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Evaluation of Service Quality of Thailand Post based on the SERVQUAL Model and its Relationship with Customers' Personal Factors.

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Abstract

The objectives of this research were (1) to study the personal factors of customers using EMS Guaranteed Service in Mueang District, Chiang Mai Province, (2) to examine the effects of Service Quality and Brand Image on customer satisfaction, and (3) to analyze the relationship between Service Quality, Brand Image, and customer satisfaction. The sample consisted of 645 EMS Guaranteed Service users. A questionnaire was employed as the research instrument, and data were analyzed using percentage, mean, standard deviation, and multiple regression analysis.

The results revealed that most respondents were female, under 30 years old, holding a master's degree, working as entrepreneurs or merchants, and using EMS Guaranteed Service once a month. Service Quality was rated at a high level overall, with Reliability ranked highest, followed by Tangibility, Empathy, Assurance, and Responsiveness. Brand Image was also rated at a high level, with Brand Strength being the most significant dimension, followed by Brand Identity and Brand Favorability.

Furthermore, the multiple regression analysis showed that Service Quality significantly influenced customer satisfaction at the .05 level ($R^2 = 0.513$). The most influential factors were Assurance and Empathy. Similarly, Brand Image significantly influenced customer satisfaction ($R^2 = 0.534$), with Brand Identity and Brand Favorability being the strongest predictors.

Keywords: Evaluation, Service Quality (SERVQUAL), EMS Guarantee Service, Thailand Post, Customer Satisfaction, Reliability.

1. Introduction

Parcel and postal delivery services have become crucial to daily life and modern business operations, particularly in an era of continuous e-commerce growth. This has led to a surge in demand for delivery services that prioritize speed, reliability, and security.

Thailand Post Co., Ltd., as a long-standing state enterprise providing communication and logistics services, has developed its offerings to meet evolving consumer needs. In response to past complaints regarding parcel loss, the company introduced the "EMS Guaranteed" service. This premium service ensures rapid delivery within 1–2 days and provides insurance coverage for damage or loss ranging from 2,000 to 50,000 THB. The service aims to build confidence among online merchants who require standardized, high-quality shipping, as well as general customers sending high-value or essential items.

However, Thailand's logistics market is currently experiencing intense competition. New providers such as Kerry Express, Flash Express, and J&T Express have gained significant market share by focusing on competitive pricing, convenient tracking systems, and modern customer service. This pressure compels Thailand Post to continuously improve the quality of its "EMS Guaranteed" service to remain competitive.

In Chiang Mai Province, specifically the Mueang Chiang Mai District—a central hub for economy and tourism—the massive expansion of online commerce has made reliable, high-quality delivery services more critical than ever. If Thailand Post fails to meet customer expectations effectively, it will inevitably impact customer satisfaction and lead to a shift in consumer behavior toward competitors.

Consequently, studying the satisfaction of "EMS Guaranteed" users in Mueang Chiang Mai District is vital. Such research identifies actual satisfaction levels and the factors consumers prioritize, including speed, punctuality, reliability, tracking convenience, staff service quality, and the compensation system for loss or damage.

If the research findings are applied as practical guidelines to improve service quality, they will align the service with current consumer needs. Furthermore, this will enhance satisfaction, confidence in the entire logistics process (acceptance, transit, and delivery), brand loyalty, and the organization's corporate image all of which are key factors for Thailand Post's long-term survival and growth.

Key Service Features (Summary)

- **Express Delivery:** Both domestic and international.
- **24-Hour Tracking:** Real-time status monitoring.
- **Free Pickup:** On-site collection with no minimum requirement.
- **Insurance Coverage:** Guaranteed protection for documents and parcels.
- **EMS World:** International coverage spanning 95 countries.
- **COD & "Song Dee" Measure:** Cash on Delivery options and consumer protection measures for both buyers and sellers.

1.1 Research Objectives

1.1.1 To study the level of customer satisfaction toward the "EMS Guaranteed" service in Mueang Chiang Mai District.

1.1.2 To survey customer satisfaction with the current service quality of EMS.

1.1.3 To examine various factors influencing the decision to use EMS services, such as speed and reliability.

1.1.4 To investigate the problems and obstacles encountered by users, specifically regarding delivery delays.

1.1.5 To compare the opinions of different user groups (e.g., based on personal factors/demographics) regarding the quality of EMS services.

1.1.6 To propose guidelines for improving and developing EMS services to enhance efficiency and better meet user needs.

1.2 Scope of Research

1.2.1 About Target Population, The Users of the "EMS Guaranteed" service at post offices within Mueang Chiang Mai District, Chiang Mai Province.

1.2.2 Study Focus, To investigate customer satisfaction with the "EMS Guaranteed" service based on the Service Quality (SERVQUAL) framework, which includes five dimensions: Reliability, Responsiveness (Speed), Empathy (Attentiveness), Assurance (Confidence), and Tangibles.

1.2.3 Data Collection Period, Data will be collected from July to October 2025. While this timeframe is appropriate, it coincides with the rainy season, which may lead to time constraints or urgency for respondents while providing information or completing questionnaires.

1.2.4 Location Scope, This study is conducted at post offices within Mueang Chiang Mai District, Chiang Mai Province. The urban context and location present no geographical obstacle. However, some impacts may arise due to the aforementioned time constraints.

1.3 Expected Benefits of the Research

1.3.1 Obtaining empirical data regarding the satisfaction levels of "EMS Guaranteed" users in the study area. Additionally, the findings will identify demographic factors and logistics activities that influence the choice of Thailand Post's delivery services.

1.3.2 Gaining practical guidelines and recommendations that enable Thailand Post to improve EMS service quality. These insights can be utilized to plan and develop service strategies that align with both customer needs and organizational goals.

1.3.3 Providing a framework for service enhancement. The research results can serve as a guide for Thailand Post to continuously improve and develop its services to effectively respond to evolving customer demands.

1.3.4 Demonstrating the application of research methodology in synthesizing and analyzing data. This process generates new knowledge and contributes to creating value and benefits for stakeholders within society.

1.4 Definition of Terms

1.4.1 Evaluation, The systematic assessment of a project, program, or service to determine its merit, worth, and significance. In this study, it refers to the process of measuring actual performance against set standards to identify strengths and areas for improvement.

1.4.2 Service Quality (SERVQUAL), A multi-dimensional research instrument designed to capture consumer expectations and perceptions of a service along five key dimensions: Tangibles, Reliability, Responsiveness, Assurance, and Empathy. It is used to measure the "gap" between what customers expect and what they actually receive.

1.4.3 EMS Guaranteed Service, A premium express delivery service provided by Thailand Post that guarantees rapid shipping (usually 1–2 days) and includes a high-limit insurance coverage (2,000 – 50,000 THB) for loss or damage, specifically designed to build confidence for high-value or urgent shipments.

1.4.4 Thailand Post (Thailand Post Co., Ltd.), The national postal service provider of Thailand, operating as a state enterprise. It provides comprehensive communication, logistics, and financial services, serving as a primary infrastructure for domestic and international goods distribution.

1.4.5 Customer Satisfaction, A measurement that determines how happy customers are with a company's products, services, and capabilities. It is the result of a customer's comparison between their prior expectations and the perceived performance of the service provided.

1.4.6 Reliability, The ability of a service provider to perform the promised service dependably, accurately, and consistently. In the context of logistics, this refers to delivering parcels on time, in the correct condition, and without errors.

1.5 Conceptual Framework

The study proposes that the two dimensions of Service Quality (SERVQUAL) directly influence Customer Satisfaction. When Thailand Post performs high in reliability and assurance, it leads to higher satisfaction among users in Chiang Mai.

1.5.1 Independent Variables, Service Quality Factors (SERVQUAL Model) Adapted for the context of EMS Guaranteed Service.

1.5.1.1 Tangibles, The appearance of physical facilities, equipment, personnel, and communication materials used in the EMS Guaranteed service.

1.5.1.2 Reliability, The ability of Thailand Post to perform the promised delivery service dependably, accurately, and consistently within the guaranteed timeframe.

1.5.1.3 Responsiveness, The willingness to help customers and provide prompt service, especially regarding inquiries and urgent parcel tracking.

1.5.1.4 Assurance, The knowledge and courtesy of employees and their ability to convey trust and confidence regarding parcel safety and insurance coverage.

1.5.1.5 Empathy, The provision of caring, individualized attention to customers, understanding the specific needs of both merchants and general senders.

1.5.2 Dependent Variable, Customer Satisfaction

1.5.2.1 The overall satisfaction level of Thailand Post users within the Mueang Chiang Mai District, reflecting their fulfillment and experience with the service provided.

2. Literature Review

A Study on Customer Satisfaction with Thailand Post's EMS Guaranteed Service Quality. In conducting this study, the researcher has examined relevant concepts, theories, and research literature to establish a comprehensive conceptual framework. The review is categorized into the following topics;

2.1 Service Quality is defined as the alignment with customer requirements, the capacity of a service to satisfy customer needs, or the level of customer satisfaction after receiving the

service (Weerapong Chalermjirarat,1996).Furthermore, Service Quality represents the level of an intangible service offered to prospective customers, who ultimately serve as the judges of that quality (Etzel, Walker, and Stanton, 2001; cited in Siriwan Serirat, 2003). According to Parasuraman's concept, service quality depends on the "Gap" between customer expectations and their perceptions of the actual service received. Expectations are shaped by word-of-mouth, personal needs, past experiences, and communications from the provider (both direct and indirect). Perception is the result of the actual service encounter and provider communication. If the perceived service is equal to or better than expectations, the service is considered high-quality (Parasuraman et al., 1985, 1988). Marketers apply these concepts to create service quality that meets or exceeds expectations. Customers compare the Perceived Service Quality with the Expected Service Quality. If the actual service is lower than expected, customers will be dissatisfied and unlikely to return. Conversely, if the service meets or exceeds expectations, customers will be satisfied and exhibit repeat usage (Kotler, 2003).

2.2 The Study of Parasuraman et al., Parasuraman and his team identified 10 fundamental dimensions that consumers use to judge service quality, based on data regarding perceptions and expectations (1985) i.e. 1.Reliability, Consistency in service performance and accuracy in fulfilling promises. 2.Responsiveness, Willingness and readiness of employees to provide prompt service. 3.Competence, Possession of the required skills and knowledge to perform the service. 4.Access, Ease of contact, convenient timing, location, and minimal waiting time. 5.Courtesy, Politeness, respect, and friendliness of personnel, including appropriate grooming. 6. Communication, Keeping customers informed in a language they can understand. 7.Credibility, Trustworthiness, reputation, and honesty of the provider. 8.Security, Freedom from danger, risk, or doubt regarding physical safety and privacy. 9.Understanding / Knowing the Customer, Making an effort to learn about specific customer needs. 10.Tangibles, Physical evidence of the service, such as facilities and equipment.

Later, Parasuraman et al. (1988) refined these 10 dimensions into a service quality measurement tool called "SERVQUAL," which consists of 5 dimensions i.e. 1.Tangibles, Appearance of physical facilities, equipment, and personnel. 2.Reliability, Ability to perform the promised service dependably and accurately. 3.Responsiveness, Willingness to help customers and provide prompt service. 4.Assurance, Knowledge and courtesy of employees and their ability to inspire trust and confidence. 5.Empathy & Caring, individualized attention given to customers. The SERVQUAL instrument consists of 22 items divided into two parts: Part 1 assesses expectations and Part 2 assesses perceptions. This is also known as the "RATER" model. Although refined to 2 dimensions, it covers all aspects of the original 10 factors and is widely used to evaluate service quality from the customer's perspective.

2.3 Studies on Service Quality Measurement, The research on service quality measurement can be categorized into two primary groups: studies focused on the development of measurement instruments and studies applying the SERVQUAL model to the hotel industry. The details are as follows; 1.Studies on the Development of Service Quality Measurement Instruments. Parasuraman et al. (1985, 1988) conducted a study on service quality across four sectors: banking, credit cards, securities brokerage, and maintenance and repair. Their methodology involved in-depth interviews with senior executives and 12 focus group discussions with customers to identify factors influencing quality perception. The study initially identified 10 fundamental dimensions that cover a wide range of service businesses. These dimensions were subsequently developed into a 97-item questionnaire. After data collection and analysis, the instrument was refined to 22 items across 5 factors i.e. 1.Tangibles,

2) Reliability, 3) Responsiveness, 4) Assurance, and 5) Empathy. The questionnaire utilized a 7-point Likert scale and was divided into two sections: 22 items regarding customer expectations and 22 items regarding perceptions. This instrument demonstrated a Cronbach's Alpha coefficient of 0.92. The tool measures service quality by comparing the mean scores of perception and expectation; if the perception score is higher than the expectation score, the service is deemed high-quality. Conversely, a higher expectation score indicates a "Gap," signifying a lack of service quality. Patcharaporn Panyawuthikrai (2002) conducted a methodological research study to develop a Pharmacy Care Perceived Service Quality (PCPSQ) assessment tool from the customer's perspective. The study consisted of four phases i.e. 1. Instrument construction, 2) Expert review of items, 3) Pilot testing with a small sample, and 4) Field testing with a large sample. The initial draft included 150 items based on interviews with 100 pharmacy customers and theories from Donabedian, SERVQUAL, and customer satisfaction concepts. These 150 items covered three dimensions: Physical (60 items), Process (71 items), and Outcome (19 items), using a 0–10 continuous rating scale.

After content validity checks by experts and a pilot test with 231 respondents, the items were reduced to 100. The final testing was conducted with a sample of 1,950 respondents from 39 pharmacies (50 per pharmacy). Data analysis utilized Principal Axis Factoring (PAF) with Oblimin Rotation. Reliability was tested using Cronbach's Alpha and confirmed through cluster analysis. The final PCPSQ instrument was refined to 30 items across 6 dimensions; 1. Physical environment (3 items), 2) Provider process (8 items), 3) Counseling process (5 items), 4) Labeling process (5 items), 5) Process regarding disease and self-care understanding (4 items), and 6) Outcomes (5 items). The 30-item PCPSQ demonstrated construct validity and a Cronbach's Alpha coefficient ranging from 0.6970 to 0.8860. The results preliminary confirm the validity and reliability of the PCPSQ tool for assessing service quality from the perspective of pharmacy customers.

3. Literature Review

3.1 Population and Sample Group, The population for this study consists of customers using the EMS Guaranteed service within Mueang Chiang Mai District, Chiang Mai Province. This represents an "infinite population" as the exact total number of users is unknown. About the sample Group, The sample group for this research includes customers who utilize the EMS Guaranteed service specifically within the Mueang Chiang Mai District area and about Sample Size Determination, The sample size for this study was initially determined using the Taro Yamane formula (Phanee Leekitwattana, 2012) at a 95% confidence level with a 5% margin of error. While the standard calculation suggests a larger group, due to the 4-month timeframe limitation of the study, the researcher initially planned for a data set of 125 units. However, to determine the most appropriate sample size, the Taro Yamane formula is applied as follows;

$$= \frac{1,800}{1 + (1,800 * 0.05^2)}$$
$$= 327.27$$

n = Required sample size

N = Total population size

e = Level of precision (sampling error)

The calculated sample size is 327.27, which rounds up to 328 units, ensuring a maximum error of 5% at a 95% confidence level. To account for potential errors in data collection or incomplete questionnaires, the researcher has increased the final sample size to 400 participants.

3.2 Research Instruments

The primary tool used for data collection is a Questionnaire, which is divided into the following three sections i.e. Part 1: Personal Data and General Information of Respondents, This section gathers demographic information using various measurement scales i.e. Gender, Measured using a Dichotomous scale (2 choices) at the Nominal level. Age, Measured using multiple choices at the Ordinal level. Education Level, Measured using multiple choices at the Ordinal level. Occupation, Measured using multiple choices at the Ordinal level. Average Monthly Income, Measured using multiple choices at the Ordinal level. Part 2: Expectations and Perceptions of EMS Guaranteed Service Quality, This section assesses service quality based on the SERVQUAL Model, adapted to fit the context of the EMS Guaranteed service (Suphaphit Simacharn, 2021). It consists of five dimensions i.e.

- 3.2.1 Tangibles, Physical facilities, equipment, and appearance of personnel.
- 3.2.2 Reliability, Ability to perform the promised service dependably and accurately.
- 3.2.3 Responsiveness, Willingness to help customers and provide prompt service.
- 3.2.4 Assurance, Knowledge and courtesy of employees and their ability to inspire trust and confidence.
- 3.2.5 Empathy, Caring and individualized attention provided to customers.

Part 3: Levels of Service Satisfaction, This section measures the overall level of customer satisfaction regarding the use of Thailand Post's services within Mueang Chiang Mai District, Chiang Mai Province.

3.3 Data and Sources of Information

This research, titled "Evaluation of Service Quality of Thailand Post based on the SERVQUAL Model and its Relationship with Customers' Personal Factors" utilizes data from two primary sources as follows i.e. 1. Primary Data is collected through a Questionnaire specifically designed to gather information from Thailand Post customers regarding the quality of the EMS Guaranteed service within Mueang Chiang Mai District, Chiang Mai Province. 2. Secondary data is gathered through extensive research from various academic sources, including books, journals, official documents, online databases, and relevant websites. This also includes reviewing previous studies such as these, independent studies, academic principles, and research articles, which serve as a foundation for supporting the research framework and data analysis. The data collection phase was executed with a focus on ensuring both data integrity and respondent privacy. To reach the target sample of 400 users within Mueang District, Chiang Mai, the researcher adopted a dual-channel approach-combining physical on-site distribution with a digital alternative to accommodate various user preferences. The process followed these specific steps

3.3.1 Preparation and Authorization before commencing the survey, the researcher

prepared all necessary documentation, including a cover letter explaining the academic purpose of the study. This ensured that respondents understood their participation was voluntary and that their personal information would be kept strictly confidential and used solely for aggregate statistical analysis.

3.3.2 On-site Field Collection the primary data were gathered at key Thailand Post

branches and bustling commercial areas within Mueang District. The researcher approached individuals who had just completed an EMS transaction, as their experience was fresh and their feedback more accurate. Each participant was given a brief explanation of the survey before being invited to complete the questionnaire.

3.3.3 Online Distribution for Accessibility to supplement the field collection and

increase accessibility for busy entrepreneurs; a digital version of the questionnaire was shared

through local business community groups and social media platforms dedicated to Chiang Mai e-commerce. Screening questions were implemented at the beginning of the online form to verify that only actual users of the insured EMS service could proceed.

3.3.4 Data Screening and Verification Once 400 responses were obtained, the researcher performed a final manual screening. Any questionnaires with incomplete answers, obvious patterns of biased responding (straight-lining), or those that did not meet the inclusion criteria were excluded. This rigorous vetting process was essential to ensure that the dataset was clean and ready for statistical processing.

3.4 Data Analysis and Scoring Criteria

To quantify the qualitative perceptions of the respondents, the researcher utilized a statistical approach to categorize and interpret the collected data as follows;

3.4.1 Scoring System (Likert Scale) The questionnaire employed a 5-point Likert

Scale to measure the levels of Brand Image and Customer Satisfaction. Each respondent's choice was assigned a numerical weight to facilitate statistical processing i.e.

5 Points: Strongly Agree / Highest

4 Points: Agree / High

3 Points: Neutral / Moderate

2 Points: Disagree / Low

1 Point: Strongly Disagree / Lowest

3.4.2 Interpretation of Mean Scores After calculating the average scores (Mean) for each dimension, the results were interpreted using the criteria established by Best and Kahn (1993). This class interval method provides a standardized scale to categorize the intensity of user perceptions as form table 1

Table 1: Interpretation of Mean Scores

Mean Range	Interpretation
4.51-5.00	Highest
3.51-4.50	High
2.51-3.50	Moderate
1.51-2.50	Low
1.00-1.50	Lowest

3.5 Statistic Analysis

To provide a rigorous evaluation of the collected data and test the research hypotheses, the following statistical techniques were employed using specialized social science software

3.5.1 Descriptive Statistics Descriptive statistics were used to summarize the fundamental characteristics of the dataset. This includes

3.5.1.1 Percentage and Frequency, Applied to analyze the demographic profiles and service usage behavior of the respondents.

3.5.1.2 Mean (μ) and Standard Deviation (S.D.), Utilized to assess the central tendency and the dispersion of responses regarding Brand Image, Service Quality, and Customer Satisfaction levels.

3.5.2 Inferential Statistics To move beyond simple descriptions and investigate the causal relationships between variables, the study employed Multiple Regression Analysis (MRA). This technique was crucial for

3.5.2.1 Determining the overall predictive power (R^2) of Brand Image dimensions (Identity, Strength, and Favorability) on Customer Satisfaction.

3.5.2.2 Identifying the relative importance of each independent variable through Beta Coefficients (β), allowing the researcher to pinpoint which specific brand attributes have the most significant impact on satisfaction.

3.5.3 Instrument Quality testing as previously mentioned, Cronbach's Alpha was calculated to verify the internal consistency of the scales, ensuring that the indicators for each variable were reliable and cohesive. All tests were conducted at a statistical significance level of 0.05, providing a 95% confidence interval for the findings.

4. Results

Following the rigorous data collection and screening of 400 respondents, the findings regarding of Evaluation of Service Quality of Thailand Post based on the SERVQUAL Model and its Relationship with Customers' Personal Factors are presented in three key section.

4.1 Analysis of Service Quality

The analysis of Service quality was categorized into three primary dimension; Tangibility, Reliability, Responsiveness, Assurance and Empathy. The results indicate that respondents hold a significantly positive view of Thailand Post's Quality.

Table 2: Analysis of Service Quality Perceptions

Service Quality	\bar{X}	S.D.	Interpretation
1. Tangibility	4.12	0.745	High
2. Reliability	4.14	0.710	High
3. Responsiveness	4.08	0.765	High
4. Assurance	4.09	0.695	High
5. Empathy	4.10	0.714	High
Total Average	4.11	0.726	High

From the Result, the overall of perception of Service quality is at a High level (\bar{X}). Interestingly, Responsiveness Strength received the highest mean score, which suggests that users deeply recognize Thailand Post’s institutional stability & long-standing presence in the market. This closely followed by Quality of service, reflecting the success of the organization’s visual cues and public recognition. Although Assurance had the lowest mean in this set, it still remains at a high level, indicating a strong Empathy between the service provider and its users.

4.2 Analysis of Reliability

The satisfaction of Reliability levels were evaluated based on the overall service experience of the EMS users. The results reflect a high degree of fulfillment the participants.

Table 3: Analysis of Reliability Perceptions

Reliability	\bar{X}	S.D.	Interpretation
1. Commitment	4.13	0.536	High
2. Responsiveness	4.33	0.792	High
3. Reliability	3.74	0.654	High
4. Problem Solving and Monitoring	4.34	0.858	High
Total Average	4.14	0.710	High

According to Table 3, the data shows that the overall of Reliability is at a High level (\bar{X}). The highest score observed in the Overall Problem Solving and Monitoring, highlighting that the functional aspects of Responsiveness consumer needs. Furthermore, the high rating for Value of Reliability confirms that despite the premium nature of the insured service, customers perceive the benefits as being well worth the additional cost. These findings as a testament to the fact that Thailand Post’s, Commitment are being effectively translated into tangible service.

4.3 The Influence of Customer Satisfaction towards EMS delivery service (Multiple Regression Analysis)

The final phase of analysis involves the factors Influencing Customer Satisfaction towards EMS delivery service and also testing the research hypothesis to determine how effectively the dimensions of Customer Satisfaction. The results of the Multiple Regression Analysis are summarized below

Table 4: Analysis of Customer satisfaction influencing Perceptions

Independent Variables (Service Quality)	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	1.283	0.228			5.626	0.000*
1.1 Tangibility	0.004	0.062	0.003		0.059	0.953
1.2 Reliability	0.02	0.062	0.018		0.321	0.748
1.3 Responsiveness	0.058	0.06	0.053		0.968	0.333
1.4 Assurance	0.303	0.062	0.341		4.897	0.000*
1.5 Empathy	0.317	0.059	0.366		5.388	0.000*
R = .716 R ² = 0.513 Adj R ² = 0.506 S.E = 0.380 F = 82.877 Sig. = .000						

Remark: Statistical significance at the 0.05 level

According to Table 4, the analysis of customer satisfaction toward Thailand Post’s EMS Guaranteed service quality in Mueang Chiang Mai District reveals that the Service Quality factors yield an R^2 of 0.513 (51.3%). This indicates that these factors can explain 51.3% of the variation in customer satisfaction. At a statistical significance level of 0.05, the service quality factors with the highest impact on customer satisfaction are Assurance (Beta = 0.341) and Empathy (Understanding/Knowing the Customer) (Beta = 0.366).

5. Conclusion

The primary objective of this study was to examine the influence of Thailand Post’s Service Quality on customer satisfaction within the context of Guarantee EMS services in Mueang District, Chiang Mai. Based on the empirical data gathered from 400 respondents, the research concludes as follows

5.1 Summary of findings

1. Analysis of Respondents' Demographic Factors

The analysis of the respondents' personal data revealed that the majority are female (n=247, 38.3%). Most respondents are under 30 years old (n=269, 67.3%). Regarding education, the majority hold a Master’s degree (n= 184, 46.0%). The most common occupation is Entrepreneur/Merchant (n=232, 58.0%). In terms of service frequency, most respondents use the EMS Guaranteed service once a month (n=164, 41.0%).

2. Analysis of Service Quality Factors (SERVQUAL)

The overall survey of Service Quality showed a level of opinion at a "High" level. When considering each dimension, Reliability ranked highest, followed by Tangibility, Empathy, Assurance, and Responsiveness, respectively.

2.2.1 Tangibles, the overall opinion was at a High level. Respondents highly valued that employees are neatly dressed with clear agency insignia and that documents and receipts are clear and legible. This was followed by the condition and modernity of equipment and tools (e.g., counters, computers, signage), and the cleanliness and orderliness of the service facility.

2.2.2 Reliability, the overall opinion was at a High level. The most significant factor was the quick and clear tracking and resolution of problems (e.g., loss or delay). This was followed by punctual delivery, employees consistently fulfilling promises, and the accuracy and reliability of parcel status information.

2.2.3 Responsiveness, The overall opinion was at a High level. Findings showed that employees exhibit a willingness to help solve customer problems, followed by the convenience of contact channels (telephone/online), and the promptness of employees in providing service and answering questions.

2.2.4 Assurance, the overall opinion was at a High level. Respondents primarily felt that their personal information and parcels are secure when using the service. This was followed by the employees' knowledge and ability to provide shipping advice, and the politeness and confidence conveyed by the staff.

2.2.5 Empathy, the overall opinion was at a High level. The most prominent factor was the provision of appropriate advice tailored to the specific parcel type. This was followed by employees' understanding of specific needs for special services (e.g., express delivery) and the individualized attention given to each customer.

5.2 Discussion

1. Results of the Analysis on Evaluation of Service Quality based on the SERVQUAL Analysis of Customer Satisfaction toward Thailand Post's EMS Guaranteed Service Quality in Mueang Chiang Mai District The analysis of Service Quality factors reveals an $R^2 = 0.513$ (51.3%), indicating that service quality dimensions can account for 51.3% of the variation in customer satisfaction toward the EMS Guaranteed service. At a statistical significance level of 0.05, the factors with the most substantial impact are Assurance (Beta = 0.341) and Empathy (Understanding/Knowing the Customer) (Beta = 0.366).

Analysis of Thailand Post's Brand Image on Customer Satisfaction Regarding Service quality, the analysis shows an $R^2 = 0.534$ (53.4%), suggesting that brand image factors explain 53.4% of Service quality toward the EMS Guaranteed service. At a statistical significance level of 0.05, the most significant predictors are Favorability (Beta = 0.214) and Identity (Beta = 0.420).

2. Service Quality Factors and Customer Satisfaction

The analysis of Service Quality factors yielded an $R^2 = 0.513$ (51.3%), indicating that these factors significantly influence customer satisfaction toward Thailand Post's EMS Guaranteed service in Mueang Chiang Mai District at a 0.05 level of statistical significance. The most substantial impacts were derived from Assurance (Beta = 0.341) and Empathy (Beta = 0.366). These findings are consistent with the research of Chutikan Runsaeng (2025), titled "*Service Quality Influencing Loyalty of Thailand Post Users in Surat Thani Province.*" That study utilized a quantitative approach with a purposive sample of 400 users and analyzed data through mean, standard deviation, and Multiple Regression Analysis. Her results similarly showed that Service Quality was at the highest level across all dimensions, with Assurance and Empathy serving as statistically significant predictors of customer loyalty. Consequently, Thailand Post should prioritize these two dimensions to foster long-term loyalty and maintain its competitive edge as a sustainable logistics leader in Thailand.

5.3 Recommendations

5.3.1 Practical Recommendations

5.3.1.1 Enhance Service Quality, Focus specifically on Assurance and Empathy, as these dimensions significantly impact customer satisfaction. Thailand Post should

implement advanced training programs for staff, focusing on communication skills, professional courtesy, and deep customer care.

5.3.1.2 Upgrade Tracking and Problem-Solving Systems, To improve Reliability and Responsiveness, the company should enhance the accuracy and speed of its parcel tracking system. Establishing real-time online communication channels will help build trust and effectively reduce customer complaints.

5.3.1.3 Promote Satisfaction and Repurchase Intention, Marketing activities should be developed to encourage repeat usage, such as offering discounts for regular customers and premium services for frequent users. Additionally, a structured Loyalty Program should be established to maintain long-term customer relationships.

5.3.2 Recommendations for Future Research

5.3.2.1 Expand the Geographical Scope, Future studies should extend the research area to other regions across the country. This would allow for a comparison of EMS user satisfaction levels and identify regional differences in consumer behavior.

5.3.2.2 Explore Digital Technology and Innovation Factors, Further investigation is needed regarding the impact of digital technology on service quality and brand image, such as the use of mobile applications, online payment integration, and AI Chatbots.

5.3.2.3 Focus on Specific Customer Segments, Researching niche groups—such as E-commerce entrepreneurs, students, or the elderly - would provide deeper insights into the unique needs and behaviors of each segment.

5.3.2.4 About Incorporate Qualitative Research Methods, utilizing qualitative approaches such as In-depth Interviews or Focus Groups, would yield richer data regarding user experiences, expectations, direct feedback that quantitative methods may not fully capture.

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