

**Customer Satisfaction Towards Service  
Quality Delivery of Hossack Vietnam  
Company Limited**

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Master's Thesis

April, 2021



Tomas Bata University in Zlín  
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### Zásady pro vypracování

#### Introduction

Describe the objectives and the methodology used in the Master thesis.

#### I. Theoretical part

- Prepare literature review focusing on customer satisfaction.

#### II. Practical part

- Describe the structure of Hossack Vietnam Company Limited.
- Analyze and evaluate the current situation and factors affecting the quality delivery of Hossack Vietnam Company Limited.
- Develop a project to improve customer satisfaction.
- Submit the project to cost, time and risk analysis.

#### Conclusion

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## **ABSTRACT**

This study determines the factors affecting customer satisfaction about the service quality of Hossack Vietnam Company. Specifically, this thesis reviewed the current factors and services affecting customer satisfaction in the company. To do this, the researcher took into consideration the analytical issues influencing customer satisfaction towards Hossack Company in Vietnam; and to introduce where feasible a new vibrant customer satisfaction pillars to enhance the progress of the company. Based on the objective of this thesis, the researcher generated hypotheses to be tested via primary data sourced from (n-175) respondents through survey-based questionnaires. Consequently, the project embarked on a thorough analysis towards customer satisfaction for Hossack Company with the help of SPSS statistical tool. The data was analyzed using linear regression, chi-square independent test etc. The findings revealed the repercussions of the following variables (1) Reliability, (2) Timeliness, (3) Price, (4) Operational Performance, (5) Information Quality on Hossack Company limited regarding customer satisfaction. Finally, the entire project was subjected to cost; risk and time analyses. The value of this thesis is that Hossack Company can tap into the findings and the results attained from the thesis to reposition their company from the shorter to longer run.

*Keywords: Logistics Service, Customer Satisfaction, Service Quality, Hossack Co., Ltd.*

## **ABSTRAKT**

Tato studie má určit faktory ovlivňující spokojenost zákazníků ohledně kvality služeb společnosti Hossack Vietnam company Limited průzkumem 175 zákazníků. Byly použity nástroje Cronbachovy Alphy, EFA a vícenásobné regresní analýzy. Výsledky ukazují, že na spokojenost zákazníků s kvalitou logistických služeb společnosti Hossack Vietnam Co., Ltd má vliv 5 faktorů: (1) Spolehlivost, (2) Dochvilnost, (3) Cena, (4) Provozní Výkon, (5) Informace Kvality. Odtud bude probíhat výzkum a návrh řešení, která pomohou podnikům zlepšit spokojenost zákazníků.

*Klíčová slova: Logistická Služba, Spokojenost Zákazníků, Kvalita Služeb, Hossack Co., Ltd.*

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## INTRODUCTION

In recent years, international trade has been constantly developing thanks to globalization and economic integration among countries increasingly deep and wide, opening up many opportunities for import-export businesses in particular and the home country economy in general. In particular, the logistics service (logistics) plays an important role in international trade.

In developed countries, businesses increasingly tend to outsource human and material resources in emerging markets such as Southeast Asia to save costs and efficiency in production. Vietnam is considered as one of the most attractive emerging markets with abundant natural resources, cheap raw material, and low wages for foreign investors. Vietnam's geographical position is also an important link between Southeast Asia and Northeast Asia due to its important sea linkage with the world.

In addition, logistics services are also commercial activities, in which traders organize one or more tasks, including receiving goods, transporting, storing, storing, customs clearance, customer advice, packaging, marking, delivery, handling of damaged goods, or other services related to the goods as agreed with the customer for remuneration. If logistics is done well, it will ensure better services, lower costs, but be more efficient for businesses and the economy. In recent years, with a scale of 20-22 billion USD / year, accounting for 20.9% of the country's GDP, the logistics service industry plays an important role in the process of economic integration and development in Vietnam. According to the Business Association, the country currently has about 1,200 businesses providing logistics services, mainly in freight forwarding services, warehousing, loading and unloading, transport agents, etc., mainly in the region of Ho Chi Minh City and Hanoi, with the number of employees up to 1.5 million, which accounts for about 40%.

In the recent report of the General Statistics Office in 2019, Vietnam's GDP grew by 7.02% along with the export value increased by 8.1%, reaching \$ 263.45 billion, and imports increased by 7% with \$ 253.51 billion USD. Since becoming a member of the World Trade Organization (WTO) in 2007, more and more foreign investment has been invested in Vietnam to establish and develop transnational production and assembly activities, leading to the growing need for logistics service providers in Vietnam to complete the global supply chain. According to the World Bank Report 2018, Vietnam is among the top 10 developing countries, which has significantly improved its operating results over the past few years from 53rd in 2012 to 39th in 2018. Moreover, Vietnam's logistics industry shows a competitive industry and has the

potential to boom in the future with a low share of 7.40%. According to data reported by CRIF D&B Vietnam in 2019, regarding the revenue growth trend, Vietnam's logistics industry tends to have positive and continuous growth, in which sales revenue increased by 6.8% from 305,825 million VND in 2017 to VND 325,294 million in 2018 and VND 332,634 million in 2019, gross profit margin also increased from 12.23% in 2017 to 12.46% in 2018, to the highest level of 12.68% in 2019.

Currently, Vietnam is assessed to have many opportunities to promote the development of the Logistics service industry. Specifically, the system of road traffic infrastructure, airports, seaports, warehouses, commercial infrastructure, and logistics centers are constantly being expanded on a large and widespread scale. Along with that, the accompanying services have been promptly responding to various market requirements. Clearance procedures for exports have also improved significantly.

Hossack Vietnam Co., Ltd is a service company operating mainly in providing customs services, forwarding, importing, and exporting goods, containers, etc. Thanks to the high quality of products and services, the company's reputation business is improved, keeping loyal customers and attracting new potential customers. As a result, the business's market share is increasingly expanding, creating a long-term basis for the company's development, so how does the quality of logistics services respond to enterprises' needs, Customer, What factors affect the quality of the forwarding service?. This study will be the first step to exploring service quality factors affecting customer satisfaction with the forwarding service's current rate. Hossack Vietnam Co., Ltd has been chosen to represent small and medium enterprises operating in the field of logistics in Vietnam under the research topic of "Customer satisfaction towards service quality delivery of Hossack Vietnam company Limited."

## **OBJECTIVES AND METHODS OF MASTER THESIS PROCESSING**

### **Objectives of Study**

The general objective of this research is to know the satisfaction of customers towards service quality delivery of Hossack Viet Nam company limited. The specific objectives are as follows:

1. To determine the current business situation of Hossack Vietnam Company Limited.
2. To analyze factors affecting the quality of delivery services of Hossack Vietnam Company Limited.
3. To determine the level of customer satisfaction with the quality of delivery services at Hossack Vietnam.
4. Based on the research results, the author will propose some improvement solutions and improve customer satisfaction of Hossack Vietnam Company Limited.

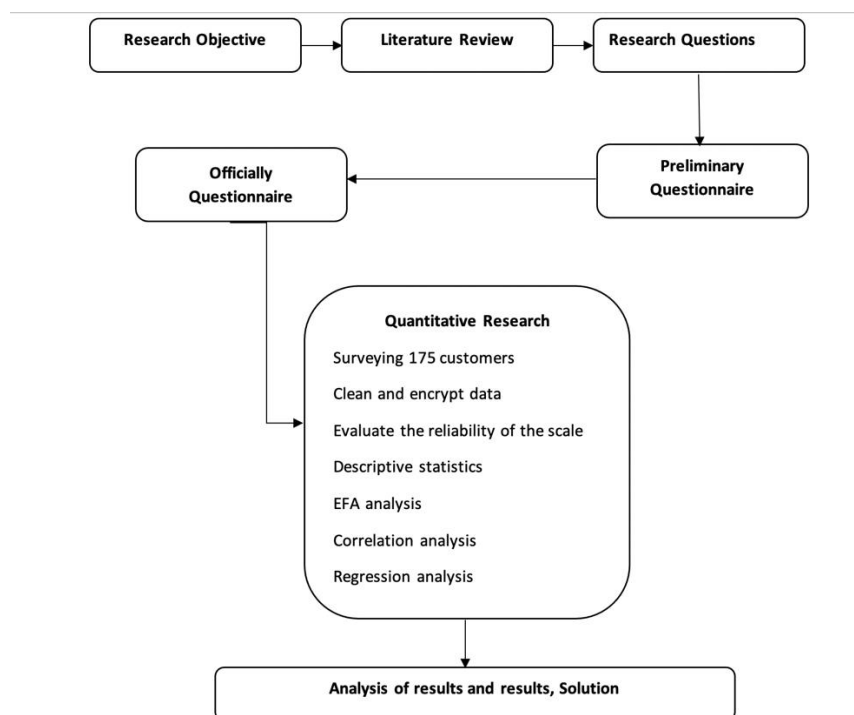
## Research Questions

To achieve the research objectives, the topic needs to focus on solving the questions after:

1. How does the quality of logistics services respond to enterprises' needs?
2. How satisfied customers are in terms of service quality of Hossack Vietnam Company Limited?
3. What factors affect the quality of forwarding service?
4. How to improve customer service quality?

## METHODOLOGY

The research methods focus on statistics description, scale assessment, EFA factor analysis, regression analysis as described in the *Figure 1*:



*Figure 1* The Model of Methodology

Source: The Author

## **ORGANISATION OF THE STUDY**

The Final report of the study was organized as follows:

### **I. Theoretical part**

- Prepare a literature review focusing on customer satisfaction.

### **II. Practical part**

- Describe the structure of Hossack Vietnam Company Limited.
- Analyze and evaluate the current situation and factors affecting the quality delivery of Hossack Vietnam Company Limited.
- Develop a project to improve customer satisfaction.
- Submit the project to cost, time and risk analysis.

## **I. THEORY**

## **1. INTRODUCTION TO LITERATURE REVIEW**

### **1.1. INTRODUCTION TO CUSTOMER BEHAVIOR**

"We live in an economy where the customer is god. This is the result of more production than we need to consume. The problem of today's market is lack of buyers, not shortages of goods," (Kolter, 2001). The company must see customers as a capital source that should be managed and promoted. Customers are "assets that add value." (Tom,1988). It is the most critical asset, even though its value is not on the company's books. Hopefully, recognizing this asset class's value will help the company reorganize its entire marketing system towards acquiring customer market share and lifetime customer value through product chain development/service and its brand strategy.

More than 30 years ago, Peter Drucker emphasized the importance of customers to the company's success. He said that the company's goal is "to create customers, The company has two and only two mechanical functions: marketing and innovation, marketing and design make sense: all that remains is costs. "

L.L. Bean, the parcel delivery company, is wholeheartedly committed to a customer-oriented stance: "The customer is the most important asset in our facility. They don't depend on us. They are not outsiders but part of our business. When we serve our customers, we are not helping them, etc., they are helping us by allows us to do. " Pay attention to customer complaints. Never underestimate the guest anger that can damage your company's reputation. Building a reputation is hard to lose, and IBM thinks it's a pleasure to receive complaints. Customers who complain are good friends. Know the problem can take the customer and hope it can be fixed promptly.

### **1.2. INTRODUCTION TO CUSTOMERS' SATISFACTION**

#### **1.2.1 . DEFINITIONS OF CUSTOMERS' SATISFACTION**

"Customer satisfaction is the degree of a person's emotional state derived from comparing the results obtained from the product/service consumed with their expectations "(Kolter, 2001). According to Bachelet (1995), "customer satisfaction is the emotional response of the customer to their experience with a product or service". Oliva, et al. (1995) said that the difference or relationship of the value of a product or service received by a customer compared to the previous product or service, would indicate customer satisfaction.



Similarly, Oliver (1997) argues that customer satisfaction is the consumer's response to the fulfillment of their wishes. Zeithaml and Bitner (2000) stated that, "customer satisfaction is the assessment of customers to a product or service that meets their wants and requirements". This concept has shaped "customer satisfaction" as the assessment of the product or service.

Satisfaction level depends on the difference between results received and expectation; if the actual results are lower than expected, the customer is not satisfied if the actual results are similar. With anticipation, the customer will be happy. If the actual product is higher than expected, the customer will be delighted. Customer expectations are formed from shopping experiences, from friends and colleagues, and information from sellers and competitors.

To improve customer satisfaction, businesses need to make additional investments and invest in other marketing programs. According to Kotler, "customers will evaluate which items bring the highest value. The customer is the person who always wants the maximum value within the allowed budget and their level of knowledge, motivation, and income. They set an expectation of value and based on that act of buying or not buying products and services of a certain firm". In a nutshell, it is the degree of providing a business's value to its customers that will significantly affect customers' satisfaction and loyalty with its products or services.

In a competitive context, businesses need to create higher customer satisfaction than their competitors, thus ensuring the harmonization of customer interests and business profits. However, happiness is not sustainable and is also difficult to quantify. The fundamental factor that determines customer loyalty is the value to the customer. Customer value creates satisfaction - the degree of customer satisfaction. Businesses need to measure their customers' satisfaction and include the customers of their face-to-face competitors through surveys or impersonating shoppers. The information about the reduction of the business's level of customer satisfaction compared to that of the competitor is a warning signal of the loss of customers and a decrease in market share in the future. Setting up information channels for customers to comment or make complaints is necessary. Still, the level of complaints cannot measure customer satisfaction because most of the dissatisfied customers do not complain.

### **1.2.2 DEFINITIONS OF CUSTOMERS' EXPECTATION**

Customer expectations define a set of behaviors or actions that individuals anticipate when interacting with a company. Previously, these expectations have revolved around the basics of

quality service and fair pricing. More recently, these expectations have grown. Now consumers are looking for proactive service, personalized interactions, and connected experiences across all channels. Expectations here are seen as human wishes or expectations, rooted in personal needs, previous experience and outside information such as advertising, word of mouth from family and friends. Customer satisfaction is seen as a comparison between expectations before and after purchasing a product or service. On that basis, Kotler identifies 3 levels of satisfaction:

- (1) If the result received is less than expected, the customer will feel dissatisfied;
- (2) If the results are received as expected, the customer will feel satisfied;
- (3) If the results received exceed customer expectations, they will feel very satisfied with the service.

Some of today's customer expectations are obvious and understandable, while others require more time to incorporate into your business. Quick and reliable delivery is one of the main expectations of your consumers. They want to know and trust the way their package is getting from point A to point B. Besides, same-day delivery has become a more important feature that customers want and are willing to pay more. They are also looking for precise and accurate tracking of their orders. A lot of your customers expect fluidity through your online and brick-and-mortar stores, they do not realize that they are two independent entities. With that, they are hoping for online store to have the same products as physical store and vice versa. Customers often browse between the two, so the businesses must have a seamless flow between them. Your customers are also expecting flexible payment options. Due to many different options available such as PayPal, Amazon Pay, Apple Pay, Amex Express Checkout, etc., consumers expect to pay with an option whenever making a purchase.

One customer expectation that has not changed is quality service. Customers expect they are treated like a human, not a number. They expect you to interact with them individually, and 84% say it is essential to improve their business. Without it, they will have no problem finding products elsewhere. Furthermore, customers expect quality customer service if there is an issue. They want the option to use multiple channels to connect when they have a problem.

Finally, your customer expects a high level of data protection and trust, and 57% of customers are uncomfortable with how companies use their personal or business information.

### **1.3. LOGISTICS**

#### **1.3.1. DEFINITION OF LOGISTICS SERVICES**

"Logistics (Freight forwarding) service is a commercial act whereby the person performing the freight forwarding service by receiving the goods from the sender, the organization of transportation, storage, paperwork, and services other relevant for the delivery of the goods to the consignee under the consignment of the goods owner, the carrier or another forwarding service operator (collectively referred to as the customer). - Article 136, Commercial Law.

Previously, the delivery can be done by the shipper (exporter), the consignee (the importer) or the carrier to take care of and carry out. However, along with the development of international trade, the division of international labour with an increasingly high level and scale of specialization, logistics has also gradually become specialized by organizations and unions. The profession of forwarding in the world was born about 500 years ago. In 1552, the VAN SAI company was born in Switzerland, to forward and transport goods. Thus, to put it briefly: The forwarding service is a service related to the transport process to organize the transport of goods from recipient to the area of delivery.

### **1.4. QUALITY SERVICE FOR CUSTOMERS**

#### **1.4.1. SERVICE**

##### **DEFINITION OF SERVICE**

According to ISO 9000: 2000: "Service is the result of at least one activity that needs to be performed by the interface between the supplier and the customer and is often not tangible".

According to Zeithaml and Bitner (2000): "Service is the behavior, process and way of doing a job to create value for customers to satisfy their needs and expectations of the customer".

#### **1.4.2. SERVICE CHARACTERISTICS**

Services have several characteristics or properties by which we distinguish them from other tangible goods. This difficulty and complexity are compared from the following distinct features of services and concrete products: (Wolak & Kalafatis et al., 1998; Berry & Seiders et al., 2002)

**(1) Intangibility** - The service's product is the execution; the customer cannot see, taste, touch, smell, etc., before buying.

(2) **Inseparability** - is the characteristic that a service has which renders it impossible to divorce the supply or production of the service from its consumption.

(3) **Heterogeneity** - Service is influenced by many factors that are difficult to control. In the provisioning operation, service providers cannot produce the same service in different perfect times.

(4) **Perishability** - The service cannot be stockpiled, cannot be shipped from one area to another, cannot check the quality before delivering; the supplier has only the right way to top and do it right all the time.

## 1.5. QUALITY OF SERVICE

### 1.5.1. DEFINITION OF SERVICE QUALITY

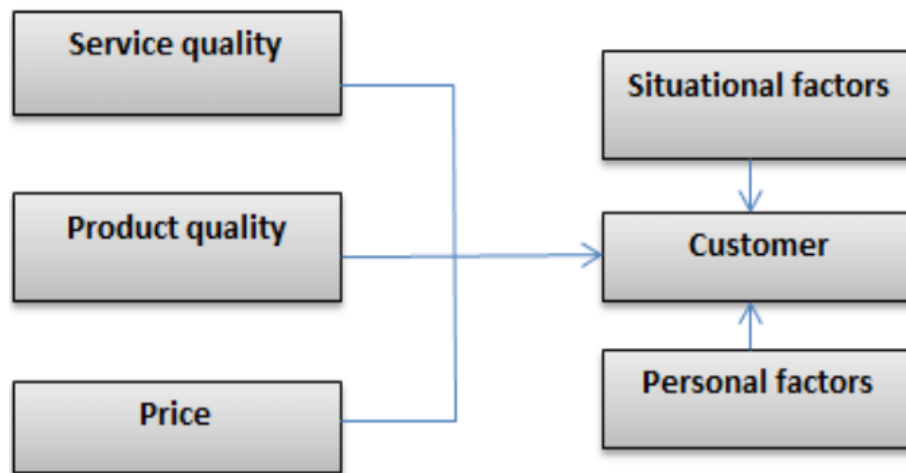
As Zeithaml explains service quality is the customer's assessment of an entity's superiority and general excellence. It is a form of attitudes and consequences of comparing what to expect and perceptions of what we receive. According to the International Organization for Standardization ISO, in the draft DIS 9000: 2000 the definition of quality is as follows: "Quality is the ability to aggregate the characteristics of a product, system or process. to meet the requirements of customers and stakeholders".

Service quality results from customer comparison, created between their expectations of the service and how they feel when using it (Lewis and Booms, 1983; Gronroos, 1984; Parasuraman et al., 1985, 1988, 1991). Creating a quality of service means consistently meeting customer expectations. Service quality is seen as the gap between service expectation and customer perception when using it (Parasurman, Zeithaml & Berry, 1985,1988).

Parasuraman (1991) explains that it is best to know the customer's predictions to identify and understand their expectations. It is essential to develop a system that defines customer expectations, and then there is an effective service quality strategy.

### **Service quality model evaluation**

Research by Zeithaml and Bitner (2000) on the relationship between service quality and customer satisfaction also shows that the overall relationship of satisfaction includes service quality, product quality and price. Besides, satisfaction is influenced by factors of situations and personal factors. It can be observed in *Figure 2*:

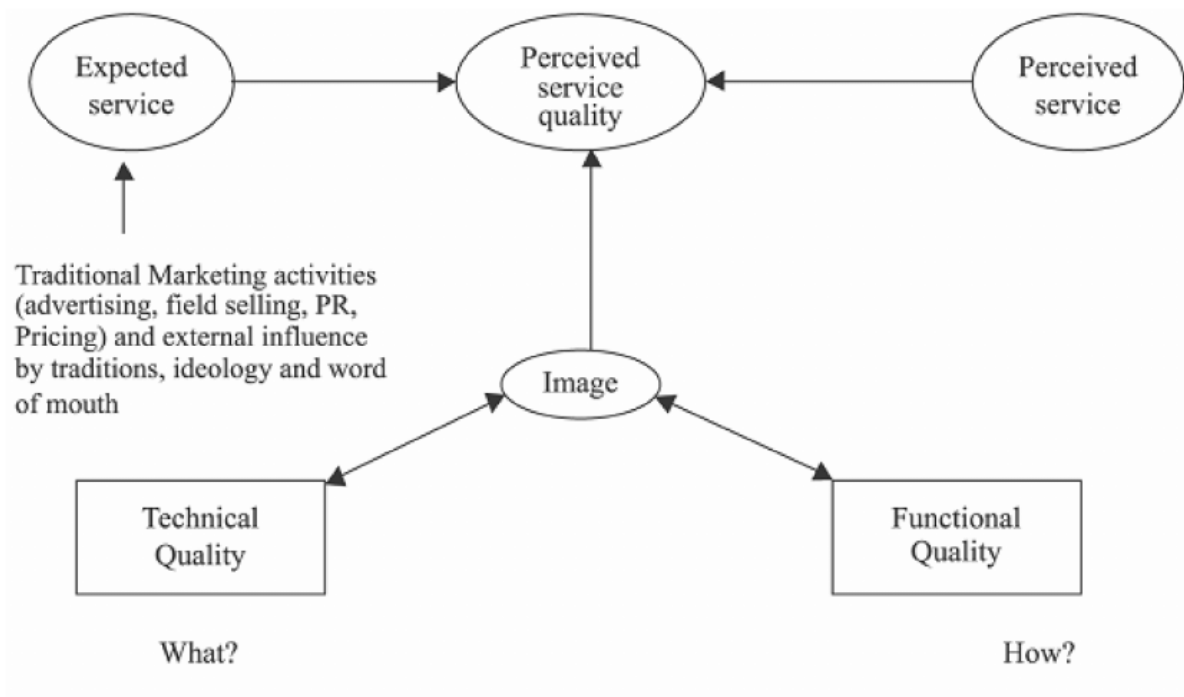


*Figure 2 Model of customer satisfaction*

Source: Zeithaml and Bitner (2000)

Curry and Sinclair (2002) also show the relationship between product/service quality and customer satisfaction. Accordingly, if the quality of the product or service provided meets the customer's expectations, it will lead to customer satisfaction and in turn, to customer dissatisfaction. If the quality is improved but not based on the customer's need, the customer will never be satisfied with that service. Therefore, when using the service, if customers feel that the service is high quality, they will be satisfied and vice versa. As such, the quality of products and services plays an important role in delivering customer satisfaction. According to the technical/functional quality assessment model of Gronroos (1984), from **Figure 3** service quality is assessed by comparing the value the customer expected before using the service and the value that the customer received. when using the service, to measure service quality, Gronroos gives three criteria: Technical quality, functional quality and image. Inside:

- Technical quality is the value that the customer gets from the supplier's service (what does the customer receive?);
- Functional quality demonstrates the service provider's way of delivering the service to consumers (how does the customer receive that service?);
- Brand image plays a very important role for service providers and this factor is built mainly on 2 components of technical quality and functional quality.



**Figure 3** Gronroos Model of Services Quality

Source: Gronroos (1984)

SERVQUAL scale measures service quality based on perceptions by the customers using the service, the quality of service perceived by the customer can be modeled into ten components, which are:

**Reliability:** describes the ability to perform appropriate and timely service the first time.

**Responsiveness:** expressing the willingness and willingness of service staff to provide services to customers.

**Competence:** Describes the expertise to perform a service. Serviceability manifests itself when employees interact with customers, and employees directly perform the service, the ability to research to capture relevant information needed for customer service.

**Access:** Related to making all the easy conditions for customers to access services such as shortening customer waiting times, service locations and favorable opening hours.

**Courtesy:** expressing the staff's warm, respectful and friendly service personality.

**Communication:** relating to communication with customers in a language they understand easily and listen to about issues related to them, such as explaining services, costs, resolve complaints and inquiries.

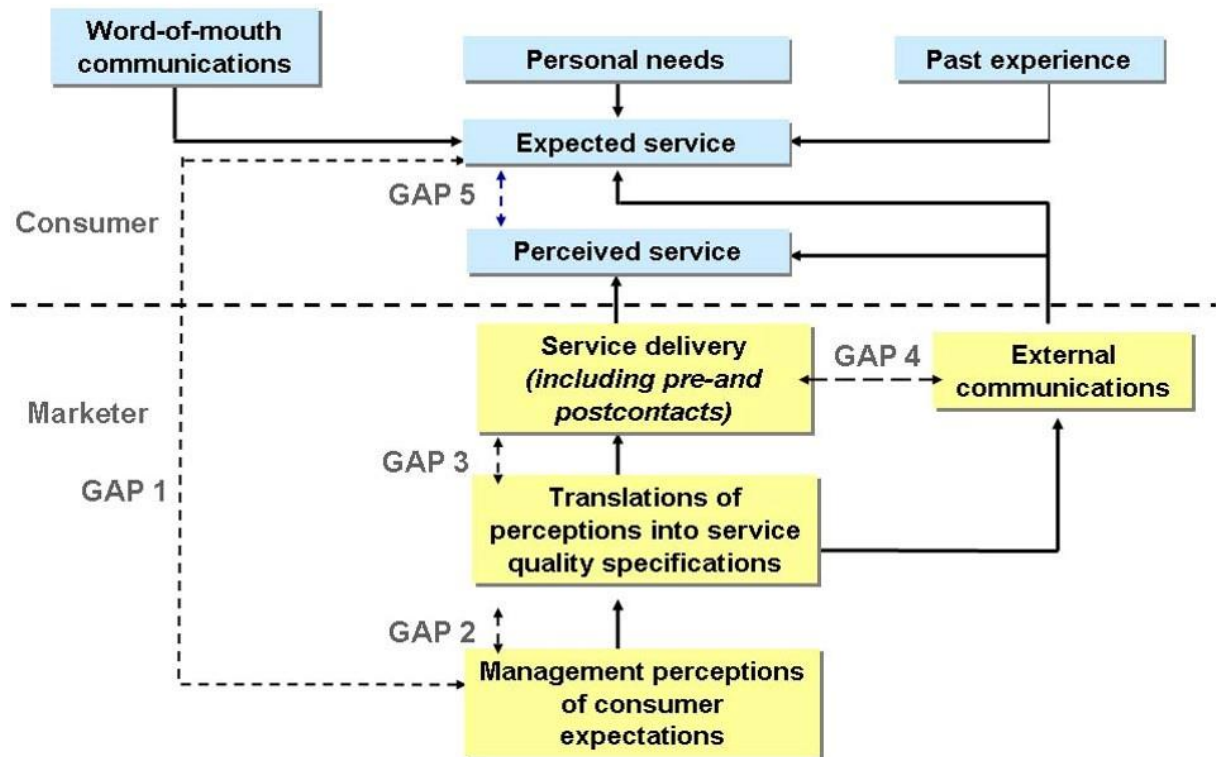
Credibility: This indicates the ability to create trust for customers, making customers trust the company. This ability is reflected in the company's name and reputation, the personality of the service staff to communicate directly with customers.

Security related to the ability to ensure the safety of customers reflected in physical and financial security, as well as information confidentiality.

Understanding customer: demonstrated by the ability to understand customers' needs through understanding customers' requirements, paying attention to them personally and identifying regular customers.

SERVPERF is a variant of the SERVQUAL model first identified by Cronin and Taylor (1992). On the SERVQUAL scale, customer satisfaction is measured by both customer expectations and feelings (Service quality = Perceived level - Expected value). However, on the SERVPERF scale, the quality of the service is only measured by the customer's perception (Service quality = Perception level). The SERVPERF scale also uses 22 questions which are similar to the customer perception question in the SERVQUAL model. However, SERVPERF ignores the question of expectations. Cronin and Taylor (1992) said that the SERVQUAL model of Parasuraman et al (1988) easily confuses customer satisfaction and attitudes. The SERVPERF model of service quality measurement by Cronin and Taylor (1992) is considered a more convenient method, because the questionnaire is short, saves time and avoids confusion among the respondents. The downside of this model is that it does not reflect the relationship between user satisfaction and satisfaction with the quality of service provided. Therefore, although the SERVPERF model has certain advantages, studies on customer satisfaction often use the SERVQUAL model *Figure 4*

The model offers five service quality gaps:



*Figure 4 Service Quality Model*

Source: Parasuraman (1991)

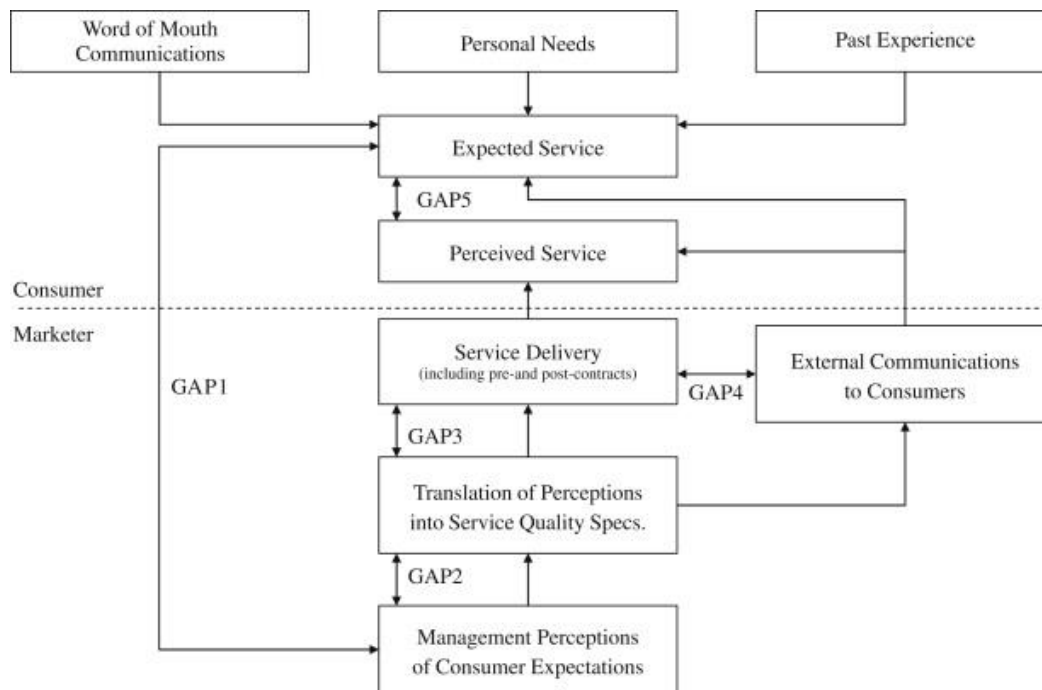
- Gap 1: appears when there is a difference between the customer's expectation of service quality and the administrator's perception of this customer's expectation. The main point of this difference is that the service company does not fully understand the characteristics that make up the quality of its service and deliver them to customers to satisfy their needs.
- Gap 2: occurs when the service company has difficulty converting its perceptions of customer expectations into service characteristics. The leading cause of this problem is the expertise of the service staff.
- Gap 3: appears when the service staff does not transfer the service to the customer according to the defined criteria. In turn, employees directly contact customers and play a vital role in the quality creation process. However, not always and all employees can complete the task according to the set of criteria.
- Gap 4: means that advertising and information also impact customers' expectation of service quality. Promises in advertising programs can increase customer expectations and reduce the rate customers perceive when they are not done according to what was promised.
- Gap 5: occurs when there is a difference between the quality expected by the customer and the quality they perceive. Service quality depends on this fifth gap; once the customer perceives



no difference between the quality they expect and the quality they perceive when consuming a service and the service's quality, the view is perfect.

### **1.5.2. DEVIATIONS IN SERVICE QUALITY PERCEPTION**

The research project that helped Zeithaml, Parasuraman and Berry identify the five criteria of service quality is also the project that led these researchers to come up with a service quality model and known as the "false model. deviation" (gaps model). This model describes the fundamental difference between what customers expect based on the five criteria just mentioned and what they feel about the service they receive. The main differences are deviations. To measure these deviations, the researchers used a 22-question questionnaire called SERVQUAL. The SERVQUAL survey consists of two groups of questions. The first group of questions uses to understand the level of customer expectations. The second group of questions will repeat the first group's questions but emphasize understanding the customer's perception of the particular service received. The SERVQUAL tool is handy for highlighting the strengths of a company's service performance and the points that need improvement to meet customer expectations. Furthermore, it can use to evaluate desired change, anticipation, and perceive quality over time. The skewed model with SERVQUAL is probably the most used method to measure service quality. However, this approach also has some risks. When customers' expectations of the service are too low and don't pay much attention to better quality than the supplier, it is not considered quality. Also, this method encounters some difficulties when service quality is assessed by customers based on trust. Medical services, for example, often do not know the level of their expectations; even though they have used it, it is difficult to assess the quality they have received well accurately to what extent. Another limitation of this misleading model is that it is more suitable for large organizations and may not be very accurate when applied in small companies. Despite its shortcomings, the misleading paradigm still provides valuable things to understand service quality.



**Figure 5** Analysis Model of Quality Deviations In Service

Source: Parasuraman (1991)

According to **Figure 5**:

- Gap 1: Not knowing what the customer expects according to the model, deviation occurs when there is a discrepancy between the customer's actual expectations and the manager's perceptions. This deviation's main reasons are the lack of market research, research into irrelevance or lack of interaction between managers and customers, lack of interaction between employees and management levels, and between different levels of management within the company.
- Gap 2: Providing non-standard services is the mismatch between managers' perceptions of their customers' expectations and the quality criteria they put in place to deliver to customers. This leads to lack of consistency in service quality, perceptions of improper quality criteria, inconsistent quality standards, and no goal setting.
- Gap 3: Deviation between service quality delivery and quality criteria. This is the discrepancy between the quality of service provided to the customer and the defined service quality criteria.
- Gap 4: This discrepancy between what the company has promised and what it offers its customers causes this bias. There are two reasons: (1) inappropriate communication in the working process, in marketing activities, within the company, and the communication outside; (2) a tendency to not keep promises to customers.

- Gap 5: Deviation between the desired service and received service. This is the difference between what a customer expects from the service and what they perceive. As shown in Figure 2.4, customer perceptions of service are influenced by various sources, including word of mouth, customer needs, user experience, and supplier communication, which is the most critical deviation. If the customer does not receive what they expect, they will be disappointed and dissatisfied. Satisfied but also very happy.

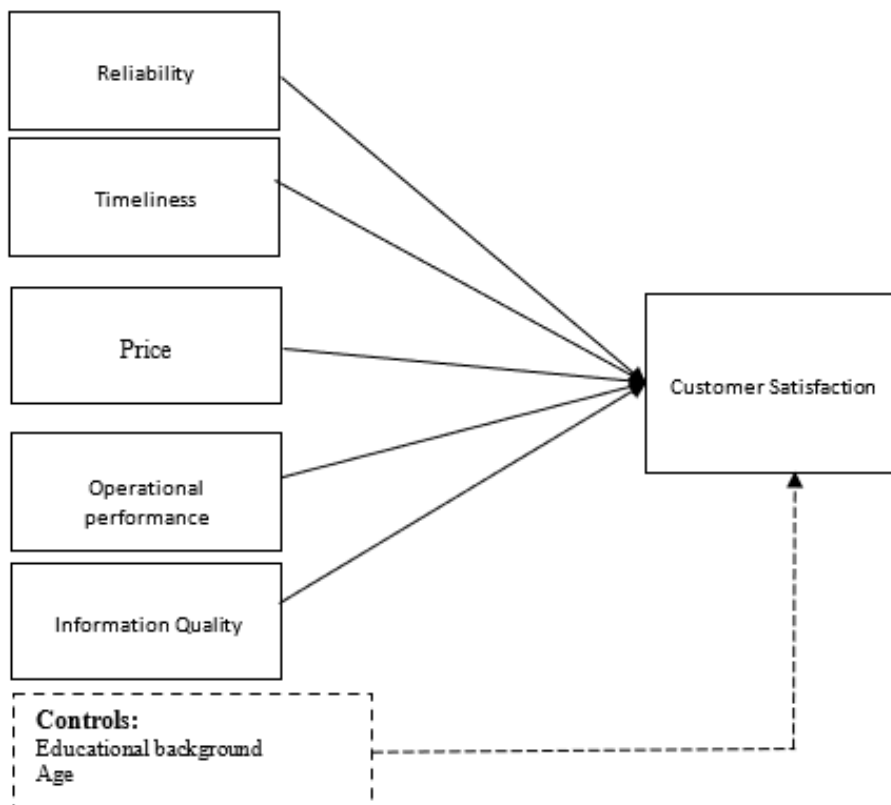
## 2. MODEL AND METHOD OF STUDYING THE QUALITY OF FORWARDING SERVICE OF THE HOSSACK VIETNAM COMPANY

### 2.1. RESEARCH MODEL

Dependent variable: customer satisfaction

The Independent variable includes several components that affect service quality on the SERVQUAL scale.

The proposed research model is built based on the above theoretical and real premises business practices in Hossack Vietnam Co., Ltd, and can be shown in *Figure 6*



*Figure 6 Research Model*

Source: The Author

**2.1.1. HYPOTHESIS**

From the model, the author gives the following Research Hypotheses :

**Reliability**

In today's digital age, it's not wrong to say: To grow your business, the first step you must take is to build customer trust in your brand. With mobile technology and social networking in hand, the world has never seen such a big influence from consumers. They are satisfied, they are angry, it all affects your business. According to the service quality model of Parasuraman (1985) gave an overall content about service quality; Reliability: The element of the service provider's abilities to perform the promised service dependably and accurately, delivering consistent and punctual service. Credibility is to reassure shoppers, help removing doubts, and help shoppers feel comfortable buying. Confidence-breaking factors causing them to question the validity and authenticity of the business and create doubts about whether buying is a safe option.

**H1:** *Reliability has a positive influence on customer satisfaction in Hossack company limited.*

**Timeliness**

Bienstock et al. (1996) conceptualized physical distribution service quality with three dimensions, timeliness, availability, and condition. Hult et al. (2000) define cycle time as a competitive weapon that starts from order placement to completion of delivery. This cycle time that consists of transportation time and backorder time when products are not convenient is the most significant factor that shows the performance of the delivery system (Hult et al., 2000; Mentzer et al., 2001; Mentzer et al., 1999). Time utility is the most traditional and the most crucial feature of logistics service quality as much as the creation of utility is on the perception of logistics service quality (Mentzer et al., 1999). Therefore, the following hypothesis is proposed about the influence of timeliness on customer satisfaction.

**H2:** *Timeless has a positive influence on customer satisfaction in Hossack company limited.*

**Price**

Clients often judge price and quality of service based on the concept of equity and generate their level of satisfaction or dissatisfaction based on that concept (Oliver, 1997). Price perception is important because the price is the strategy being applied to goods and services sold by businesses over the internet. Prices are always changed by the seller over time and are easily implemented on the internet (Kannan & Kopalle, 2001). Zeithaml & Bitner (2000) claim that the price of Services can have a huge effect on perception service quality. This study defines and measures the concept of the price service in terms of feeling satisfied. Due to the part of the service price is assessed by the customer on their subjective perceptions of satisfaction compared with service prices of other providers, should perceive the price to be measured based on these logistics service tariff characteristics. The price research helps major websites to design questionnaires to evaluate customer buying behavior and improve service quality to retain customers (Ming Wang & Adam S. Huarng, 2002). Therefore, price is positively related to perceived value and satisfaction in the online shopping experience (Changsu Kim, Weihong Zhao, Kyung Hoon Yang, 2008).

**H3:** *Price has a positive influence on customer satisfaction in Hossack company limited.*

### **Operational Performance**

In today's competitive environment, the way of delivering goods to consumers will increase customer satisfaction on QoS. Buyer is concerned with the timing and way of delivery, such as delayed delivery, goods that are not packed properly, damaged (Forsythe et al., 2006), delivery. The goods are not on time, incur shipping charges, incorrect products ordered or damaged products during transportation. Mentzer et al. (2001) define ordering discrepancy handling as how logistics firms deal with differences in orders after orders arrive. The performance of logistics companies to correct discrepancies, such as wrong items and poor quality, has a significant impact on customers' perception of LSQ (Mentzer et al., 2004). Because of the significant effects of the correction of delivered conflicts on the perception of logistics service quality, the following hypothesis is proposed about the influence of the operational performance on customer satisfaction.

**H4:** *Operational Performance has a positive influence on customer satisfaction in Hossack company limited.*

### **Information Quality**

The logistics information systems which are used lately by logistic enterprises enable logistics services to increase their perception of service quality. The logistics information

systems consist of internal and external information quality. While the internal exchange of information in logistics services makes it possible to increase service quality by increasing the timeliness and accuracy of orders in service, external information quality, which includes real-time information quality with the customers, makes it possible to close the gap of clients' expected service quality. The information of a company plays a very important role in service quality, it affects the shopping process of customers, making it easier for them to find their information (Kim & Stoel, 2004). If the company has a lot of information and is arranged properly, it is easy to attract customers to buy (Wolfenbarger & Gilly, 2001). The information is compelling with relevant content, allowing users to trust and interact effectively with salespeople. Therefore, the company should have information quality that brings reliability to the minds of consumers. Therefore, businesses need to provide enough information so that customers can compare one product with another, which will make them more satisfied with their purchase. The process of service delivery has great importance in expectations as much as the outcome of a service (Parasuraman et al., 1985). Because of the ability of operational information qua to facilitate the perception of service delivery quality, the following hypothesis is proposed about the influence of operational information sharing on customer satisfaction. Thus, information quality is the key factor that affects customer satisfaction with service.

*H5: Information Quality has a positive influence on customer satisfaction in Hossack company limited.*

## **2.2. RESEARCH METHODOLOGY AND DATA ANALYSIS**

### **2.3. HOSSACK VIETNAM COMPANY LIMITED**

Hossack Vietnam Company Limited is a type of enterprise with legal status recognized by law (Enterprise Law). Established at the end of 2007, its International Trade Name is HOSSACK VIET NAM ELECTRONIC INDUSTRIAL @LTD. Head office: Lot 226/4, Road 2, AMATA Industrial Park, Long Binh Ward, Bien Hoa City, Dong Nai Province.

Hossack Vietnam Company Limited - representing small and medium enterprises operating in the field of forwarding in Vietnam. Which is one of the familiar names on the import and export market in Hong Kong. Hossack Vietnam Co., Ltd was just established not long ago, but the Company has a relatively large number of customers and regular transactions. Therefore, the author chose the company to research.

## 2.4. SAMPLING

Conducting a random survey of companies who are customers of Hossack Vietnam Company Limited. These businesses may have been using the Company's services or maybe potential customers of the Company in the future.

Based on research by Hair et al. (1998), the applied sample size is based on Exploratory Factor analysis (EFA) Analysis, the minimum sample size is 5 times the total number of observed variables or the total number of the sentences survey questionnaire.

Sample size = number of observed variables  $\times 5 = 5 \times 5 = 125$

The estimated response rate is about 80%, so crawl the thesis with:

The minimum sample size must be 130. To ensure the representativeness of the study, the author estimates a survey with a sample size of 175.

The questionnaire was used to evaluate the importance of the factors considered as most likely to affect customer satisfaction such as Reliability, Timeliness, Price, Operational Performance, Information Quality. Since then, there is a scientific basis to improve service quality at the company and meet the needs and desires of customers, both at home and abroad.

To measure service quality constituent factors by Parasuraman and Dabholkar, the Renis Likert scale (1932) has been used. Follow-up research on quality services. The scale of factors affecting customer satisfaction with the quality of the Company's delivery service is used as a 5-point Likert scale, which is named Rensis Likert, a psychologist. Likert proposed this scale in 1932 and then finalized it in 1934, with 1 being strongly disagreed, and 5 strongly agree. Besides, the scale of delivery service quality according to the proposed model includes 25 observed variables, measuring 5 components including:

- Reliability includes 5 observed variables
- Timeliness includes 4 observed variables
- Price includes 3 observed variables
- Operational Performance includes 6 observed variables
- Information Quality includes 4 observed variables.

Finally, the satisfaction scale includes 3 observed variables.

**Table 1** *The Scale Of Customer Satisfaction Towards Service Quality Delivery Of Hossack Vietnam Company Limited.*

**Scale-dependent variable**

<b>Variable</b>	<b>Scale</b>	<b>Source</b>
<b>3</b>	<b>SATISFACTION</b>	
SAT1	What is your general impression of the logistics service provider? (1 = "terrible", 5 = "excellent")	Mentzer et al. (2001)
SAT2	Which words does best describe your feelings toward logistics service providers? (1 = "very dissatisfied," 5 = "very satisfied")	Mentzer et al. (2001)
SAT3	How satisfied are you with logistics service provider? (1 = "very dissatisfied," 5 = "very satisfied")	Mentzer et al. (2001)

**The scale of independent variables**

<b>Variable</b>	<b>Scale</b>	<b>Source</b>
<b>5</b>	<b>RELIABILITY</b>	
REL1	The company's services are performed according to the agreed contract	Parasuraman et al. (1988)
REL2	Satisfactory handling of arising problems/customer complaints	Parasuraman et al. (1988)
REL3	The company's service execution speed is fast	Parasuraman et al. (1988)
REL4	The company always provides a reliable service (complying with commitments and delivering and receiving goods on schedule)	Parasuraman et al. (1988)
REL5	Do not make mistakes when performing the service	Parasuraman et al. (1988)
<b>4</b>	<b>TIMELINESS</b>	
TIME1	The time between placing requisition and receiving delivery is short	Mentzer et al. (2001)
TIME2	Deliveries arrive on the date promised	Mentzer et al. (2001)
TIME3	The amount of time a requisition is on back-order is short	Mentzer et al. (2001)
TIME4	Fast and guaranteed service time	
<b>3</b>	<b>PRICE</b>	
PRI1	The company's commodity prices are clearly stated	Zeithaml and Bitner (2000)
PRI2	The price is competitive with the competition	Zeithaml and Bitner (2000)
PRI3	The company has many suitable prices for customers to choose	Zeithaml and Bitner (2000)
<b>6</b>	<b>OPERATIONAL PERFORMANCE</b>	
OPE1	Order received from logistics services is undamaged	Mentzer et al. (2001)
OPE2	Order damage rarely occurs as a result of the transport mode	Mentzer et al. (2001)
OPE3	Order damage rarely occurs as a result of the transport carrier handling	Mentzer et al. (2001)
OPE4	Meets promised deadlines	Katrina Savitskie. (2003)
OPE5	Security in delivery (intact and without loss or damage)	Katrina Savitskie. (2003)
OPE6	Delivers accurate orders (i.e., items ordered arrive, not unordered items)	Katrina Savitskie. (2003)
<b>4</b>	<b>INFORMATION QUALITY</b>	
INF1	Operational information is sharing effectively with customers	Glenn and Savitskie (2007)



INF2	Services have an adequate ability to share both standardized and customized information externally with customers	Glenn and Savitskie (2007)
INF3	Catalog information is available	Mentzer et al. (2001)
INF4	Catalog information is adequate	Mentzer et al. (2001)

Source: The author

## 2.5. DATA COLLECTION

*Secondary Data:* company reports, magazines, books, newspapers, internet to overview the theory to serve the thesis.

*Primary Data:* Primary data was collected through the questionnaire factors affecting purchasing customer satisfaction, information about perceptions customers and some information about the demographics of the target audience.

The survey was conducted from 2.2021 to 4.2021. The collected sample size is 175 observations. Questionnaires about customer satisfaction and the quality of the company's delivery service are sent directly via email with the help of employees of the Company. The results showed that during the survey of 138 samples, 82 males with the rate of 59% and 56 females, respectively, 41%. Thereby, we see that the rate of Male is 18% more than Female.

## 3. DATA ANALYSIS

After conducting the survey, collected data were entered and processed using SPSS 20.0 software

### THE STUDY DESCRIBES THE DATA

Using the method of frequency statistics (the number of occurrences of an internal observation that observed variable). This method is used in research for demographic factors: sex, age, income, etc. The descriptive statistical method is used to analyze information about the object interview through the Mean value, Min-Max value, the distance value.

### 3.1. VERIFY THE RELIABILITY OF THE SCALE

Test reliability of the scale Cronbach's Alpha coefficient is a test that reflects the degree of the close correlation between observed variables in the same factor. It shows in the observed variables of a factor, which variable has contributed to the measurement of the factoring concept. Cronbach's Alpha results of the good factor show that the observed variables measure the factor are reasonable, showing the characteristics of the main factor. The Corrected item-total indicates the degree of "association" between an observed variable in factor with the remaining variables by taking the correlation of the measured variable to consider with the total remaining variables of the scale.

Researchers always expect their scales to achieve high Cronbach's Alpha for high-reliability research. This means the observed variables of a scale need to be closely correlated. In case there is an observed variable with weak correlation with the remaining variables, the Corrected Item - Total Correlation is low, that variable should be removed. So what is the lower level of observed variable? Here are some of the thresholds suggested by the researchers:

0.30 by Nunnally & Bernstein (1994)

0.30 by Cristobal et al. (2007)

0.40 by Loiacono et al. (2002)

0.50 by Francis & White (2002) ; Kim & Stoel (2004)

Within these thresholds, the 0.3 level is most commonly used today. The selection of the threshold of 0.4 or 0.5 is the higher level, helping the researcher to select the best-observed variables of the scale. From here, we can imagine, when we have many observed variables for a scale, above 7 observations, we can consider choosing the threshold of 0.4 or 0.5 to choose the variables. If your scale has few observed variables, you should choose level 0.3 to keep as many observed variables as possible.

### 3.2. VERIFY THE VALUE OF THE SCALE

The test scale value is to check the convergence value and distinguishing value of each concept and between concepts, through EFA analysis. Explore factor analysis EFA is used to reduce a set of variables into a more meaningful set of small factors.

*Coefficient KMO* (Kaiser - Meyer - Olkin) in EFA is the index used for viewing the appropriate analysis, KMO coefficient is applied as follows:

- $0.5 \leq KMO \leq 1$ : eligible to conduct factor analysis
- $KMO < 0.5$ : factor analysis was not suitable for the data

### 3.3. REGRESSION ANALYSIS

Regression analysis is a statistical analysis to determine the association between the dependent and independent variables. Coefficients to be noted in regression analysis:

- Adjusted R Square value, reflects the influence level of the independent variables on the dependent variable. Usually, this value must be from 50% or more can use.
- Durbin - Watson (DW) is used to test the self-correlation of adjacency error values vary from 0 to 4.

Bartlett's test used to examine whether the observed variables in the factors are correlated, we need to note that the necessary condition to apply factor analysis is that observed variables reflecting different aspects of the same factor must be correlated with each other. This point relates to the convergence value in the EFA analysis mentioned above. Therefore, if the test shows no statistical significance, the factor analysis should not be applied to the variables under consideration. If Bartlett's test has statistical significance (sig Bartlett's Test  $< 0.05$ ), it proves that observed variables are correlated with each other.

The VIF coefficient is used to check the phenomenon of multicollinearity, the F value  $< 10$  will not have a multicollinearity phenomenon.

Total Variance Explained  $\geq 50\%$  shows that the EFA model is appropriate. Considering the 100% variation, this value shows how much% of the factors are extracted and how much% of the observed variables are lost.

Factor Loading, also known as factor weight, this value indicates the correlation relationship between the observed variable with the factor. The higher the factor load factor, the greater the correlation between that observed variable with the factor and vice versa. According to Hair (2009).

- Factor Loading at  $\pm 0.3$ : The minimum condition for the observed variable to be retained.
- Factor Loading at  $\pm 0.5$ : The observed variable has a good statistical significance.
- Factor Loading at  $\pm 0.7$ : The observed variable has a very good statistical significance.

## **II. PRACTICAL**

## 4. INTRODUCTION

### 4.1. DESCRIBE THE STRUCTURE OF HOSSACK VIETNAM COMPANY LIMITED

#### 4.1.1. COMPANY OVERVIEW



*Figure 7 Pictures of Hossack (Vietnam) Limited Company.*

Source: Author

Due to the growing market demand and the expansion of its service business, Global Group has decided to establish a third company located at Lot 226/4, Street 2, AMATA Industrial Park, Long Binh Ward, City Bien Hoa, Dong Nai Province. Having been in business for more than ten years and counted by many customers, domestic and foreign companies, the company was established under Decision No. 472043000274 issued on October 25, 2007, of the Management Board of the Provincial Industrial Park. Dong Nai with:

International Business name **Figure 7**

HOSSACK VIET NAM ELECTRONIC INDUSTRIAL @LTD.

Company name HOSSACK VIETNAM CO., LTD.

Company's logo:



Head office: Lot 226/4, Road 2, AMATA Industrial Park, Long Binh Ward, Bien Hoa City, Dong Nai Province.

Legal Director / Representative: Zhao Min Xue

Phone: 061 3936 919.

Fax: 061 3936 918.

Email: [info@hossack-vietnam.vn](mailto:info@hossack-vietnam.vn).

Website: [www.hossack-vietnam.vn](http://www.hossack-vietnam.vn).

Business registration license number: 472043000274

License date: 25/010/2007

Date of operation: May 25, 2008 (Operations over ten years)

Tax code: 3600932916

General Director: (Ms.) LEUNG PO YEE.

Scope of business: electronic components production, import-export.

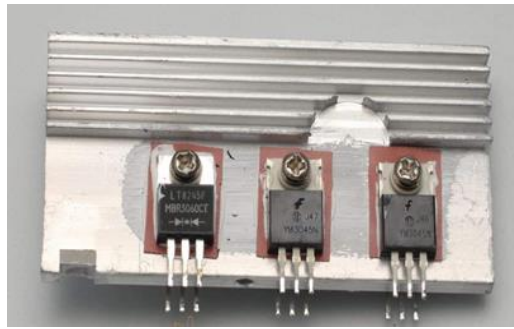
Charter capital: 6,000,000,000 VND. (Six billion VND)

Customers come from provinces across the country and abroad, mainly Dong Nai, Ho Chi Minh City, Can Tho, Da Nang, etc.

***Commodity production services***

Production of electronic components, specifically:

- ***Electric rectifier***



- *Charger*



- *Inductor*



- *Transformer*



*Figure 8 Production of Company*

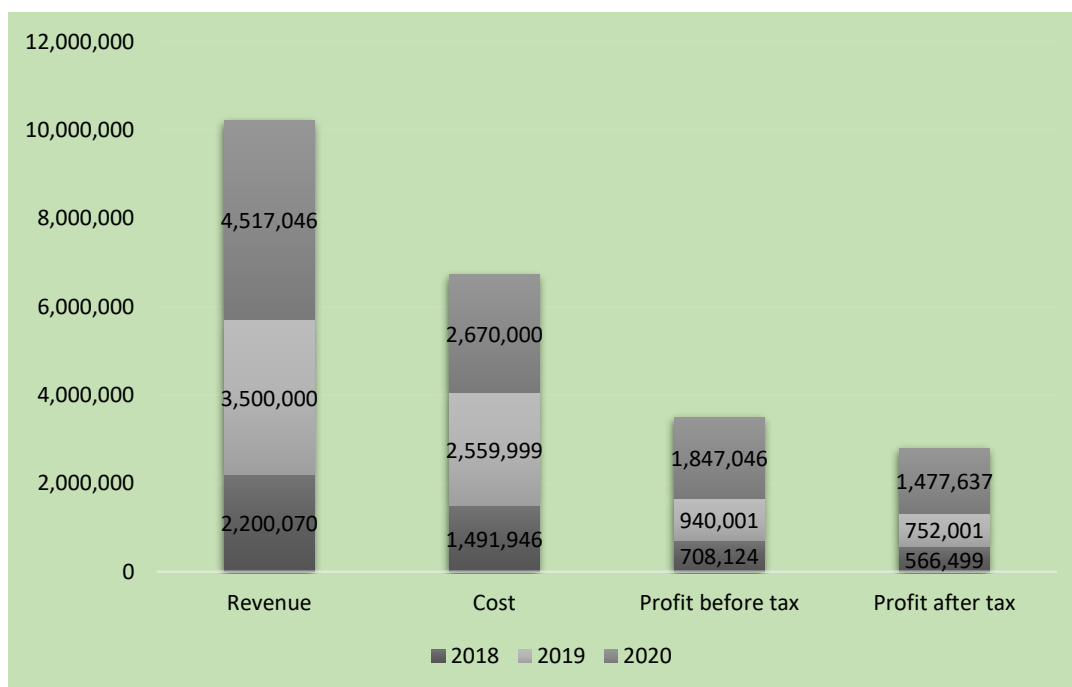
Source: Production Department of Hossack (Vietnam) Company Limited

The production productivity of the company's products is as follows:

- Rectifier: 5,000,000 units / year.
- Charger: 5,000,000 units / year.
- Inductor: 5,000,0000 pieces / year.
- Transformer: 5,000,000 units / year.

#### 4.1.2. BUSINESS PERFORMANCE FROM 2018 TO 2020

(Unit: VND)



**Figure 9** Business Performance of The Company From 2018 To 2020

(Source: Sales Department)

Regarding **Figure 9**, the company's total revenue is 3,500,000,000 VND in 2019, an increase of 1,299,930,000 VND compared to 2018, by 2020, revenue reached 4,517,046,000 VND, an increase of 1,017,046,000 VND compared to 2019. Regarding the Cost level, Over the years, the Company's cost in 2019 is VND2,559,999,000, an increase of VND 1,068,053,000 compared to 2018, and in 2020 it is VND 2,670,000,000, with increase of VND 110,001,000 compared to 2019. In terms of Profit, from 2018 to 2019, the gain increased by 185,502,000



VND, and by 2020, the yield increased by 725,636,000 VND compared to 2019. Because in 2019, the company must rebuild the warehouse, increase its costs, and buy some additional office equipment such as printers, and computers, so the cost of 2019 increased but comes in 2020 stabilized. The good news is that in 2019, the company found some new customers, so 2020 is the year the company was the most successful operation in terms of significantly increasing revenue, plus not incurring many costs because of all charges. It has entered the framework, little arises.

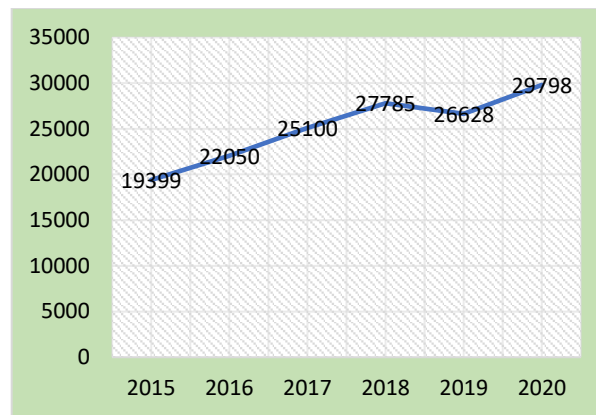
In general, the company's revenue, profit, and cost increased and decreased steadily over the years because the company had financial investment, infrastructure, and proper development orientation. It can be easily seen that from 2019 to 2020, the company's business results have positive changes, the growth rate tends to increase. This is also easy to see in several other freight forwarding companies in recent years due to the global economic crisis that makes all companies' business situations erratic.

#### **4.2. ANALYZE AND EVALUATE THE CURRENT SITUATION OF HOSSACK VIETNAM COMPANY LIMITED'S QUALITY DELIVERY**

To know the quality of the company's import-export freight forwarding service in the market, we must compare with competitors in the same field and survey customer satisfaction in terms of the company's quality service amount. Creating a good quality of service for the company requires the company to develop a comparative advantage with its counterparts. Thanks to this advantage, the company can better satisfy its needs of the target customers and attract competitors' customers. Depending on each industry, we have different factors for evaluating the business's service quality: price, quality, brand, reputation, market share, product distribution, and service. Services, information and trade promotion, research and development capabilities in the field of freight forwarding, we can evaluate the quality of forwarding services of enterprises through the following points.

#### 4.2.1. VOLUME OF GOODS OF THE COMPANY OVER THE YEARS

(Unit: Tons)



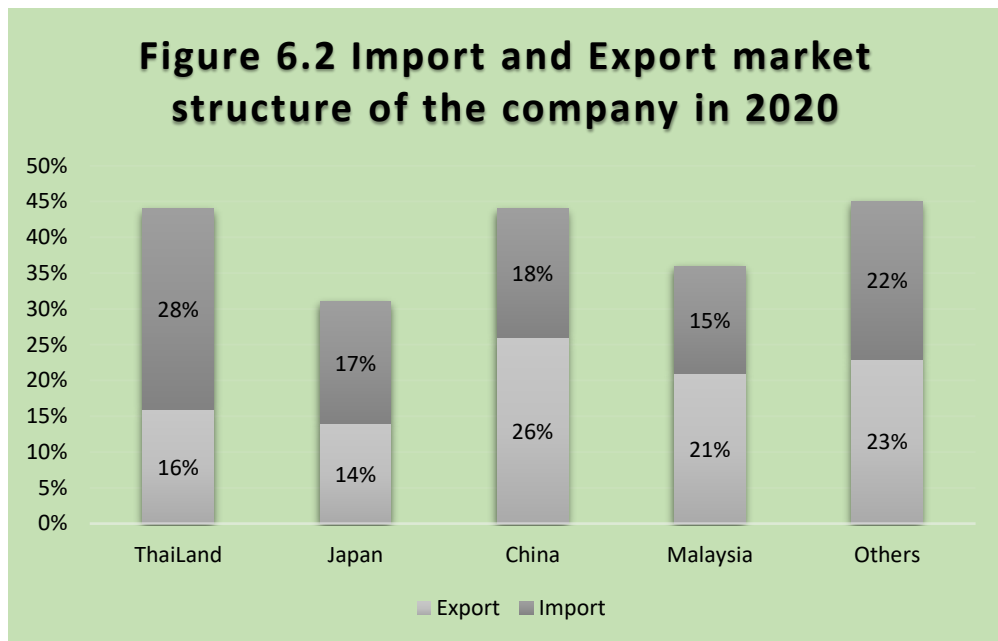
*Figure 10* Volume of Goods Delivered By The Company Over The Years

(Source: Sales Department)

The volume of freight forwarding indicates whether the company's performance in the logistics sector is good or bad, whether the market share is increased or decreased. Still, we also need to determine whether the increase in forwarding volume is due to increased arrivals good is due to the number of goods that need to be delivered by old customers. This is a significant factor to evaluate the effective measures to attract customers, whether the company's market share is expanding or not?

Through the *Figure 10* we can see, in general, the volume of goods delivered by the company increases over the years. In 2015, when the company was just put into operation, the delivery volume was still low at 19,399 tons in 2016. This number had increased significantly to 22,050 tons. The average growth rate of the delivery volume from 2015 to 2018 is 12.7%. In 2020, the company's forwarding volume decreased to 26,628 tons, a decrease of 4.2% compared to 2018. The reason is due to the influence of the import-export market. In 2020, the import and export situation showed signs of a rebound. The company also takes measures to adapt to the market to improve quality, so the volume of delivery increased by 29,798 tons in 2020.

#### 4.2.2. EXPORT AND IMPORT MARKET STRUCTURE OF THE COMPANY



*Figure 11 Import and Export market structure of the company in 2020*

(Source: Sales Department)

The *Figure 11* shows that the Chinese market is the most potential market in the export sector. Every year, the company undertakes export services through this market quite large. The items commonly exported through this market are electronics, chargers, spare parts in machinery, engineering. The amount of goods exported to this market has increased, proving that our enterprises' products are increasingly perfect in appearance and quality and are increasingly loved by foreign customers. On the other hand, export markets' structure to Europe and Asia is increasing thanks to preferential tax rates and fast and straightforward Customs procedures.

### 4.2.3. THE VOLUME OF GOODS DELIVERED ACCORDING TO THE COMPANY'S TRANSPORT MODE

**Table 2** *The volume of goods delivered according to the company's transport method*

Unit: tons

<b>Year</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Total weight	27.785	26.628	29.798
Delivery by sea	24.206,22	22.748,28	24.815,94
Delivery by air	1.009,92	1.231,41	1.943,31
Delivery by road	2.568,86	2.648,31	3.038,75

Source: Sales Department

The company mainly carries out freight forwarding by sea, by air, by road. In which sea freight forwarding is primarily responsible for 85% of freight forwarding volume. Next is delivery by road 10%, delivery by air with expensive fees, so it still counts for less than 5% of the company's total freight forwarding volume. Through 2 ports of Chi; Cat Lai and Phuoc Long ports, the road passes through Moc Bai international border gate, and the air route is delivered at Tan Son Nhat airport. With a favorable seaport location, Vietnam's imports and exports are mainly by sea.

## 5. DATA ANALYSIS

Processing and analysis of collected data will be performed, through which the research results will be presented. The results obtained include information about: Survey samples, descriptive statistics of observed variables, scale assessment results, EFA factor analysis, regression equation.

### 5.1. SAMPLING

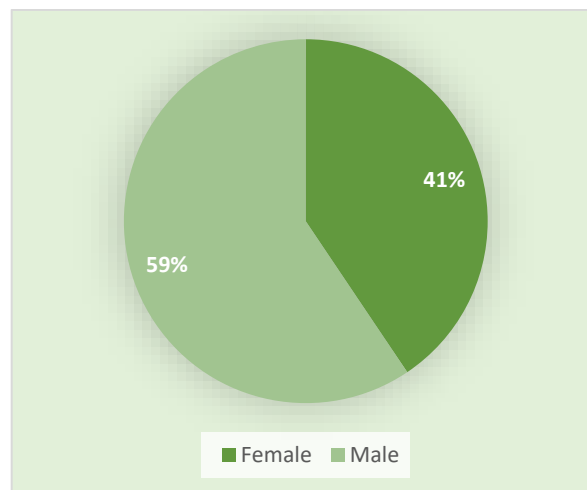
According the sample size determined in the previous chapter is 125. Therefore, to ensure the reliability and representativeness of the study sample, 175 questionnaires were generated, and as an initial estimate of 80% of the respondents qualified. 175 questionnaires were emailed through the help of company staff to clients. In order to ensure more accurate results, these 175

questionnaires were sent to 175 random customers (because the company classifies clients according to loyal customers, potential customers, etc.).

## 5.2. DESCRIPTIVE STATISTICS OF THE OBSERVED VARIABLE

Based on the presented research method, the study uses statistical methods of information frequency including Gender, Age, Position, Type of Business, Business Size. Details are presented in the following:

### *The gender ratio in the survey*

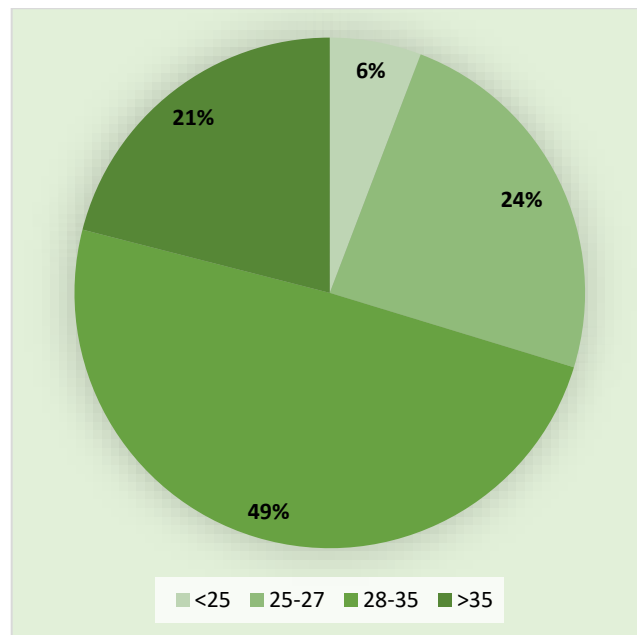


**Figure 12** The Chart of Gender ratio in the survey

(Source: Author survey 2021)

After analyzing the data, **Figure 12** showed that the survey of 138 samples includes 82 males with the rate of 59% and 56 females with ratio of 41%. Thereby, we see that the proportion of Men is 18% more than women, which proves that the number of men accounts for a large part of participating in the survey because most men often work outside than women.

### *The Age of The Customer Survey*



*Figure 13* The Chart Describe the Age of the customer survey

(Source: Author survey 2021)

Through *Figure 13*, it can be shown that the majority of the company's customers are 28-35 years old, accounting for 49%, while 25-27 years old people account for 24%, equivalent to the proportion of customers over 35 years old accounts for 21%. The rest are customers under 25 years old, accounting for at least 6% proportion. This proves that the company's main customer age group is 25-35.

### 5.3. ANALYSIS OF FACTORS AFFECTING THE SERVICE QUALITY OF HOSSACK VIETNAM COMPANY LIMITED

#### 5.3.1. RELIABILITY

The reliability factor has 5 observed variables to be tested, the Cronbach Alpha value of the scale is 0.886, the highest level of dissatisfaction is 1 and the highest level of satisfaction is 5, The highest average satisfaction value is 4.0435 for the two variables REL1 and REL2, and the lowest value is 3,9783 for the variable REL3. (**Appendices 4**)

The test results show that the observed variables have the appropriate total variable correlation coefficient (Corrected Item - Total Correlation > 0.3). Cronbach's Alpha coefficient = 0.886 (greater than 0.8) see **Appendices 4**, so the scale is very good (Source: Trong, Ngoc,

Research data analysis with SPSS). This can be explained that the Reliability is concerned, and the Hossack Company has very good trust in the customer.

### 5.3.2. TIMELINESS

The Timeliness factor has 4 observed variables, the highest satisfaction level is at 5, the highest average value is 4,0793 for the TIME3 observed variable and the lowest average satisfaction value is 3.9638 for the TIME4 observed variable (**Appendices 4**). The test results show that the observed variables have the appropriate total variable correlation coefficient (Corrected Item - Total Correlation > 0.3). Cronbach's Alpha coefficient = 0.884 (greater than 0.8), so the scale is good.

### 5.3.3. PRICE

The price factor has 3 observed variables, through the descriptive statistical results, show that the observed variable PRI1 is least interested in customers with an average satisfaction value of 3.6884, the most interesting observed variable is PRI3 with an average satisfaction value of 3.7464 (**Appendices 4**). The test results show that the observed variables have the appropriate total variable correlation coefficient (Corrected Item - Total Correlation > 0.3). Cronbach's Alpha coefficient = 0.860 (greater than 0.8), so the scale is good. This can explain customers care about the price of the service a lot, in which the strategy offers many different prices of the company which are most interested in customers.

### 5.3.4. OPERATIONAL PERFORMANCE

The operational performance factor has 6 observed variables, the average value of most interest is the factor OPE6 with 3.7536, and 3.7174 with the observed variable OPE3. The observed variable with the lowest value is the variable OPE4 with the value 3.5435 (**Appendices 4**). The test results show that the observed variables have the appropriate total variable correlation coefficient (Corrected Item - Total Correlation > 0.3). Cronbach's Alpha coefficient = 0.925 (greater than 0.8), so the scale is very good. Hence, the majority of customers using Hossack's logistics services assume that the company provides exact orders.

### 5.3.5. INFORMATION QUALITY

For the Information Quality factor, the test results show that the observed variables have the appropriate total variable correlation coefficient (Corrected Item - Total Correlation > 0.3). Cronbach's Alpha coefficient = 0.858 (greater than 0.8), so the scale is good. Factors with 4 observed variables achieving high average satisfaction which are INF2 with the level of 3,9783, and 3.9420 for the observed variable INF1, and the variable with the lowest value is the other 2 variables with the value of 3,9275 (**Appendices 4**). This explains that information quality at Hossack Vietnam Co., Ltd. has not received much consensus from customers.

### 5.3.6. SATISFACTION

The satisfaction factor has 3 observed variables, with the level of 4.0072 and 3.9638, the two observed variables with the highest average satisfaction value are SAT1 and SAT3. For the observed variable SAT2, the average satisfaction value is 3,771 (**Appendices 4**). This shows that customers are completely satisfied with the quality of logistics services of Hossack Vietnam Co., Ltd.

## 6. RESEARCH RESULTS

### 6.1. VERIFY THE RELIABILITY OF THE SCALE

Evaluate the reliability of the scale to eliminate inappropriate variables and avoid interference during the analysis. Cronbach's Alpha coefficient and variable-total correlation coefficient as presented in the Research methodology section.

When the measured variable satisfies the above conditions, it will be retained to include in the factor analysis to discover EFA. On the contrary, any measurable variable that does not satisfy one of the above conditions will be excluded from the model.

**Table 3** *The results verify the reliability of the scale*

No.	Scale	Encode	N of Items	Cronbach's Alpha	Smallest Corrected Item-Total Correlation
1	Reliability	REL	5	.886	.657
2	Timeliness	TIME	4	.884	.701
3	Price	PRI	3	.860	.755
4	Operational performance	OPE	6	.925	.757
5	Information Quality	INF	4	.858	.641
6	Satisfaction	SAT	3	.807	.616

Source: The Author





1	8.501	38.639	38.639	8.501	38.639	38.639	4.450	20.229	20.229
2	3.040	13.816	52.455	3.040	13.816	52.455	3.459	15.725	35.953
3	1.843	8.378	60.833	1.843	8.378	60.833	3.083	14.014	49.967
4	1.565	7.115	67.948	1.565	7.115	67.948	2.899	13.176	63.144
5	1.297	5.894	73.841	1.297	5.894	73.841	2.353	10.698	73.841
6	.743	3.378	77.219						
7	.647	2.941	80.160						
8	.569	2.584	82.744						
9	.478	2.173	84.917						
10	.472	2.144	87.061						
11	.409	1.858	88.920						
12	.358	1.628	90.547						
13	.326	1.480	92.027						
14	.296	1.347	93.374						
15	.268	1.216	94.590						
16	.252	1.147	95.737						
17	.205	.933	96.670						
18	.187	.851	97.521						
19	.184	.838	98.359						
20	.154	.702	99.062						
21	.127	.579	99.640						
22	.079	.360	100.000						

Extraction Method: Principal Component Analysis.

From the **Table 6** show Factor Loading all variables  $> 0.7$ , that means the optimal level and the observed variables have good statistical significance.

**Table 6 Rotated Component Matrix**

	Component				
	1	2	3	4	5
REL1		.754			
REL2		.727			
REL3		.783			
REL4		.839			
REL5		.755			
TIME1			.760		
TIME2			.858		
TIME3			.807		
TIME4			.826		
PRI1					.857
PRI2					.852
PRI3					.729
OPE1	.804				
OPE2	.805				
OPE3	.821				
OPE4	.825				
OPE5	.804				

OPE6	.771	
INF1		.756
INF2		.688
INF3		.801
INF4		.803

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Source: The Author,2021

### 6.3. CORRELATION ANALYSIS

The purpose of running Pearson correlation is to test the strict linear correlation between the dependent variable and the independent variables because the condition for regression is to be correlated first. Also, it is necessary to identify the multicollinearity problem when the independent variables are also strongly correlated. There are suspicions based on the correlation Significant value between the independent variables less than 0.05 and the Pearson correlation value greater than 0.4.

Through the results of Pearson correlation analysis, the value of Sig. of the independent variables with the dependent variables is  $<0.05$  (**Appendix 4**), which shows that the correlation between the independent variables and the dependent variables is correlated. Therefore, these research variables will be included in regression analysis. Pearson values of the independent variable and the dependent variable are both  $> 0.5$  ( $>0.4$ ), so all the independent variables are strongly correlated with the dependent variable.

### 6.4. RESULTS OF LINEAR REGRESSION ANALYSIS

The multi-variable regression analysis model aims to determine the important role of each factor in assessing the relationship between the dependent variable and the independent variable. To evaluate the suitability of the model, the researchers use the coefficient of determination  $R^2$  (R-Square), which is proved to be a function that does not decrease according to the number of independent variables included in the model. adjusted  $R^2$  was used to closely reflect the suitability of the multivariate linear model because it did not depend on  $R^2$ , The F-test used in the analysis of variance is a hypothesis test of the suitability of the overall linear regression model to consider the dependent variable that is linearly related to all independent variables. Also, to check the phenomenon of multicollinearity by VIF (Variance Inflation Factor,  $VIF < 3$ ). The higher the standardized Beta coefficient of a variable, the greater its impact on satisfaction.

**Table 7 ANOVA**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.034	5	4.207	38.072	.000 <sup>b</sup>
	Residual	14.586	132	.110		
	Total	35.620	137			

a. Dependent Variable: SAT

b. Predictors: (Constant), INF, PRI, TIME, REL, OPE

Source: The Author,2021

The sig value of the F-test is 0.000 <0.05 (**Table 7**). Thus, the built-in linear regression model is consistent with the overall determination coefficient R<sup>2</sup> and Adjusted R Square respectively 0.591 and 0.575. (**Table 8**) shows that 57.5% variation of the level of customer satisfaction on the quality of delivery service of Hossack Co., Ltd is explained by linear relationship of 5 independent variables, affecting 57.5% of the change of the dependent variable, the remaining 42.5% are due to the out-of-model variables and random error. VIF coefficients of all variables have a value <3, see (**Table 9**), which proves that the multicollinearity phenomenon does not occur (Trong and Ngoc, 2008). The value of Durbin-Watson is 1.844, k=5, n=138 (**Table 8**), du=1.665, dl=1.802 , 1.802<1.884<2.116 (**Table 8**), thus there is no first order series correlation in the model.

**Table 8 Model Summary<sup>b</sup>**

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics F	Change	df1	df2	Sig. F Change	Durbin-Watson
1	.768 <sup>a</sup>	.591	.33241	.591	38.072	5	132	.000	1.844

a. Predictors: (Constant), INF, PRI, TIME, REL, OPE

b. Dependent Variable: SAT

Source: The Author,2021

From the **Table 9**, the regression results show that the Reliability variable is statistically significant (Sig. <0.05) and 0.290 carry a (+) sign has a positive relationship to the dependent variable (Satisfaction), means that the variable makes sense in the model. This is completely consistent with the previous theory and studies (**Appendices 1**). Similar to the Reliability, the

Timeliness, Price, Operational Performance variables are statistically significant (Sig. <0.05) and (0.222;0.160; 0.112) carry a (+) sign has a relationship a positive relation to the dependent variable (Satisfaction), means that the variable makes sense in the model. This is completely consistent with the previous theory and research (**Appendices 1**). Whereas the Information Quality variable is statistically significant which is greater than 0.05 (0.127),so that independent variable should be eliminated.

*Table 9 The results of Linear Regression Model*

Factor	Unstandardized		Standardized			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	.542	.248		2.187	.031		
REL	.290	.064	.318	4.512	.000	.624	1.602
TIME	.160	.052	.204	3.061	.003	.702	1.425
PRI	.222	.052	.289	4.281	.000	.681	1.468
OPE	.112	.054	.146	2.067	.041	.620	1.614
INF	.084	.055	.108	1.536	.127	.626	1.597

Source: The results of Data, 2021

Thus, the non-standardized linear regression equation takes the form:

$$\text{SAT} = 0.542 + 0.290 * \text{REL} + 0.222 * \text{PRI} + 0.160 * \text{TIME} + 0.112 * \text{OPE}$$

Thus, the linear regression model built according to the above equation is consistent with the regression assumptions.

## **7. DEVELOP A PROJECT TO IMPROVE CUSTOMER SATISFACTION.**

### **7.1. STRENGTHS AND WEAKNESSES OF THE HOSSACK VIETNAM CO., LTD.**

#### **7.1.1. STRENGTHS**

The Board of Directors has extensive experience in the industry, an assertive management ability, flexible and broad relationships. They facilitate the company to access the market more easily and facilitating the development of each employee. The company also has a staff of young, dynamic, enthusiastic, qualified, professionally experienced and capable of doing the work of other departments, creating flexibility in the operation process. Everyone in the company is always sociable, respectful and helps each other to create an effective working environment.

Hossack Vietnam Co., Ltd., although not having a foothold in the import-export market, it is a well-known company in manufacturing components and equipment. A strong and reputable brand name in the eyes of customers, so this is a great advantage for Hossack Vietnam Co., Ltd. The Company has familiar customers such as Friwo Gereteabau GMBH Limited, Radio Systems Cooperation, Option Power Limited. These companies have been with Hossack Vietnam Co., Ltd since the first time of establishment, they always have confidence and trust. These are also customers who have contributed to the success of the Company today.

Hossack Vietnam Co., Ltd is run by a very young but experienced director who has a great passion for developing the company not only in the service sector but also in the commercial sector. With this management capacity, the working atmosphere of the whole company is very dynamic and professional, so the efficiency of the job is much higher. Also, the regular interest in employees' thoughts and wishes is the driving force that makes them work hard for the company.

#### **7.1.2. WEAKNESSES**

Despite 13 years of establishment, the Company has not been able to be stable in the market like large competitive companies such as Sotrans, Vinatrans, Vinalink, etc. Hossack Vietnam Co., Ltd. has a small scale, low business registration capital, and relatively small number of staff, simple organizational structure. The company manager is enthusiastic, attached to the logistics, the number of freights is too few compared to other forwarders. Therefore, the company's financial capacity is somewhat limited, so serving customers is somewhat difficult: for example, the company now has to hire container towers from some other shipping

companies such as Company Thành, Kim Long Vũ, etc, makes the cost of making goods increase.

The company's main customers are Friwo Gereteabau GMBH Limited, Radio Systems Cooperation, and Option Power Limited, etc, the majority of the customers are in Europe, the company has not yet had customers in Asia and other surrounding areas. In addition, the company's marketing has not yet achieved high efficiency, the number of new customers, and the amount of delivery are small. Due to the number of customers of the company is not many, most of them are small-scale customers, so the value of import and export goods is not high.

## **7.2. SOME SOLUTIONS TO IMPROVE CUSTOMER SATISFACTION WITH THE QUALITY OF DELIVERY SERVICE OF HOSSACK VIETNAM**

### **7.2.1. RELIABILITY**

In order to create stability and enhance reputation in its business operations, avoid market fluctuations, and maintaining the existing market, the company must find appropriate measures for customers to become more reliable with the quality of the company's logistics service. If the services will not be performed following the agreement, the company will lose important customers. Therefore, to satisfy customers' desire, the company has to provide the right service as introduced, the company has to focus on the following solutions:

For shipping lines: it is necessary to urge and request the shipping line's working division to make the accurate schedules, to avoid delay in delivery. If there are errors in the process of making the appointment, the shipping company should take full responsibility.

- For employees in the company: it is necessary to conduct professional and professional training, so that employees can do the work in detail without making mistakes and making customers complain. Delivery of goods according to the correct process, and time have been implemented in the contract, if necessary, rearrange human resources to suit the work.
- Satisfactory handling of arising problems/customer complaints.
- Department leaders and QA (Quality Assurance Department) should control to strictly implement ISO regulations to achieve the quality standard
- Immediate response when a nonconformity occurs: when a nonconformity occurs, the Head of the department, the relevant departments, and staff should immediately take action on the specific handling of the nonconformity. As follows:

- If the document is not relevant, they must:
  - Edit or repeat new vouchers after verifying the conformity.
  - If incorrect documents have been sent, you must contact the shipping agent for correction.
- If the mismatch comes from the asynchronous coordination among departments, it is necessary to meet the related departments to solve and fix them together.
- If the nonconformity arises from the supplier, the employee responsible for the purchase should:
  - Complaint
  - Claim (if necessary)
  - Report to the department head.
- If the nonconformity is discovered by the professional staff and can be actively rectified within their authority, corrective action should be taken immediately.
- For small problems and complaints of customers, the head of the department or an authorized person is responsible for handling and resolving completely as soon as the information of subordinates is received.
- After identifying the group of causes of the hidden nonconformity, the head of the department, relevant departments and employees must immediately take corrective and preventive actions accordingly to eliminate the cause of nonconformity to prevent recurrence, fulfilling the goal of reducing customer complaints and making regular improvements. As follows:
  - Perform training or retraining for employees to master the business process.
  - Rearranging human resources, adding, replacing, and transferring staff to suit the job.
  - Carry out corrective and preventive actions depending on the specific cause.

Conducting staff training is the importance of resolving customer complaints. The problems that arise are inevitable in the day-to-day operations of the company, the problem is how they are solved. If the problem causes customers to complain about the company, the department responsible for the problem must deal seriously, not neglecting or avoiding the responsibility. If the problem is serious, it is necessary to immediately report it to the senior departments to promptly resolve it to avoid the customer waiting and losing trust in the company.

Resolve customer complaints in an effective process as follows:

#### Step 1: Acknowledge the problem



### Step 2: Offer a solution

### Step 3: Apply solutions and track implementation

The final step in the chain of handling complaints, after the company has come up with a resolution, it should implement those solutions and track the results of its implementation. The company needs to ensure that the problem is being handled in the best way and gives the customer certain benefits, It may be replacement, or even a 100% refund, but a company must provide customers with a 100% value over the threshold for them to feel satisfied. On the other hand, with the implementation process, the company needs to determine which complaints should be given more priority because there are problems, although very simple, but greatly affect many other related issues of the customer. When a company can solve problems quickly, customers can get what they want and feel satisfied with it. and make them continue to do business with you in the future. According to many studies, customers always appreciate a company that keeps its promises and solves problems quickly.

#### **7.2.2. TIMELINESS**

Attention should be paid to the recruitment and selection phase of the company, so it is advisable to recruit more staff with solid professional qualifications and specialized knowledge to improve the professionalism of delivery.

Improve each employee's level further with short-term professional courses to improve their professional skills as well as foreign language skills while creating conditions for employees to have a better working environment, and to stick with the company for a longer time. Employees need to actively learn to improve their professionalism. In addition, to be careful and accurate in making and storing documents, employees must always update their new knowledge and information about delivery, must quickly grasp the change of commercial laws about import and export, price, and tax policies from time to time to perform better at work.

Develop a clear and specific reward regime, set up a leaderboard and specific rewards for each department to operate effectively, and encouraging the active working spirit of employees.

#### **7.2.3. PRICE**

Companies have to pay attention to this factor because the pricing depends on the company's strategy, between the price and quality of service are often correlated.

However, from the perspective of service buyers who share their opinions with the company, customer psychology often thinks that the price is a bit high. The motives of the company and the customer that led to the signing of the sales contract were opposite. The company wants to sell at the highest possible price, the customer wants to buy at the lowest possible price, so there is a high deviation in the price factor. Therefore, the company should lower the price to narrow the deviation of this factor.

#### **7.2.4. OPERATIONAL PERFORMANCE**

To satisfy customers' satisfaction, the Operational Performance of the company should have the following solutions:

Always ensure the safety of goods: can be done through Selecting qualified staff to meet the requirements and duties, selecting vehicles, equipment, and support tools for the transportation process. Planning of reconnaissance of loading places routes that vehicles must go through. To always ensure customers' goods are guaranteed. In the process of loading and unloading, there must be forces to protect the remote scene and unloading locations, ready to respond and resolve all incidents.

Make accurate records and vouchers for customers: Strictly comply with regulations on the deadline for delivering documents to customers according to ISO, whereby the voucher must be faxed or sent by email to the customer within 4 working hours after receiving the details. 100% of the bill must be signed, certified, and checked by a guarantee staff, and delivered to the customer on time as prescribed and committed

Strengthening leadership's role in quality management: the company's leadership is concerned with delivering quality freight forwarding services. Company management is aware that today`s leading competitive factor of any product or service is their quality.

In 2020, the Board of Directors of the Company launched new campaign "Safety is the mission of the Company" to give employees, especially those directly involved in the transportation of goods, the opportunity to master implementation processes, rules, regulations, operational procedures. Increase the fleet of vehicles to increase the speed of delivery, avoid passive cases of transport, and save a lot of costs when having to outsource while being able to control the last stage of delivery. The loading and unloading process must have forces to protect the remote scene and unloading locations, ready to respond and resolve any incident.

### 7.2.5. INFORMATION QUALITY

To enhance the disclosure element of specific customer care policies, the company needs to regularly upgrade the Website because this is the easiest way for customers to access information about the company to create a good first impression. Currently, the company's website has only one language, Vietnamese, which cannot assure professionalism in the working style of the company. The best way is that the company website should use both English and Vietnamese languages for easy access to both domestic and foreign customers.

Enhance the website to add more useful information for customers and partners. The website should be improved to be more attractive, clear, and professional to be impressed with customers about the company's brand. The company should apply and use software to arrange, update, filter freight rates for customers, set competitive prices, and classify the quality of services from different shipping lines.

Consulting and helping customers when they have problems or difficulties. Creating a close relationship with customers through visiting, caring, and sharing when customers have difficulty or have fun. This is the most effective way of advertising because it can be unique.

## 8. SUBMIT THE PROJECT TO COST, TIME AND RISK ANALYSIS.

### 8.1. COST ANALYSIS

According to the policy of the Party and State, Vietnam has implemented an open economy since 1996. Since then, the trade of foreign trade has been increasingly developed, the demand for freight forwarding services for import and export goods has increased. Therefore, more and more shipping lines, forwarding service companies were born. This prompts companies to improve service quality and lower rates to get customers to exist in the currently fiercely competitive service market.

However, according to the general assessment of import-export enterprises in the current market, the freight forwarding and forwarding of import-export goods in Vietnam are still quite high (*Table 10*)

*Table 10 Price list for delivery services of some typical routes*

Route	USD/cont.20'	USD/CBM	Delivery time
VN- Japan	600	60	6 days
VN- Belgium	1250	75	20 days
VN- France	1600	82	22 days

(Source: Sales Department Statistics)

Currently, the import-export enterprises mainly export under commercial terms CIF, import on FOB, this does not mean that in the past, present, and the future, Vietnamese enterprises in general and Ho Chi Minh City still keeping these business conditions, but had to be replaced by other commercial conditions. This shows that the high service charges will make it difficult for import-export businesses to set competitive selling prices. Therefore, forwarding businesses need solutions to improve service quality, lower service prices, contribute to creating favorable conditions for import-export enterprises to have an advantage in winning the right to rent means of transport.

Hossack Vietnam Co., Ltd. applies a separate quotation policy for each client company based on each different product. However, according to the general market level, the Company set prices as follows:

*Table 11 Price list for Import and Export goods*

TYPE	BY SEA		AIRLINE
	LCL	Container goods (FCL)	
<b>SERVICE PRICES</b>	1,6 million/Cont	Cont 20': 2 million/ Cont Cont 40': 2,5 million/ Cont	1,4 million / lot

(Source: Business Planning Department)

The company has set a clear pricing policy for each service process in import and export on service prices, loading and unloading prices by commodity groups, goods tallying and forwarding prices, warehouse rental rates, service charges, and container handling services.

*Table 12 Quotation of freight forwarding services in the HCMC area.*

SERVICE PACK	AREA	UNIT PRICE (VND)	DESCRIBE
<b>Savings 1</b>	Urban	<b>10.000</b>	Goods, parcels are delivered within 2-3 days after receiving the request from the customer.
	Suburban	<b>20.000</b>	
	District	<b>25.000</b>	
<b>Savings 2</b>	Urban	<b>15.000</b>	Goods, parcels are delivered the next day.
	Suburban	<b>25.000</b>	
	District	<b>30.000</b>	
<b>Delivered within the day</b>	Urban	<b>20.000</b>	- Before 12am: Goods, parcels are delivered within the day. - After 12am: Goods, parcels were delivered in the morning of the next day.
	Suburban	<b>30.000</b>	
	District	<b>35.000</b>	

<b>Fast</b>	Urban	<b>25.000</b>	Delivery in 4 hours after receiving customer's request.
<b>Exactly</b>	Urban	<b>35.000</b>	Delivery by appointment exactly 45 minutes or urgent delivery in about 2-3 hours.

Source: Sales Department

**Note:**

1. The above service price does not include 10% VAT.

2. Scope of area:

- Urban area: District 1, 2, 3, 4, 5, 6, 7, 10, 11, Phu Nhuan, Go Vap, Binh Thanh, Tan Binh, Tan Phu.
- Suburban area: District 8, 9, 12, Thu Duc, Binh Tan.
- District area: - Hoc Mon: Ba Diem and Trung Chanh communes.  
- Nha Be Nha Be Town, Phuoc Kien Commune.  
- Binh Chanh: Binh Hung commune.

The above price list applies only to packages of  $\leq 3\text{kg}$ . If you exceed the weight, the fee will be charged as follows:

*Table 13 Charged by weight*

<b>Weight (Kg)</b>	<b>Number of charges</b>
<b><math>\leq 3\text{kg}</math></b>	<b>1</b>
<b>3 – 6 kg</b>	<b>2</b>
<b>6 – 10 kg</b>	<b>3</b>
<b>10 – 15 kg</b>	<b>4</b>

Source: Sales Department

Through the price declaration, customers can find that the price offered by the company is lower than that of other competitors because the company wants to retain and create a trust for customers for longer-term cooperation.

The company have a specific price policy for familiar and long-term customers, customers with a high volume of shipments are entitled to the company's price promotion services.

## 8.2. TIME ANALYSIS

One of the tools for project management is the critical path method (CPM). It was accepted as a practice whereby it helps to sequence different activities or schedule the same as per the duration of a project. When a project has a deadline and several tasks are lined up, it helps to define the path and project timeline for the same. When a task is delayed it often leads to the entire project being delayed. Some projects can have multiple paths while some can have only a single critical path that needs to be identified. Also known as critical path analysis, it is a technique of project management that is done step by step to identify activities that would help the project to be completed on time. This takes on a certain approach to scheduling by defining certain tasks for the project. These are then displayed in the form of flow charts and help calculating project duration as per the estimated duration for every task to be completed. Tasks are identified to be critical as per time and concerning project completion.

*Table 14 Activities supporting development Hossack's Company*

<b>Name of activity</b>	<b>Description of activity</b>	<b>Immediate predecessor</b>	<b>Completion time (weeks)</b>
A	Offer the schedule of charter ships, the correct transit time as confirmed, avoid delays.	-	2
B	Implement training for employees to master the professional process, distributing documentation to departments.	A	3
C	Put in place strict regulations that force employees to comply with ISO regulations.	A	5
D	Recruitment, select the company's input, should recruit more staff with solid professional qualifications and specialized knowledge to improve the professionalism of customs declaration and delivery.	B	2
E	Open short-term professional courses to improve professional skills and foreign language skills.	C	4
F	Open the professional course to update knowledge, new information on forwarding, to quickly grasp the changes in commercial laws on import and export, or price and tax policies from time to time.	D, E	1
G	Recruit field staff training to monitor and inspect, avoid a shortage of field staff to perform service for flows that require competitive service prices.	F	3
H	The company should apply and use the software to arrange, update and filter rates for customers.	G	2
I	Planning to reconnaissance of loading places, routes that vehicles must pass to always ensure customers' goods are guaranteed, no loss or loss.	H	5
J	Introduce the Company's brand as information quality on import-export magazines, websites, focus on introducing new and key services of the Company to create a competitive advantage for service segments specifically.	I	4
K	Conduct to survey the price of competition Company.	J	1

L	In the process of loading and unloading, add more forces to protect the remote realm and unloading locations, ready to respond and resolve any incident.	K	3
M	Develop a clear and specific reward regime, set up a leaderboard, and have specific rewards for each month for the departments to operate effectively, encouraging the active working spirit of employees.	L	2
N	Boasting the website, bilingual English-Vietnamese, at the same time showing more commercial brokerage services for potential customers to recognize and use this service if needed, such as additional inquiry, customer consultation Online goods, detailed introduction to familiar and reputable customers of the company, difficult to handle shipments that the company has professionally handled the freight forwarding stage for customers.	M	4
O	Hire employees who understand the importance of the branding process.	N	3
P	The Internet and Email systems need to be improved to ensure good 24/24 operation, minimizing the information interruption, adversely affecting the handling of goods.	O	2

Source: Author

**Table 14** include all activities and schedules for completing activities. To get the exact start and end time of each activity, we have to rely on the following **Table 15**:



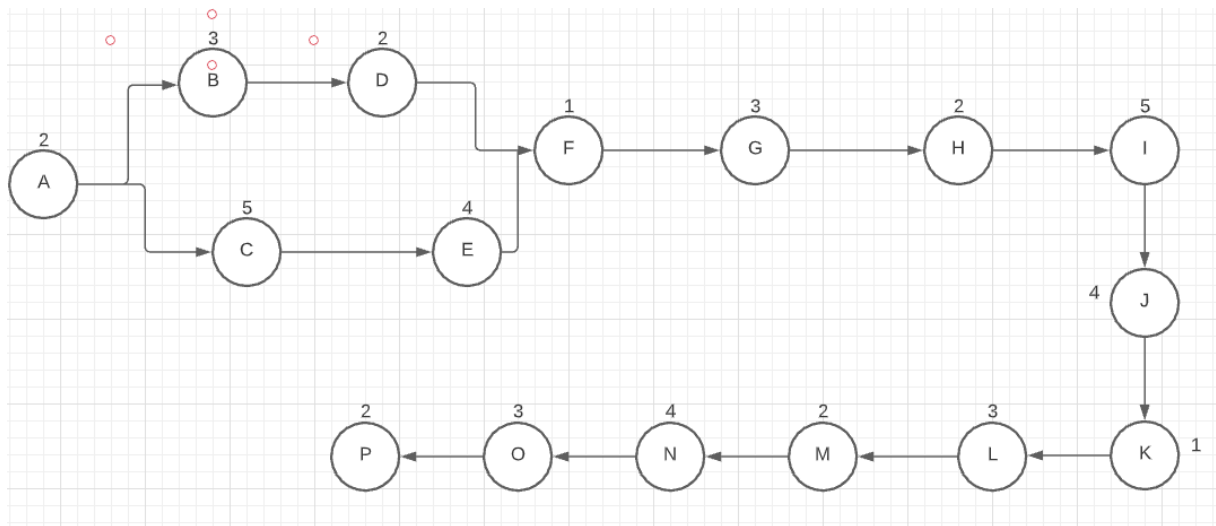
*Table 15 Time Possibilities For The Project (In Weeks)*

Activity	Activity time	Early Start	Early Finish	Late Start	Late Finish	Slack
Project	41					
A	2	0	2	0	2	0
B	3	2	5	6	9	4
C	5	2	7	2	7	0
D	2	5	7	9	11	4
E	4	7	11	7	11	0
F	1	11	12	11	12	0
G	3	12	15	12	15	0
H	2	15	17	15	17	0
I	5	17	22	17	22	0
J	4	22	26	22	26	0
K	1	26	27	26	27	0
L	3	27	30	27	30	0
M	2	30	32	30	32	0
N	4	32	36	32	36	0
O	3	36	39	36	39	0
P	2	39	41	39	41	0

Source: Author

Based on *Table 15* depicts the possibilities of time duration regarding the execution of the project. Results generated by POP-QM software shows that, optimistic duration for the project is 41 weeks while activity B can delay for four weeks without affecting the entire project duration. For each activity, we have a specific time to start and finish activities as shown on the *Table 15*: Earliest Start, Earliest Finish, Latest Start And Latest Finish of all activities and slacks are also articulated.

The picture *Figure 14* shows the network to connections and interrelationships between activities of the project. It further indicates the time to start and finish of each activity and the expected time duration of the entire project.



*Figure 14 Critical Path Method Graph*

Source: Author

### 8.3. RISK ANALYSIS

Seasonality is an unavoidable feature of forwarding services, this characteristic is influenced by Vietnam's import and export business, so it cannot be avoided, but can only limit the impact of it. To limit the influence of the seasonality, the Company can take measures such as:

Reduce prices during low stock times Apply this method with caution as it may cause a negative reaction from businesses operating in the industry. If other businesses also lower service prices, this measure is no longer effective as expected, on the contrary, it can create unhealthy competition, losing spirit of solidarity and mutual benefit among members in the association.

Provide customers with free services, which can provide advice to customers about new markets, the competitive situation, the appropriate terms to be included in the foreign contract.

### 8.4. PROJECT EVALUATION

Due to the limited research time, the topic only surveyed 175 customers, so the results were not fully representative for all of the customers of Hossack Co., Ltd. Face Other research is done to fulfill 175 customers so the results are representative of a group of customers. The ability to reflect on the topic will make more sense if Research samples were conducted with larger numbers. The study only considers the impact of service quality on the satisfaction of the

customer. There may be many other factors that contribute to the explanation of customers' satisfaction like the factors that create long relationship when using the company's services. This will be another direction for the next research.

The research has not mentioned other factors affecting customer satisfaction about the service quality of the forwarder: Personal Contact Quality, Order Condition, Order Discrepancy Handling, Tangible, Empathy, Responsiveness, etc. These limitations can guide further studies.

## 9. CONCLUSION

The research results have tested 5 factors affecting customer satisfaction with the quality of logistics services of Hossack Co., Ltd (1) Reliability, (2) Timeliness, (3) Price, (4) Operational Performance, (5) Information Quality. In which, “Reliability” has the strongest impact on customer satisfaction ( $\beta = 0.290$ ). This shows that logistics businesses should pay attention to the Reliability strategy so that customers can feel the company is reliable to use the service. The second most powerful impact on customer satisfaction is “Price” ( $\beta = 0.222$ ). Thus, the company should invest in price when setting the selling price of the product to bring satisfaction with the benefits received at the expense of the customer. The third most powerful impact on customer satisfaction is “Timeliness” ( $\beta = 0.160$ ). In the logistics business, the time to transport goods plays a very important role, it affects product quality during transportation. Therefore, Logistics service enterprises need to ensure on-time delivery partners to increase professionalism in delivery. The fourth strongest impact on customer satisfaction is “Operational Performance” ( $\beta = 0,112$ ). And the final impact on customer satisfaction is “Information Quality” ( $\beta = 0.084$ ). Providing quality information on service websites can build a reputation and brand. Designing a website that provides detailed, easy-to-see, and attractive information contributes to increasing business efficiency, increasing confidence in the company's truth.

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**LIST OF ABBREVIATIONS**

<i>EFA</i>	Exploratory Factor Analysis
<i>Co., Ltd</i>	Company Limited
<i>ISO</i>	The International Organization for Standardization
<i>LSQ</i>	Logistics Services Quality
<i>RATER</i>	Reliability, Assurance, Tangibles, Empathy and Responsiveness
<i>CFA</i>	Confirmatory factor analysis
<i>VIF</i>	Variance Inflation Factor
<i>Sig.</i>	Significant
<i>R<sup>2</sup></i>	R-Square
<i>REL</i>	Reliability
<i>TIME</i>	Timeliness
<i>PRI</i>	Price
<i>OPE</i>	Operational Performance
<i>INF</i>	Information Quality
<i>HCMC</i>	Ho Chi Minh City
FAME	Faculty of Management and Economics
CPM	Critical Path Method



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**APPENDICES**

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<b>APPENDICES IV</b>	ANALYSIS RESULTS

**APPENDICES I**

**THE SCALE**

<b>FACTOR</b>	<b>ITEMS</b>	<b>SOURCE</b>
<b>RELIABILITY</b>		
REL1	The company's services are performed according to the agreed contract	Parasuraman et al. (1988)
REL2	Satisfactory handling of arising problems/customer complaints	Parasuraman et al. (1988)
REL3	The company's service execution speed is fast	Parasuraman et al. (1988)
REL4	The company always provides a reliable service (complying with commitments and delivering and receiving goods on schedule)	Parasuraman et al. (1988)
REL5	Do not make mistakes when performing the service	Parasuraman et al. (1988)
<b>TIMELINESS</b>		
TIME1	The time between placing requisition and receiving delivery is short	Mentzer et al. (2001)
TIME2	Deliveries arrive on the date promised	Mentzer et al. (2001)
TIME3	The amount of time a requisition is on back-order is short	Mentzer et al. (2001)
TIME4	Fast and guaranteed service time	
<b>PRICE</b>		
PRI1	The company's commodity prices are clearly stated	Zeithaml and Bitner (2000)
PRI2	The price is competitive with the competition	Zeithaml and Bitner (2000)
PRI3	The company has many suitable prices for customers to choose	Zeithaml and Bitner (2000)
<b>OPERATIONAL PERFORMANCE</b>		
OPE1	Order received from logistics services is undamaged	Mentzer et al. (2001)
OPE2	Order damage rarely occurs as a result of the transport mode	Mentzer et al. (2001)
OPE3	Order damage rarely occurs as a result of the transport carrier handling	Mentzer et al. (2001)
OPE4	Meets promised deadlines	Katrina Savitskie. (2003)
OPE5	Security in delivery (intact and without loss or damage)	Katrina Savitskie. (2003)
OPE6	Delivers accurate orders (i.e., items ordered arrive, not unordered items)	Katrina Savitskie. (2003)
<b>INFORMATION QUALITY</b>		
INF1	Operational information is sharing effectively with customers	Glenn and Savitskie (2007)
INF2	Services have an adequate ability to share both standardized and customized information externally with customers	Glenn and Savitskie (2007)
INF3	Catalog information is available	Mentzer et al. (2001)
INF4	Catalog information is adequate	Mentzer et al. (2001)
<b>SATISFACTION</b>		
SAT1	What is your general impression of the logistics service provider? (1 = "terrible", 5 = "excellent")	Mentzer et al. (2001)
SAT2	Which words does best describe your feelings toward logistics service providers? (1 = "very dissatisfied," 5 = "very satisfied")	Mentzer et al. (2001)
SAT3	How satisfied are you with logistics service provider? (1 = "very dissatisfied," 5 = "very satisfied")	Mentzer et al. (2001)

## APPENDICES II

## QUESTIONNAIRE

Dear Sir/Madam!

My name is **Nguyen Thi Huyen My**, a Marketing and Management student, Faculty of Management and Economics, Tomas Bata University in Zlin. Currently, I am implementing the topic of graduation, researching "*Customer Satisfaction Towards Service Quality Delivery Of Hossack Vietnam Company Limited*". Please take a moment to contribute to the questionnaire below.

Your help is significant to HOSSACK VIETNAM CO., LTD has a strategy to develop its better service quality in the future.

All information is for research purposes only and is kept confidential.

Please choose the corresponding score box that you want to evaluate.

Satisfaction	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Scale	①	②	③	④	⑤

For example: If you think that the question "*The company's services are performed according to the agreed contract*" **strongly agree**, then you choose in the box number from ① to ⑤

A. PERSONAL CONTACT QUALITY		
1	Contact employees make an effort to understand my situation	①②③④⑤
2	Contact employees can resolve product/service problems	①②③④⑤
3	The service knowledge/experience of contact employees is sufficient.	①②③④⑤
4	Employees are always ready to respond to customer requests quickly and on time	①②③④⑤
5	The attitude of the staff is gentle in response to customer requests	①②③④⑤
B. TIMELINESS		
1	The time between placing requisition and receiving the delivery is short	①②③④⑤
2	Deliveries arrive on the date promised	①②③④⑤
3	The amount of time a requisition is on back-order is short	①②③④⑤
4	Fast and guaranteed service time	①②③④⑤
C. ORDER DISCREPANCY HANDLING		
1	Correction of delivered quality discrepancies is satisfactory	①②③④⑤
2	The process of reporting of discrepancy process is adequate	①②③④⑤
3	The response to order discrepancies is satisfactory	①②③④⑤
D. OPERATIONAL PERFORMANCE		
1	Order received from logistics services is undamaged	①②③④⑤
2	Order damage rarely occurs as a result of the transport mode	①②③④⑤
3	Order damage rarely occurs as a result of the transport carrier handling	①②③④⑤
4	Meets promised deadlines	①②③④⑤
5	Security in delivery (intact and without loss or damage)	①②③④⑤
6	Delivers accurate orders (i.e., items ordered arrive, not unordered items)	①②③④⑤
E. INFORMATION QUALITY		

1	Operational information is sharing effectively with customers	①②③④⑤
2	Services have an adequate ability to share both standardized and customized information externally with customers	①②③④⑤
3	Catalog information is available	①②③④⑤
4	Catalog information is adequate	①②③④⑤
<b>F. SATISFACTION</b>		
1	What is your general impression of the logistics service provider? (1 = "terrible", 5 = "excellent")	①②③④⑤
2	Which words does best describe your feelings toward logistics service provider? (1 = "very dissatisfied," 5 = "very satisfied")	①②③④⑤
3	How satisfied are you with logistics service provider? (1 = "very dissatisfied," 5 = "very satisfied")	①②③④⑤

**PERSONAL INFORMATION**

Full name: .....

Gender: ① Male      ② Female

Age:

- ① <25
- ② 25-27
- ③ 28-35
- ④ >35

Position

- ① Director.
- ② Officer.
- ③ Manager.
- ④ Other.

Type of Company

- ① Joint Stock Company
- ② Private Company
- ③ Limited Liability Company
- ④ Affiliate
- ⑤ Other

Size of Company:

- ① <200      ② >200

Phone: ..... Email: .....

Thank you very much for your help.

I wish you and your family good health and success in life!

## APPENDICES III RESULTS STATISTICS DESCRIPTION FORM

### 3.1 Descriptive statistics of the Gender

#### Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	56	40.6	40.6	40.6
	Male	82	59.4	59.4	100.0
	Total	138	100.0	100.0	

### 3.2 Descriptive statistics of the Age

#### Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<25	8	5.8	5.8	5.8
	25-27	33	23.9	23.9	29.7
	28-35	68	49.3	49.3	79.0
	>35	29	21.0	21.0	100.0
	Total	138	100.0	100.0	

### 3.3 Descriptive statistics of the Position

#### Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Director	4	2.9	2.9	2.9
	Officer	60	43.5	43.5	46.4
	Manager	51	37.0	37.0	83.3
	Other	23	16.7	16.7	100.0
	Total	138	100.0	100.0	

### 3.4 Descriptive statistics of Type of Business

#### Type of Business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Joint Stock Company	27	19.6	19.6	19.6
	Private Company	26	18.8	18.8	38.4
	Limited Liability Company	57	41.3	41.3	79.7
	Affiliate	19	13.8	13.8	93.5
	Others	9	6.5	6.5	100.0
	Total	138	100.0	100.0	

### 3.5 Descriptive statistics of the Size of the Company

#### Size of Company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	>200	51	37.0	37.0	37.0
	<200	87	63.0	63.0	100.0
	Total	138	100.0	100.0	

## APPENDICES IV ANALYSIS RESULTS

### 4.1 Testing The Reliability Of The Scale

#### 4.1.1. Reliability

##### Reliability Statistics

Cronbach's

Alpha	N of Items
.886	5

.886

5

##### Item Statistics

	Mean	Std. Deviation	N
REL1	4.0435	.67131	138
REL2	4.0435	.69271	138
REL3	3.9783	.70935	138
REL4	4.0217	.60974	138
REL5	4.0145	.68333	138

##### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
REL1	16.0580	5.223	.693	.868
REL2	16.0580	5.237	.657	.877
REL3	16.1232	4.941	.747	.856
REL4	16.0797	5.242	.783	.850
REL5	16.0870	5.029	.752	.855

#### 4.1.2. Timeliness

##### Reliability Statistics

Cronbach's

Alpha	N of Items
.884	4

.884

4

##### Item Statistics

	Mean	Std. Deviation	N
TIME1	4.0507	.72819	138
TIME2	4.0145	.75441	138
TIME3	4.0797	.71544	138
TIME4	3.9638	.80518	138



**Item-Total Statistics**

	Scale Mean if Item Deleted	if Scale Variance if Item Deleted	Corrected Total Item- Correlation	Cronbach's Alpha if Item Deleted
TIME1	12.0580	4.011	.744	.853
TIME2	12.0942	3.765	.812	.826
TIME3	12.0290	4.058	.743	.854
TIME4	12.1449	3.847	.701	.872

**4.1.3. Price****Reliability Statistics**

Cronbach's

Alpha N of Items

.860 3

**Item Statistics**

	Mean	Std. Deviation	N
PRI1	3.6884	.74286	138
PRI2	3.6957	.75075	138
PRI3	3.7464	.75514	138

**Item-Total Statistics**

	Scale Mean if Item Deleted	if Scale Variance if Item Deleted	Corrected Total Item- Correlation	Cronbach's Alpha if Item Deleted
PRI1	7.4420	1.869	.755	.787
PRI2	7.4348	1.824	.772	.770
PRI3	7.3841	1.946	.682	.854

**4.1.4. Operational performance****Reliability Statistics**

Cronbach's

Alpha N of Items

.925 6

**Item Statistics**

	Mean	Std. Deviation	N
OPE1	3.6667	.77679	138
OPE2	3.6087	.78707	138
OPE3	3.7174	.81937	138
OPE4	3.5435	.76530	138
OPE5	3.7101	.73696	138
OPE6	3.7536	.79974	138

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Total Correlation	Item- Cronbach's Alpha if Deleted
OPE1	18.3333	11.246	.791	.910
OPE2	18.3913	11.335	.758	.914
OPE3	18.2826	10.832	.828	.905
OPE4	18.4565	11.462	.757	.914
OPE5	18.2899	11.521	.781	.912
OPE6	18.2464	11.151	.783	.911

**4.1.5. Information Quality**

**Reliability Statistics**

Cronbach's	
Alpha	N of Items
.858	4

**Item Statistics**

	Mean	Std. Deviation	N
INF1	3.9420	.76194	138
INF2	3.9783	.72964	138
INF3	3.9275	.77023	138
INF4	3.9275	.85126	138

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Total Correlation	Item- Cronbach's Alpha if Deleted
INF1	11.8333	4.009	.730	.808
INF2	11.7971	4.338	.641	.844
INF3	11.8478	4.042	.705	.818
INF4	11.8478	3.677	.740	.804

**4.1.6. Satisfaction**

**Reliability Statistics**

Cronbach's	
Alpha	N of Items
.807	3

**Item Statistics**

	Mean	Std. Deviation	N
SAT1	4.0072	.58567	138
SAT2	3.7971	.60605	138
SAT3	3.9638	.60905	138

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Total Variance	Item-Cronbach's Alpha if Item Deleted
SAT1	7.7609	1.205	.616	.775
SAT2	7.9710	1.123	.661	.729
SAT3	7.8043	1.093	.688	.700

**4.2 The Results Factors Analysis**

**4.2.1 EFA Analysis of independent variables**

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.853
Bartlett's Test of Sphericity	Approx. Chi-Square
	df
	Sig.
	2136.789
	231
	.000

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.501	38.639	38.639	8.501	38.639	38.639	4.450	20.229	20.229
2	3.040	13.816	52.455	3.040	13.816	52.455	3.459	15.725	35.953
3	1.843	8.378	60.833	1.843	8.378	60.833	3.083	14.014	49.967
4	1.565	7.115	67.948	1.565	7.115	67.948	2.899	13.176	63.144
5	1.297	5.894	73.841	1.297	5.894	73.841	2.353	10.698	73.841
6	.743	3.378	77.219						
7	.647	2.941	80.160						
8	.569	2.584	82.744						
9	.478	2.173	84.917						
10	.472	2.144	87.061						
11	.409	1.858	88.920						
12	.358	1.628	90.547						
13	.326	1.480	92.027						
14	.296	1.347	93.374						
15	.268	1.216	94.590						
16	.252	1.147	95.737						
17	.205	.933	96.670						
18	.187	.851	97.521						
19	.184	.838	98.359						
20	.154	.702	99.062						
21	.127	.579	99.640						
22	.079	.360	100.000						

Extraction Method: Principal Component Analysis.

**Rotated Component Matrix<sup>a</sup>**

	Component				
	1	2	3	4	5
REL1		.754			
REL2		.727			
REL3		.783			
REL4		.839			
REL5		.755			
TIME1			.760		
TIME2			.858		
TIME3			.807		
TIME4			.826		
PRI1					.857
PRI2					.852
PRI3					.729
OPE1	.804				
OPE2	.805				
OPE3	.821				
OPE4	.825				
OPE5	.804				
OPE6	.771				
INF1				.756	
INF2				.688	
INF3				.801	
INF4				.803	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

**4.2.2. EFA Analysis of the dependent variable (Satisfaction)**

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.706
Bartlett's Test of Sphericity	Approx. Chi-Square	133.845
	df	3
	Sig.	.000

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% Variance	of Cumulative %	Total	% Variance	of Cumulative %
1	2.164	72.142	72.142	2.164	72.142	72.142
2	.472	15.745	87.887			
3	.363	12.113	100.000			

Extraction Method: Principal Component Analysis.

### 4.3 Correlations

**Correlations**

		REL	TIME	PRI	OPE	INF	SAT
REL	Pearson Correlation	1	.501**	.238**	.368**	.502**	.597**
	Sig. (2-tailed)		.000	.005	.000	.000	.000
	N	138	138	138	138	138	138
TIME	Pearson Correlation	.501**	1	.305**	.301**	.389**	.537**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	138	138	138	138	138	138
PRI	Pearson Correlation	.238**	.305**	1	.528**	.382**	.545**
	Sig. (2-tailed)	.005	.000		.000	.000	.000
	N	138	138	138	138	138	138
OPE	Pearson Correlation	.368**	.301**	.528**	1	.470**	.528**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	138	138	138	138	138	138
INF	Pearson Correlation	.502**	.389**	.382**	.470**	1	.526**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	138	138	138	138	138	138
SAT	Pearson Correlation	.597**	.537**	.545**	.528**	.526**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	138	138	138	138	138	138

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

### 4.5 Regression Analysis

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. Change	Durbin-Watson
					R Square Change	F	df1	df2		
1	.768 <sup>a</sup>	.591	.575	.33241	.591	38.072	5	132	.000	1.844

a. Predictors: (Constant), INF, PRI, TIME, REL, OPE

b. Dependent Variable: SAT

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.034	5	4.207	38.072	.000 <sup>b</sup>
	Residual	14.586	132	.110		
	Total	35.620	137			

a. Dependent Variable: SAT

b. Predictors: (Constant), INF, PRI, TIME, REL, OPE

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.542	.248		2.187	.031		
	REL	.290	.064	.318	4.512	.000	.624	1.602
	TIME	.160	.052	.204	3.061	.003	.702	1.425
	PRI	.222	.052	.289	4.281	.000	.681	1.468
	OPE	.112	.054	.146	2.067	.041	.620	1.614
	INF	.084	.055	.108	1.536	.127	.626	1.597

a. Dependent Variable: SAT

**Collinearity Diagnostics<sup>a</sup>**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	REL	TIME	PRI	OPE	INF
1	1	5.924	1.000	.00	.00	.00	.00	.00	.00
	2	.025	15.250	.02	.07	.14	.29	.20	.01
	3	.017	18.824	.02	.01	.18	.37	.20	.31
	4	.013	21.020	.00	.00	.14	.20	.58	.45
	5	.012	22.216	.56	.06	.45	.01	.00	.15
	6	.008	26.751	.40	.85	.09	.13	.02	.09

a. Dependent Variable: SAT