Evaluating Delivery Service Quality Using the SERVQUAL Model and Its Impact on Customer Satisfaction: A Case Study of Yalidine and ZR Express

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Received: 20/07/2026 *Accepted: 18/09/2026* *Published:30/09/2026*

Abstract

This study examines the influence of delivery service quality on customer satisfaction in Yalidine and ZR Express in Algeria using the SERVQUAL model. A descriptive-analytical approach was adopted, with primary data collected from 84 delivery-service users in Souk Ahras across five SERVQUAL dimensions: tangibility, reliability, responsiveness, assurance, and empathy. Findings indicate generally positive perceptions of service quality and customer satisfaction, with tangibility recording the highest mean score and empathy the lowest. The results highlight the need to better address customers' individual needs and continuously improve service quality to strengthen customer loyalty and competitiveness.

Keywords: Service quality, SERVQUAL model, customer satisfaction, delivery companies

JEL Classification Codes: L87 .M31, L1

1. INTRODUCTION

In recent years, the delivery service business in Algeria has undergone substantial growth, driven by the rapid rise of e-commerce and the increasing consumer demand for fast and dependable delivery services. Despite this expansion, customer complaints linked to delayed delivery, poor communication, broken goods, and the lack of tracking transparency have prompted concerns about the quality of service (QoS) provided by these organizations.

Delivery service quality plays a significant part in influencing the whole consumer experience in e-commerce. Customers increasingly judge businesses not only based on the quality of the product but also on the efficiency of delivery services. Important features of this evaluation include delivery speed, communication with consumers, service reliability, and the availability of order tracking systems.

Although customer satisfaction is commonly regarded as a vital determinant for corporate success, there remains a gap in knowing how service quality aspects directly influence customer satisfaction within the Algerian delivery service sectorThe core problem lies in the insufficient alignment between service quality and customer satisfaction , which could undermine customer loyalty and threaten the long-term sustainability of these firms

Based on these issues, this study aims to answer the following research question:

How does delivery service quality, measured through the SERVQUAL model, influence customer satisfaction in Algerian delivery companies, specifically Yalidine and ZR Express?

1.1.Research Questions

- What is the level of service quality in Yalidine and ZR Express?
- Which SERVQUAL dimensions most affect customer satisfaction?
- Are there significant differences in service quality between the two companies?

- How does service quality impact customer satisfaction in delivery services?

1.2.Hypotheses

H1: Tangibility has a positive effect on customer satisfaction in Yalidine .and ZR Express

H2: Reliability has a positive effect on customer satisfaction in Yalidine .and ZR Express

H3: Responsiveness has a positive effect on customer satisfaction in Both .companies

H4: Assurance has a positive effect on customer satisfaction in Both .companies

H5: Empathy has a positive effect on customer satisfaction. in Both companies

H6 :There is a significant differences in service quality between the two companies

1.3. Research Objectives

1. To evaluate delivery service quality using the SERVQUAL dimensions.
2. To measure customer satisfaction levels in Yalidine and ZR Express.
3. To analyze the effect of each SERVQUAL dimension on customer satisfaction.
4. To compare service quality performance between Yalidine and ZR Express.
5. To provide recommendations for improving delivery service quality.

1.4 .Reaserch methodology

This study adopts a **descriptive and analytical research approach** to examine the relationship between service quality and customer satisfaction in the Algerian delivery service sector. Primary data was collected through a **structured questionnaire** designed to measure customers' perceptions of delivery service quality and their level of satisfaction (provided in appendices)

2. Literature review

In today's highly competitive business environment, service quality and customer satisfaction have become critical determinants of organizational success. Companies increasingly recognize that delivering high-quality services is essential not only to attract but also to retain customers, fostering loyalty and long-term profitability.

2.1. the concept of Quality of service

It is well known that service quality plays a crucial role in determining an organization's effectiveness, especially in service-intensive sectors like delivery and logistics Service quality can be viewed as the ability of a firm to meet or exceed client expectations, which helps it maintain its market position and generate customer loyalty.(Hoylar, C. V., & Jornales, J. C. 2025 .p 8)

According to Parasuraman et al. (1988), it is frequently described as the discrepancy between consumers' expectations and their views of the actual service provided. This perspective highlights that quality is a subjective assessment influenced by customer experiences rather than an objective metric. The SERVQUAL framework, created by (Parasuraman, Zeithaml, & Berry 1988), is one of the most important frameworks for assessing service quality. Tangibility, dependability, responsiveness, certainty, and empathy are the five main qualities that the model recognizes as collectively capturing the multifaceted nature of service excellence.. But SERVQUAL has also come under fire, especially because of its dependence on expectations and perceptions. In response, Cronin and Taylor (1992) put out the SERVPERF model, which only considers performance perceptions, contending that perceived performance is a more reliable indicator of service quality.(Bouhafs .2024**)**

SERVQUAL continues to be one of the most popular and versatile tools not with standing these arguments, particularly in exploratory research and emerging markets.

2.2 Conceptual Framework for Customer Satisfaction

Customer satisfaction, which measures how well a product or service meets or surpasses customer expectations, is a key idea in marketing and service management.

(Oliver ,1980) asserts that the Expectation-Confirmation Theory (ECT) is based on the cognitive comparison of perceived and predicted performance, which leads to satisfaction. According to this idea, customers feel satisfied when perceived performance meets or surpasses expectations, which in turn affects behavioral outcomes including loyalty, repurchase intention, and word-of-mouth communication (Anderson & Sullivan, 1993). Because services are intangible and frequently assessed based on experiential aspects, contentment is especially crucial in service situations. Service quality is a major predictor of consumer satisfaction, as research repeatedly shows. High service quality, according to (Zeithaml, Bitner, & Gremler 2018), increases perceived value, which boosts customer satisfaction and fosters long-term relationships. Therefore, increasing organizational competitiveness requires an awareness of the relationship between customer satisfaction and service quality parameters.

. With the rapid growth of e-commerce, delivery service quality has become a key differentiator among firms. Customers increasingly expect fast, reliable, and transparent delivery services, including real-time tracking and effective communication (Parasuraman et al., 2005). As a result, companies must continuously improve their logistics capabilities to meet evolving customer expectations

The link between service quality and customer satisfaction is widely regarded as a core notion in service management. Improvements in service quality are often related with higher levels of customer satisfaction, since customers tend to evaluate their experiences based on how well the service matches their expectations.

2.3 Empirical Studies on Service Quality and Customer Satisfaction:

Many studies have studies the relationship between service quality and customer satisfaction in different service industries, particularly logistics and delivery services including :

- A study of Tang Rui Qi (2022),titled ***by: A Study of Courier Service Quality and Customer Satisfaction ,*** the sudy aimed to examine how courier service quality dimensions such as tangibility, reliability, responsiveness, assurance, and empathy can affect customer satisfaction and revealed that SERVQUAL

dimensions significantly affect customer satisfaction, with empathy and reliability often being the most influential factors

- Similarly, the sudy of Halim et al. (2025) titled by ***Service quality as a driver of customer satisfaction and purchase intentions: a mixed-methods longitudinal study of the Egyptian Post Office*** *(2013–2023),* The study aimed to examines the impact of service quality on customer satisfaction and purchase intention in the Egyptian Post Office.. The results showed that improvements in service performance lead to higher satisfaction levels, confirming the importance of service quality dimensions such as reliability, responsiveness, and empathy in customer evaluation of services **.**
- Another study by Zheng lei &al(2022) about ***:The main influencing factors of customer satisfaction and loyalty in city express delivery T***he SERVQUAL model has been widely applied in logistics and express delivery studies. Research on city express delivery services showed that customer satisfaction is mainly influenced by the gap between expected and perceived service quality across the five SERVQUAL dimensions.

6. Research gap :

This study distinguishes itself from previous research by examining the impact of service quality, through its five dimensions based on the SERVQUAL model, on customer satisfaction within the Algerian delivery service sector. While many prior studies have addressed this relationship in different countries or service industries, this research specifically focuses on the local context by analyzing two well-known delivery companies in Algeria: Yalidine and ZR Express(soukahras area)

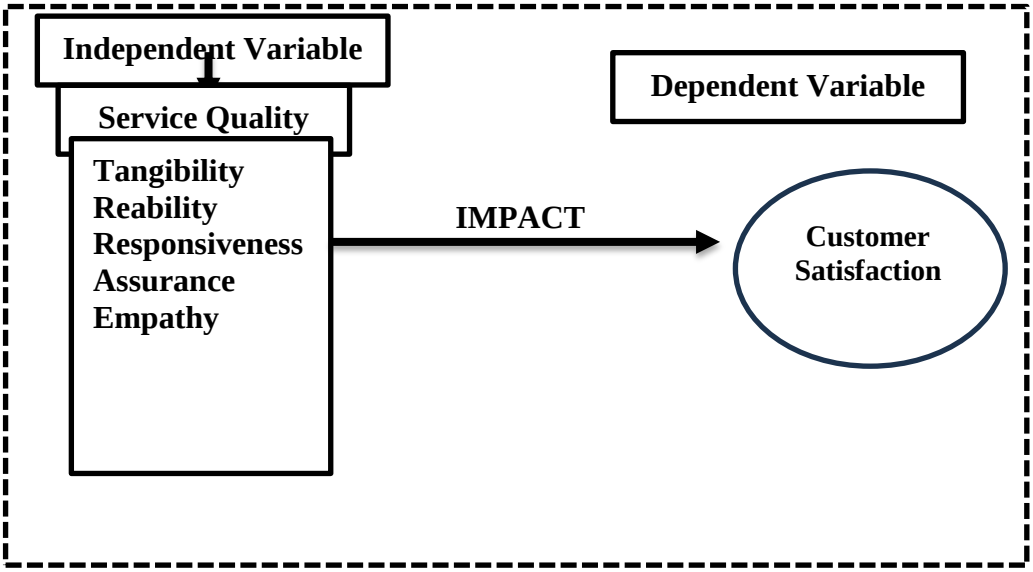
Moreover, the study is based on primary data collected from a sample of 84 respondents who actively use delivery services in Souk Ahras, providing a realistic insight into customer experiences and perceptions. Another important contribution lies in the comparative analysis between the two

companies, highlighting differences in service quality performance and their effects on customer satisfaction.

Therefore, this study helps fill a research gap related to the limited empirical studies on delivery service quality in Algeria and offers practical insights that can assist companies in improving their service quality and enhancing customer satisfaction.

6. **Conceptual Framework:** after reviewing of the previous studies The conceptual framework shows that **service quality**, measured through five dimensions (tangibility, reliability, responsiveness, assurance, and empathy), is the **independent variable** that influences **customer satisfaction**, the **dependent variable**. It assumes that improving these service quality dimensions leads to higher customer satisfaction

figure 1: **Conceptual Framework of the study**



Source:based on the previous studies

2.2 Data Analysis Methods

The data were analyzed using **SPSS v22**. The following statistical techniques were applied:

- **Descriptive Statistics:** Mean, standard deviation, frequencies, and percentages

- **Correlation Analysis:** Pearson correlation coefficient to assess the relationship between service quality and customer satisfaction
- **Regression Analysis:** Simple linear regression to evaluate the impact of service quality dimensions on customer satisfaction
- **One-Way ANOVA:** To test the effect of demographic variables (gender, age, education) on responses

1/Reability test :

Cronbach's Alpha was used to test the internal consistency of the questionnaire.

Table:2 Reability test

Number of Items	Cronbach's Alpha
39	0.996

Source: based on SPSS output.

The high value ($\alpha = 0.996$) above 0.7 indicates **excellent reliability**.

Table 3 : Characteristics of the Sample

Characteristic	Category	Frequency	Percentage
Gender	**Male**	53	63.1%
	Female	31	36.9%
Age	**25–35 years**	3	3.6%
	36–45 years	70	83.3%
	Over 45 years	11	13.1%
Educational Level	**Secondary**	8	9.5%
	Senior Technician	9	10.7%
	University Degree	61	72.6%
	Postgraduate Studies	6	7.1%
Most Important Factor in Choosing a delivery company	**Price**	14	16.7%
	Speed	28	33.3%
	Delivery Reliability	31	36.9%
	Geographic Coverage	5	6.0%
	Company s Reputation	6	7.1%

Source: based on SPSS output.

The study sample consists of 84 respondents who are users of delivey services in Souk Ahras. As shown in Table the majority of respondents are male: 63.1% male, 36.9% female. Regarding the Age: Majority aged 36–45 years (83.3%). In terms of educational level, the sample is predominantly well-educated,: 72.6% have a university degree..while the most Important Factor in chosing a delivery company is : Delivery reliability (36.9%), followed by speed (33.3%).

Table 4 : Descriptive Statistics of Service quality Dimensions

Statements	Mean	Standard Deviation	The direction of the sample responses
Tangibility(4 items)	**3.99**	**0.742**	**Agree**
Reliability(5 items)	**3.85**	**0.930**	**Agree**
Responsiveness(5 items)	**3.75**	**0.948**	**Agree**
Assurance(5 items)	**3.74**	**0.962**	**Agree**
Empathy(4 items)	**3.59**	**0.966**	**Agree**
Total : Service Quality	**3.792**	**0.8531**	**Agree**

Source: based on SPSS output.

The results presented in the table show that the overall level of service quality is perceived positively by the respondents, with a total mean score of 3.792 and a standard deviation of 0.8531, indicating a general agreement among the sample.Among the service quality dimensions, **tangibility** recorded the highest mean score (3.99), suggesting that customers are most satisfied with the physical aspects of the service such as facilities, equipment, and appearance. This is followed by **reliability** (3.85), which indicates that the organization is perceived as dependable and capable of delivering services as promised.The dimensions of **responsiveness** (3.75) and **assurance** (3.74) also fall within the "Agree" level, reflecting a positive but slightly lower evaluation regarding employees' willingness to help customers and their ability to inspire trust and confidence.Finally, **empathy** obtained the lowest mean score (3.59), although it still remains within the "Agree" range. This suggests that while customers are generally satisfied, there is relatively less satisfaction with the level of individualized attention and care provided.

Table 5: Descriptive Statistics of Customer Satisfaction Dimensions

Statements	Mean	Standard Deviation	The direction of the sample responses
Total : Customer Satisfaction (15 items)	3.8261	0.8531	Agree

Source: based on SPSS output.

The results show that the overall level of customer satisfaction is positive, with a total mean score of **3.8261** and a standard deviation of **0.8531**, indicating that respondents generally agree with the statements related to customer satisfaction.This finding suggests that customers are generally satisfied with the services provided, reflecting a favorable perception of the company's performance. The "Agree" level indicates that the organization is meeting customer expectations to a reasonable extent, particularly in areas related to service quality, communication, and overall experience.

Table 6: Regression analysis of Yalidine company

Variables	Service Quality							
Tangibility	**Constant**	**Regression Coefficient**	**F-test**		**R**	**R^2**	**t-test**	
			F	**sig**	**0,614**	**0,377**	**t**	**sig**
	6,685	**0,614**	**24,157**	**000**			**4,305**	000
Reability	**Constant**	**Regression Coefficient**	**F-test**		**R**	**R^2**	**t -test**	
			F	**sig**	**0,938**	**0,879**	**t**	**sig**
	-4,153	**0,938**	**290,983**	**000**			**3,169 -**	0,003
Responsiveness	**Constant**	**Regression**	**F-test**		**R**	**R^2**	**t -test**	
			F	**sig**	**0,973**	**0,94**	**t**	**sig**

		Coefficient				**8**		
	-0,740	**0,973**	**722,130**	**000**			**0,10-3**	**0,918**

Assurance	**Constant**	**Regression Coefficient**	**F-test**		**R**	**R²**	**t -test**	
			F	**sig**	**0,982**	**0,963**	**t**	**sig**
	1,890	**0,982**	**1051,437**	**000**			**2,0930-**	0,006

Empathy	**Constant**	**Regression Coefficient**	**F-test**		**R**	**R²**	**t-test**	
			F	**sig**	**0,964**	**0,929**	**t**	**sig**
	-0,568	**0,964**	**521,417**	**000**			**0,674**	**0,504**

Source: based on SPSS outputs.

The regression analysis results presented in Table 24 examine the relationship between service quality dimensions and the dependent variable (customer satisfaction) at Yalidine Company. Overall, the findings indicate that service quality dimensions have a strong explanatory power, as shown by relatively high R and R^2 values across all models.

For **tangibility**, the results show a moderate relationship with customer satisfaction (R = 0.614, R^2 = 0.377). The model is statistically significant (F = 24.157, Sig = 0.000), and the positive regression coefficient indicates that improvements in tangibility positively influence customer satisfaction.

In the case of **reliability**, a very strong relationship is observed (R = 0.938, R^2 = 0.879). The model is also significant (F = 290.983, Sig = 0.000). However, the negative t-value suggests a potential inverse relationship in the coefficient interpretation, which may require careful review of coding or measurement direction.

For **responsiveness**, the results show an extremely strong relationship (R = 0.973, R^2 = 0.948), with a highly significant model (F = 722.130, Sig = 0.000). Despite this, the t-value is negative and very small (-0.103),

indicating that the individual contribution of this variable may not be statistically meaningful despite the overall model strength.

Regarding **assurance**, the model demonstrates a very strong relationship ($R = 0.982$, $R^2 = 0.963$) and is statistically significant ($F = 1051.437$, $Sig = 0.000$). The positive coefficient suggests that assurance has a strong positive impact on customer satisfaction.

Finally, **empathy** also shows a strong relationship ($R = 0.964$, $R^2 = 0.929$), with a significant model ($F = 521.417$, $Sig = 0.000$). However, the negative coefficient indicates that its direct effect on customer satisfaction may be weak or inconsistent.

Table 7: Regression Analysis of Service Quality Dimensions (ZR Express)

Dimension	R^2	R	t-test	Sig. T	F-test	Sig. F	Constant	Regression Coefficient
Tangibility	0.934	0.967	11.010	0.000	569.957	0.000	5.171	0.120
Reliability	0.977	0.988	-1.191	0.241	1676.120	0.000	-0.594	0.219
Responsiveness	0.982	0.991	-1.627	0.112	2213.513	0.000	-0.689	0.213
Assurance	0.995	0.997	9.000	0.000	7264.705	0.000	-2.278	0.231
Empathy	0.976	0.988	3.231	0.002	1654	0.000	1.609	0.217

Source: based on SPSS outputs.

The regression results presented in the table indicate that the service quality dimensions have a strong impact on the dependent variable, as reflected by the high R and R^2 values across all models. This suggests that the selected service quality dimensions are highly relevant in explaining variations in customer satisfaction at ZR Express.

Regarding **tangibility**, the results reveal a strong and statistically significant relationship with customer satisfaction ($R = 0.967$, $R^2 = 0.934$, $F = 569.957$, $Sig = 0.000$). The positive regression coefficient ($\beta = 0.120$) confirms that improvements in the physical aspects of service positively influence customer satisfaction.

Similarly, **assurance** demonstrates the strongest effect among all dimensions ($R = 0.997$, $R^2 = 0.995$, $F = 7264.705$, $Sig = 0.000$). The positive coefficient ($\beta = 0.231$) indicates that trust, confidence, and employee competence significantly enhance customer satisfaction.

Empathy also shows a statistically significant positive effect ($t = 3.231$, $Sig = 0.002$, $\beta = 0.217$), suggesting that personalized attention and care play an important role in improving customer satisfaction.

In contrast, **reliability** and **responsiveness** are not statistically significant, as shown by their t-values and significance levels (Reliability: $Sig = 0.241$; Responsiveness: $Sig = 0.112$). Despite the overall model significance confirmed by the F-tests, their individual effects do not significantly influence customer satisfaction in this model. This may indicate overlapping effects with other variables or possible measurement limitations.

Table 8: One-Way ANOVA Test Results for Study Dimensions

Variable	Dimension	F-value	Sig. (p-value)	Decision ($\alpha = 0.05$)
Gender	**Quality of service**	71.371	0.000	Significant
	Customer satisfaction	57.525	0.000	Significant
Age Group	**Quality of service**	28.245	0.000	Significant
	Customer satisfaction	30.284	0.000	Significant

Educational Level	**Quality of service**	84.778	0.000	Significant
	Customer satisfaction	78.232	0.000	Significant

Source: based on SPSS outputs.

All significance values (sig = 0.000) are less than 0.05; therefore, **all demographic variables (gender, age group, and educational level) have a statistically significant effect on both quality of service and customer satisfaction**.

2.3Comparative Study Between ZR Express and Yalidine Companies

The comparative analysis between ZR Express and Yalidine Company highlights both similarities and differences in how service quality dimensions influence customer satisfaction.

Overall, both companies show a **strong positive relationship between service quality and customer satisfaction**, as indicated by high R and R^2 values across all regression models. This confirms that service quality is a key determinant of customer satisfaction in both organizations. However, differences appear in the **statistical significance and impact of individual dimensions**. At **ZR Express**, tangibility, assurance, and empathy are found to be statistically significant predictors of customer satisfaction, with assurance having the strongest effect. In contrast, reliability and responsiveness are not significant, suggesting that these dimensions do not independently influence customer satisfaction in this company.

In comparison, **Yalidine Company** shows a more mixed pattern. While all service quality dimensions are generally significant at the model level (F-test), the individual effects of responsiveness and empathy are weaker or inconsistent, and some coefficients show negative signs. This indicates potential variability in how customers perceive certain service aspects within Yalidine.

When comparing both companies, **ZR Express demonstrates stronger and more consistent effects for key service dimensions such as**

assurance and empathy, whereas Yalidine shows relatively more variability in the impact of service quality component

3.Results and discussions

The findings of this study reveal that service quality has a significant impact on customer satisfaction in the express delivery sector in Souk Ahras. The overall results indicate that respondents generally **agree** on the positive level of both service quality (Mean = 3.792) and customer satisfaction (Mean = 3.8261).

Among the SERVQUAL dimensions, **tangibility** recorded the highest mean score, followed by **reliability**, while **empathy** showed the lowest score. This suggests that customers are more satisfied with the physical and operational aspects of the service than with personalized attention.

Regression analysis shows that service quality dimensions strongly influence customer satisfaction in both companies. At **ZR Express**, tangibility, assurance, and empathy were found to have a significant positive effect, while reliability and responsiveness were not significant. In contrast, **Yalidine** showed mixed results, with some dimensions displaying weaker or inconsistent effects.

The ANOVA results confirmed that demographic variables (gender, age group, and educational level) have a statistically significant effect on both service quality perceptions and customer satisfaction.

The results confirm that service quality is a key determinant of customer satisfaction, which is consistent with the SERVQUAL model and previous studies. Customers place high importance on tangible aspects and reliability, especially in delivery services where timeliness and accuracy are essential.

However, the relatively lower score of empathy indicates that companies may not be sufficiently addressing individual customer needs. This reflects a gap in customer relationship management.

The comparison between the two companies shows that **ZR Express performs more consistently**, particularly in assurance and empathy, while **Yalidine shows variability** in service delivery. This suggests differences in operational efficiency and customer service strategies

4. Recommendations

Based on the findings, the following recommendations are proposed:

1. Enhance customer interaction and empathy
2. companies should focus on reducing delays, minimizing errors, and ensuring safe delivery of parcels.
3. Provide real-time tracking and clear communication channels to increase transparency and customer trust.
4. Improve staff skills in customer service, problem-solving, and communication to enhance assurance and responsiveness.
5. Adopt customer feedback systems :companies should collect and analyze customer feedback to identify weaknesses and improve service quality.

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6.Appendices:

Questionnaire

In order to study the impact of service quality provided by the express delivery companies “Yalidine” and “ZR Express” in Souk Ahras on customer satisfaction, this questionnaire has been designed.Please answer the questions by placing an (X) in the box that best reflects your opinion. All responses will be used for academic purposes only.

Section One: General Information

1. **Gender:**

   ☐ Male ☐ Female

2. **Age Group:**
   ☐ Under 20 years ☐ 20–30 years ☐ 31–40 years ☐ Over 40 years
3. **Educational Level:**
   ☐ High School ☐ Technical Degree ☐ University Degree ☐ Postgraduate Studies
4. **Most important factor when choosing a delivery company:**
   ☐ Price ☐ Speed ☐ Reliability ☐ Coverage ☐ Reputation

Section Two: Service Quality Assessment (SERVQUAL Model)

Statements	**Scale**				
Tangibility	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
1. The company has appropriate equipment and transport means.					
2. Branches or pickup points are easy to access.					
3. Offices are clean and comfortable.					
4. Employees have a professional appearance					
Reliability					
1. Deliveries arrive without damage.					
2. The company provides order tracking services.					
3. Pickup process is fast and easy.					
4. Customer information is accurate.					
5. Management prioritizes customer interests.					
Responsiveness					
1. Deliveries are made on time.					

2. Waiting times are acceptable.					
3. Complaints are handled quickly.					
4. Employees provide immediate assistance.					
5. Customers are informed about delivery times.					
Assurance					
1. Customers feel safe dealing with the company.					
2. The company has a good reputation.					
3. Employees have necessary skills and expertise.					
4. Compensation is provided for damaged/lost items.					
5. Customers trust the company.					
Empathy					
1. Employees are polite and courteous.					
2. Employees provide immediate assistance.					
3. Employees understand customer problems.					
4. The company shows willingness to serve customers. **Section Three: Customer Satisfaction**					

Statements Customer Satisfaction	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
01. The service level meets my needs					
02. The service price was appropriate for its quality					
03. The parcel was delivered within the					

expected timeframe					
04. The order and delivery procedures are clear and easy					
05. The company cares about customers' feedback and opinions					
06. The handling of my inquiries was effective					
07. The company excels in maintaining trust and transparency					
08. The company provides clear and easy communication channels					
09. The electronic tracking experience was accurate and efficient					
10. The company clarifies cost details in advance					
11. Employees treat customers with respect and courtesy					
12. The technical support I received was satisfactory					
13. The company constantly improves its services					
14. The service experience is worth repeating and builds loyalty					
15. I would recommend the company to friends and acquaintances					