
| RESEARCH ARTICLE

Service Quality and Customers Trust Towards Crafting Business Strategy for Courier Service Company

WANG XIANGUANG¹✉, HU DAN², XIE LINGLING³ and BI XIAOYAN⁴

¹²³⁴La Consolacion University Philippines, Philippines

Corresponding Author: WANG XIANGUANG, **E-mail:** 8wxg8@163.com

| ABSTRACT

Particularly as individuals migrate from conventional to online shopping because of the epidemic, courier services are essential for the economy. Establishing long-term bonds and guaranteeing consistent and trustworthy services depend on confidence. Service quality can be hampered, though, by road congestion and unsuccessful deliveries. This study evaluates consumer trust in courier services by means of the SERVQUAL model; therefore, it addresses service quality. More perceived performance suggests more improved service quality. Evaluating service quality enables operators to modify their activities to satisfy consumer expectations and acquire a competitive edge. Courier services may remain competitive and help local communities by concentrating on service quality and understanding consumer demands. The study aimed to assess the impact of service quality in customers' trust to courier services towards possible business strategies proposal. The study found that service quality predicts customers' trust in courier service providers, with assurance being the best predictor. Tangibility, reliability, responsiveness, assurance, and empathy are essential for trust. The null hypothesis was rejected, indicating a significant impact of service quality on customer trust. A proposed business strategy was developed to enhance or maintain service quality and customer trust.

| KEYWORDS

Service quality, tangibility, reliability, responsiveness, assurance empathy, customers trust to, and courier service.

| ARTICLE INFORMATION

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Introduction

In today's economy, the demand for courier services plays an important role in the delivery of goods purchased by consumers. As part of the current situation, there are some fundamental shifts in our daily routine, this includes the way we shop from traditional to online. People diverted to buying online to follow protocols. They find it more convenient to wait for their parcel delivery within the safety of their doorsteps. Courier providers help these people in delivering packages. They serve as a bridge from sellers to customers. They are considered an important connection between the business and the consumers. They provide a specific time of delivery, door-to-door delivery, and the ability to track the shipment which made them popular.

The increasing popularity of online shopping has become one of the key driving forces behind the development of courier services in recent years. It has also risen because of the threat of the pandemic. Business owners, managers, and online sellers tend to have access to couriers and delivery services that make things easier for them to transfer their products to their consumers. Consumers appreciate the convenience of delivery, they expect services that will suit their needs. The options like multiple delivery choices, real_time delivery information, the possibility to reschedule the delivery, or same-day delivery are some services prepared

to offer by courier operators. (Aleksandra Gulc, 2020). Customers are purchasing goods and services online because it saves time, and more selection, for goods is available as compared to offline shopping. People prefer to save time and there is no need to go anywhere since they can receive goods at their home. (Taruna, 2017). It is a mode of zero channels of distribution that means consumers will purchase the products directly from producers without any intermediaries or middlemen. It saves a lot of precious time, energy, and also money (Rudresha C.E, H.R. Manjunatha, Chandrashekarappa, 2019). With this convenience and speed, online shopping interest is increasing. When customers intend to purchase products from the internet (Rieza Firdian, Rafsandjani, 2018).

Trust is observed as one of the most pertinent backgrounds of firm and cooperative relationships in business. Investigators found that trust is necessary for building and sustaining long-term relationships (Dr. Bandar Khalaf Alharthey, 2019). As consumers all over the world faced pandemic-related constraints, Internet users turned to the more frequent use of online shopping and courier services to order even essential goods. Growing competition in the field of courier services and the dynamic development of e-commerce. Research conducted confirmed that trust, among other factors, played an important role in the evaluation of the courier service quality (Joanna Ejdyś, Aleksandra Gulc, 2020) Trust according to Mohammad Muzahid Akbar and Noorjahan Parve it is about the positive beliefs about a trustee's compassionate and trustworthy behaviour.

Service quality should exceed or at least meet the customers' needs. Delivering excellent quality of services is crucial to be recognized. This is essential as part of organizational stability. Making the customers satisfied through good service quality should be at the core of any organization. Customers are assets that must be maintained their existence in order to remain consistent with the products and services we produce (Romdonny, Lucky and Rosmadi 2019). Companies need to recognize the experience of customers and their perception of the service used to deliver better services in order to attain the needs of their customers (Ali Ramezani Ghotbabadi, Setareh Feiz, Dr. Baharun, 2015). Service encounters or the "moments of truth" are the building blocks of customer perceptions. (Hamid, Ibrahim, Seesy, Hasaballah 2015).

Unfortunately, behind the initiative and revenue creation, there are times that service quality performance face some issues. Courier services aim to ensure that delivery arrives at its destination safely and deliver all parcels on time, at a reasonable cost, and in a convenient manner. It makes them reliable and trusted by their consumers. No matter how better goals are planned there are still barriers from everyday operations that they need to face and seek solutions to have a competitive advantage and sustainable growth. There are customers that are not satisfied with the services they receive. Courier services are always judged by the quality of service they provide, we tend to forget about its human factor. Failed and missing delivery, complex routing planning, and traffic delays turn out to be some of the main operational problems for couriers. Some studies come up to solve some issues wherein parcels are not delivered directly to the customer's home but are carried to another address chosen by the client among those available. Through this way of delivery, it is possible to mitigate many issues related to traditional home delivery (Giovanni Zenezini, Alexandra Lagorio, Roberto Pinto, Alberto De Marco, Ruggero Golin, 2018). Customers' common problem is the long time for the parcel to be delivered due to some community restrictions observed by the government during the time of pandemic. (Joefel T. Libo-on, Ph.D., 2021). Courier service companies should manage the reputation and brand name of the company since customers tend to trust an established brand (Damianos P. Sakas, Ioannis Dimitrios G. Kamperos, and Panagiotis Reklitis 2021). Courier service companies also faced operational challenges as they need to cope with the ever-increasing demand from the e-Commerce industry, with their customer satisfaction is at the stake. (Fadilah Siali, Apple Wong Su Wen & Mohd Uzairi Ahmad Hajazi, 2018). According to Amudha, R. & Vijayabanu, the organization should solve the criticisms over several service retrieval strategies. It is compulsory to classify the effect of service failure and customer feedback on the existence, success, and affluence of a business. (L. Mendoza, H. Munda, J. Sumagui, and R. Juliano, 2016) Failure to identify customer perceptions' may lead to poor efforts in services delivery and can be attributed to a failure in the entire quality of service.

This study determined the impact of service quality in customers' trust to courier services. SERVQUAL is one of the parameters for service quality performance using five dimensions. Service quality was defined by Parasuraman, Zeithaml, and Berry as the overall evaluation of a specific service firm (Rauch et al., 2015). Most researchers have used the SERVQUAL model in order to measure service quality. The five dimensions are tangibility, reliability, responsiveness, assurance, and empathy. (M. Pakurár, H. Haddad, J. Nagy, J. Popp and J. Oláh, 2019). A higher perceived performance will imply higher service quality. The researcher will assess the customers' perception on Trust to the selected courier services and the possible business strategies that this study may contribute to the business industry.

Assessing the service quality can be useful for operation managers and owners of courier service providers in adjusting the operation procedure to suffice the customer needs and gain a competitive advantage in the market. It is an important need to lead research in the field of business that contribute to the economy recovery from the time of pandemic. The understanding of customer's needs within current competitive courier services has become an important factor during this time of pandemic. Courier services throughout the country help the modernization of product delivery. It is a positive step towards positioning itself well against the increasing competition within the market. The growing competition in the courier services is already seen and it is one of the desired business at this time. They expand their services to meet the need of customers. Courier services have to deliver excellent service quality to differentiate themselves from their competitors. Many of us are hit by lockdown and these courier services helped out displaced workers as delivery partners, providing them with means of livelihood, while serving customers at their home. To remain on the competitive market, courier services should focus on the service quality. It is important for courier

services to clearly identify their customer's perceptions to be able to improve or maintain the quality of service they provide and become part of economic recovery. The lead of the study with the assessment of service quality and trust to these courier services can contribute to the local communities

Review of Related Studies

Driving Forces behind Courier Services

The need for courier services becomes essential nowadays. The increase of parcel deliveries in the country continuously rises. People switch from traditional to online shopping. They had no other choice but to follow the restrictions during lockdowns. As time passed by, people found it to be more practical, safe, and comfortable for getting all their needs straight to the doorsteps of their homes. Online sellers/retailers and business owners often form a partnership with couriers for quick delivery and become part of building good customer service to their consumers.

The demand for courier services has become prevalent. There are four dimensions, tangibility, reliability, assurance, and responsiveness which influence the customers' satisfaction. One of the challenges encountered by the couriers is a long time for the parcel to be delivered due to some community restrictions observed by the government (Joefel T. Libo-on, Ph.D., 2021).

Express delivery companies are growing faster with economic development. Quality of service becomes important in the Express business. It becomes the core competitiveness of express delivery companies. It evaluates the express delivery quality through the perspective of customer perception and established the assessment indices. Construct services evaluation system according to the characteristics of the courier express industry, the six dimensions: character, function, safety, economy, aging, speed, make a very important significance in improving the service quality of express delivery companies and customer satisfaction (Li Zhou, Lingyao Zhu, Yinbo Ma, 2016).

The growth in the use of the top courier services available in the Philippines during the pandemic was identified by the end-users. Assessments were done on all the respondents' preferred courier services, frequency of delivery on different age groups, and the prevalence of items delivered by the specific courier, the number of times the participant use the courier services before and during the pandemic, the preferred payment method, and the preferred payment option. This emphasizes the importance of courier services during this COVID-19 pandemic. (Reginald Lance E. Dones, Michael N. Young, 2020).

Sending packages from place to place by a third party is inevitable since package owners cannot be able to tour around all the desired destinations within the required period. The courier service systems provide the service but with less efficiency in terms of delivery, comfort, cost estimation from the users' point of view, and tracking of items in dispatch. A System was developed using Object-Oriented Analysis and Design Methodology, a mobile platform for Android Devices. It performs all courier transactions like providing users with a platform to cost their parcel's sending service, send a package, track the package and make complaints in case of the missing package from the comfort of their home. The outcome and development will ensure that customers easily participate effectively in pre-courier, courier, and post-courier activities which will drastically reduce the unbudgeted cost of transaction and build trust in the courier service system (Agu, M.N, Nwoye C.I. and Ogbuokiri B.O. 2015).

Expectations of clients using courier service change in time, some of them are exposed to the aging process (price) while others become more important (for example tele-technologies, modern packaging, and technical facilities). Customer opinions can be the source of interesting and innovative ideas for the development of courier service in the future. The knowledge about changing expectations of clients allows adjusting courier proposals to customer needs to gain a competitive advantage in the global market. The relationships between five constructs: the usefulness of courier services, the ease of use of courier services, the trust in courier services, the service quality, and the future intention to use courier services was confirmed statistically. The obtained results confirmed an important role of technological aspects in courier service quality, which will become the main determinant of the development of this sector in the future. Apart from the interpersonal trust, they shed more light on the trust in the supplier or the used technologies (Aleksandra Gulc 2016; 2020, Joanna Ejdy 2020).

The majority of us are living in a busy world and focus on work, business, family affairs and they don't even get any time to spend for leisure. The online and delivery system were able to attract customers within a short period. The customers, especially those in the working sector, find it easier to manage their life. (Swagatha C Nair, Dr. S. Venkatesh, 2019). The emergence of delivery services could be attributed to the changing nature of urban consumers. There is a positive effect of time-saving orientation, convenience motivation, privacy, and security towards the behavioral intention of delivery services (Lau Teck Chai and David Ng Ching Yat, 2019).

These online retailers have been empowered by Aggregators who aim to better synchronize demand and supply of products, leveraging technological innovations. A major challenge encountered by these Online retailers in a highly fragmented and competitive industry is to retain customers and subsequent loss of revenue and market share. Customer Satisfaction has been dubbed as an antecedent to Customer Loyalty in several studies and is a potential solution to retaining customers in the face of numerous alternatives and low switching costs. Formulation of five factors can assist Service marketers in better formulating online retailing strategies, the quality, customer service, price, delivery, and time with "Quality" being the most significant (Deepayan Ghosh, 2020).

The level of satisfaction with the overall delivery service provides insights that permit improvement of service quality and its essential attribute, the delivery speed. (Weijun Liu a, Wojciech Florkowski, 2018). Growth and accessibility of the internet, along with people's hectic work schedules, have pushed businesses to respond to new customer demand. Understanding the consumer perception better would aid in realizing the e-commerce platform's full potential, which in turn shape people's quality of life, companies, and economy in a macro way. (Dsouza Prima Frederick, 2Ganesh Bhat.S, 2021).

Online shopping is also known as E-shopping; it is the process of buying and selling goods and services through the internet. It has become very popular in present days, due to increasing the usage of the internet and smartphone users, the internet has become a major platform for E-commerce and online shopping. The functioning of courier companies is a vital component of modern trade. E-commerce services are changing the way of shopping. Along with them, also courier services change and become more advanced. Customers of courier companies become more aware of quality, which they should expect from suppliers of these services. (Rudresha C.E, H.R. Manjunatha, Chandrashekarappa, 2019; Jacek Karcz, Beata Ślusarczyk, 2015) An online customer is a person or association that purchases goods from a retail store via the internet. To sustain their high perception on online shopping, it is suggested that web developers should incorporate features on their websites regarding convenience, security, benefits, and leisure. (E.Tubio, J.Altaque, K.Lucero, R.Tagam, L.Toling, M.Verri, and Dr. R.Mahinay, 2016). This online purchasing is facilitated by companies that deliver shipping parcels, known as package delivery companies(Nusrat Hafiz, A. S. A. Ferdous Alam, 2016).

In the study of Aleksandra Gulc, 2020, the increasing popularity of e-commerce has become a driving force behind the development of courier services worldwide. To face growing competition in the courier market and meet clients' expectations, one of the crucial strategic goals of courier operators is to provide high-quality service. It identified and classified the key factors which determine the perception of courier service quality by customers shopping online. The results of empirical research indicated that the key dimensions affecting courier service quality from the customer's point of view were: Reliability, Visual Identification, Service Complexity, Relational Capital, Social Responsibility, Responsiveness, Technical Quality. Under conditions of the rapidly developing e-commerce sector especially during pandemics, ensuring high-quality courier service is essential both for clients, as well as courier companies. The following groups of factors were distinguished that determine the quality of courier services: crucial, determinant, result, autonomous, and external factors. Apart from scientific contribution, the model in her study can be used in managerial practice to formulate recommendations for the e-commerce and courier service sector.

Online retailers are offering a variety of delivery options consisting of varying combinations of delivery attributes. Some consumers value these delivery attributes, delivery speed, time slot, daytime/evening delivery, delivery date, and delivery fee when selecting a delivery option for their online purchases. Mental accounting theory is used to frame the research and to suggest how mental accounts for money, time, and convenience influence consumer preferences for online delivery options. The analysis shows that the most important attribute in shaping consumer preferences is the delivery fee, followed by non-price delivery attributes. For individual attributes, significant differences are found in consumer preferences between gender and income groups. Cluster analysis reveals three consumer segments that show distinct preference structures: We identify a "price_oriented," a "time- and convenience-oriented," and a "value-for-money-oriented" consumer segment (Dung H. Nguyen,Sander de Leeuw,Wout Dullaert,Bram P. J. Foubert 2019).

It is suggested that this study will help practioners to understand consumer online shopping perception and intention to induce visitation and usage of couriers (Kiew Chee Ching , Zuha Rosufila Abu Hasan And Nadia Abu Hasan, 2021). The ongoing COVID-19 pandemic is one of the challenges faced by courier companies on a global scale and has affected customer behavior worldwide. A study attempts to propound a new methodology to predict the effect of courier companies' e-commerce on customers' risk perception regarding their online behavior after the outbreak, and the final effect of their behavior on the global ranking of the company's website, utilizing passive crowdsourcing data from five world-leading courier companies as representative examples of their respective business sectors. The results will allow supply chain risk management managers to make effective strategic decisions regarding the efficient allocation of resources to mitigate the corporate risk to their organization during a novel crisis. As the first of a suggested three-level analysis process using statistical analysis and fuzzy cognitive mapping techniques, five key performance indicators were monitored over 24 months. (Damianos P. Sakas , Ioannis Dimitrios G. Kamperos and Panagiotis Reklitis 2021)

A third-party service provider such as a courier service company with the development of online shopping has become increasingly essential in the movement of goods within the supply chain network. Nevertheless, courier service companies also faced operational challenges as they need to cope with the ever-increasing demand from the eCommerce industry, with their customer satisfaction at the stake. Dimensions of reliability, responsiveness, assurance, empathy, and price positively affect customer satisfaction toward parcel delivery service or the courier company (Fadilah Siali, Apple Wong Su Wen & Mohd Uzairi Ahmad Hajazi,2018).

Logistics is a business for planning and coordinating the movement of goods from the source to the destination. The source is the point of origin and the destination is the point of consumption. The growth in the manufacturing, retail, fast-moving consumer goods, and E-commerce websites led to the rise of courier service companies and an increase in their numbers. Delivering shipments on time is one of the biggest parts of E-commerce services. Every E-commerce website is always on the lookout for a good delivery service that will deliver its products at reasonable rates (G. Santosh Kumar, 2018).

The rapid development of the Internet and the transformation of consumption patterns have prompted consumers to purchase fresh products online. For fresh e-commerce enterprises, logistics is an important aspect of customer satisfaction. Logistics service elements confirm that convenience, communication, reliability, and responsiveness had a significant impact on customer satisfaction, whereas integrity had none. Fresh e-commerce logistic services need to improve for the development of the companies (Wei Hong, Changyuan Zheng, Linhai Wu and Xujin Pu, 2019).

An efficient logistics system is one of the leading factors associated with boosting trade in countries with thriving economies. Malaysia one of the leading economies in Southeast Asia with a very active manufacturing sector largely has logistic systems at the core of its economic activities. Distribution networks like courier services enable goods and services to be sent from the provider to the final consumer. Recent research shows that the public has expressed average satisfaction with the current system and there is an obvious need to improve upon the current method of distributing goods and services via courier services. Analysis of respondents' feedback shows the obvious need for the implementation of courier service mobile applications based on the Android Operating System platform to ease and make access to courier services more convenient and efficient (Bishop Emmanuel Prince, Kinn Abass Bakon, 2016).

Logistics Management is being increasingly used in most of the sectors to get their routine work to be accomplished. The courier services companies in India are using the logistics Management practices to fulfill the promises made by them to the clients accurate, timely, and faster as there is an increased relocation of people in India from one place to another and the movement of goods not only this but due to rapid increase in the growth in the manufacturing, retail, Fast Moving Consumer Goods and e-commerce websites led to the rapid development of courier services companies (G. Santosh Kumar, MBA, M.Phil, 2018).

The increasing demand for high-quality logistics services has forced container shipping firms to decrease logistics service failure to retain customers. Internal information integration positively impacts external information integration, external information integration positively impacts collaborative decision-making, and collaborative decision-making positively impacts logistics service performance for container shipping firms (Po_Lin Lai, Hui-Huang Tai and Ching-Chiao Yang, 2020).

The logistics industry offers innovative solutions that interact with end consumers directly. Built on the synthesized insights from logistics studies and behavioral theories on consumers' attitude and affect, the effect of cognitions (what consumers think) and affects what consumer feels are investigated. Consumers' effects towards participation are stronger motivations that not only intrinsically motivate consumers to participate but also exert an indirect influence via consumers' cognitions (Xueqin Wang, Yiik View Wong, Kum Fai Yuen, Chee Chong Teo, 2019).

A new logistic process for delivering parcels by crowdsourcing the tasks of the couriers was visualized. It is based on a network of automatic service points, which are used as a drop-off, pickup, and intermediate transfer points. The system offers the couriers monetary rewards for stopping by the service points and for transferring parcels between them during their regular trips. A stochastic dynamic program that yields an optimal parcel routing policy in polynomial time under some simplifying assumptions ignores the capacity constraints of the service points and the couriers. The proposed method is demonstrated by an extensive simulation study that is based on realistic data of car journeys and small parcel shipments in a metropolitan area. This shows that even if a small fraction of the drivers are willing to participate, the average delivery time is a few hours. The rewards paid to the occasional couriers relative to their engagement time are above the average hourly wage while the average cost of delivering a parcel is significantly lower than the price of parcel delivery service (Tal Raviv, Eyal Z. Tenzer, 2018).

Globalization and complex supply chain networks have been affecting Logistics Services Providers' service delivery and service expectations. Logistics Service Quality is becoming a more important aspect for these providers and logistics service customers. Five Logistics Service Quality dimensions and 24 factors have been formed to create a measurement model that could be used in overall logistics services. This can be a basis for further research for empirical studies and can be used as a guideline for quality management practices in logistics applications and transport. (Gamze Arabelen, and Hasan Tolga Kaya 2021).

Courier Services in China

In China, there are about 7,500 companies with permission to give the parcel delivery services at the end of 2011, most of which are small and medium sized enterprises and work as a franchisee. In most cases, these truck operators are not given the job directly from shippers and consumers, but rather they are given the operation of collection and distribution from their franchisers. In these franchise systems, though they have advantage in low transportation charge, their low service quality due to lack of stable education and training is considered to be a big problem. There used to be only state enterprises such as EMS (China Post), China Air Express (CAE), China Rail Express (CRE), Sinotrans Air (SINOAIR), with nationwide network in Chinese parcel delivery market. However, recently, appearance of private companies with national network such as Shentong Express, YTO Express, ZTO Express, Best Express (HTKY), and Yunda Express can be observed. Foreign express companies such as FedEx and UPS have also expanded national network as well as international services. They expanded their network by themselves or by organizing operators in rural areas as their franchisees. The state enterprises used to play dominant role in parcel delivery market, but private companies including foreign companies have grown rapidly. Private companies including foreign companies delivered 70.6% of total parcels and state enterprises did 29.4% in 2011.

Network Expansion. Network management can be categorized into two groups; the direct management system and the franchise system. The franchise system is faster and cheaper when expanding the network, especially advantageous in the countries

with a huge land area, like China. However, it is rather difficult to keep service quality at high level, which is a disadvantage of the franchise system. Recently, companies employing direct management system are expanding their market share with high service quality as their business strength. There are two major companies employing the direct management system; one is EMS (China Post) and the other is S.F. Express. They have their branches in cities all over China. On the other hand, 5 major companies employing franchise system are intensely competing in the market. They are Shentong Express, YTO Express, ZTO Express, HTKY, and Yunda Express. They make franchise contracts with many local companies to expand their network to all China (Table 2). Table 2. Number of logistics facilities by major parcel delivery companies Source: Home page of each company

Company	Number of Logistics Facilities	Type of Management
EMS	45,000 (Worldwide)	Direct
S.F. Express	4,000	Direct
Shentong Express	5,000	Franchise
YTO Express	5,000	Franchise
ZTO Express	4,000	Franchise
HTKY	5,000	Franchise
YUNDA	10,000	Franchise

Logistics Facilities 45,000 (Worldwide) 4,000 5,000 5,000 4,000 5,000 10,000 Type of Management Direct Direct Franchise Franchise Franchise Franchise Katsuhiko Hayashi et al. / *Procedia - Social and Behavioral Sciences* 125 (2014) 186 – 198 193 catalogue mail order, but the number of people shopping online is rapidly increasing. Accordingly, the number of items related to online shopping is increasing in the parcel delivery market. In 2010, 42% of the items delivered related to online shopping, which equals to 35% of sales. Many of those online shopping related items are delivered by companies with franchise systems; in fact 65% of the items delivered by Shentong Express and YTO Express are related to online shopping. In many cases, the delivery rates for mail order deliveries are set lower than normal deliveries, which mean the profit is smaller for mail order deliveries. However, in the case of mail order deliveries, the origin of the transportation is concentrated at one certain warehouse, so that the cost of collection decreases as well. Especially in China, the discount competition in online shopping is being intensified, thus free delivery services are becoming the mainstream in the market. The parcel delivery companies need to deliver sufficient amounts of items to survive in such a market, which gives us an idea that the market oligopoly still continues for a while. As the number of the deliveries increases, the number of complaints made increases as well. China Logistics Yearbook shows the number of complaints made in 2009 and 2010 as below (Fig. 6). Many of the complaints from users are related to either the operation quality or the delivery time. The reasons for increasing number of complaints are thought to be 1) low service quality due to low delivery rates as a result of intensified competition, 2) difficulty of staff education and training due to franchise management systems, and 3) consumers' demand for high service quality.

Service Quality

The term 'Service quality is harder to define and judge. Several authors tried to define it and give definitions from a different points of view. Philip Kotler and Gary Armstrong defined the term 'service quality as a service firm can hang on to its customer. Customer retention is the best measure of service quality. Christian Gronroos suggested that the quality of service as perceived by the customer has two dimensions - technical or outcome dimension and the function of the process-related dimension. A. Parasuraman, Valarie A. Zeithaml, and L. Berry defined service quality as the delivery of excellent or superior service relative to customer expectation. (N. Ramya, A. Kowsalya 2019).

According to Parasuraman service quality is defined as the difference between what a customer expects out of service and what was delivered. They developed a five-scale model SERVQUAL containing five dimensions tangibility, responsiveness, reliability, empathy, and assurance to measure service quality (Sanjay Dhingra, Shelly Gupta, Ruchi Bhatt, 2020) .

In the competitive world, service quality consciousness is increasing day by day. The role of service quality in the success of service organizations is widely recognized as it contributes to operational efficiency and improved organizational performance. Information on service quality gaps can help providers and policymakers to diagnose where performance improvement can best be targeted which is quite crucial to sustain in the competitive environment (Dr. V.Rama Devi, 2015).

Service quality is measured by the difference between customers' expectations towards service and their experience from that service. Quality management framework SERVQUAL is used to explore the correlation of online customer satisfaction with service quality in the package delivery industry. There is a positive impact of reliability, assurance, and empathy dimensions of service quality model on online customers' satisfaction level about package delivery companies, with overall dominance of reliability dimension. This adds value to the untapped sector of package delivery service, a critical backbone of e-commerce. It can also be applicable for any e-commerce entrepreneur to enhance optimum customer management efficiency by focusing on imperative dimensions of service quality model and perking up customer satisfaction (Nusrat Hafiz, A. S. A. Ferdous Alam, 2016).

Customer satisfaction reflects the quality of service of a company. The level of satisfaction has indicated a significant relationship to some areas of service quality. It shows that the satisfaction of the customers is significant among the total population of the consumers in the courier services. There are also some expectations which are needed to be addressed by the courier companies (Rowell Diaz, 2019)

Service quality measurement is one of the significant measurement tools for firms to understand consumers' needs and wants by analyzing the experience of consumers and customers' satisfaction with the services provided. Although there is no general agreement on one particular model used as the measurement of service quality perceived, there are some effective models offered by researchers during decades of study in this area.

Researchers believe that service quality is multilevel/multidimensional. In addition, industry-specific models which are suggested based on the structure of generic models regarding a specific industry found as the most useful models (Ali Ramezani Ghotbabadi, Setareh Feiz, Dr. Rohaizat Baharun, 2015). Service quality is an assessment of how well a delivered service conforms to the client's expectations. Service business operators often assess the service quality provided to their customers to improve their service, to quickly identify problems, and to better assess client satisfaction. (N.Ramya, A Kowsalya, K. Dharanipriya 2019)

By the result of the study of Ngiliman, Mika Giofani Eka J, Suharto (2019) Tangibles have no direct effect on consumer satisfaction, Responsiveness has a direct negative effect on customer satisfaction. Indicated that if the willingness to help consumers, provide fast and appropriate services, and information delivered in a good and clear way, then consumers still give a negative response and are still looking for other information to obtain satisfaction. Reliability has a positive direct effect on customer satisfaction. This shows that the ability to provide promised services with reliable, accurate and reliable, can affect consumer satisfaction in using the services provided by the company. Responsiveness of employees has a direct positive effect on the reliability of the company in providing services. This shows that the willingness to help consumers, as well as the delivery of information to consumers, can affect the reliability of employees in delivering services sold by the company.

The customer tends to use courier services which is suitable to their preferences, such as a trusted company, competitive price commensurate with delivery time estimation, and good service quality. Managers should know that there is a relationship between customers' satisfaction and customer loyalty, so it can be used as a reference in applying the company's policy to maintain and further improve customer loyalty. Because customer loyalty has an important role in a company, the effort to make customers loyal cannot be done directly, but through several stages. Loyalty cannot be seen from the transaction of repurchase, but it can be seen from satisfaction. By making the customer feel satisfied, the customer will believe in the company, which will lead to loyalty. The managers also should have a good strategy to build brand image such as creating innovative marketing strategies.

The integrated marketing strategies which can be implemented like advertising, public relations, and communication. (Astrid Tiara Murti, Budi Prasetya, Isnaini Nurkhayati, 2017). According to Calif, customer service is one of the organization procedures which companies perform considering the developing competitors and for drawing in innovative opportunities for expanding productivity and better access to the market and expanding satisfied customers (Altejar, L., Deloria, J. Dizon, C., 2019)

Port logistics service quality is positively determined by five factors including responsiveness, assurance, reliability, tangibles, and empathy. Service quality exerts a positive influence on customer satisfaction. Most noticeably, as embedded in the tangibles component, technological advancements appear to enhance service quality which ultimately satisfies customers in the port logistics service industry (Duc Nha Le, Hong Thi Nguyen, Phuc Hoang Truong, 2019).

Promptness, safety, and convenience were found to be the main contributor to perceived service quality, decision-makers can come out with policies to increase the degree of promptness, safety, and convenience to have a higher perceived and overall service quality. By increasing the safety level of delivery service, the company can observe a higher degree of service quality. High quality can also be achieved through tighter safety measures and by reducing the risks of losing a parcel. By doing so, a brand image of safety will be depicted in customers' minds. Because each company is trying to establish a brand image for its particular industry, courier companies can improve their brand image of safety, promptness, and convenience by paying attention to the compensation policy, area coverage, number of branches, fast delivery speed, cargo protection, handling by cargo characteristics, and information management for cargo handling as well as delivery without damage or loss (Naser Valaei, Sajad Rezaei, Milad Kalantari Shahijan, 2016).

The University Parcel Centre in Malaysia plays an important role in providing fundamental services to classify, arrange and store the consumer parcel which arrives from other third-party courier. It is also recognized as a one-stop parcel hub center so that consumers can collect their respective parcels by themselves at University Parcel Centre. Using the SERVQUAL model, showed that tangible, reliability, responsiveness, and empathy have a positive relationship while assurance has a negative relationship towards consumer satisfaction. The theoretical and practical ways we're devoted to improving the quality service on time arrival parcel, reasonable price, security system, effective collection, and strategic location (Nizamuddin Zainuddin, Khaliesah Norfaiah Kamis, Darvinth Marimuthu, 2019).

Gounaris cited that Service quality is an important source of competitive advantage. A firm that can respond well to the customer's needs and queries, and address their concerns empathically results in an improvement in the perception of quality, customer attraction, customer satisfaction, purchase intention, and consequently in profitability as cited by Anderson, Fornell, Lehmann, Lee & Ing. Service quality perceived more consistently by customers leads to better customer acquisition and retention, as well as higher job satisfaction for staff according to Galloway (Ma. Gloria V. Talavera, Ph.D, 2020). Customers always wanted to be satisfied not only with the product they buy but also with the service that providers can give to them. (A.Agulo, K.Agno1, A.Andres Jr.,H.Carandang,V. Rugay, M. Umali1,R. Ceradoy, I. An, 2015). Service quality has to be adjusted to the desired service expectations to satisfy customers. It determines the advantages of a company over competitors (B.Ogunnowo, S.Sule, 2021).

Dimensions of Service Quality

Assurance. It is the behavior that encourages consumer trust and confidence, and empathy understanding customers' needs and provides individual attention (Sanjay Dhingra, Shelly Gupta, 2020). It contains communication, competence, credibility, courtesy, and security (Ali Ramezani Ghotbabadi, Setareh Feiz, Dr. Rohaizat Baharun, 2015) Assurance has been defined as employees' courtesy and knowledge, and their capacity to transfer confidence and trust to customers. The opinions of researchers on the ranking of assurance among service quality dimensions are varied. Keeping customers informed in their native language and listening to them, regardless of their educational level, age, and nationality. Parasuraman states that assurance indicates the attitudes of the employees and their behavior, and the staff's ability to provide friendly, confidential, courteous, and competent services (Miklós Pakurár, Hossam Haddad, János Nagy, József Popp, and Judit Oláh, 2019).

Empathy. The extent to which caring individualized service is given. It is at times a challenge for organizations to surpass client desires and requests. For example, deficiencies of employees at the hotel and the requirement for the best service and occasion facilitating have seen an expansion in sizes, extending staff-customer proportion. This expanded proportion has implications on the level of individual consideration and compassion given to each client. (Tsietsi Mmutle, Last Shonhe, 2017) It refers to the attitude of the staff as well as personal qualities (Li Zhou¹, Lingyao Zhu¹, Yinbo Ma, 2016) It is denoted by the level of care, individualized attention, and affinity (Nusrat Hafiz¹, A. S. A. Ferdous Alam, 2016)

Reliability. Reliability contains the most important factors that affect courier service quality from the perspective of the receiver, such as timeliness of delivery, the successful attempt of delivery, compliance, and completeness of the order, but also the lack of damage to the parcel, efficiency, and quick order processing (Aleksandra Gulc, 2020). It is the ability to perform the promised service dependably and accurately. In broad sense reliability means, service firms' promises about a delivery, service provisions, problem resolutions, and pricing. Customers like to do business with those firms, who keep their promises. So it is an important element in the service quality perception by the customer and his loyalty (N.Ramya, A. Kowsalya 2019, Miklós Pakurár, Hossam Haddad, János Nagy, József Popp and Judit Oláh 2019).

Responsiveness. It is the willingness to help and respond to customer needs. Organizations ought to be receptive to the moving or shifting needs of their clients and give courses and prepare programs that are important to the business. Dale, van der Wiele, and van Iwaarden define responsiveness as the willingness to assist customers and to provide prompt service continuously. This dimension focuses on attentiveness and willingness in dealing with customer requests, queries, and prompt complaint resolution. The hotel employees should have the capacity to attend to guests' inquiries, queries, and complaints timeously, and thus the quality of service is optimized and guest satisfaction is enhanced. (Tsietsi Mmutle, Last Shonhe, 2017)

Tangibility. According to Parasuraman Tangible is one of the dimensional constructs of service quality and its assessment is essential in the courier industry. It refers to physical facilities, the appearance of personnel, tools, or equipment used to provide the Service, other customers in the service facility, and physical representation of the service such as plastic bags, boxes, and cover letters. (Naser Valaei, Sajad Rezaei, Milad Kalantari Shahijan, 2016) Tangibles are associated with the physical facilities, tools, and machines used to provide the Service, as well as representations of the services, such as statements, cards (debit and credit), speed, and efficiency of transactions. Several privileges are included in tangibles such as; external appearance, counters in the bank, overdraft facilities, opening hours, and speed and efficiency of transactions. (Miklós Pakurár, Hossam Haddad, János Nagy, József Popp and Judit Oláh, 2019)

Customers' Perception on Trusting Service Providers

Customer perception is geared toward the experience, expectation, awareness, and impression about the service and what customers perceive from the services provided by courier companies. (Naser Valaei, Sajad Rezaei, 2016). Customer perception of the services provided by a company is essential in maintaining service quality (B.Ogunnowo, S.Sule, 2021). It influences consumers' purchase behavior (E.Tubio, J.Altaque, K.Lucero, R. Tagam, L. Toling, M.Veri, Dr. R.Mahinay (2016). Good customer perception can be developed if the brand has a unique advantage and good reputation, provides the best service as well as is good and popular as cited by Kotler & Kelle (W.Muljono, S.Setiyawati, 2019). An organization must look into the needs and wants of its customers to be successful. Customer satisfaction is a term generally used to measure a customer's perception of a company's products and services cited by Muhammad. According to Irfan, Akhtar, Pervez, & Rehman if one aspect of a product and service does not meet the customer's satisfaction, then they can be dissatisfied with the overall performance (C.Menes, I. Haguian III, S.Castellano, 2015).

The suitability of trust can foster customer perceptions that the trust of the product has norms that are in accordance with the quality of the products offered, and the quality of service so that customers are satisfied with these products and services as cited by Heri Setiawan (2016). If the service quality is getting better, it will strengthen customer satisfaction and if the trust is high, the resulting satisfaction will be higher and if customers feel high satisfaction, customer loyalty will also be high (Nusjirwan, Ronal Regen, Rio Nardo, 2020).

Trust has a positive influence on customer loyalty such as security in conducting transactions, that are appropriate and relevant and providing compensation if problems occur when customers make transactions. (Rico, Melitina Tecolalu, Soengeng

Wahyoedi and Eka Desy Purnama, 2019) Trust strengthens the influence of service quality on loyalty. Recognizing the importance of service quality can affect satisfaction, trust, and loyalty (Lestariningsih, Hadiyati & Astuti, 2018).

The quality of service, consumer trust, and corporate image play an important role in improving customer satisfaction and ultimately will make consumers become loyal to using the services. Creating good service quality, building customers' trust, making a strong image of their companies, and giving satisfaction with their services can make customers loyal. (Heri Setiawan, A.Jalaluddin Sayuti, 2017)

According to J. Beneke, E. Adams, O. Demetriou & R. Solomons, trust is a vital synchronization tool in addition to a prerequisite for up-grade performance and viable accomplishment in difficult business settings and it can eventually participate in building loyalty relations. Kwok states that marketing managers are keen to recognize the level of trust or loyalty that will upsurge customer retention and maintainable improvement and long-term success. Moreover, trust comprises the belief that the other party causes a positive consequence, although the likelihood that the action may originate a negative outcome. The outcome of Firend study proposes that the association between service quality and trust is highly positive. Service quality could result in creating satisfaction which will ultimately result in building trust, increasing purchase intention, and developing store loyalty. It means that improving service quality leads to satisfaction of the customers and customers wish to deal with service providers that deliver exceptional services at reasonable prices. Marketers can build trust and increase purchase intention by paying attention to the quality of their services along with making a positive image which will therefore gain customers that are more loyal to them (Dr. Bandar Khalaf Alharthey, 2019).

Measuring trust in service has mainly focused on interpersonal relationships between the service provider and the consumer. A different approach to trust must be developed for defining and measuring service. Many authors agree that trust does not only refer to interpersonal but also human relationships with technologies. In many areas, relationships between customers and service providers are continuously replaced with various self-service technologies (Joanna Ejdyś, Aleksandra Gulc, 2020).

Conceptual Framework

Using the variables from the mentioned theories the researcher formulated an operational model that will be utilized for the objectives of this study. Based from the preceding framework, the proposed study presents its concept as illustrated in Figure 1.

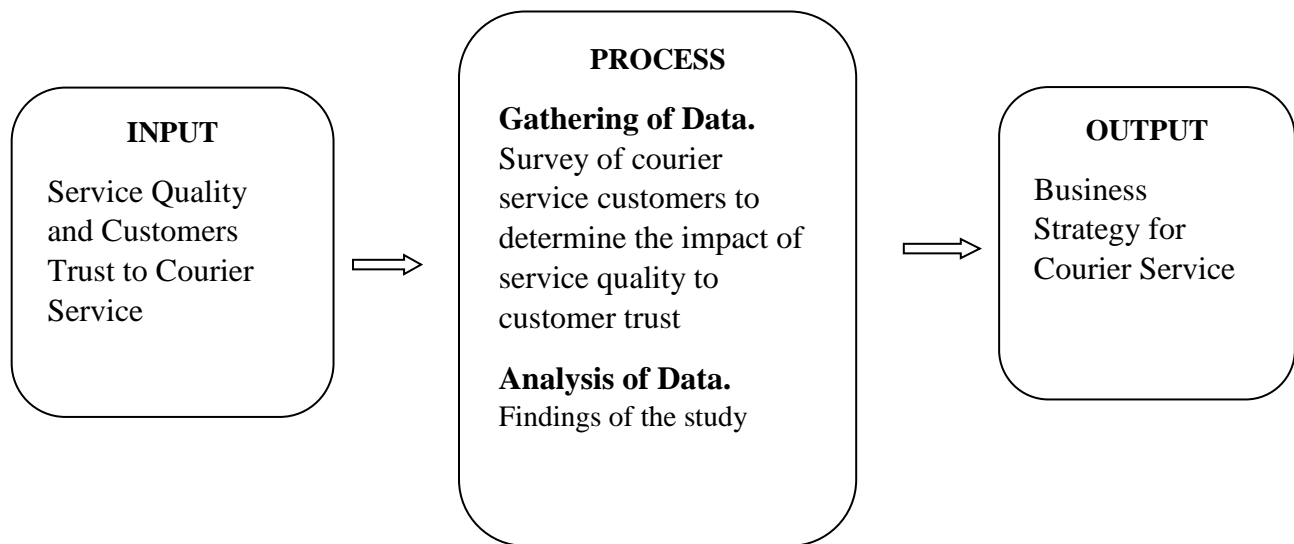


Figure 1. Conceptual Framework of the Study

The theory has given all the basic components of a research study on the impact of service quality to customer trust of selected courier services in China. Based on the theoretical framework, the operational model identified the relationship of the variables in the study. The conceptual framework as shown in Figure 1 above is an illustration of the input-process-output utilized in this study. First, **Input** covered the the service quality and customer trust of selected courier services in China. Second, the **Process** described how service quality impact customer trust of selected courier services. Based on the result of the survey, this study will lead to business strategy crafted for a courier service company which is the **Output**. This process helped the researcher follow the method of the research.

Further, service quality dimensions such as tangibility, responsiveness, reliability, assurance, and empathy. Tangibility measured the appearance of the staff and equipment used. Reliability is the ability to transport goods in good and proper condition. Responsiveness is the willingness to respond to customer queries. Assurance is the politeness and knowledge of staff about their services. Empathy is the care, consideration, and compassion given to each customer. On the other hand, the dependent variable in this study is the Customers' Trust to Courier Services. Trust is given by the customers in terms of services, technical solutions, reliability, confidence, and care. This study will support the development of service quality to benefit courier providers, business owners, customers, local communities, and future researchers in making informed decisions when it comes to service quality delivery. It proposed possible business strategies that may contribute to the business industry

Statement of the Problem

The study aims to assess the impact of service quality in customers' trust to courier services. Specifically, it will draw answers to the following questions:

1. How do the respondents describe their service quality experience with the courier in terms of the following dimensions:
 - 1.1 Tangibility;
 - 1.2 Reliability;
 - 1.3 Responsiveness;
 - 1.4 Assurance; and
 - 1.5 Empathy?
2. What is the customers' rating with their trust to the courier?
3. Is there a significant impact of service quality on customers' trust to the selected couriers?
4. What are the possible business strategies that this study may contribute to the business industry?

Hypotheses of the Study

This hypothesis will be the tentative answer to the research problems. The null forms will be subjected to statistical testing at .05 level of significance through the corresponding appropriate statistical tests.

H01. The service quality experience of the customers has no significant impact to their trust with selected couriers.

Definition of Terms

These key terms in the study are given the following conceptual and operational definitions.

Assurance. Defined as employees' courtesy and knowledge, and their capacity to transfer confidence, trust to customers, and keep customers informed in their native language regardless of their educational level, age, and nationality. Parasuraman states that it indicates the attitudes of the employees and their behavior, and the staff's ability to provide friendly, confidential, courteous, and competent services (Miklós Pakurár, Hossam Haddad, János Nagy, József Popp and Judit Oláh, 2019).

Courier Services. Company that delivers messages, packages, mail, etc from one place to another. Couriers are distinguished from ordinary mail services by features such as speed, security, signature, specialization, tracking and individualization of express services, and swift delivery times for most everyday mail services. Courier services operate on all scales, from within specific towns or cities, to regional, national, and global services (G. Santosh Kumar, 2018).

Empathy. The communication that helps employees build good relationships with their customers. It would also help the business know the customer's demands. In line with this, empathy is also relevant to customer service experience which helps to gain a number of satisfied customers as well as customers' trust and loyalty towards the store as cited by Simons. It makes it possible to understand other people's perceptions and opinions. Knowing the opinions of customers is important for a business to be aware that their service is meeting the customers' needs and wants as well as their positive and negative feelings. Empathy is sharing what a person thinks or how a person thinks about something, and it is necessary for a company to know this. Customers also have the right to know the business' background and information as cited by Singer (F.Fandialan, J. Milan, M. Alusen, 2019)

Reliability. Defined as the ability to perform the promised service dependably and accurately. It manifests as timeliness, a successful delivery attempt, the completeness of delivery, and the lack of damage to the shipment (Aleksadra Gulc, 2021).

Responsiveness. The willingness to assist customers and to provide prompt service continuously. This dimension focuses on attentiveness and willingness in dealing with customer requests, queries, and prompt complaint resolution as defined by Dale, van der Wiele, and van Iwaarden (Tsietzi Mmutle, Last Shonhe 2017).

Service Quality. Different points of view from several authors tried to define it as the ability of a service firm to hang on to its customer by Philip Kotler and Gary Armstrong. In their opinion customer retention is the best measure of service quality. Christian Gronroos, recommended that the quality of service as perceived by the customer has two dimensions, the technical or outcome dimension and the function of the process-related dimension. A. Parasuraman, Valarie A. Zeitham, and L. Berry defined service quality as "the delivery of excellent or superior service relative to customer expectation." (N. Ramya, A. Kowsalya 2019) Parasuraman manifests it as the difference between what a customer expects out of service and what was delivered (Sanjay Dhingra, Shelly Gupta, Ruchi Bhatt, 2020).

SERVQUAL. Refers to a model for measuring service quality, rated by 22 attributes grouped in five dimensions tangibility, responsiveness, reliability, empathy, and assurance (Nusrat Hafiz1, A. S. A. Ferdous Alam, 2016).

Tangibility. Defined as the appearance of physical facilities, equipment, communication materials, and technology. All these provide enough hints to customers about the quality of service of the firm. Also, this dimension enhances the image of the firm. The tangibility dimension is very important to firms and they need to invest heavily in arranging physical facilities (N. Ramya, 2019)

Trust. According to Mowen and Mino trust exists only when one party has confidence in an exchange of the partner's reliability and integrity. It is defined as a condition when one of the parties involved in the exchange process is convinced of the other party's reliability and integrity. (Rico, Melitina Tecoalu, Soegeng Wahyoedi and Eka Desy Purnama, 2019). Trust is improved by trusting in the credibility and morality of one side to the other. Trust is the faith of consumers in the particular store or brand that they fulfill their needs and purposes. (Dr. Bandar Khalaf Alharthey, 2019)

Methods and Techniques Used

The study will use quantitative descriptive analysis of data that focused on the collection, presentation, characterization, and summarization of a set of data using a numerical description.

A standardized questionnaire will be used in capturing primary data from the respondents, which is composed of five dimensions Tangibility, Reliability, Responsiveness, Assurance, and Empathy with their perception of the quality services.

Respondents of the Study

The study will allocate a total sample size of 100 respondents within the selected areas in China. A confidence level of 0.95 and a margin of error of 0.05 using Slovin's formula. The questionnaires will be equally distributed to different branches of courier services through online forms.

The researcher will seek permission from operation managers of the courier service provider branches subject to follow the restriction and policies. The study will be conducted in a voluntary response to be collected as the primary data.

Instruments of the Study

A standardized instrument with 22 items will be adopted that is developed by Parasuraman (1988), a SERVQUAL scale was used to measure the courier service quality delivery. Questions will be administered for each dimension of tangibility, responsiveness, assurance, reliability, and empathy. The questionnaire comprises the perceptions of the customers or the actual delivery of service that they experience with the courier providers. It also included a measurement with five items adopted from the study of Joanna Ejdays and Aleksandra Gulc that assessed the Customers' Trust in terms of service, technical solutions, reliability, confidence and care. The questionnaire underwent a reliability test and the result shows that 5 items can be considered reliable. The reliability test creates the value of Cronbach's α of 0.929. A 5-point Likert type scale – endpoints ranging from 1 'strongly disagree' to 5 'strongly agree' were used in the questionnaire.

The instrument composed of two parts namely:

Part I the description of the customers to service quality in terms of assurance, reliability, responsiveness, tangibility, and empathy.

Part II deals with the rating of customers trust to the selected couriers in China.

Presentation, Analysis, and Interpretation of Data

1. Service Quality Measurement in terms of Five Dimensions

Table 2. Service Quality in terms of Tangibility

Indicators	Mean	Interpretation
1. They have up-to-date equipment.	3.97	Agree
2. The physical facilities are visually appealing.	4.06	Agree
3. Employees are well dressed and appear neat.	4.14	Agree
4. The physical environment are clean.	4.01	Agree
Average	4.05	Agree

It may be gleaned in Table 2 that the service quality in terms of tangibility obtained a verbal interpretation of an "agree" rating as evidenced by a 4.05 mean percentage score. The following indicators: they have up-to-date equipment (3.97), physical facilities are visually appealing (4.06), employees are well dressed and appear neat (4.14), and the physical environment are clean (4.01).

The findings of the study is supported by Valaei et al. (2016) that tangibility is one of the dimensional constructs of service quality and its assessment is essential in the courier industry. Pakurár (2019) agreed with Valaei et al. that tangibles are associated with the physical facilities, tools, and machines used to provide the service, as well as representations of the services, speed, and efficiency of transactions.

Table 3. Service Quality in terms of Reliability

Indicators	Mean	Interpretation
1. When they promise to do something by a certain time,they do it.	4.00	Agree
2. When customer has a problem, they show sincere interest in solving the problem.	3.94	Agree
3. Employees are dependable and perform the service right the first time.	4.10	Agree
4. They provide their services at the time they promise to doso.	4.00	Agree
5. They keep their records accurately.	3.98	Agree
Average	4.01	Agree

Table 3 revealed that the service quality in terms of reliability has an overall verbalinterpretation of an “agree” rating as evidenced by a 4.01 mean percentage score. Specifically, when they promise to do something by a certain time, they do it (4.00), whenthe customer has a problem, they show sincere interest in solving the problem (3.94), employees are dependable and perform the service right the first time (4.10), they providetheir services at the time they promise to do so (4.00), they keep their records accurately (3.98).

The result of the study is supported by Gulc (2020) and confirms that reliability affects courier service quality from the perspective of the receiver, such as timeliness of delivery, the successful attempt of delivery, compliance, and completeness of the order, but also the lack of damage to the parcel, efficiency, and quick order processing. It is the ability to perform the promised service dependably and accurately. This was affirmed by Ramya et al. (2019) that customers like to do business with firms who keep their promisesabout delivery, service provisions, problem resolutions, and pricing.

Table 4. Service Quality in terms of Responsiveness

Indicators	Mean	Interpretation
1. Employees make information easily obtainable bycustomers.	3.97	Agree
2. Employees give quick services to customers	3.96	Agree
3. Employees are always willing to help customers	3.97	Agree
4. Employees are never too busy to respond to customers' requests.	3.76	Agree
Average	3.91	Agree

Analysis of data in Table 4 showed that the service quality in terms of responsiveness obtained a verbal interpretation of an “agree” rating as evidenced by a 3.91mean percentage score. This was demonstrated when: employees make information easily obtainable by customers (3.97), give quick services to customers (3.96), are always willingto help customers (3.97), and are never too busy to respond to customers' requests (3.76).

This is anchored in the research of Mmutle et al. (2017) and affirms that organizations ought to be receptive to the moving or shifting needs of their customers andprepare programs that are important to the business. It is also supported by Dale, van der Wiele, and van Iwaarden (2016) that responsiveness is the willingness to assist customers and to provide prompt service continuously in dealing with customer requests, queries, andprompt complaint resolution.

Table 5. Service Quality in terms of Assurance

Indicators	Mean	Interpretation
14. The behavior of employees instills confidence incustomers. They can be trusted	3.93	Agree
15. Customers feel safe in their transactions with theemployees	4.02	Agree
16. Employees are polite to customers.	4.06	Agree
17. Employees have knowledge to answer customers' questions.	4.05	Agree
Average	4.01	Agree

A closer look at Table 5, may be perused that the service quality in terms of assurance has an overall verbal interpretation of an "agree" rating as evidenced by a 4.01 mean percentage score. This was shown when: the behavior of employees instills confidence in customers (3.93), customers feel safe in their transactions with the employees(4.02), are polite to customers (4.06), and have the knowledge to answer customers' questions (4.05).

This reflects the study of Gupta et al. (2020) and construe that it is the behavior thatencourages consumer trust and confidence, empathy understanding customers' needs, andproviding individual attention. Ghotbabadi et al. (2015) and Haddad et al.(2019) confirmthat it contains communication, competence, credibility, courtesy, and security. Keepingcustomers informed in their native language and listening to them, regardless of their educational level, age, and nationality are ways in transferring confidence and trust to the customers. Parasuraman also expound that assurance indicates the attitudes of the employees and their behavior, and the staff's ability to provide friendly, confidential, courteous, and competent services.

Table 6. Service Quality in terms of Empathy

Indicators	Mean	Interpretation
1. They give customers individual attention.	3.95	Agree
2. Operating hours are convenient to customers	3.95	Agree
3. Employees give customers personal service.	3.78	Agree
4. They have their customers' interest at heart.	3.81	Agree
5. They understand the specific needs of their customers.	3.89	Agree
Average	3.88	Agree

One could deduce from Table 6 that the service quality in terms of empathy has obtained a verbal interpretation of an "agree" rating as evidenced by a 3.88 mean percentage score. Specifically, they give customers individual attention (3.95), operating hours are convenient to customers (3.95), give customers personal service (3.78), have theircustomers' interests at heart (3.81), and understand the specific needs of their customers (3.89).

The research of Li Zhou et al (2016) enunciated that empathy may reflect the attitude of the staff as well as their personal qualities. Hafiz et al (2016) and Shonhe et al(2017) affirmed that empathy is denoted by the level of care, individualized attention, affinity and the level of individual consideration and compassion given to each customer.

2. Customers Perception to Courier Services

Table 7. Customer's trust to Courier Services

Indicators	Mean	Interpretation
1. I trust courier companies to use their services whenselling or shopping online.	4.02	Agree
2. I trust the technical solutions of courier companies related to selling or shopping online.	3.98	Agree
3. I believe in the reliability of courier services when selling or shopping online	4.04	Agree
4. I am confident that I can rely on the services of couriercompanies.	4.06	Agree

5. Courier companies take care of my best interests	4.01	Agree
Average	4.02	Agree

Table 7 revealed that the customers' trust obtained a verbal interpretation of an "Agree" rating as shown by a 4.02 mean percentage score. This was shown by the following indicators: the customers trust courier companies to use their services when selling or shopping online (4.02), trust the technical solutions of courier companies related to selling or shopping online (3.98), they believe in the reliability of courier services when selling or shopping online (4.04), confident that they can rely on the services of courier companies (4.06), and take care of their customers' best interest (4.01).

The study of Gulc et al. (2020) confirms that measuring trust in service has mainly focused on interpersonal relationships between the service provider and the customer. A different approach to trust must be developed for defining and measuring service. Many authors affirmed that trust does not only refer to interpersonal but also human relationships with technologies. According to Alharthey (2019) The outcome of Firend study is that the association between service quality and trust is highly positive. Service quality could result in creating satisfaction which will ultimately result in building trust, increasing purchase intention, and developing store loyalty. It means that improving service quality leads to satisfaction of the customers and customers wish to deal with service providers that deliver exceptional services.

1. Impact of Service Quality on Customers' Trust to Selected Courier Services

Table 8. Regression analysis of Service Quality on Customers' Trust to Couriers Services

Independent Variables	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.566	0.209		7.483	0
Tangibility	0.014	0.06	0.013	0.241	0.81
Reliability	0.028	0.074	0.027	0.383	0.702
Responsiveness	0.131	0.074	0.139	1.76	0.079
Assurance	0.405	0.085	0.409	4.783	0.000
Empathy	0.098	0.074	0.097	1.323	0.187

Results of the regression analysis indicate that the 5 variables of service quality affect customers' trust to courier services to varying extents as shown by the non-zero coefficients. With a closer look at the obtained B coefficients, one could deduce that only 1 variable yielded B coefficients of 0.405 with an associated probability less than the significance level set at 0.05. This means that the Service quality on customer's trust that for every unit improvement in variables mentioned, the dependent variable can be expected to increase by .405.

Analysis of the sustained Beta coefficients would reveal that of the five (5) variables of service quality, it was assurance that appeared to be the best predictor of customers' trust to courier services.

Results of the analysis of variance of the regression of service quality on customers' trust to courier services revealed an F-value of 41.387 with a p-value of 0.000. Since the associated probability of the obtained F-value is lower than alpha (0.05), the null hypothesis is rejected. This means that the variables or dimensions of service quality exert significant impact on customers' trust to courier services.

Furthermore, the R is able to denote multiple correlation coefficients between the different variables as a predictor of the dependent variable. It could be noted that the R is .598 which indicates a level of prediction while the R-square figure is a statistical measure of the closeness of the data in the regression line as the coefficient of determination or simply the coefficient of multiple determination for multiple regression. It can be indicated that the explanatory powers of the dependent variable of .349 imply that 35% of the variation in service quality is accounted for by changes in customers' trust to courier services.

The result was supported by the study of Siali et al. (2018) and confirms that fueled by the rapid growth of online shopping, a third-party service provider such as a courier service company has become an increasingly important and crucial element in facilitating the seamless movement of goods within the supply chain network. Courier service companies also faced operational challenges as they need to cope with the ever-increasing demand from the e-commerce industry. According to the study, assurance is found to be the most significant determinant of customer satisfaction with parcel delivery service. Employees can show their ability to convey trust and confidence with their high understanding and politeness. The good service provided builds a positive relationship between the service provider and customers. The finding of this research is also found to be consistent with the finding of previous research. Customers would feel safe and have confidence that the company is able to manage and deliver their parcel to its intended destination.

2. Business Strategy from the Findings of the Study

The proposed business strategy relative to service quality in customers' trust to courier services is at the functional level. It is designed to equip operation managers, particularly in courier services, to uphold the efficiency of day-to-day functions within the business. The assessment of customers towards the service quality offered by courier services that involve tangibility, reliability, responsiveness, assurance, and empathy were the primary consideration in crafting the strategy to ensure its relevance and suitability to the needs of the customers and the company.

Table 9. Proposed Business Strategy

Service Quality	Activities/Program	Objective	Responsible Persons	Time Frame	Annual Budget
Tangibility	-Facilities and Digital Services	-To provide 100% excellent customer experience at all times by maintaining a clean area and functional facilities -To increase the online visibility and accessibility of the courier service providers	Regular Employee	Daily	143,520
Reliability	-Exchange Services	-To obtain jobs from larger and established companies and maintain good records and transaction history	Operations Manager	Monthly	120,000
	-Offsite/Onsite Meetings	-To encourage staff in completing one segment training in performing the right service in due time			
Responsiveness	-Real-time Tracking and Communication Service	-To proactively reach out to customers and reduce possible issues	Operations Manager	Daily	120,000
Assurance	-Knowledge Sharing -Proper Handling of Package and Transport	-To impart skills and create opportunities in the local industry -To provide safe transactions and a timely manner of parcel delivery to the intended destination	Operations Manager	Quarterly	120,000
Empathy	-Rewards System -Customer Feedback	-To increase engagement and bring new customers -To identify the customers' needs and interests	Operations Manager	Daily	120,000

Summary of Findings

1. Service Quality Dimensions

The service quality in terms of tangibility got an "agree" rating and has a computed average mean of 4.05. This revealed that the service quality in terms of reliability got an "agree" rating as evidenced by a 4.01 mean percentage score. It showed that the service quality in terms of responsiveness got an "agree" rating as shown computed average mean of 3.91. It may be perceived that the service quality in terms of assurance got an "agree" rating as evidenced by a 4.01 mean percentage score. The service quality in terms of empathy got an "agree" rating and has a computed average mean score of 3.88.

2. Customers Perception In Trusting a Courier Service Provider

The customers' perception in trusting a courier service provider got an "Agree" rating as evidenced by a 4.02 mean percentage score. This was shown by the following indicators: the customers trust courier companies to use their services when selling or shopping online (4.02), trust the technical solutions of courier companies related to selling or shopping online (3.98), they

believe in the reliability of courier services when selling or shopping online (4.04), confident that they can rely on the services of courier companies (4.06), and take care of their customers' best interest (4.01).

3. Significant Impact of Service Quality on Customers Trust to Courier Service

Results of the analysis of variance of the regression of service quality on customers' trust to courier services is significant and revealed an F-value of 41.387 with ap-value of 0.000 which is less the Cronbach's alpha (0.05). Assurance, therefore, is the best predictor of service quality.

4. Proposed Business Strategy

The proposed business strategy relative to service quality in customers' trust to courier services is considered to equip operation managers of courier services to support the efficiency and daily functions within the business. The dimensions of service quality, tangibility, reliability, responsiveness, assurance, and empathy were the primary consideration in constructing the strategy to support the needs of courier services and their customers. For Tangibility, courier services may consider providing 100% excellent customer experience at all times by maintaining a clean area and functional facilities and increasing the online visibility and accessibility of the courier service providers. The assigned task can be completed by one staff. The annual budget is based on a minimum wage of an employee in China. Reliability is to obtain jobs from larger and established companies and maintain good records and transaction history. Operations Manager may encourage staff in completing one segment of training in performing the right service in due time. Responsiveness could be deemed the real-time tracking and communication services by enabling interaction between delivery staff and customers. It may also create opportunities through connections with competent and experienced entrepreneurs. Attaining reliability and responsiveness can be completed by one Operations Manager. Assurance of courier services may consider serving the local industry by imparting knowledge and ideas in business, particularly in the quality packaging of products and managing the safe transfer of products with customers. Empathy may be characterized by the reward system and customer feedback to be able to increase engagement and bring in new customers. It can value and understand the customers' needs and interests. Assurance and Empathy given to the customers can be completed by one Operations Manager. The annual budget is based on the average monthly wage of an Operations Manager of courier services in China.

Conclusions

In light of the findings of the study, the following conclusions were drawn:

1. The five dimensions of service quality can be considered as predictors of customers' perception to trust the courier service providers. The computed result varies but with a minimal extent value. Among the variables mentioned, the best predictor for the trust of customers in courier service providers is assurance.
2. Customers of courier services affirmed that tangibility, reliability, responsiveness, assurance, and empathy are all essential in gaining their trust, and can be considered that they can make safe transactions with them.
3. The null hypothesis was rejected and states that there is a significant impact between service quality in customers' trust to courier services.
4. A proposed business strategy was crafted from the findings of the study that can support courier services, operation managers, and future researchers to enhance if not, maintain the service quality and sustain customers' trust.

Recommendations

Based on the findings and conclusions of the study, the following recommendations are hereby submitted.

1. Courier service providers may maintain to provide the service quality that will gain the trust of their customers.
2. Courier service providers may consider the importance of each dimension of service quality in order to sustain a long-term relationship with their customers.
3. Courier services may consider training and re-training programs for their staff.
4. Training programs may comprise skills and characters in which they can learn how to deal with their customers, and how successfully they can provide quality service to build appreciation and trust from their customers. The behavior of their employees instills confidence in their customers. Politeness and knowledge to address customer concerns will give them the impression of security and safety in each transaction. This complete effort could lead to customers' trust and eventually profit the business in the long run.
5. The study is concerned with the perspective of only one city participating in the process of courier service. The established results could be useful as a starting point for future research. Further study may determine relevant trust measurement to strengthen the long-term relationship between customers and courier service providers as well as conduct extensive research on the future expectations of customers. Future research may focus on the identification of determinants of courier service quality in the perception of larger industries to a wider area, either regional or national level.

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