



Strategies for Freight Forwarders to Enhance Logistics Service Quality in South India

Dr. Riaz Ahmed M

Assistant Professor, MEASI Institute of Management, India

E-mail: mdriazahmed1971@gmail.com, Mobile: 9940169525

DOI: <https://doi.org/10.55248/gengpi.5.0724.1602>

ABSTRACT:

This research investigates the quality of logistics services in freight forwarding within South India, focusing on overall service ratings. The primary objective is to analyse and study the quality of logistics services offered by freight forwarders. The secondary objectives include examining the services provided to external customers, assessing the effectiveness of these services, and evaluating the factors influencing the external service quality.

The research design involves strategic decisions about the type, location, timing, and amount of data to be collected and analysed. It aims to ensure that data collection and analysis align with the research objectives efficiently. A robust research design is crucial as it ensures smooth research operations and maximizes information acquisition while minimizing resource expenditure, thereby underpinning the reliability of the research outcomes.

The study employs a questionnaire as the research instrument, containing a series of questions arranged in a specific order. The questionnaire was distributed to relevant individuals, who were expected to understand and respond to the questions in the provided spaces. The sample size for this study is 430, with respondents comprising logistics customers from South India. This structured approach aims to gather comprehensive insights into the logistics service quality in the region, contributing to enhancing the service quality provided by freight forwarders.

Keywords: Delivery expectations, technology integration, customer-centric approach, optimization process, employee's training.

Introduction:

The assessment of logistics service quality in freight forwarding involves comparing service performance to customer expectations, as defined by Lewis and Booms in 1983. This evaluation occurs at the interface where services are requested, provided, and consumed. The primary focus on quality is driven by the need to meet customer requirements while maintaining competitiveness. Quality practices aim to enhance operational processes, identify and address issues promptly, establish reliable performance metrics, and gauge customer satisfaction. Logistics service quality encompasses both objective and subjective aspects. Objective quality pertains to measurable conformity with predefined standards, while subjective quality reflects customers' perceptions and expectations. The criteria influencing logistics service quality encompass ten factors outlined by Parasuraman, Zeithaml, and Berry. These include competence, courtesy, credibility, security, access, communication, understanding the customer, tangibles, reliability, and responsiveness.

Two prominent models for evaluating logistics service quality are Grönroos' model and the GAP model developed by Parasuraman, Zeithaml, and Berry. Grönroos emphasizes customer expectations and experiences, influenced by various factors. The GAP model identifies five gaps that can occur between expected and perceived service, highlighting areas for improvement in service delivery. Each gap in service quality is attributed to specific factors. Gap 1 results from a lack of understanding of customer expectations, while Gap 2 stems from discrepancies in quality standards. Gap 3 arises from issues related to service performance, Gap 4 from inconsistencies between promises and delivery, and Gap 5 from overall customer satisfaction impacted by the preceding gaps. Consumer behaviour studies the process of purchasing decisions, influenced by individual, group, and societal factors. It encompasses product usage, services, and ideas, with implications for marketing strategies and societal welfare. Furthermore, distinguishing between external and internal customers is essential. External customers drive revenue, while internal customers refer to colleagues or departments within the organization. Prioritizing internal customer service fosters collaboration, streamlines processes, and ultimately enhances external customer satisfaction.

The market is expected to continue growing steadily, reaching \$254 billion in 2028, with a CAGR of 4.8%. This growth is anticipated due to the integration of AI and data analytics, expansion of global trade networks, growth of e-commerce and fulfilment services, focus on sustainable logistics, and adoption of autonomous vehicles. Key trends during this period will include strategic partnerships and alliances, the impact of global economic conditions, technological innovations in warehousing, increased demand for value-added services, and the implementation of intermodal transportation solutions. The anticipated growth of the freight forwarding market is also expected to be fuelled by the expanding e-commerce industry. E-commerce involves the buying and selling of goods and services over the internet, and freight forwarding plays a key role in managing the international shipment of goods for

online retailers. With the substantial increase in e-commerce sales, as reported by the United States Department of Commerce, the demand for freight forwarding services is expected to continue growing. Major players in the freight forwarding market are also developing innovative solutions, such as digital logistics platforms, to stay competitive. Digital logistics platforms leverage digital technologies and information systems to optimize and streamline processes within the logistics and supply chain management sector. For instance, DP World, a logistics company based in the United Arab Emirates, has introduced CARGOES Logistics, a digital logistics platform that offers end-to-end visibility, predictive insights, and a comprehensive digital experience for customers. This platform allows customers to book cargo online, choose from a range of multimodal logistics options, and track their shipments with advanced tracking capabilities.

Research Objective:

- To analyse and study about the quality of logistics services in freight forwarding at Overall rating.
- To study about the service that is provided by the organization to their external customers.
- To study the effectiveness of the quality of services provided to the external clients.
- To evaluate the factors that has an effect on the external quality of services.

Scope of the study:**Service Offerings**

A comprehensive range of freight forwarding and clearance services, including air, sea, and land transportation, as well as customs clearance and documentation solutions. These services are tailored to facilitate smooth goods movement across domestic and international borders, addressing the diverse requirements of its customers.

Market Presence and Geographic Coverage

Establishing a strong geographical presence. This expansive network positions the company as the preferred logistics partner for clients spanning various industry sectors, ensuring efficient and timely service delivery.

Strategic Partnerships and Collaborations

Organizational success is built on strategic partnerships and collaborations with shipping lines, airlines, customs authorities, and other key stakeholders in the logistics sector. These partnerships empower to enhance its service offerings, capitalize on synergies, and stay ahead of industry trends.

Customer Relationships and Satisfaction

CRM prioritizes the development and maintenance of enduring relationships with its customers. Through a commitment to transparency, dependability, and personalized service, the company has garnered the trust and loyalty of its clientele, serving as a reliable logistics partner for their businesses.

Significance of the study:

The significance of this study lies in its potential to provide valuable insights and practical benefits to various stakeholders in the logistics and freight forwarding industry in South India. By analysing and evaluating the quality of logistics services, the research aims to identify key areas for improvement and enhancement, ultimately contributing to the overall efficiency and effectiveness of the logistics sector.

For freight forwarders, the study offers an opportunity to understand the current performance of their services from the perspective of their customers. This understanding can drive strategic decisions and initiatives to enhance service quality, customer satisfaction, and competitive advantage. Identifying specific factors that influence service quality can help freight forwarders tailor their operations and service offerings to meet customer expectations more effectively.

For external customers, the study highlights their needs, preferences, and perceptions regarding logistics services. This feedback can lead to more customer-centric service improvements, ensuring that logistics providers align their services with customer demands and enhance overall satisfaction.

From an academic perspective, the study contributes to the existing body of knowledge on logistics service quality, providing a foundation for further research and exploration in this field. It offers a comprehensive analysis of the logistics service landscape in South India, serving as a reference for future studies and helping to shape the direction of academic inquiry in logistics and supply chain management.

Overall, the significance of this study is multifaceted, benefiting freight forwarders, customers, and the academic community by fostering a deeper understanding of logistics service quality and driving continuous improvement in the logistics industry in South India.

Literature Review:

Milorad Kilibarda, Svetlana Nikolicic (2016) highlights the Measurement of logistics service quality in freight forwarding companies in Serbian market. The research is based on the SERVQUAL model and surveys. The methodology for measuring the quality of logistics services in freight forwarding companies is developed. Based on the proposed methodology, the empirical research was conducted. The study includes 120 logistics professionals dealing with import and export trade flows who thereby use the services of freight companies. The verification of the SERVQUAL instrument, results and hypotheses are conducted using the factor analysis and ANOVA.

Sheng Teng Huang, Emrah Bulut (2019) study to improve service quality of international freight forwarders and explore practical business solutions to enhance customer service level. Freight forwarder usually acts as an agent to source logistics service for shipper and work closely with carriers such as shipping line and airline companies. This business is characterized by lower capital investment and entry barrier comparing with carriers, and most of their major customers are small or medium size manufactures or traders. Providing high quality service to enhance customer satisfaction is the key mission since competition is extremely severe. This paper empirically investigates the leading freight forwarders to find important customer requirements in East Asian region such as Japan, Korea, and Taiwan. Furthermore, the feature of the study by using quality function deployment approach would not only identify key technical measures but also explore meaningful business solutions as direction of quality improvement. The finding reveals key customer requirements are cheaper agency fees, door to door ability and instant response, and the key technical measures are customer relationship management, overall information system, service point and network.

Agnieszka Czajkowska (2015) states the combination of factors such as properly organized logistics process, lack of nonconformities, transport damages avoiding and transport in accordance Just in Time idea significantly reduces costs and streamlines the entire production process. This paper proposes the quality management tool for the logistics services assessment based on the results obtained in the selected company operating in Eastern Europe. Customers' expectations and perceptions were compared using the SERVQUAL method that concerns the service quality assessment in five areas such as: materiality, reliability, promptness, competency and empathy. The research method SERVQUAL allows assessing the service quality level and identifying company areas that requires corrective actions within the improvement process.

Sabine Limbourg, Ho Thi Quynh Giangjan (2016) highlight the cost minimization is a key objective in managing logistics services. In this context, a growing interest in quality improvement can be observed. However, service quality is hard to quantify as it is a function of varying customer perceptions over time, of the measurement process and of the analysis of the data gathered. This study examines the logistics service quality by scales developed according to SERVQUAL instrument. A survey of 200 customers of logistics service providers (LSP) was conducted in Da Nang City. The data analysis shows that LSPs in Da Nang city need to improve Research and Development and to develop Customer Care programs.

Hyun Mi Jang; Kyriaki Mitroussi (2013) state that the objective of this research is to explore the role of logistics service quality in generating shipper loyalty, considering relationship quality in the unique context of container shipping. This is to fill the gaps revealed in the current understanding of ocean carrier-shipper relationships, particularly the lack of studies attempting to investigate shippers' future intentions to use the same carrier as opposed to the previous studies that focused on carrier selection criteria or on shippers' satisfaction with the service attributes. Soft concepts such as customer loyalty and logistics service quality have been increasingly explored in a variety of industries to offer further insight into the relationship issues. However, it was discovered that relatively few studies on this topic have been conducted in the context of maritime transport. The theoretical model is tested on data collected through a postal questionnaire survey of 227 freight forwarders in South Korea. Structural equation modeling (SEM) is employed to rigorously examine relationships among the extensive set of key variables simultaneously in a holistic manner. The findings demonstrate that container shipping lines should develop a high level of logistics service quality as well as relationship quality in order to attain higher (beyond mere satisfaction) levels of shippers' loyalty.

Milorad Kilibarda, Slobodan Zecevic & Milorad Vidovic (2012) present a new approach and model for measuring the service quality with the aim of creating an offering of logistic providers. In contrast to existing models, which mainly measure the quality of already-realized logistic services, the model proposed here is capable of measuring logistic service quality during the phase of designing and creating the logistic offering. The methodology proposed is based on the technique of multi- attribute decision-making and includes three basic steps: modelling and determination of the demands for quality of logistic services; creation of the offering; and assessment of the degree of fulfilment of the customers' demands based on the quality of the logistic service offered. The model is tested through a case study in which the quality of the logistic service of a Belgrade company that organizes and realizes international transport is measured.

Duc Nha Le, Hong Thi Nguyen, Phuc Hoang Trung (2020) aims to validate five determinants of service quality and to examine the service quality-customer satisfaction link in the port logistics service industry of a developing and transitional economy. First, the research reviews literature pertinent to service quality and customer satisfaction. Second, it uses both qualitative and quantitative methods through focus group discussion and direct interviews with 212 respondents who are the employees of firms that have been using port logistics service provided by Cat Lai Port, Ho Chi Minh City, Vietnam. Finally, the multivariate analysis is subsequently employed to analyse data obtained from surveys by structural equation modelling (SEM) technique. Findings indicate that port logistics service quality is positively determined by five factors including responsiveness, assurance, reliability, tangibles, and empathy. In addition, port logistics service quality exerts 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.

Wolfgang Kersten (2010) state that the purpose of the paper is to analyse empirically the causal relationships between quality management, service quality and business success in German logistics companies. This paper develops a measurement instrument of logistics service quality by combining

conceptual approaches from service marketing with quality indicators from operations management. This measure is verified through factor analysis on a sample of 229 German logistics providers. Relationships between logistics service quality, quality management and business success are investigated in a structural equation model. The results support measuring logistics service quality by the three dimensions: service potential, process, and outcome. The effect of quality management on these constructs is confirmed. Likewise, the positive effect of service quality on business success is confirmed, with the notable exception of outcome quality. Logistics service providers should devote more attention to quality management than they currently do. To enhance quality, they should focus their efforts on service potential and the service process. This paper offers them a way to measure these quality dimensions.

Problem statement:

In the dynamic shipping and logistics industry landscape, it is confronted with a range of challenges that demand strategic analysis and innovative solutions to maintain and strengthen its competitive position. The company must navigate complexities stemming from technological disruptions, changing customer demands, regulatory shifts, and global economic uncertainties while striving for ongoing growth and operational excellence. To effectively address these challenges, it is essential to conduct a thorough analysis, develop strategic initiatives, and capitalize on emerging trends to optimize operational efficiency, enhance customer experiences, ensure regulatory compliance, and promote sustainable growth in both domestic and international markets.

Need of the study:

- Effective logistics services can add value by meeting customers' delivery needs in a cost-efficient manner.
- Customers establish relationships with organizations that offer significant value and are inclined to maintain these relationships with current suppliers.
- Attaining customer satisfaction through exceptional service quality is a crucial aspect of logistics service excellence.
- Improved quality in both relational and operational logistics plays a significant role in fostering a positive long-term relationship with customers.

Scope of the study:

The scope of this study encompasses several key areas aimed at providing a comprehensive understanding of logistics service quality in the freight forwarding industry in South India. Specifically, the study focuses on the following dimensions:

Geographical Scope: The study is confined to South India, covering major logistics hubs and regions within this area. This includes states such as Tamil Nadu, Karnataka, Kerala, Andhra Pradesh, and Telangana, ensuring a diverse and representative sample of logistics customers.

Industry Scope: The research targets the freight forwarding segment of the logistics industry, analysing services provided by various freight forwarders. This includes both large-scale logistics companies and smaller, regional freight forwarding firms.

Service Quality Dimensions: The study evaluates multiple dimensions of logistics service quality, including timeliness, reliability, cost-effectiveness, customer service, and overall satisfaction. These dimensions provide a holistic view of the factors influencing customer perceptions and service quality.

Customer Perspectives: The primary data collection method involves surveying logistics customers, including manufacturers, retailers, and other businesses that rely on freight forwarding services. This ensures that the study captures the viewpoints of those directly impacted by logistics service quality.

Factors Influencing Service Quality: The study investigates various factors that may affect the quality of logistics services, such as technological advancements, operational efficiency, staff competence, and external market conditions. By identifying these factors, the research aims to pinpoint specific areas for improvement.

Quantitative and Qualitative Analysis: The research employs a mixed-method approach, utilizing both quantitative data from surveys and qualitative insights from interviews or open-ended survey questions. This comprehensive approach enables a thorough analysis of logistics service quality from multiple angles.

Time Frame: The study considers the current state of logistics services, as well as recent trends and developments in the industry. This provides a contemporary understanding of the challenges and opportunities facing freight forwarders in South India.

Benchmarking and Comparisons: The study may also involve comparing logistics service quality in South India with other regions or industry standards. This helps to contextualize the findings and provide a broader perspective on service quality.

By encompassing these various dimensions, the scope of the study ensures a detailed and nuanced analysis of logistics service quality in South India, providing actionable insights for stakeholders and contributing to the advancement of the logistics sector in the region.

Methodology:

Research methodology serves as a structured approach to systematically address research inquiries, encompassing the scientific study of how research is conducted. It involves understanding the steps taken by researchers in tackling research problems and the rationale behind those steps. A researcher should be well-versed in various research techniques, methodologies, statistical calculations such as mean, median, mode, and chi-square, and the application of specific research methods. They need to discern which methods are applicable, interpret their findings, comprehend underlying assumptions, and grasp the significance of each technique.

Research design, on the other hand, pertains to the decisions made regarding what, where, when, and how much data to collect and analyse during a research study. It involves arranging conditions to ensure data collection and analysis align with the research purpose while being efficient. A well-thought-out research design facilitates smooth research operations, optimizing the acquisition of maximal information with minimal expenditure of resources. Ultimately, the reliability of research outcomes hinges significantly on the chosen research design, as it forms the solid groundwork for the entire research endeavour. The research instrument employed in this study is a questionnaire. This document contains a series of questions arranged in a specific order and is sent to relevant individuals with a request for responses. Recipients are expected to comprehend the questions and provide answers in the designated spaces. For this study, respondents were surveyed using a questionnaire. The sample size for this study is 430.

1.4 DEPENDENT AND INDEPENDENT VARIABLE



Hypothesis development:

Hypothesis 1 (H1)

There is a positive correlation between perceptions of responsiveness and overall customer satisfaction.

- Null Hypothesis (H0):

There is no significant correlation between perceptions of responsiveness and overall customer satisfaction.

- Alternative Hypothesis (H1):

There is a significant positive correlation between perceptions of responsiveness and overall customer satisfaction.

Hypothesis 2 (H2):

Higher perceptions of professionalism are associated with greater customer satisfaction.

- Null Hypothesis (H0):

There is no significant relationship between perceptions of professionalism and customer satisfaction.

- Alternative Hypothesis (H1):

There is a significant positive relationship between perceptions of professionalism and customer satisfaction.

Hypothesis 3 (H3)

Customers who perceive the products and services of the company positively are more satisfied overall.

- Null Hypothesis (H0):

There is no significant relationship between perceptions of products and services and customer satisfaction.

- Alternative Hypothesis (H1):

There is a significant positive relationship between perceptions of products and services and customer satisfaction.

Hypothesis 4 (H4)

Positive perceptions of delivery performance are linked to higher levels of customer satisfaction.

- Null Hypothesis (H0):

There is no significant relationship between perceptions of delivery performance and customer satisfaction.

- Alternative Hypothesis (H1):

There is a significant positive relationship between perceptions of delivery performance and customer satisfaction.

Descriptive analysis:

Qualities of the services representation which stood out.

Options	Respondents	Percentage
Patient	77	18%
Enthusiastic	69	16%
Listened carefully	91	21%
Friendly	116	27%
Responsiveness	43	10%
Other	34	08%
Total	430	100%

Source: Primary data

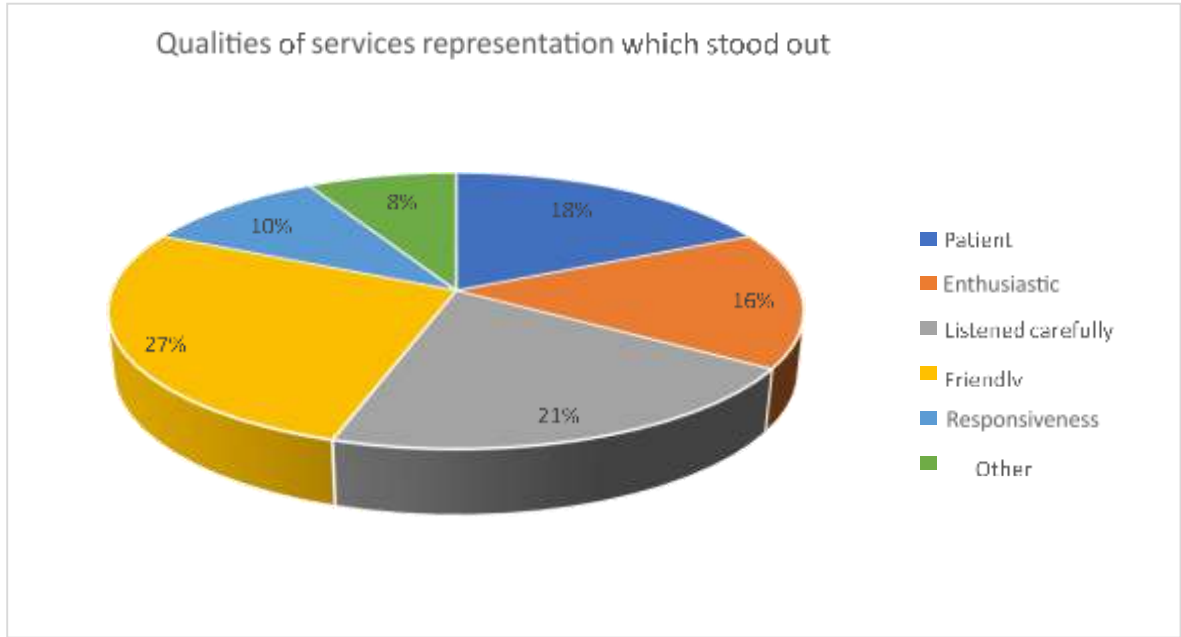


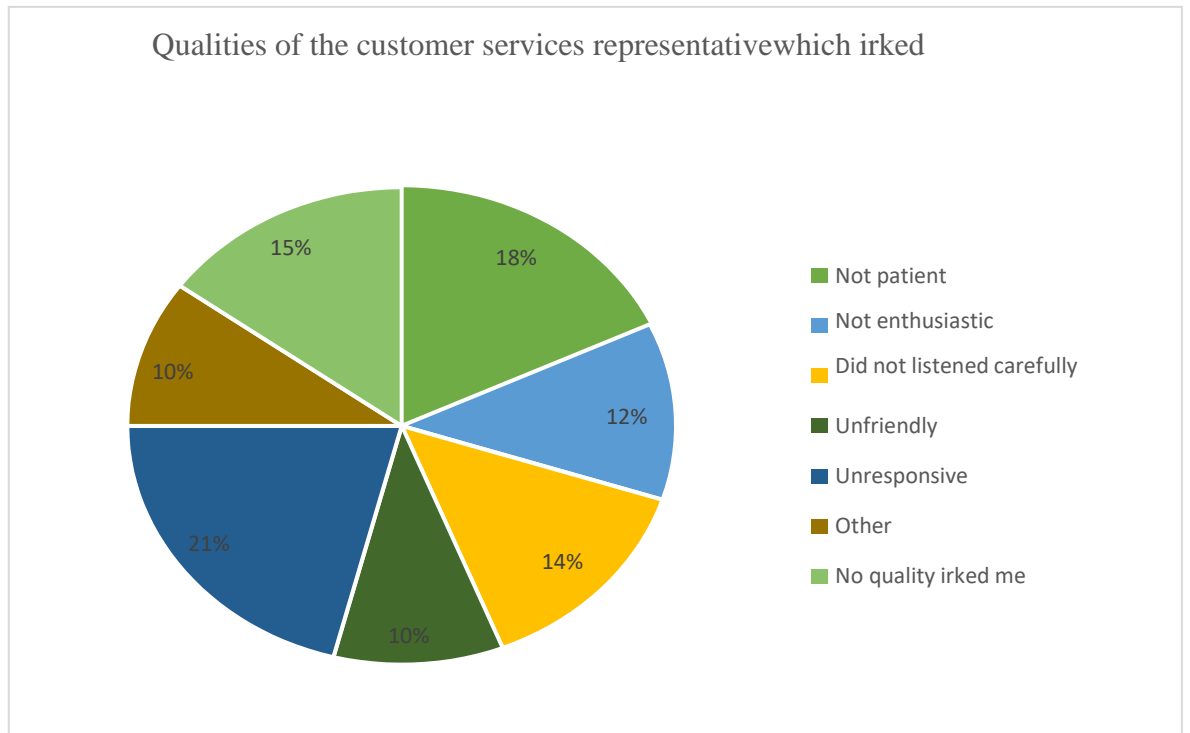
Chart showing qualities of the services representation which stood out.

From the above chart it is interpreted that 27% of the respondents felt that we are friendly, 21% voted for listened carefully, 18% voted for patient, 16% voted for enthusiastic, 10% for responsiveness and 8% for other.

Qualities of the customer services representative which irked.

Options	Respondents	Percentage
Not patient	77	18%
Not enthusiastic	52	12%
Did not listened carefully	60	14%
Unfriendly	43	10%
Unresponsive	90	21%
Other	43	10%
No quality irked me	65	15%
Total	430	100%

Source: Primary data



From the above chart the qualities of the customer services representation which irked them is interpreted as follows: 21% of the respondents voted for unresponsive, 18% for not patient, 15% for no quality irked me, 14% for not listened carefully, 12% for not enthusiastic and 10% for unfriendly and other reasons.

Services that meet the quality expectations of clients

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	23.308	4	5.827	404.647	.000
Within Groups	1.800	125	.014		
Total	25.108	129			

Calculated value = 404.647

Tabulated value = 2.46

F = F Cal > F tab F=404.647 > 2.46

Hence, the Alternate hypothesis [H1] is accepted. Since p value is 0.000 < 0.05, we reject null hypothesis and accept alternate hypothesis. Hence, there is relationship between the products and services that meet the quality expectations of the clients and the timely performance that meet the delivery expectation of the clients

CHI SQUARE TEST

Chi-square is the sum of the squared difference observed (o) and the expected (e) data (or the deviation, d), divided by the expected data in all possible categories.

Null hypothesis (Ho):

There is no relationship between the responsiveness in dealing with the clients and the professionalism rate given by the clients.

Alternate hypothesis (H1):

There is a relationship between the responsiveness in dealing with the clients and the professionalism rate given by the clients.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	165.501 ^a	9	.000
Likelihood Ratio	169.586	9	.000
Linear-by-Linear Association	90.540	1	.000
N of Valid Cases	430		

a. 7 cells (43.8%) have expected count less than 5. The minimum expected count is 1.54.

Degree of Freedom = $(r-1) * (c-1) = 3*3 = 9$

Calculated value = 165.501 Tabulated value = 16.919 $Z = Z_{cal} > Z_{tab}$ $Z = 165.501 > 16.919$

Hence, the Alternate hypothesis [H1] is accepted

Since p value is $0.000 < 0.05$, we reject null hypothesis and accept alternate hypothesis. Hence, there is relationship between the responsiveness in dealing with the clients and the professionalism rate given by the clients.

Correlation analysis is the statistical tool used to measure the degree to which two variables are linearly related to each other. Correlation measures the degree of association between two variables.

Null hypothesis (H0):

There is positive relationship between the overall rating to the organization and the customer services representation as very courteous.

Alternate hypothesis (H1):

There is negative relationship between the overall rating to the organization and the customer services representation as very courteous.

		Table showing the overall rating to the Organization	Table showing the customer services representation as very courteous
Table showing the overall rating to the Organization	Pearson Correlation	1	.857**
	Sig. (2-tailed)		.000
	N	430	430
Table showing the customer services representation as very courteous	Pearson Correlation	.857**	1
	Sig. (2-tailed)	.000	
	N	430	430

** . Correlation is significant at the 0.01 level (2-tailed).

$r = .857$

Since r value is $0.857 > 0.05$, we accept null hypothesis and reject alternate hypothesis. Hence, there is positive relationship between the overall rating to the organization and the customer services representation as very courteous.

Results:

- 18% of the respondents said that they strongly disagree with prompt and timely service and only 33% say that they strongly agree with prompt and timely service

- 26% of the respondents said that they strongly disagree with flexible service and only 27% say that they strongly agree with flexible service.
- 22% of the respondents said that they strongly disagree with the information of the service and only 27% say that they strongly agree with information of the service
- 24% of the respondents said that they are not satisfied with the other service and only 33% say that they are satisfied with the other service
- 40% of the respondents said that their complaints are being handled in a very friendly manner and 2% of them Strongly disagree that their complaints are being ignored
- 39% of the respondents said that they Strongly agree with the level of service provided was according to the terms and condition and only 4% of the respondents Strongly disagree with it

Suggestions and Recommendation:

- Paying attention to bad processes that stop good people. Bringing the voice of the customer into the horizontal key business processes and identifying the process deliverables in customer terms.
- Listen to the needs of the customers and do the favor to them to the ultimate level, this can be one way to satisfy the customer's needs and providing them the best logistics service quality in freight forwarding they expect.
- The customer wants the basic services to be provided to them.
- They expect fundamentals not fanciness; they expect performance, not empty promises.
- Customers judge the dimensions of responsiveness, assurance, empathy, and tangibles during the service delivery process: hence, these are process dimensions. Reliability, judged following the services, is an outcome dimension.

Discussions:

The findings of this research provide a detailed examination of the quality of logistics services in the freight forwarding industry in South India. The study reveals critical insights into how logistics customers perceive the services they receive and identifies key factors that influence these perceptions. Analysis of the questionnaire data highlights several areas where freight forwarders can improve their service quality to meet customer expectations more effectively.

One major finding is the significant impact of timeliness and reliability on overall customer satisfaction. Customers consistently rated these factors as crucial, suggesting that freight forwarders should prioritize minimizing delays and ensuring reliable service delivery. Additionally, the study underscores the importance of cost-effectiveness and transparent pricing, indicating that competitive pricing strategies and clear communication about costs can enhance customer satisfaction.

The effectiveness of customer service also emerged as a vital component of logistics service quality. Responsive and helpful customer service was strongly correlated with higher overall service ratings, emphasizing the need for freight forwarders to invest in customer service training and support.

Moreover, the study identifies technological advancements as a key driver of service quality. Implementing advanced tracking systems, automated processes, and digital communication tools can significantly improve operational efficiency and customer experience.

In conclusion, this research provides actionable insights for freight forwarders in South India, highlighting the importance of reliability, cost-effectiveness, customer service, and technology in enhancing logistics service quality. By addressing these areas, freight forwarders can improve their service offerings, achieve higher customer satisfaction, and gain a competitive edge in the market.

Conclusion:

Now days clients are the first preference of all the companies whether they are internal or the external. They expect some of the services from the company, which should be up to the mark when it comes to quality. The clients are expecting the quality in the service which they are getting from the organization. Sometimes the organization is able to meet the expectations and sometimes the organizations fail to meet the expectations. It is a high time when the organizations must take some important steps to improve the quality of the service they provide to their clients.

References:

- Anderson, E. W., Fornell, C., & Lehmann, D. R. (1994). Customer satisfaction, market share, and profitability: Findings from Sweden. *Journal of Marketing*, 58(3), 53-66.
- Christopher, M. (2016). *Logistics & supply chain management*. Pearson UK.

- Flint, D. J., Larsson, E., Gammelgaard, B., & Mentzer, J. T. (2005). Logistics innovation: A customer value-oriented social process. *Journal of Business Logistics*, 26(1), 113-147.
- Grönroos, C. (1984). A service quality model and its marketing implications. *European Journal of Marketing*, 18(4), 36-44.
- Homburg, C., Koschate, N., & Hoyer, W. D. (2005). Do satisfied customers really pay more? A study of the relationship between customer satisfaction and willingness to pay. *Journal of Marketing*, 69(2), 84-96.
- John, G., & Martin, J. (2013). Quality in logistics: A competitive advantage. *Journal of Logistics Management*, 22(1), 34-42.
- Kumar, S., & Reinartz, W. (2016). Creating enduring customer value. *Journal of Marketing*, 80(6), 36-68.
- Langley, C. J., Jr., & Holcomb, M. C. (1992). Creating logistics customer value. *Journal of Business Logistics*, 13(2), 1-27.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12-40.
- Prajogo, D., & Sohal, A. (2006). The relationship between organization strategy, total quality management (TQM), and organization performance—the mediating role of TQM. *European Journal of Operational Research*, 168(1), 35-50.
- Rahman, S. (2008). Quality management in logistics: An examination of industry practices. *Supply Chain Management: An International Journal*, 13(3), 207-217.
- Rafiq, M., & Jaafar, H. S. (2007). Measuring customers' perceptions of logistics service quality of 3PL service providers. *Journal of Business Logistics*, 28(2), 159-175.
- Robinson, P. K. (2017). The global logistics and supply chain industry. *Journal of Business Research*, 78, 1-12.
- Shang, K. C., & Marlow, P. B. (2005). Logistics capability and performance in Taiwan's major manufacturing firms. *Transportation Research Part E: Logistics and Transportation Review*, 41(3), 217-234.
- Sweeney, J. C., & Soutar, G. N. (2001). Consumer perceived value: The development of a multiple-item scale. *Journal of Retailing*, 77(2), 203-220.
- Tan, K. C., Lyman, S. B., & Wisner, J. D. (2002). Supply chain management: A strategic perspective. *International Journal of Operations & Production Management*, 22(6), 614-631.
- Tracey, M., Lim, J. S., & Vonderembse, M. A. (2005). The impact of supply-chain management capabilities on business performance. *Supply Chain Management: An International Journal*, 10(3), 179-191.
- Tseng, Y. Y., & Yue, W. L. (2005). The role of transportation in logistics chain. *Proceedings of the Eastern Asia Society for Transportation Studies*, 5, 1657-1672.
- van Hoek, R. I. (1998). Measuring the unmeasurable—measuring and improving performance in the supply chain. *Supply Chain Management: An International Journal*, 3(4), 187-192.
- Zhang, D., Hu, P., & Wu, Y. (2019). Enhancing logistics service quality through the application of big data analytics. *Journal of Logistics Management*, 40(1), 52-69.