4. Enhance information transparency: Information transparency is very important for evaluating customer satisfaction, so can further study how to improve information transparency. For example, it can provide more accurate and real-time parcel information by enhancing the online tracking system. In addition, it can explore how to better communicate with customers and provide clear and precise service descriptions and price information to improve customer satisfaction with services.

5. Consider the factors of sustainable development: environmental protection and sustainable development are becoming more and more critical for the modern logistics industry. Therefore, can further study the environmental friendliness and sustainability of XJB Express's international parcel delivery service. This includes learning whether the packaging materials used are environmentally friendly and the energy consumption during transportation. At the same time, can also explore the influence of these factors on customer satisfaction, to understand the importance of customers to sustainable development and provide a basis for enterprises to formulate sustainable development strategies.

## References

- A., P. L. L., B., H. J., C, M. F., & A, K. P. (2022). Determinants of customer satisfaction with parcel locker services in last-mile logistics. *The Asian Journal of Shipping and Logistics*, 38(1), 25-30.
- Abdirad, M., & Krishnan, K. (2022). Examining the impact of e-supply chain on service quality and customer satisfaction: A case study. *International Journal of Quality and Service Sciences*, (2), 14.
- Al, R. E. (2021). Customer satisfaction is effected by the quality of service: A case study Indonesian. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12(3), 3560-3567.
- Ali, A. M., Doski, S. A. M., & Saadon, A. I. (2022). The impact of service quality dimensions on customer satisfaction: Case study of University Utara Malaysia. *Asian Journal of Social Sciences and Management Studies*, 9.
- Baek, E., Lee, H.K., & Choo, H.J. (2020). Cross-border online shopping experiences of Chinese shoppers. *Asia Pacific Journal of Marketing and Logistics*, 32(2), 366-385. <https://doi.org/10.1108/APJML-03-2018-0117>
- Chang, K.C., Hsu, Y.T., Cheng, Y.S., & Kuo, N.T. (2021). How work engagement influences relationship quality: The roles of work motivation and perceived service guarantee strength. *Total Quality Management & Business Excellence*, 32(11-12), 1316-1340. DOI: 10.1080/14783363.2019.1700107
- Chen, Y., & Chen, Y.Q. (2020). *A case study of Thailand strategies of Chinese express logistics*. SF Express.
- Chen, S., Yuxin...et al. (2020). Logistics factors affecting cross-border E-commerce implementation. *Journal of Economic Management: Chinese and English*, 9(1), 8.
- Chun-Ni, Q., Yue-Jiao, F. (2018). An empirical study on the impact of logistics service quality on customer satisfaction under cross-border online shopping——The mediating role of perceived value. *Journal of Harbin University of Commerce (Social Science Edition)*.
- Chung, K. C. (2019). Transaction utility perspective of customer satisfaction towards M-Commerce in Taiwan. In *The 2019 5th International Conference*. DOI:10.1145/3332324.3332335.
- Correa, C., David Alarcón, & Cepeda, I. (2021). "I am delighted!": The effect of perceived customer value on repurchase and advocacy intention in B2B express delivery services. *Sustainability*, 13.
- Demakova, E., Demina, L., & Menshikova, V. (2019). Dynamic quality assessment as a criterion for the sustainable development of social services in cross-border regions. In *International Conference on Sustainable Development of Cross-Border Regions*. DOI:10.2991/icsdcbr-19.2019.177.

- Du, H.S. B. (2019). Hybrid Kano-fuzzy-DEMATEL model based risk factor evaluation and ranking of cross-border e-commerce SMEs with customer requirement. *Journal of intelligent & fuzzy systems: Applications in Engineering and Technology*, 37(6aPt2).
- Fota, A., Wagner, G., Schramm-Klein, H. (2020). Key factors that enhance or weaken Chinese and German consumers' cross-border E-Commerce intention. In *AMA Summer Academic Conference*. [N.P.].
- Giuffrida, M., Mangiaracina, R., Perego, A., & Tumino, A. (2020). Cross-border B2C e-commerce to China: An evaluation of different logistics solutions under uncertainty. *International Journal of Physical Distribution & Logistics Management*. DOI:info:doi/10.1108/IJPDLM-08-2018-0311
- Guie, S. (2019). Research on service quality of B2C cross border E-commerce logistics enterprises based on AHP. *Logistics Sci-Tech*.
- Han, B., Kim, M., Lee, J. (2018). Exploring consumer attitudes and purchasing intentions of cross-border online shopping in Korea. *Journal of Korea Trade*. 22(2), 86-104. DOI:10.1108/JKT-10-2017-0093.
- How, S. M., & Lee, C. G. (2021). Customer satisfaction and financial performance-linear or non-linear relationship: A case study of Marriot international. *Current Issues in Tourism, Taylor & Francis Journals*, 24(9), 1184-1189.
- Huang, S.T., Su, I., Lee, W., & Lin, T. (2019). Logistics service quality evaluation of cross border e-commerce operators: A multilayer framework analysis in digital shopping market. In *2019 International Automatic Control Conference (CACCS)* (pp.1-6). DOI:10.1109/CACCS47674.2019.9024358.
- Ighomereho, O. S., Afolabi, T. S., & Oluwakoya, A. O. (2022). Impact of e-service quality on customer satisfaction: a study of internet banking for general and maritime services in Nigeria. *Journal of Financial Services Marketing, Palgrave Macmillan*, 28(3), 488-501.
- Katoch, R., & Sidhu, A. (2021). Online food delivery industry in India: A case of customer satisfaction dynamics. *Advances in Mathematics Scientific Journal*, 10(1), 507-516. DOI:10.37418/amsj.10.1.50
- Khair, R., Erera, A., & Toriello, A. (2023). Robust planning of sorting operations in express delivery systems. *European Journal of Operational Research*, 306(2), 615-631.
- Li, Z., Zeng, Q., Cheng, X. (2019). Mechanism study of repurchase intention in cross-border E-Commerce. In *Proceedings of the Twelfth International Conference on Management Science and Engineering Management* (pp.1465-1475). DOI:10.1007/978-3-319-93351-1\_115
- Li, Z., & Meng, Q. (2021). The extended kano model based on moderated regression analysis: a case study of express delivery service. *Journal of Physics: Conference Series*, 1976(1), 012074. DOI 10.1088/1742-6596/1976/1/012074

- Lin, A. J., Li, E. Y., Lee, S. Y. (2018). Dysfunctional customer behavior in cross-border E-Commerce: A justice-affect-behavior model. *Journal of Electronic Commerce Research*, 19(1), 36-54.
- Luo, H., Ma, S., Rao, J., Zheng, Z., Li, M., & Xu, H. (2020). Research on the influence of logistics service quality on post-purchase behavior in E-business. In *2020 IEEE 3rd International Conference on Electronic Information and Communication Technology (ICEICT)* (pp. 31-34). doi:10.1109/ICEICT51264.2020.9334377
- Ma, Y., Ruangkanjanases, A., & Chen, S. C. (2019). Investigating the impact of critical factors on continuance intention towards cross-border shopping websites. *Sustainability*, 11(21), 5914. DOI:10.3390/su11215914
- Maharsi, A. R., Njotoprajitno, R. S., Hadianto, B., & Wiraatmaja, J. (2021). The effect of service quality and customer satisfaction on purchasing intention: A case study in Indonesia. *Journal of Finance, Economics and Business*, 8(4), 475-482. <https://doi.org/10.13106/jafeb.2021.vol8.no4.0475>
- Mischel, T., & Damberg, S. (2021). Drivers of customer satisfaction with waste-disposal-services: A PLS-SEM approach. In *Chapters from the Proceedings of the Hamburg International Conference of Logistics (HICL)*. Hamburg University of Technology (TUHH), Institute of Business Logistics and General Management.
- Mouzaek, E., Marzouqi, A. A., Alaali, N., Salloum, S. A., & Suson, R. (2021). An empirical investigation of the impact of service quality dimensions on guests satisfaction: A case study of Dubai hotels. *Journal of Contemporary Issues in Business and Government*, 27(3). DOI:10.47750/CIBG.2021.27.03.160
- Nitiwanakul, W. (2021). The study of factors impact on customer perceived value as a driver for online delivery restaurant selection: A case of young adults and senior consumers. In *2021 6th International Conference on Business and Industrial Research (ICBIR)* (pp. 68-72). DOI:10.1109/ICBIR52339.2021.9465851
- Qiong, W. (2019). Study on communication strategies in cross-border e-commerce under the perspective of cross-cultural psychology. *Higher Vocational Education (Journal of Tianjin Vocational Institute)*, 2019(05), 87-91.
- Saputro, B., Hidayanto, A. N., Abidin, Z., & Paoprasert, N. (2021). Measuring service quality in the telecommunications industry from customer reviews using sentiment analysis: A case study in PT XL Axiata. *International Journal of Innovation and Learning*, 30(2), 188.
- Schnieder, M., Hinde, C., & West, A. (2021). Combining parcel lockers with staffed collection and delivery points: an optimization case study using real parcel delivery data (London, Uk). *Journal of Open Innovation: Technology, Market, and Complexity*, 7(3), 183. <https://doi.org/10.3390/joitmc7030183>

- Shahin, A., Abandi, A. A., Hosein, M., & Javadi, M. H. M. (2022). Analyzing the relationship between customer satisfaction and loyalty in the software industry - With a case study in Isfahan system group. *International Journal of Business and Social Science*, 2(23), 129-136.
- Sheu, P. L., & Chang, S. C. (2022). Relationship of service quality dimensions, customer satisfaction and loyalty in e-commerce: A case study of the Shopee app. *Applied Economics, Taylor & Francis Journals*, 54(40), 4597-4607. DOI: 10.1080/00036846.2021.1980198
- Sun, Z. J. (2018). Study on the impact of agricultural products online shopping mall logistics service quality on perceived value, customer satisfaction and reuse intention in China. *The e-Business Studies*, 19(5), 137-150. DOI:10.20462/TeBS.2018.10.19.5.137.
- Taherdoost, H., & Madanchian, M. (2021). Empirical modeling of customer satisfaction for E-Services in cross-border E-Commerce. *Electronics*, 10. DOI:10.3390/electronics10131547.
- Tássia, Faria de Assis, Abreu, V. H. S. D., Costa, M. G. D., & D'Agosto, M. D. A. (2022). Methodology for prioritizing best practices applied to the sustainable last mile—The case of a Brazilian parcel delivery service company. *Sustainability*, 14(7), 3812. DOI:10.3390/su14073812
- Vuong, Q. H., Dang, T. H., Do Quang, T., & Pham, M. T. (2022). Traveling salesman problem with truck and drones: A case study of parcel delivery in Hanoi. In *International Conference on Modelling, Computation and Optimization in Information Systems and Management Sciences*. Springer, Cham.
- Wang, X., Xie J., Fan, Z. P. (2020). B2C cross-border E-commerce logistics mode selection considering product returns. *International Journal of Production Research*, 59(1), 1-20. DOI:10.1080/00207543.2020.1752949
- Wenyong, C. (2019). B2C cross-border e-commerce export logistics mode selection. In *IOP Conference Series: Earth and Environmental Science*, 295(3), 032014.
- Xiao, L., Guo, F., Yu, F., et al. (2019). The effects of online shopping context cues on consumers' purchase intention for cross-border E-Commerce. *Sustainability*, 11(10), 2777. <https://doi.org/10.3390/su11102777>
- Xiong, L., Wang, K., Li, X., & Liu, M. (2020). *Customer perceived value and demand preference of cross-border E-commerce based on platform economy*. Springer. DOI:10.1007/978-981-15-5682-1\_53



## Appendix

Questionnaire-Thailand customer satisfaction for the International Package Delivery Service: Jaguar international transportation co., ltd

Dear respondents,

Thank you very much for your participation in our survey and study. This survey aims to understand your satisfaction and feedback on XJB Express's international parcel delivery service. Please choose the option that best meets your opinions according to your actual experience and feelings. Please rest assured that your personal information will be kept strictly confidential.

1. Have you ever used the international package delivery service of Jaguar international transportation co., ltd?

- A. yes
- B. deny

2. How is your overall satisfaction with XJB Express's international package delivery service?

- A. Very satisfied
- B. satisfied
- C. same as
- D. discontent
- E. Very dissatisfied

3. Do you think the service quality of Jaguar international transportation co., ltd meets your expectations?

- A. Fully meet expectations
- B. More to meet expectations
- C. same as
- D. Not up to expectations
- E. Totally falling short of expectations

4. What do you think of the logistics efficiency of Jaguar international transportation co., ltd?

- A. Very efficient
- B. More efficient
- C. same as
- D. Not too efficient
- E. Very inefficient

5. Do you think the price provided by Jaguar international transportation co., ltd is fair and reasonable?

- A. Very fair and reasonable
- B. More fair and reasonable
- C. same as
- D. It's not fair and reasonable

E. Very unfair and reasonable

6. Do you think the network coverage of Jaguar international transportation co., ltd meets your needs?

A. Fully meet the needs

B. More meet the needs

C. same as

D. Not very satisfied with the needs

E. Total lack of the demand

7. Do you think the information transparency of Jaguar international transportation co., ltd is sufficient?

A. Very transparent

B. More transparent

C. same as

D. Not too transparent

E. Very opaque

8. How hard do you think XJB Express is trying to improve customer experience and satisfaction?

A. Very hard

B. More hard

C. same as

D. Not too hard

E. Very hard

9. Would you like to continue to choose the international package delivery service of Jaguar international transportation co., ltd?

A. yes

B. deny

10. If you have any other comments, suggestions or reminders from Jaguar international transportation co., ltd, please leave your valuable comments below.

Thank you for your participation! Your feedback is very important to us and it will help us improve the quality of service and enhance customer satisfaction. If you would like to take further involved in our study or wish to learn more about XJB Express, please leave your name and contact information below.

Name: \_\_\_\_\_

Contact information: \_\_\_\_\_

Thank you again for your support and cooperation!

Most sincere regards,

The Jaguar international transportation co., ltd team