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Research Article

Utilization Of Modified SERVQUAL Model in Crafting Strategies Among Courier Services

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ABSTRACT

Pandemic has a big impact on the whole economy especially on the business industry, most of the businesses are forcibly closed down due to the pandemic, and due to the safety measurements of the government, and businesses such as courier services are playing a vital role in building the gap between the customers and businesses. Hence, the study aimed to determine the customers' evaluation on service quality of courier services in Tanza, Cavite. The researchers used a descriptive-correlational research design in this study. The result of the study depicted that majority of the courier service customer were female with 78.89% and age ranging from 21 to 30 years old. The majority of the participants were single. Also, College undergraduates obtained the highest percentage with 58.90%, as well as the net monthly income of the participants ranging less than Php 10,957.00. However, in terms of the customers' level of satisfaction on the five dimensions of service quality, credibility got the highest grand mean which indicates that it is the factor that highly influences customer satisfaction. The overall satisfaction level of the participants showed that they were satisfied with the services of courier service providers. The researchers concluded that majority of courier service customers are female's ages ranging from 21 to 30 years old. The researchers revealed that most of the courier service customers are college undergraduates and earning less than Php 10,957.00 per month. The researchers recommended strategies to courier services to improve their service quality.

Keywords: *Courier, Enterprise, Satisfaction Level, SERVQUAL*

Introduction

Service quality was crucial for business operations because it affects customer loyalty and satisfaction. Companies that maintain their service quality properly can boost their

customers' commitment to using their services or products in the long term (Andajani et al., 2019) as well as part of enterprise innovation and development (Tadeo et al., 2022) both internationally such as in southeast asian

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countries and the country at-large (Mendoza and Tadeo, 2023). As a result, customers' concerns were directly expressed to the courier company, and officers will respond to whatever issue arises to resolve the problems and concerns of the customers. In addition, the Department of Trade and Industry was the government agency that manages customer complaints, concerns, and consumer protection. If the courier service providers did not resolve the customers' problem, customers may consult the Department of Trade and Industry and file a complaint. Service quality was measured through the use of the SERVQUAL model. It was structured market research divided into five elements: assurance, reliability, empathy, responsiveness, and tangibles. This model was usually used for retailers and service firms (Fripp, 2021).

The researchers conducted this study to determine the customers' evaluation of service quality of courier services during the pandemic in Tanza, Cavite. Aside from that, to determine the socio-demographic profile of the study's participants in terms of age, gender, range of net monthly income, civil status, and highest educational attainment. Also, to determine the customers' evaluation on service quality of courier services using modified SERVQUAL model during the pandemic in Tanza, Cavite in terms of reliability, assurance, credibility, empathy and responsiveness. Aside from that, to determine the level of customer's satisfaction on service quality of courier services in terms of reliability, assurance, credibility, empathy and responsiveness and the overall satisfaction. Moreover, to identify the significant relationship between the participants' level of satisfaction and their profile. This model was the most suitable for evaluating service quality. Finally, the researchers make several recommendations to customers for them to make wise decisions when selecting courier services and strategies for courier services to improve service quality during pandemic.

Objective

The general objective of the study aimed to determine the customers' evaluation on service quality of courier services in Tanza, Cavite.

Specifically, the researchers attempted to:

1. determine the socio-demographic profile of the participants of the study, in terms of:
 - a. age;
 - b. gender;
 - c. range of net monthly income;
 - d. civil status; and
 - e. highest educational attainment;
2. determine the customers' evaluation on service quality of courier services using modified SERVQUAL model during the pandemic in Tanza, Cavite, in terms of:
 - a. reliability;
 - b. assurance;
 - c. credibility;
 - d. empathy; and
 - e. responsiveness;
3. determine the level of customer's satisfaction on service quality of courier services in terms of:
 - a. reliability;
 - b. assurance;
 - c. credibility;
 - d. empathy;
 - e. responsiveness; and
 - f. overall satisfaction; and
4. formulate strategies for courier services in order to provide better services and satisfy the customer.

Review of Related Literature

E-Commerce

E-commerce services change the way people shop, courier services change and advance as well, leaving businesses unaware of the service quality they provide. This is imminent in the identified factor of enterprise in the Philippines (Mendoza et al., 2023). Courier industry was regarded as a kind of barometer of transport services. It was the reason why continuous quality improvement was important. The number of inquiries from senders in terms of reasons for undelivered shipments. The number of cases to explain the issue of an address change. Couriers have more time to prepare for routes due to time-saving in the commute of linear transport from distribution center to terminal. As a result, they can compile a customer contact list. Based on data transmission from the sender, contact numbers should appear automatically. However, there are times

when a number was not sent or when the sender does not provide it. The number was only on the waybill in this case. That was why couriers make contact with customers' right before delivery (Knop, 2019).

The SERVQUAL MODEL

As stated in the study of Grondys et. al. (2016), logistics services grew rapidly over the recent year and the courier service was very popular in the retail sector in Poland. It cooperates between enterprises and logistics companies. It also makes new opportunities for the improvement and development of individual customer service. Since there was high competition between them and increasing customer demands, the courier companies are being forced to provide new value aside from their standard services.

According to Jalagat and Aquino (2021), the study aimed to identify the brand image, price, and service quality in partial and simultaneous effect towards the consumer decisions regarding the delivery services of PT XYZ, agent BP, Tangerang. The researchers hypothesized that the price was significantly and positively affects purchasing decisions, the brand image was significantly and positively affecting consumer decisions, the service quality was significantly and positively affects consumer decisions, and the price, brand image, and service quality are positively affects buying decision.

Providing high-quality service in order to compete in the market and to meet clients' expectations was one of the main strategic goals of courier operators. This research purpose was to determine as well as to categorize the key factors that influence customers' perceptions regarding the quality of the services being provided by the couriers when they shop online. According to the findings, the most prominent dimension affecting courier service quality was reliability, which manifests itself in timeliness, completeness, successful delivery attempts, and lack of damage to the parcel. This study revealed that customers appreciate more the responsiveness of the staff while using courier service. It concluded that e-customers perceive the determinants of the quality of the services being provided by the couriers in

E-commerce (Gulc, 2020). According to Knop (2019), the study focused to take measurements regarding the service quality improvement of the researched operator using the quality dimensions. It also aimed to provide the evaluation with regards to the quality service provided by the transport and logistics operators from pharmaceutical companies. The main variables found in the study are the service quality and customers' expectation and customers' perception.

Most of the related studies show the most significant dimension affecting courier service quality was reliability, which manifests itself in timeliness, safety, completeness, successful delivery attempts, and lack of damage to the parcel. The future clients assessed that aside from the time of delivery, trust, and flexibility, technologies are also become important for them. According to the study, the quality of services provided by courier services doesn't meet the customers' perception. That showed a negative gap between the services, which were expected and the perceived one. Most of the studies suggest closing the gap by improving their services to lead to higher customer satisfaction and gain customer loyalty. According Weli et al. (2020), courier service became important in the goods movement due to the fast-growing of shopping online. The purpose of the study was to evaluate customer satisfaction in connection with the parcel delivery service of National Courier Services in Malaysia. Reliability, assurance, empathy, responsiveness, and price are the independent variables. However, the dependent variable was customer satisfaction.

Methods

Research Design

The descriptive-correlational research design was suitable for this type of study, since it described the current status of the customers' evaluation on service quality among courier services during the pandemic in Tanza, Cavite, and reached the conclusion of the relationships between variables through spearman rho correlation. This type of research design was beneficial to the study since it allows for reliable findings based on descriptive data provided by the participants.

Sampling Design

The researchers selected the participants for the study through purposive sampling technique. Customers of courier services in Tanza, Cavite, are the study's target participants. A total of 90 customers which divided equally among the courier services such as JRS Express, LBC Express and J&T Express in Tanza, Cavite provided the sample size.

Data Analysis

The data was analysed through the use of Microsoft Excel. The SERVQUAL dimensions that the researchers used are reliability, assurance, credibility, empathy and responsiveness. The variables of the study were evaluated through Spearman's rank correlation. The gathered data was checked, grouped, interpreted with the used of mean, frequency, and percentage distribution to evaluate the customers' evaluation and level of customer's satisfaction on service quality of courier services using modified SERVQUAL model during the pandemic in Tanza, Cavite, and subjected to statistical treatment.

Research Instrument

The data for the study was collected via an online survey questionnaire, which distributed through Google Forms. There were four parts of the online survey questionnaire. The first part includes the demographic profile of the participants of the study, such as age, gender, range of net monthly income, civil status and educational attainment. The second part includes the modified SERVQUAL questionnaire consisting of 22 questions, represents the five quality dimensions of service quality such as

reliability, assurance, credibility, empathy and responsiveness. The third part was the level of satisfaction of customers on service quality of courier services in terms of reliability, assurance, credibility, empathy and responsiveness, and overall satisfaction level. This study also tested the reliability and validity of the SERVQUAL instrument to ensure a valid result. The researcher's conducted a pre-testing of the modified SERVQUAL questionnaire from a pilot sample of 20 participants. The Cronbach alpha coefficient used to test the scale of reliability of the pilot testing, which was computed at 0.73 indicating that the variables were accepted, valid, and reliable.

Ethical Consideration

The researchers secured an informed consent before conducting the survey and maintain the respondents' prior confidentiality and privacy. Furthermore, anonymity was observed, ensuring that no physical, emotional, or social harm was done.

Results and Discussion

Profile of the participants

Table 1 showed the frequency and percentage of the participants' age. There were 71 or 78.89% were ranging from 21 to 30 years old, and two or 2.22% ranged from 41 to 50 years old. The researchers concluded that the majority of the respondents' age were ranging from 21 to 30 years old. It was similar to the study of Banerjee et. al. (2022) that the majority of the respondents' age was 44 percent ranging 30 years old and below. The researchers also suggest to focus on the aged group below 45 years old.

Table 1. Age of the participants

Age	Frequency	Percentage
Below 20 years old	14	15.56
21 to 30 years old	71	78.89
31 to 40 years old	3	3.33
41 to 50 years old	2	2.22
Total	90	100.00

Table 2 revealed the frequency and percentage of the participants' gender. There were

66 or 73.30% females and two or 2.20% were lesbian and gay. The researcher's concluded

that majority of the respondents' gender was female. It was similar to the study of Gulc (2020) that the majority of their respondent's gender was 60% females.

Table 2. Gender of the participants

Gender	Frequency	Percentage
Male	20	22.20
Female	66	73.30
Lesbian	2	2.20
Gay	2	2.20
Total	90	100.00

Table 3 showed the frequency and percentage of the participants' range of net monthly income. 70 or 77.80% ranged from less than Php 10,957.00 and two or 2.20% ranged from Php 131,484.00 to Php 219,140.00. The researchers concluded that the majority of the respondents range of monthly income from less than Php

10,955.00. It was somehow contrary to the study of Banerjee et. al. (2022) that the majority of the respondent's annual income ranged from 58.10% range of three lakhs (Php 201,850.18) to seven lakhs (Php 473,317.08); Php 16,904.18 to Php 39,443.09 in month terms.

Table 3. Range of net monthly income of the participants

Range of net monthly income	Frequency	Percentage
Less than Php 10,957.00	70	77.80
Php 10, 957.00 to Php 21,914.00	5	5.60
Php 21, 914.00 to Php 43,828.00	13	14.40
Php 131, 484.00 – Php 219,140.00	2	2.20
Total	90	100.00

Table 4 showed the frequency and percentage of the participants' civil status. This table revealed that 79 or 87.80% of the participants were single, and two or 2.20% were widowed. The researchers concluded that the majority of

the respondents' civil status were single. It was similar to the study of Jintana (2021) that majority of the respondent's civil status was 67.60% single.

Table 4. Civil status of the participants

Civil status	Frequency	Percentage
Single	79	87.80
Married	8	8.90
Cohabiting	1	1.10
Widowed	2	2.20
Total	90	100.00

Table 5 showed the frequency and percentage of the participant's highest educational attainment. There were 53 or 58.90% ranging from college undergraduate and one or 1.10% from the elementary graduate. The researchers concluded that the majority of the respondent's

highest educational attainment are college undergraduate. It was related to the study of Fazmi et. al. (2017) that most of the respondent's highest educational attainment was 98.70% college undergraduate.

Table 5. Highest educational attainment of the participants

Highest educational attainment	Frequency	Percentage
Elementary graduate	1	1.10
High school graduate	15	16.70
College undergraduate	53	58.90
College graduate	21	23.30
Total	90	100.00

Customer's evaluation of courier services

Table 6 presented the summary of means gathered from customers' evaluation of courier services' reliability dimension of service quality. This study revealed that the courier service providers provide their service as promised, courier service providers provide their service at the right time, and courier service providers provide their service as promised time with mean values 4.34, 4.28, and 4.21 respectively were strongly agree on which imply that the courier service were reliable and perform its intended function well. On the other hand, courier service providers maintaining an error-free record with a mean value of 4.17 and

courier service providers immediately handling the customer's service problems with a mean value of 3.96 were under the qualitative value agree. Which implies that the respondents showed agreement to the service quality of courier services under the reliability dimension. Overall, the table revealed that the customers of courier services in Tanza, Cavite agreed on the overall aspects of courier service regarding reliability with a grand mean of 4.19. This result was somehow different from the study conducted by Mengste(2020), which showed that reliability dimension has the lowest score in service quality evaluation.

Table 6. Customer's evaluation on courier services' reliability

Category	Mean Value	Description
Courier service providers provide their service at the right time.	4.28	Strongly Agree
Courier service providers immediately handling the customer's service problems.	3.96	Agree
Courier service providers provide their service as promised.	4.34	Strongly Agree
Courier service providers maintaining an error-free record.	4.17	Agree
Courier service providers provide their service as promised time.	4.21	Strongly Agree
Grand Mean	4.19	Agree

Table 7 showed the summary of means gathered from customers' evaluation of courier services' assurance dimension. This table revealed that courier service providers are confident in facing the customers, consistently courteous, making the customers safe and comfortable in their transactions with mean values of 4.50, 4.33, and 4.31 respectively underlie strongly agree on which imply that the courier service providers were able to practice courtesy and good manners. However, courier service providers provide extra care in parcels

with a mean value of 4.17, and courier service providers have enough knowledge to answer the customers' questions with a mean value of 4.11 were under agree which imply that the respondents showed their agreement. Overall, the table revealed that the customers in Tanza, Cavite were strongly agreeing on the overall aspects of courier service when it comes to assurance with a grand mean of 4.28. This was similar to the study of Almomani (2018), which showed that assurance was the most important dimension of the SERVQUAL Model.

Table 7. Customer's evaluation on courier services' assurance

Category	Mean Value	Description
Courier service providers make the customers safe and comfortable in their transactions.	4.31	Strongly Agree
Courier service providers are consistently courteous.	4.33	Strongly Agree
Courier service providers have enough knowledge to answer the questions of the customers.	4.11	Agree
Courier service providers are confident in facing the customers.	4.50	Strongly Agree
Courier service providers provide an extra care in parcels.	4.17	Agree
Grand Mean	4.28	Strongly Agree

Table 8 presented the summary of means gathered from customers' evaluation of courier services' credibility. The customers trust courier service companies, courier service companies have a good reputation, and courier service companies guarantee their services with mean values 4.30, 4.24, and 4.21 respectively were under strongly agree on which imply that the courier service companies have a good image, guaranteed their services and trusted by the customers. While the responses given by

courier service providers are accurate and consistent, a mean value of 4.17 was under the agreement, which means the respondents showed their agreement. It revealed that the customers in Tanza, Cavite, were strongly agree on the overall aspects of courier service when it comes to credibility with a grand mean of 4.23. This supported the study conducted by Selelo and Lekobane (2017), which showed that credibility was one of the service quality dimensions that affect customer satisfaction.

Table 8. Customer's evaluation on courier services' credibility

Category	Mean Value	Description
Courier service companies are trusted by the customers.	4.30	Strongly Agree
The responses given by courier service providers are accurate and consistent.	4.17	Agree
Courier Service Companies guarantee their services.	4.21	Strongly Agree
Courier Service Company have a good reputation.	4.24	Strongly Agree
Grand Mean	4.23	Strongly Agree

Table 9 showed the summary of means gathered from customers' evaluation of courier services' empathy. Courier service providers understand the needs of their customers with a mean value of 4.26, and courier service providers care for the customers with a mean value of 4.22 were strongly agree on which imply that the courier service providers were able to have a meaningful interaction with customers. On the other hand, courier service providers provide service at convenient hours, courier service providers give attention to individual customers, and courier service providers have the

best interest at the heart of the customers. With mean values, 4.18, 4.10, and 4.07 respectively were under agree on, implying that the respondents agreed. It revealed that the customers in Tanza, Cavite agreed on the overall aspects of courier service when it comes to empathy with a grand mean of 4.17. The results found negated the study conducted by Siali, Wen, and Hajazi (2018), which showed that empathy was the least important dimension of service quality because responsiveness has the least importance in this study.

Table 9. Customer's evaluation on courier services' empathy

Category	Mean Value	Description
Courier service providers giving attention to individual customers.	4.10	Agree
Courier service providers care for the customers.	4.22	Strongly Agree
Courier service providers have the best interest at the heart of the customers.	4.07	Agree
Courier service providers provide service at convenient hours.	4.18	Agree
Courier service providers understand the needs of their customers.	4.26	Strongly Agree
Grand Mean	4.17	Agree

Level of customer's satisfaction on service quality of courier services

Table 10 presented the summary of means gathered from customers' evaluation of courier services' responsiveness. Courier service providers keep the customers informed about when services will be performed with a mean value of 4.36, and courier service providers are ready to respond to the customer's inquiries with a mean value of 4.22 were under strongly agree on which imply that the courier service providers were willing to help and provide customer service. However, courier service providers provide prompt service to customers

with a mean value of 4.10, and courier service providers helping customers at any time with a mean value of 3.89 were under agree, which implies that the respondents showed their agreement. It revealed that the customers in Tanza, Cavite agreed on the overall aspects of courier service when it comes to responsiveness with a grand mean of 4.14. The result was somehow different from the study conducted by Gulc (2020) which showed that the customers appreciate more the responsiveness of the staff while using courier service because, in this study, responsiveness was the least important dimension of the service quality.

Table 10. Customer's evaluation on courier services' responsiveness

Category	Mean Value	Description
Courier service providers provide prompt service to customers.	4.10	Agree
Courier service providers keeping the customers informed about when services will be performed.	4.36	Strongly Agree
Courier service providers helping customers at any time.	3.89	Agree
Courier service providers are ready to respond the customer's inquiries.	4.22	Strongly Agree
Grand Mean	4.14	Agree

Table 11 showed the summary of means gathered from customers' level of satisfaction on courier services' reliability. The aspects of reliability such as delivery time of service, dependable and accurate performance, performing service as the promised time, error-free records, and dependability in handling customers' service problems with mean values 3.29, 3.27, 3.19, 3.03, and 3.01 respectively which imply that the respondents were satisfied. It

revealed that the customers in Tanza, Cavite were satisfied with the overall aspects of courier service when it comes to their level of satisfaction on courier services' reliability with a grand mean of 3.16. The results found supported the study conducted by Dwianto and Purnamasari (2020) which showed that reliability has a partial influence on customer's satisfaction.

Table 11. Customer's level of satisfaction on courier services' reliability

Category	Mean Value	Description
Delivery time of service	3.29	Satisfied
Dependability in handling customers' service problems	3.01	Satisfied
Dependable and accurate performance	3.27	Satisfied
Error-free records	3.03	Satisfied
Performing service as the promised time	3.19	Satisfied
Grand Mean	3.16	Satisfied

Table 12 presented the summary of means gathered from customers' level of satisfaction on courier services' assurance. The aspects of assurance such as courier service courteousness, courier service providers' confidence in facing customers, safety and comfortability of customers in transactions, courier service providers' knowledge when answering customers' questions, and courier service providers that provide extra care in handling parcels with mean values 3.39, 3.38, 3.37, 3.23 and 3.20

respectively which imply that the respondents were satisfied. It revealed that the customers in Tanza, Cavite were satisfied with the overall aspects of courier service regarding their level of satisfaction on courier services' assurance with a grand mean of 3.31. This negated the result of the study conducted by Dwianto and Purnamasari (2020), which showed that assurance has no significant influence on customer satisfaction.

Table 12. Customer's level of satisfaction on courier services' assurance

Category	Mean Value	Description
Safety and comfortability of customers in transactions	3.37	Satisfied
Courier service courteousness	3.39	Satisfied
Courier service providers' knowledge when answering customers' questions	3.23	Satisfied
Courier service providers' confidence in facing customers	3.38	Satisfied
Courier service providers that provide an extra care in handling parcels	3.20	Satisfied
Grand Mean	3.31	Satisfied

Table 13 showed the summary of means gathered from customers' level of satisfaction on courier services' credibility. The aspects of credibility such as courier service companies are trustworthy, providing guaranteed services, keeping a good reputation of the company, and consistency of responses of courier service providers with mean values 3.43, 3.39, 3.38 and 3.34 respectively which imply that the

respondents were satisfied. It revealed that the customers in Tanza, Cavite were satisfied with the overall aspects of courier service regarding their level of satisfaction on courier services' credibility with a grand mean of 3.39. The results found confirmed the study conducted by Rehman et. al. (2021), which showed that credibility was one of the factors that influence customer satisfaction.

Table 13. Customer's level of satisfaction on courier services' credibility

Category	Mean Value	Description
Courier service company are trustworthy	3.43	Satisfied
Consistency of responses of courier service providers	3.34	Satisfied
Providing guaranteed services	3.39	Satisfied
Keeping good reputation of the company	3.38	Satisfied
Grand Mean	3.39	Satisfied

Table 14 presented the summary of means gathered from customers' level of satisfaction on courier services' empathy. The aspects of empathy such as providing service at convenient hours, courier service providers understand the needs of their customers, caring about customers' needs, providing personal attention, and having the customer's best interest at heart with mean values 3.30, 3.27, 3.26, 3.22 and 3.21 respectively which imply that the

respondents were satisfied. It revealed that the customers in Tanza, Cavite were satisfied with the overall aspects of courier service when it comes to their level of satisfaction with courier services' empathy with a grand mean of 3.25. This was somehow contrary to the study of Zulkefli et al. (2015), which showed that empathy was the least to affect the customer's satisfaction because, in this study, the aspects of reliability have the smallest mean value.

Table 14. Customer's level of satisfaction on courier services' empathy

Category	Mean Value	Description
Providing personal attention	3.22	Satisfied
Caring about customers' need	3.26	Satisfied
Having the customer's best interest at heart	3.21	Satisfied
Providing service at convenient hours	3.30	Satisfied
Courier service providers understand the needs of their customers	3.27	Satisfied
Grand Mean	3.25	Satisfied

Table 15 presented the summary of means gathered from customers' level of satisfaction on courier services' responsiveness. The aspects of responsiveness such as keeping the customers informed about when services will be performed, helpfulness of courier service providers, providing prompt service by the courier service providers, and handling of customers' urgent requests with mean values 3.27, 3.37, 3.16, and 3.34 respectively which imply

that the respondents were satisfied. It revealed that the customers in Tanza, Cavite were satisfied with the overall aspects of courier service regarding their level of satisfaction on courier services' responsiveness with a grand mean of 3.29. This confirmed the study conducted by Al-momani (2018) which showed that responsiveness has a significant effect on customer satisfaction.

Table 15. Customer's level of satisfaction on courier services' responsiveness

Category	Mean Value	Description
Providing prompt service by the courier service providers	3.27	Satisfied
Keeping the customers informed about when services will be performed	3.37	Satisfied
Handling of customers' urgent request	3.16	Satisfied
Helpfulness of courier service providers	3.34	Satisfied
Grand Mean	3.29	Satisfied

Table 16 showed the customer's overall satisfaction with courier services. It has a mean value of 3.39, which revealed that customers of

courier services in Tanza, Cavite are satisfied with the service quality of courier services.

Table 16. Customer's overall satisfaction on courier services

Category	Mean Value	Description
Overall satisfaction	3.39	Satisfied

Conclusion

The researchers concluded that most courier service customers are female ages ranging from 21 to 30 years old. The researchers revealed that most of the courier service customers are college undergraduates and earn less than Php 10,957.00 per month, indicating poor social class.

The researchers assessed customers through an online survey questionnaire via Google Form. This study revealed that most of the courier service customers are satisfied with the service quality of courier service providers. The researchers concluded that courier services were reliable and performed their intended function. Also, the researchers concluded that courier service providers were able to practice courtesy and good manners. Aside from that, courier service companies have a good image, guaranteed their services, and are trusted by the customers.

Moreover, courier service providers have a meaningful interaction with customers and were willing to help and provide customer service. However, in terms of the customers' level of satisfaction on the five (5) dimensions of service quality, credibility got the highest grand mean (3.39) which was an indication that it was the factor that highly influences customer satisfaction, while on the other hand, reliability was the least with the lowest grand mean of 3.16. The overall satisfaction level of the participants showed that they were satisfied with the services provided by the courier service providers, with a mean value of 3.39.

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