Guidelines for Efficient Service Operations of Point Express, Bang Len Branch, Nakhon Pathom

Ananya Banyongpisut[1*] and Sudarat Pimonratanakan[2]
[1*-2]College of Logistics and Supply Chain, Suan Sunandha Rajabhat University
e-Mail: ananya.ba@ssru.ac.th[1*], sudarat.pi@ssru.ac.th[2]
*Corresponding author

Abstract

Efficient service operations are essential for enhancing customer satisfaction and sustaining competitiveness in the courier service industry, particularly in response to increasing demand driven by e-commerce growth. Branch-level service outlets represent the primary interface between service providers and customers; however, empirical evidence on operational efficiency at this level remains limited. This study aims to develop operational guidelines for improving service efficiency at Point Express, Bang Len Branch, Nakhon Pathom.

A quantitative research design was adopted. The sample comprised employees and customers of the Bang Len Branch. Data were collected using a structured questionnaire measuring operational procedures, human resource management, service management practices, time and queue management, and efficient service operations. Descriptive statistics were employed to assess perceived efficiency levels, while multiple regression analysis was used to examine the effects of service operation factors on efficient service operations.

The results indicated that overall service operations were perceived to be at a high level of efficiency. Among the examined factors, operational procedures demonstrated the highest mean score, followed by service management practices, human resource management, and time and queue management. Regression analysis revealed that all independent variables had a statistically significant positive influence on efficient service operations at the 0.05 level. Operational procedures emerged as the strongest predictor, and the model accounted for 50 percent of the variance in service efficiency.

The findings empirically support SERVQUAL, Lean Service, and operations management theories, emphasizing the joint role of process efficiency and human-centered management in enhancing branch-level service performance.

Keywords: Guidelines for Efficient, Service Operations, Point Express

1. Introduction

In an increasingly competitive logistics and courier service environment, operational efficiency has emerged as a fundamental determinant of service quality, organizational performance, and customer satisfaction. The rapid growth of e-commerce, coupled with heightened customer expectations for speed, reliability, and transparency, has compelled courier service providers to continuously improve their service operations. Inefficient service processes may result in operational delays, service errors, increased operating costs, and diminished customer trust, thereby undermining an organization's long-term competitiveness. Consequently, the development of systematic and evidence-based service operation

guidelines has become a critical managerial priority within the logistics industry. (Kanchanawasi, S., 2019)

Point Express operates as a parcel delivery service provider through a network of service branches that function as the primary interface between the organization and its customers. The Bang Len Branch, located in Nakhon Pathom Province, plays a significant role in facilitating parcel acceptance, coordination, and customer service for individuals and small-to-medium enterprises in the local area. As parcel volumes continue to increase and service demands become more complex, the branch encounters operational challenges related to service process standardization, human resource utilization, time management, and service consistency. These challenges underscore the need for clearly defined service operation guidelines that can enhance efficiency while maintaining service quality standards.

Efficient service operations in the courier service sector require the integration of standardized operational procedures, competent human resources, and appropriate technological support. Standardized service processes contribute to consistency and reliability, while well-trained personnel enhance service accuracy and responsiveness. Furthermore, the application of information technology systems, such as parcel tracking and data management platforms, can significantly improve operational coordination and service transparency. In the absence of structured operational guidelines, service delivery may become fragmented and heavily dependent on individual staff practices, leading to variability in service quality and increased operational risk. (Suphatra, S., 2017)

Although the importance of service efficiency in logistics operations has been widely acknowledged, existing academic literature tends to focus predominantly on large-scale logistics systems or national-level service performance, with relatively limited emphasis on branch-level operational practices. Local service branches represent a critical operational unit, as their performance directly shapes customer perceptions and service outcomes. Therefore, empirical research focusing on branch-level service operations is essential for developing practical and context-specific management guidelines. (Aunyawong, W., 2021)

This research aims to formulate guidelines for efficient service operations of Point Express, Bang Len Branch, Nakhon Pathom. The study systematically examines existing service processes, identifies operational inefficiencies and constraints, and proposes evidence-based guidelines to enhance service effectiveness. The outcomes of this research are expected to contribute to both academic knowledge and practical applications by providing a structured framework for improving service operations at the branch level, thereby supporting sustainable service quality and operational excellence within the courier service industry.

1.1 Research Objective

1. To examine the current service operation processes of Point Express, Bang Len Branch, Nakhon Pathom.

2. To identify problems and inefficiencies affecting service operations at the branch level.

3. To analyze factors influencing efficient service operations, including operational procedures, human resources, and service management practices.

4. To develop practical and systematic guidelines for improving service efficiency at Point Express, Bang Len Branch, Nakhon Pathom.

2. Methods

This study is grounded in concepts of service operations management and service efficiency, which emphasize the importance of systematic processes, human resource capability, and effective service management in achieving high-quality service outcomes. Efficient service operations in courier service branches are influenced by multiple interrelated factors that collectively determine service performance and customer satisfaction.

In this research, service efficiency is conceptualized as the outcome of key operational factors, namely operational procedures, human resource management, service management practices, and time and queue management. These factors represent essential dimensions of branch-level service operations in the courier service industry. Well-defined operational procedures help ensure service consistency and accuracy, while competent and well-trained staff contribute to responsiveness and service reliability. Additionally, effective service management and time management practices support smoother service flow and reduced waiting time for customers.

The conceptual framework of this study proposes that improvements in these operational factors lead to enhanced service efficiency, which is reflected in service speed, operational accuracy, and overall customer satisfaction. The framework further guides the development of practical service operation guidelines tailored to the operational context of Point Express, Bang Len Branch, Nakhon Pathom.

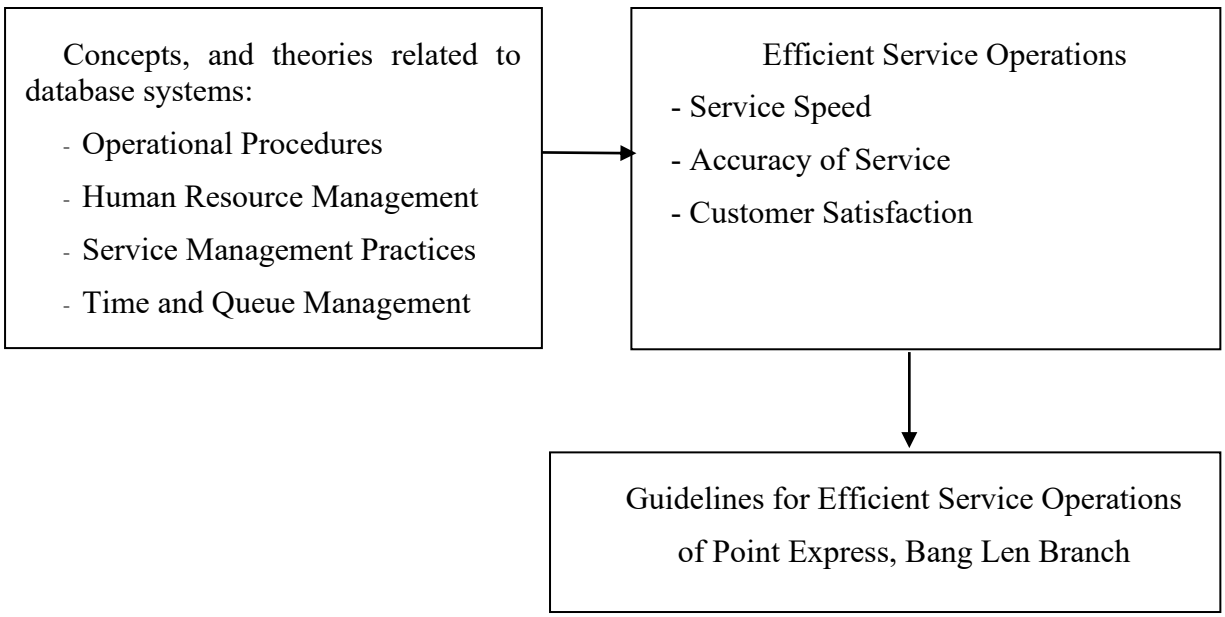

Figure 1: Research Framework

2.1 Research Methodology

Population

The population of this study consists of two main groups directly related to service operations at **Point Express, Bang Len Branch, Nakhon Pathom**. The first group includes all employees working at the Bang Len Branch who are responsible for service operations,

such as parcel acceptance, customer service, and operational coordination. The second group comprises customers who use the services of Point Express at the Bang Len Branch during the period of data collection. These two population groups are selected because they provide direct and relevant insights into the efficiency and quality of service operations at the branch level.

Sample

The sample of this study is derived from the defined population using appropriate sampling techniques.

For employees, a **purposive sampling method** is employed to select staff members who are directly involved in service operations and possess practical experience in branch-level operations. This sampling approach ensures that the selected respondents have sufficient knowledge and understanding of the service processes under investigation.

For customers, a **convenience sampling method** is applied to select customers who utilize the services of Point Express at the Bang Len Branch during the data collection period. Customers are selected based on their willingness to participate in the study after receiving the service. This method is suitable for service operation studies where immediate service experience is essential for accurate evaluation.

The sample size is determined based on research objectives and the feasibility of data collection within the branch context. The selected sample is considered adequate to represent service operation practices and customer perceptions at the Bang Len Branch.

Research Instruments

The primary research instrument used in this study is a **structured questionnaire**, designed to collect quantitative data related to service operation efficiency. The questionnaire is divided into three main sections:

1. **General Information** This section collects demographic information of the respondents, such as gender, age, service usage frequency (for customers), and work experience (for employees).

2. **Service Operation Factors** This section measures respondents' perceptions of operational procedures, human resource management, service management practices, and time and queue management. Items are developed based on service operations and service efficiency concepts and are measured using a five-point Likert scale, ranging from "strongly disagree" to "strongly agree."

3. **Service Efficiency Outcomes** This section assesses service efficiency in terms of service speed, accuracy, reliability, and overall customer satisfaction.

In addition, **semi-structured interviews** with branch staff or management may be conducted to obtain qualitative insights into operational challenges and practical issues that cannot be fully captured through questionnaires. These qualitative data support a deeper understanding of service operation processes and contribute to the development of effective service operation guidelines.

Prior to data collection, the questionnaire is reviewed by experts to ensure content validity, and a pilot test is conducted to assess reliability and clarity of the instrument.

3. Results and Discussion

The results of this study reveal important findings regarding the efficiency of service operations at Point Express, Bang Len Branch, Nakhon Pathom. Data collected from questionnaires completed by employees and customers indicate that overall service operations are perceived at a moderate to high level of efficiency, with notable variations across different operational factors.

Regarding operational procedures, respondents indicated that basic service processes, such as parcel acceptance and transaction handling, are generally clear and systematic. However, some inconsistencies were reported in process execution during peak service hours, suggesting a need for improved standardization and clearer procedural guidelines.

In terms of human resource management, employees demonstrated adequate service knowledge and commitment to customer service. Nevertheless, the results indicate limitations related to staff workload and time pressure, particularly during high-demand periods. Customers also perceived variations in service speed depending on staff availability, highlighting the influence of personnel allocation on service efficiency.

The findings related to service management practices show that customers are generally satisfied with staff politeness and willingness to assist. However, issues related to communication clarity, especially regarding service conditions and delivery timelines, were identified as areas requiring improvement. For time and queue management, respondents reported longer waiting times during peak hours, which negatively affected perceptions of service efficiency. The absence of a formal queue management system was identified as a contributing factor to service delays and customer dissatisfaction.

Overall, the dependent variable, efficient service operations, was rated at a satisfactory level, with service speed and accuracy showing a strong relationship with customer satisfaction.

Descriptive Statistical Analysis

Descriptive statistics were used to analyze respondents' perceptions toward service operation factors and overall service efficiency at **Point Express, Bang Len Branch, Nakhon Pathom**. Mean ($\bar{x}$) and standard deviation (SD) were employed to describe the level of agreement for each variable measured using a five-point Likert scale.

Table 1 presents the mean scores and standard deviations of the independent variables and the dependent variable.

Table 1 Mean and Standard Deviation of Service Operation Variables

Variables	Mean ($\bar{x}$)	SD	Level
Operational Procedures	3.82	0.61	High
Human Resource Management	3.67	0.68	Moderate
Service Management Practices	3.74	0.64	High
Time and Queue Management	3.45	0.72	Moderate
Efficient Service Operations	3.79	0.59	High

The results indicate that **operational procedures** received the highest mean score ($\bar{x}$ = 3.82, SD = 0.61), suggesting that service processes at the branch are generally clear and systematic. **Service management practices** and **efficient service operations** were also rated

at a high level. In contrast, **human resource management** and **time and queue management** were rated at a moderate level, reflecting challenges related to staff workload and waiting time during peak service periods.

Multiple Regression Analysis

Multiple regression analysis was conducted to examine the influence of service operation factors on **efficient service operations**. The independent variables included operational procedures, human resource management, service management practices, and time and queue management.

Table 2 Results of Multiple Regression Analysis

Independent Variables	β	t	Sig.
Operational Procedures	0.32	4.21	0.000*
Human Resource Management	0.24	3.18	0.002*
Service Management Practices	0.29	3.87	0.000*
Time and Queue Management	0.21	2.95	0.004*
R	0.71		
R^2	0.50		
Adjusted R^2	0.48		
F	26.43		0.000*

Significant at the 0.05 level

The regression results show that all independent variables have a **statistically significant positive effect** on efficient service operations at the 0.05 significance level. Operational procedures were found to be the strongest predictor ($\beta = 0.32$), followed by service management practices ($\beta = 0.29$), human resource management ($\beta = 0.24$), and time and queue management ($\beta = 0.21$).

The coefficient of determination ($R^2 = 0.50$) indicates that approximately **50 percent of the variance in efficient service operations** can be explained by the four service operation factors included in the model. This suggests that improvements in these factors can substantially enhance service efficiency at the branch level.

Discussion

The findings of this study are consistent with service operations management theories, which emphasize the role of standardized processes, human resource capability, and effective time management in achieving service efficiency. The moderate-to-high efficiency levels observed at the Bang Len Branch suggest that existing service practices provide a solid operational foundation; however, the identified operational gaps indicate opportunities for systematic improvement.

The results demonstrate that operational procedures significantly influence service consistency and accuracy. In line with prior studies on service standardization, the findings suggest that clear and consistently applied procedures reduce service errors and improve operational reliability, particularly during periods of high service demand.

The importance of human resource management is evident in the relationship between staff availability and service speed. These findings support the notion that service efficiency in labor-intensive service environments is highly dependent on effective staff allocation and workload management. Enhancing staff training and adjusting personnel scheduling during peak hours may therefore improve service performance.

Furthermore, the findings related to service management practices highlight the critical role of communication in shaping customer perceptions. Transparent service information and responsive communication contribute to higher customer satisfaction, reinforcing service quality theory, which emphasizes reliability and responsiveness as key service dimensions.

The issues identified in time and queue management align with previous research indicating that waiting time is a major determinant of customer satisfaction in service settings. The absence of a structured queue management system may undermine service efficiency, even when other operational factors perform well.

In conclusion, the results suggest that while Point Express, Bang Len Branch, demonstrates acceptable service efficiency, improvements in process standardization, human resource utilization, communication practices, and queue management are essential. These findings provide empirical support for the development of targeted guidelines for efficient service operations, contributing to both theoretical understanding and practical service improvement at the branch level.

4. Conclusion

The findings of this study provide strong empirical support for established theories in service quality and operations management. The multiple regression analysis reveals that operational procedures, human resource management, service management practices, and time and queue management significantly influence efficient service operations at Point Express, Bang Len Branch, Nakhon Pathom. These results are consistent with key theoretical frameworks, including the SERVQUAL model, Lean Service principles, and operations management theory.

Operational procedures were identified as the strongest predictor of efficient service operations ($\beta = 0.32$, $p < 0.05$). This finding aligns with operations management theory, which emphasizes the importance of process design, standardization, and workflow control in enhancing operational efficiency and reducing service variability (Heizer, Render, & Munson, 2020). Clearly defined and consistently applied procedures contribute to service reliability and accuracy, particularly in high-volume service environments such as courier service branches. From a Lean Service perspective, standardized processes help eliminate non–value-added activities and operational waste, resulting in improved service flow and reduced processing time (Womack & Jones, 2003).

Service management practices were also found to significantly influence efficient service operations ($\beta = 0.29$, $p < 0.05$). This result strongly supports the SERVQUAL model, particularly the dimensions of reliability and responsiveness (Parasuraman, Zeithaml, & Berry, 1988). Effective communication, transparent service information, and responsive complaint handling reduce customer uncertainty and enhance perceived service quality. When customers clearly understand service conditions and timelines, their satisfaction increases, thereby improving overall service efficiency.

Human resource management demonstrated a significant positive effect on service efficiency ($\beta = 0.24$, $p < 0.05$), highlighting the critical role of employees in service delivery systems. According to operations management theory, human resources represent a key input in service production, particularly in labor-intensive services (Heizer et al., 2020). Adequate training, appropriate workload allocation, and skill development enable employees to deliver services more efficiently and consistently. Lean Service principles further emphasize employee involvement and continuous improvement as essential mechanisms for reducing service bottlenecks and improving operational performance (Bowen & Youngdahl, 1998).

Time and queue management was also found to significantly affect efficient service operations ($\beta = 0.21$, $p < 0.05$). This finding is consistent with prior service management research indicating that waiting time is a critical determinant of customer satisfaction and perceived service quality. From a Lean Service perspective, excessive waiting time is considered a form of waste that negatively impacts customer experience (Womack & Jones, 2003). Effective queue design and time management therefore play a crucial role in enhancing both perceived and actual service efficiency.

The coefficient of determination ($R^2 = 0.50$) indicates that the selected service operation factors explain a substantial proportion of variance in efficient service operations. This finding reinforces the theoretical view that service efficiency is a multidimensional construct influenced by both process-oriented and human-centered factors. Overall, the results confirm that the integration of SERVQUAL dimensions, Lean Service principles, and operations management practices provides a robust framework for improving branch-level service operations.

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