**Factors Affecting Customer Satisfactions in Digital Technology for**

**Express Services in Thailand**

Suwimol Pratomsiripaisan\* and Chulaporn Kobjaiklang2

**Abstract**

 Nowadays, people are more and more shifting their consumption to the Web. In logistics
and freight services, shipping and tracking of shipments, which were earlier done by phone or fax,
are now executed in the Web with specific shipping applications. The object of this thesis is to find
out the factors affecting customer satisfactions in digital technology for Express Services in Thailand. The main goal of this research was to discover factors form a user’s perception of an e-commerce application and their effect in digital technology to meet the customers’ needs. The main objectives of these studies were 1. to find out which factors form a user’s perception of an e-commerce application, 2. to find out how the perception can be influenced by an e-commerce application. 3. to learn and understand the needs of the customer who used the express services in Thailand.

 Analyzing different technology acceptance theories and factors by the connection between technology acceptance factors and usability definition searched, but eventually only loose connections were discovered. The moderating factors that either strengthen or weaken the importance of the determining factors were gender, age, experience of use. The research methodology using quantitative research for collecting the data by questionnaires to 400 respondents who are the customer using Express Services in Thailand. To the lack of finding and time limitation, this research was only studied with the limited respondents.

 The research concluded that the demographic aspect, from 400 of respondents and the researcher found that the majority of the respondents is female for 73.3%, ages range of 31-40 years old for 90.5%, then mostly education level at 89.8% by bachelor’s graduate and most respondents average income per month (in THB) are 15,000 – 35,000 THB at 89.3%. Customer perceptions aspect from 400 of the respondents divided into 4 categories; intention to use, usage behavior and benefits
to use. The researcher found that courier services that the respondents use most is Express Services for 92.3%, the respondents using this services at least once a month for 90.5%, the last time to use Express Services is a week ago for 83.8%, the purpose of using courier services is for business for 92.3%, the reason to choosing online Express Services because Brand or Reputation for 71.3% and online express services that the respondents are using is Kerry Express Services for 77.3%. Customer satisfaction affecting in the digital technology to meet the needs of customer who using express services in Thailand so rejected H3 because of the significant level below 0.05 levels. From this

research result found that most of the respondents in Bangkok aren’t satisfied with the online express services by providing their personal information and debit/credit card number so the result would be rejected.

**Keywords:** Express Services, E-commerce, Digital Technology, Performance, Mobile Application, and Software, Customer Satisfaction.

\*  Master student, Master of Business Management, Major Marketing, Stamford International University

2  Lecturer, Stamford International University

**1. Introduction**

 The consumers increasingly purchase goods and services online; the demand for express delivery services grows. Furthermore, the growth of online retail sales has influenced the logistics industry for the past ten years and the trend is expected to continue at least on a similar level during the next few years. In an e-commerce context, the set-up is completely different as consumers purchase goods online and the e-commerce provider is handling the order fulfillment. The increased popularity of e-commerce is already visible on the streets due to the growing number of delivery vehicles in residential areas. As home deliveries become more and more common, the amount of failed delivery attempts rises. Express delivery companies require consignee’s signature in order to deliver the shipment, and often the consumers are not at home when the delivery attempt occurs. A failed delivery attempt leads to increased delivery costs, as the shipment needs to be re-delivered or even returned to the shipper. (Weltevreden 2008, 639.)

 DHL Express, Kerry Express and FedEx Express are the leading express delivery companies in the world. The changes that are currently re-shaping the whole express delivery industry have been fully recognized by the company. In order to achieve a competitive advantage and even to maintain the existing position as a market leader, the company will need to adjust the last mile of its existing parcel delivery service concept. This thesis is one of the steps that each Express Services in Thailand has decided to take in a process to develop the faster process to meet the needs of customer by using the digital technology such as online website, mobile application to make the faster process with the fastest output for meet the needs of customer by serving the fastened services with the worldwide shipping. Factors affecting customer satisfactions in digital technology for express services in Thailand. The demand of express delivery services for consumers has grown rapidly due to the increased popularity of e-commerce. For example, in J.P. Morgan's (2011, 12) annual guide, Goldman Sachs has predicted that global e-commerce sales will reach $963 billion by 2013, growing at an annual rate of 19.4 %. Express’ services have originally been developed for business customers and it is, therefore, justifiable to assume that not all of the service features are suitable for consumers. The final outcome of the thesis will contain suggestion of desirable actions, which the author has identified during the research process. The actions will be chosen based on the company’s need to serve the consumers better
and thus to meet the expectations of business customers that operate in the e-commerce field.

 The purpose of this thesis is to study the factors affecting customer satisfactions in digital technology for express services in Thailand. A further objective is to identify the factors that really affecting in digital technology to meet the customer needs, The result can be used as information to implement royalty plan to carry on the good customers in long term. Express Services indicates its willingness to serve both business customers and consumers. That in turn has a direct impact on the development targets and their priority of them. Additionally, e-commerce being one of the fastest growing industries, it is important to show an interest towards the field and start searching for competitive advantages. And the main research question is: “factors affecting customer satisfactions in digital technology for express services in Thailand” is being used as a topic of thesis.

The results of this study will provide important insight for the customers who using express services in Thailand. The received information will help them to set targets and focus on the customer needs. The result will also give them the factors and the solutions what exactly the customers needed and which part of the system they have to improve to make their employees work faster and easier because the easiest works will make them feels happy and also they will provide the excellent services to their customers so that this concept will be beneficial for both of the parties.

**2. Background of the research**

 Factors affecting customer satisfactions in digital technology for express services in Thailand.

The demand of express delivery services for consumers has grown rapidly due to the increased popularity of e-commerce. For example, in J.P. Morgan's (2011, 12) annual guide, Goldman Sachs
has predicted that global e-commerce sales will reach $963 billion by 2013, growing at an annual rate of 19.4 %. Express’ services have originally been developed for business customers and it is, therefore, justifiable to assume that not all of the service features are suitable for consumers. The final outcome of the thesis will contain suggestion of desirable actions, which the author has identified during the research process. The actions will be chosen based on the company’s need to serve the consumers better and thus to meet the expectations of business customers that operate in the e-commerce field.

 The results of this study will provide important insight for the customers who using Express Services in Thailand. The received information will help them to set targets and focus on the needs of the customer. And from this thesis result will give them the factors and the solutions what exactly the customers needed and which part of the system they have to improve for make their employees work faster and easier because the easiest works will make them feels happy and also they will provide the excellent services to their customers so that this concept will be beneficial for both of the parties.

**3.** **The purpose of the thesis and main research questions**

The purpose of this thesis is the factors affecting customer satisfactions in digital technology for express services in Thailand. A further objective is to identify the factors that really affecting in digital technology to meet the needs of the customer, for this factors will be come out with the good result and good knowledge for take caring the royal customer to be further customer for carry on the royalty customer in the long term.

Express Services indicates its willingness to serve both business customers and consumers. That in turn has a direct impact on the development targets and the priority of them. Additionally,
e-commerce being one of the fastest growing industries, it is important to show an interest towards
the field and start searching for competitive advantages. And the main research question is: “factors affecting customer satisfactions in digital technology for express services in Thailand” is being used as a topic of thesis.

The questions for the theoretical parts of the study include the following:

1. Which factors affect the customer perceptions of an e-commerce application?

2. Which factors in digital technology to improve the customer loyalty in the short-term and long-term?

**4. Objectives**

 For this thesis research, the main objectives of research are:

1. To find out the factors form a user’s perception of an e-commerce application.

2. To find out how the perception can be influenced by an e-commerce application

3. To learn and understand the needs of the customer who using Express Services

in Thailand.

**5. Structure of the Study**

The structure of the thesis consists of an introduction to the thesis, presentation of the case company and logistics, theoretical framework, research methodology, collection and analysis of the research data, research results, and conclusions. The theoretical framework includes concepts that are related to logistic services, introductions of service concepts, service process, and business process, and descriptions of user involvement, user research, user experience, co-creation and value co-creation.

The structure of the study begins with introducing and defining e-commerce business, also applied in logistics and freight sectors, explaining how e-commerce applications are used in logistics environment and lastly introducing Express Services and their online website as well as mobile applications, which is the case application researched in this study.

**Theoretical Framework: For Customers Who Using Express Services in Thailand**

**Customers Satisfactions**

**- Capabilities**

**- Performance**

**- Overall**

**Demographics**

- Age

- Gender

- Education

- Average Income per Month

**Customers Perceptions**

- Benefits to Use

- Intention to Use

- Usage Behavior

**Factors Effecting Customers Satisfactions in Digital Technology for Express Services in Thailand**

 Source: Researcher

**5. Logistic services**

 This includes a description of Express Services in Thailand that are related to logistic services, including business-to-consumer and business-to-business delivery services, which will be explained thereafter.

 **5.1 DHL Express in Thailand** Through global express deliveries, mail deliveries and freight forwarding, by air, sea, road or rail, as well as through the provision of warehousing, packaging, repairs and storage solutions, DHL brings closer its customers and provides valuable services worldwide. DHL’s network covers more than 220 countries and territories worldwide, making it a truly global company able to provide a very wide range of logistic solutions. Deutsche Post DHL Group, a company based in Germany, which is the largest global provider of logistics and postal services, controls DHL. Its business units include DHL Express, DHL Parcel, and DHL e-commerce, DHL Global Forwarding, DHL Freight and DHL Supply Chain.

* 1. **DHL Online Website (e-commerce)** DHL e-commerce provides a wide range of

e-commerce and shipping services. As such, DHL e-commerce connects e-commerce companies
with their own customers. DHL e-commerce provides solutions that assist companies in operating
and developing e-commerce activities, both domestic and international. DHL e-commerce provides fulfillment services that enable e-commerce companies to focus on the development of their activities. DHL e-commerce is a specialist of domestic and international logistic services for e-commerce activities. Their multichannel services include last mile delivery in a number of markets in the Americas and the Asia Pacific region.

 **5.3 DHL Mobile Application** DHL’s mobile application, named DHL ACTIVETRACING, enables its users to track any freight shipment status from any Internet connection. The tools available from a mobile device are as follows:

 5.3.1 Scanning shipments’ bar code: this function implies that it is no longer necessary

to type tracking and tracing numbers into the system, as the cell phone’s camera reads the corresponding bar code.

 5.3.2 List of favorites: this list facilitates the organizing of shipment information; it includes an option to create aliases for easier tracking.

 5.3.3 Links: it is possible to email links to third parties regarding the shipment status. (DHL official website: http://www.dhl.com/en.html)

 **5.4 FedEx Thailand** FedEx Corp. (NYSE: FDX) is offering covers a wide range of transportation, business and e-commerce solutions. FedEx Corp. generates yearly revenues of $45 billion, through the provision of integrated services, thanks to an extensive network of partners operating under the FedEx brand. FedEx regularly tops employers rankings, with a team of 300 000 collaborators and a crucial attention to maintaining the highest safety, ethical and professional standards, while satisfying the requirements of its customers and needs of the community. FedEx Express’ objective is to provide swift and efficient delivery services, not only to any U.S. address, but also to more than 220 countries worldwide. FedEx operates an extensive transportation network—both air and ground based—in order to control delivery speed, which is particularly important for time-sensitive shipments. Delivery times are guaranteed and can be as fast as one or two business days, depending on the location.

 **5.5 FedEx® Mobile for web-enabled smart phones** Shipment status can be tracked on any device with Internet access. Other online functionalities available on m.fedex.com include locating FedEx stations, drop-boxes, FedEx Authorized Ship Center® or FedEx World Service Center®.

 **5.6 Tracking** details are constantly updated and accessible from any Smartphone. Information provided includes transit times, delivery times as well as any issue during shipment.

* 1. **Obtaining Rates** can be obtained at any time. They are constantly updated.

 **5.8 Finding Locations** is also possible to locate any FedEx station, drop-box, FedEx Authorized Ship Center® or FedEx World Service Center®.

 **5.9 Scheduling a pickup** is a straightforward process that involves entering address and shipment information.

 **5.10 FedEx® Tracking** is one of the main online features of the FedEx website. It can be customized to meet the needs of regular users .(FedEx official website: http://www.fedex.com/us/index.html)

 **5.11 Kerry Express Thailand.** Kerry Express is the main parcel delivery firm in Thailand.

It was created in 2006, and currently operates more than 200 offices across the country. Next day delivery solutions is currently available to 99.9% of the population, and 97% of parcels are successfully delivered the first time. Kerry Express handles a large volume of deliveries, to office, warehouse, shop and home locations. Its main customers include e-commerce firms, home shopping channels, international express firms, telecommunication and technology firms, financial institutions and local retailers. In 2013, Kerry Express introduced a new C2C services, consisting in over-the-counter deliveries, and opened a network of Parcel Shops in various neighborhoods and Service Points on Bangkok’s sky train stations. We also operate Parcel Lockers in offices and condominiums. These service locations help thousands of individuals and SMEs in Bangkok sending parcels at ease to their families, friends, customers and business partners across the nation. Kerry Express is also Thailand’s biggest cash-on-delivery (COD) operator, and the only company, which accepts credit card and debit card payment over the doorstep. Outside Thailand, Kerry Express has its presence in Hong Kong, Taiwan, Vietnam, Cambodia and Malaysia.(Kerry Express official website: <http://www.kerryexpress.com/#kexpress>)

 **5.12 B2B (Business to Business)**

 **Kerry Express is serving thousands of corporate customers who deliver parcels to offices and business locations.**

 These corporate customers are banks, financial institutes; legal firms, international couriers, chain stores, modern trade companies, direct sales companies, telecom companies, trading firms, general offices and etc. We understand that no two companies are the same. Therefore in the B2B sector, we dedicate our Customer Relationship Management (CRM) Team to work closely with every customer to maintain the highest level of services. Businesses dislike compromising on quality and speed. Kerry Express provides regular performance reports to customers in this sector to ensure that they enjoy the visibility to our service quality. Thailand’s B2C sector are experiencing an unbelievably robust growth. E-Commerce and home-shopping companies need a strong partner to deliver their products to individual shoppers at their offices or homes all over the country. Moreover;
we know that user’s experience (UX) is important. Therefore, Kerry Express is investing heavily on people; technology and equipment to further improve the experience and convenience of the shoppers in tracking and receiving parcels from us. Kerry Express also is the country’s biggest payment-on-delivery operator. We help B2C customers to collect cash, credit card or debit card payment at the doorstep from the shoppers.(Kerry Express official website: <http://www.kerryexpress.com/#kexpress>)

 **5.13 C2C (Customer to Customer)**

 **Parcel Shops** having a goal to change Thai people’s parcel sending habit, Kerry Express stepped into the individual parcel service in 2013 by opening its first Parcel Shop in Asoke Tower, Bangkok. Since then Kerry Express is rapidly expanding the Parcel Shop network to cover more communities in Bangkok.

 In Kerry Express Parcel Shop, shipping a parcel is fast, easy, reliable and cheap. And it can be stylish too! Want to save more time? Download our app “Kerry Express”, enter the information in the app, and go to our Shop and pay. It’s that easy! **“Anywhere in Thailand, next-day delivery, service guaranteed”.** Send your parcel to our Parcel Shops before 4 p.m., and your parcel will be delivered within the next day to any destination in Thailand.(Kerry Express official website: <http://www.kerryexpress.com/#kexpress>)

 **BTS Service Points** for the convenience to BTS passengers, Kerry Express Service Points are available at eight BTS stations for customers to drop off their parcels. To enjoy our next-day delivery service, the parcel has to be sent to our BTS Service Points before 2pm. In additional, we also provide same-day station-to-station service.

 **Parcel Lockers** customers can now send or pick up parcels 24/7 throughout the year. Kerry Express has set up parcel lockers in over 30 business or residential locations in Bangkok, and the network is still expanding.

 **5.14 Thailand Post Office**

****

**Source:** Thailand Post Office official website: Online

 Thailand Post Office was established in 1883 as "Department of Mail" by King [Rama V](https://en.wikipedia.org/wiki/Chulalongkorn).
Its first post office was in a large building by the [Chao Phraya River](https://en.wikipedia.org/wiki/Chao_Phraya_River), on the north side of Ong-Ang Canal. In 1898, by merging with the Telegraph Department, its name was changed to "Department of Mail and Telegraph". The department was abolished in 1977 and the country's mailing and telegraphing was assumed by the new government, "Communications Authority of Thailand" (CAT). In 2003, the government separated the communications authority into two companies, "Thailand Post" and "[CAT Telecom](https://en.wikipedia.org/wiki/CAT_Telecom)". Each post office offers a comprehensive service, which includes an Express Mail Service (EMS) and parcel post. Several other services are also provided including pay at post (pay your bills), postal orders and money transfers. Charges for these services are only a few Baht.

 The **EMS service** is like a recorded delivery system since the recipient has to sign for an EMS delivery. EMS can also be tracked on the Internet and by phone using Thailand Post’s trace” service. This applies to both local and international mail. Thailand uses a zip or postal code system appended to the recipients address to help direct mail and you can find a list displayed in the post office although the place names will probably be in Thai with Arabic numbers for the code. The postman who usually arrives on a motorcycle and leaves your mail in a box by your gate delivers Thailand Post. If the postman wants you to sign for a packet then he will attract your attention by sounding his horn. **5.14.1** **Thailand Post Tracking (Website)**

 Track Thailand post Packages Online get Origin/destinations tracking information in one place by Tracking Number, support Registered, Parcel, EMS; tracking more provide Thailand Post Tracking API, shipment batch tracking management and an option to receive automated notification.



**Source:** Thailand Post Office official website: Online

 **5.14.2 Thailand Post Tracking (Mobile)**

 Thailand Post Track & Trace' is the official application for Thailand Post’s Track & Trace Service, products including Express Mail Service (EMS), Registered Mail and Logis Post. Quick track your item, or create your tracking list. Any update will be notified, easy to understand report and more.



**Source:** Thailand Post Office official website: Online

**6. Related Research**

 To learn and understand the needs of the customer who using express services. During
the era of modern age everybody has seen that business is rapidly growing day by day and concerning with business there are always two parties called buyers and sellers. Buyers are concerned with quality, and sellers are always concerned with money. Today's world is dependent on business end engagements in at least three major activities. On this regards, many scholars have argued over this matter and said that the first activity is production, which involves making a product or providing a service. The second is manufacturing, where firms create products finally, and customers’ purchase
to satisfy needs, whereas service firms use the skills of employees to offer activities and assistance
to satisfy customer needs. (Burrow &Everard 2004.) In the same sense Hernon (2001) argues that satisfaction and service quality provide a conceptual framework that should prove useful in understanding, thinking, and talking about service quality and customer satisfaction, what they are, how they are shaped, and how a subject can evolve to both internal, controllable forces and external, uncontrollable factors. Customer satisfaction helps customers to communicate their needs straight to the sellers. Customer satisfaction is very important because it helps to learn about the business’s strengths and weaknesses. Business holders can just know their strengths and weaknesses and make the progression. Not only this, also customer satisfaction also helps to appropriate resources for eventual strike or satisfaction. Furthermore, it supports to show calmness about making better quality of products and services to both the employees and the customers. It does not help to learn about strengths and weaknesses but helps it also to persuade competitive strengths and weaknesses. Similarly, it helps to benefit more vision into the sources of frustration and areas desiring progression. At last, customer satisfaction helps to accommodate a system for informing management of problems or situations requiring actual promotion. (ICR, 2001)

 While talking about business, it is not easy to establish this thinking but everything needs to be set up everything from top to bottom and management also exists there. Nature of business depends upon the size that was established, either in the form of big-scale or small-scale. No business has been established without thinking about the profit, and customers are the pillars of the business. So every business’s stakeholders always think about the satisfaction of the customers by trying to meet the needs of the customer, which are the main responsibilities of the business investor. As the task of the research is concerned with the importance of customer satisfaction, some points have already explained this in the above section, and some points are going to be explained here. Actually, customer satisfaction helps to increase the profit for business investors so every such investor thinks that to earn profit is not as easy. If the business is successful, and able to satisfy the customers then customers will be happy, they buy more goods and the company will be able to sell more goods and it helps to increase the profit. Similarly, it helps to increase the sales, to reduce the production costs, and to enhance marketing and advertising if the customers are fully satisfied with the goods and services provided by the business company, they refer it to their friends and relatives telling them that they are satisfied, and this helps to promote marketing and advertising of the business. Similarly, it helps to improve the goodwill.

 Kerry Express, The company is confident that the customers’ trust and satisfaction.
The company is confident that the customers’ trust and satisfaction will rise even further as the box volumes will be significantly increasing after the opening of four more Kerry Express locations in May and June, and more to be opened before year end to improve service offerings to the customers nationwide. “As a logistics service provider, trust from our customers is crucial, and the growth has shown that Kerry Express has held its clients’ trust due to the improving service offerings, and service performance as well as its competitive advantages by providing a full range of services such as nationwide door-to-door delivery, forward stock services, return shipment, money back guarantee,
DMS Web based distribution software with on-line KPI reports, etc. In addition, being a division of Kerry Distribution (Thailand) Limited under Kerry Logistics Network, has empowered Kerry Express to run the business in Thailand; since Kerry Logistics Network is widely perceived as the only tailor-made logistics solution provider in Thailand with an Asian focus, a strong network, and a seamless supply-chain management and assets,” Mr. Bob Turner, General Manager of Kerry Express Thailand said.

 To continue the growth and service offerings, and respond to the increasing demands of customers, Kerry Express recently opened its 22nd location in Prachuabkirikhan, which also serving Petchaburi, and implemented guaranteed morning delivery services. The company has also relocated its distribution centre (DC) in Udonthani to a larger location to handle the growing volume in the northeast. “We are also going forward with the expansion of business in the upcountry areas to support the rising demands of the customers. The company will open new operating locations in Buriram, Surin and Payao provinces in May to enable more destination postal codes to have next morning delivery” Turner said. As Kerry Express has rapidly expanded, the company has increasing demand for skilled personnel, and gives significance to capacity building through human resources development. “Kerry Express has been investing in the development of its staffs through diversified trainings because we are aware that service excellence comes from competent employees. In order to boost the quality of our services and to leverage customers’ satisfactions, we focus on developing our business from the root of every production – that is our people. In addition, we have established a platform for career advancement by making it our policy to promote people from within Kerry Logistics to give them the motivation to deliver only the best services to our customers. Therefore, working with us will be both challenging and rewarding at the same time,” Turner added.

 Kerry Express provides domestic express services, which customers can choose the delivery options they need to fit their requirements: First Delivery, Next Day AM / PM, 2 days, 3 days, and LTL service. To boost delivery effectiveness and customer satisfaction, Kerry Express also utilizes advanced technologies to support delivery services, especially in customer relations, including Track and Trace, On-Line KPI reporting that is second to none in the industry, Bar-coded consignment notes and, automated measuring equipment. Customers who need to deliver their invoices are supported by the provision of bar-coded labels, which simplify the entire process and reduces customers overall costs. Turner concluded, “Every effort we have done to better serve our customers is in line with our worldwide reputation and our customers’ perception that we always listen and provide solutions to suit their needs and the ever-evolving demands that are placed on businesses.”

 Customer expectations are rising faster than steroid use in Major League Baseball (MLB) – and companies are responding even slower than the MLB. Wait much longer to meet customers’ new expectations and your company may see its reputation tarnished, too. We can thank (or blame) technology for most of these new customer expectations. The amount of information that’s available at the speed of light and in the palm of people’s hands makes nearly everyone expect more.Here are customers’ latest expectations and the companies that are meeting them:

 **Expectation No. 1: More personalization.** It’s kind of ironic that in the far-reaching, all-encompassing online world we have come to embrace, in which so many businesses and personal interactions can be anonymous, customers want very personalized experiences. They expect a company will put the information and products they want where they expect to find them. Nearly half of consumers will dump their online cart if they can’t find a quick answer to their questions. That means, a customer service rep better be available to chat at any given second customers navigate your website. Or the toll-free number must be prominently [displayed on all web pages](http://www.customerexperienceinsight.com/new-ada-law-to-require-changes-to-your-website-6-expected-rules/) so customers don’t have to work to find it. And yes, most customers still want a personal one-on-one experience. Take, for example, a small-industry specific study: Wells Fargo found customers who still prefer to do business with a teller make 60% of banking transactions. That’s despite the fact that account holders have services available to them online and via mobile devices.

##  Expectation No. 2: More option. Customers want self-service, voice, digital and social means to interact with a company and its people — and they still expect each to deliver a personalized experience. The phone is still the most preferred tool, which makes sense when you consider that talking to a [knowledgeable, kind person who is helpful](http://www.customerexperienceinsight.com/5-qualities-separate-top-performers/) is about as personal as you can get. Still, in the past three years, the use of other channels has risen:

* Web self-service-18%
* Online communities- 39%
* Chat - 43%.

 While offering as many channels to communicate, as customers demand is important, it’s probably more vital that communication is seamless and agile.

##  Expectation No. 3: Constant contact. The majority of customers don’t find advertising, promotions and “just touching base” as a nuisance. They expect some follow-up efforts to fill in their customer experience. It’s a request that can benefit business as well. Keeping in touch can deflect incoming contacts, which can reduce costs and boost customer satisfaction and revenues.

 The key is to give them the right amount of information at the right time through the channel they prefer. So before businesses increase (or start) outbound communication, they want to involve customers. That boils down to finding out:

* What customers want to hear from you
* When they want to hear from you, and
* The channel(s) they want you to use.

 For instance, utility customers tend to want emergency notifications texted to their cellular devices, B2B customers often prefer periodic emails notifying them of scheduled maintenance or contract renewals, and retail and tech customers are more likely to keep a keen eye on social media for the latest news.

##  Expectation No. 4: Listen closely, respond quickly. Companies need to [respond to feedback, act on it and let customers know](http://www.customerexperienceinsight.com/best-voice-of-the-customer-programs-look-like-this/) what’s been done to make their experience better based on the data. If not, customers will cease to give feedback.

 **Expectation No. 5: Give front-liners more control.** Customers’ tolerance for jumping through hoops has diminished dramatically over the years. Customers now believe they should have what they want the minute they request it.That’s why customers expect front-line service and sales pros to be knowledgeable enough to handle anything — and have the authority to do what needs to be done to satisfy customers.

**7. Methods and Materials**

The research of factors affecting customer satisfactions in digital technology for express services in Thailand is a quantitative research using the survey research which is close-end-questionnaire distributed the customers who using Express Services in Thailand to collect data with a query by questionnaires which the researchers have established guidelines to perform the research.

 The procedure for collecting data are as follows: First, the researcher study collects information from various sources such as books, journals, government publications, government or international organizations annual reports, and Internet as secondary data.

 Second, the conducting questionnaires from the Customers in Bangkok area, Thailand such as Silom and Asoke Road were in order to analyze the data and hypotheses testing with conclusion and suggestion. The analysis of data collected from the survey is conducted to examine the data. Research advisors and specialists inspect the monitoring tool used to collect data from questionnaires in order to make sure of the reliability and validity of content.

**8. Data Collection**

This research was conducted to collect data from 400 sample respondents of the customers who using Express Services in Thailand with the age over 25 years old, and lived permanently in Thailand. Data collection conducted by using non-probability sampling technique in type of purposive sampling by collecting all the data at Silom and Asoke Road by giving the questionnaires to the customers.

 The completion of the respondents and separate query that is not completely out of the query into coding. Computer processing by analyzing descriptive and inferential analysis can record all the data. Seivewright (2012) stated that researcher studied how to create questionnaires in the details of the purpose of research, mainly in the following questions to get the answer to achieving research. By studying the factors affecting in digital technology to meet the needs of customer who using Express Services in Thailand which is organized by questions such as steps in order to facilitate the respondents which focus on the closed tool used to gather primary data was a questionnaires divided into two sections.

 **Part 1**

 Personal characteristics is general information on respondents includes gender, age, education level, occupation, average income per month, and IT experience.

 **Part 2**

 Collect the information about the factors affecting in digital technology to meet the needs of customer who using Express Services in Thailand. For estimate using rating scale, which consists of five level factors, would be affecting the selection decision. This research study would be defined by the criteria in the scoring method (Rating Scales). Which is influenced by the choices of the respondents replied 5 ratings, 5, 4, 3, 2, and 1.

**Primary Data**

The researcher uses survey questionnaire for collecting all the data from400 respondents from the customer who using Express Services in Thailand. The procedures for collecting data are as follows:

1. Collecting information from various sources such as books, journals, government

publications, government or international organizations annual reports, and Internet.

1. Conducting questionnaires at Silom Road and Asoke Road.
2. Analyzing the data and testing hypotheses.
3. Concluding and making recommendations.

**Secondary Data**

   The term "secondary data" refers to data that were collected for other studies. For the first researcher they are primary data, but for the second researcher, they are secondary data.

**Samples Size**

The sample size for the customers who using Express Services in Thailand by calculated based on Yamane’s formula (Yamane, 1967).

n = $\frac{N}{1+Ne^{2}}$

Where, n = the sample size

N = the size of population

e = the error of 5 percentage points.

By using Yamane’s formula of sample size with an error 5% and with a confidence coefficient of 95% (Yamane, 1967), the calculation from a population of 400 respondents came up with 400 respondents from the customers who using Express Services in Thailand.

**Data Analysis**

 The research study analyzes data variables using SPSS program version 21 to compute for the results. The outputs of the program have been presented in chapter four (Research Analysis and Results) and the result of respondents will be presented as follows:

 ***Descriptive Statistics:*** Data Analysis in Part 1 is about the details of the data on the personal characteristics which are for general information to describe the demographic variables as gender, age, education level, occupation, average income per month, and IT experience so the results should be analysis as Nominal Scale, Ordinal Scale Frequency and Percentage. Data Analysis in Part 2, which are creating Likert Scale, listing in order the most comments on important level to minimum. Scale question is the appropriate response with strongly disagree =5, Disagree = 4, Neutral = 3, Agree = 2, Strongly Agree = 1 and with Excellent =5, Above Average = 4, Average = 3, Below Average = 2, Poor = 1 so by using the quantitative statistical averaging (Mean) and the standard deviation (SD).

**Hypothesis (Inferential Statistics):**

**(Part 2)**

***Hypothesis 1:*** “Demographics affecting in customer satisfactions”. A test with the demographics affecting in customer satisfaction will be using One-way ANOVA method. Quantitative analysis by t-test and F-test at 95% confidence level or 0.05, test differences dependent between groups by LSD method (Least Significant Difference), one-way ANOVA. Data were analyzed using SPSS for windows.

***Hypothesis 2:*** “Customer perceptions affecting in customer satisfactions”. A test with the customer perceptions affecting in customer satisfaction will be using regression analysis method. [Regression](https://en.wikipedia.org/wiki/Regression) analysis is a statistical process for estimating the relationships among variables. It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between a [dependent variable](https://en.wikipedia.org/wiki/Dependent_variable) and one or more [independent variables](https://en.wikipedia.org/wiki/Independent_variable).

***Hypothesis 3:*** “Customer satisfaction affecting in the digital technology to meet the needs of customer who using express services in Thailand”. A test with the customer perceptions affecting in customer satisfaction will be using regression analysis method. [Regression](https://en.wikipedia.org/wiki/Regression) analysis is a statistical process for estimating the relationships among variables. It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between a [dependent variable](https://en.wikipedia.org/wiki/Dependent_variable) and one or more [independent variables](https://en.wikipedia.org/wiki/Independent_variable).

|  |  |  |
| --- | --- | --- |
| **Scale** | **Range** | **Interpretation** |
| 5 | 4.50-5.00 | Strongly disagree of digital technology to improve performance and to meet the needs of customer |
| 4 | 3.50-4.49 | Disagree of digital technology to improve performance and to meet the needs of customer |
| 3 | 2.50-3.49 | Neutral agree or disagree of digital technology to improve performance and to meet the needs of customer |
| 2 | 1.50-2.49 | Agree of digital technology to improve performance and to meet the needs of customer |
| 1 | 1.00-1.49 | Strongly agree of digital technology to improve performance and to meet the needs of customer |

**Source:** The Five-point Likert Scale: Online

**The test validity**

Harrison (1983) claimed that the test’s validity is the extent to which the test measures what it is intended to measure. Hence, the Index of the Item – Objective Congruence (IOC) was used to evaluate the congruence between the test items and the objectives. The criteria are as follows:

 **“+1”** means the question is congruent with the objectives

 **“0”** means the question is uncertain to be congruent with the objectives

 **“-1”** means the question is not congruent with the objectives

 The questions that obtain the IOC between 0.5 – 1.0 were deemed acceptable.

Here is an index of the Item-Objective Congruence (IOC) was calculated in order to evaluate the congruence between the questions and the objectives. The test items obtained the IOC between 0.5 – 1.0 is acceptable; while the test items containing the IOC lower than 0.5 must be revised.

The index of IOC (Item Objective Congruence) was used as follows:

IOC =$\frac{∑R}{N}$

Where IOC is index of item-objective congruence

 $∑R$ is sum of scores checked by at least three specialists

 N is number of specialists

**The test reliability**

A reliability analysis of the variables is to test the questionnaires with a pre-test with a sample of 30 samples from the customers who using express services in Thailand and reliability analysis of variables is to test the questionnaire to 400 samples (Marsden, 2010 : ). These results answer the question of ordinal and interval scales were analyzed to determine the analysis of the internal consistency method with a Cornbrash’s Alpha Coefficient for measuring the internal consistency of the answers sequential data. The Cornbrash’s Alpha Coefficient set to a value greater than 0.6 is acceptable. The analysis is as follows:

 Cronbach's alpha is a measure of internal consistency that is, how closely related sets of items are as a group. It is considered to be a measure of scale reliability. A "high" value for alpha does not imply that the measure is one-dimensional. If, in addition to measuring internal consistency, you wish to provide evidence that the scale in question is one-dimensional, additional analyses can be performed. Exploratory factor analysis is one method of checking dimensionality. Technically speaking, Cronbach's alpha is not a statistical test - it is a coefficient of reliability (or consistency). Below, for conceptual purposes, we show the formula for the standardized Cronbach's alpha:

*N.C*

α =

*v*+(*N*-1).*c*

 Here “N” is equal to the number of items; “c-bar” is the average inter-item covariance among the items and “v-bar” equals the average variance.

 One can see from this formula that if you increase the number of items, you increase Cronbach's alpha.  Additionally, if the average inter-item correlation is low, alpha will be low.  As the average inter-item correlation increases, Cronbach's alpha increases as well (holding the number of items constant).

**For customers (30 samples)**

|  |
| --- |
| **Reliability Statistics** |
| Cronbach's Alpha | N of Items |
| .992 | 30 |

For 30 samples of employees, Cronbach are present the validity by Cronbach’s Alpha at 0.992, which is greater than the standard definition at 0.70: therefore this set of questionnaire is validity.

From above table, it can be seen that all the items were of a reliable range. This means that the questionnaires were credible and reliable.

**Reliability and Validity**

 The two concepts reliability and validity are very important to take into consideration when carrying out a qualitative research since they help to determine the objectivity of the research. Reliability and validity could be seen as two different measurement instruments that illustrate the level of trustworthiness and credibility of a research. Bryman and Bell (2007) explain that reliability and validity are separated into internal and external concepts.

 Internal reliability refers to whether there is more than one researcher within the study group thus the observers can agree as regards to what they see and hear. External reliability means to what extent a research can be completed again with results comparable to the original study. It might be difficult to achieve high external reliability since the scene and the setting is likely to change from the time of the original research to the time of a second one. However, a strategy mentioned by Bryman and Bell (2007) is to adapt a similar role as taken on by the original researcher in order to be able to replicate the initial research. Subsequently, to achieve high reliability in this thesis, this chapter describes in detail the process of gathering data as well as how the respondents are performed.
This detailed description increases the ability for other researcher to replicate this study under same conditions with comparable results.

 Internal validity refers to what degree the researchers are able to agree and come to same conclusions i.e. if there is a good match between their observations and theoretical thoughts that they expand throughout the research (Bryman and Bell, 2007). Internal validity is usually perceived as strength within quantitative research since the researchers tend to observe the social setting over a long period of time, which generally results in excellent correspondence between observations and concepts (Bryman and Bell, 2007). External validity, on the other hand, can be seen as a problem within quantitative research, since it refers to the extent that findings can be applicable in other social settings and quantitative researchers generally make use of small samples and case studies (Bryman and Bell, 2007).

**Results**

 This is the concluding chapter of the research, which will bring the purpose of writing this research into context. This chapter also target at providing recommendations of the study, Therefore, the researcher will perform recommendations to the study, as well as other that researcher has conducted a detailed analysis of three parts and found the result as described by the following:

 **Part 1:**The demographic aspect, from 400 of respondents and the researcher found that the majority of the respondents is female at 73.3%, ages range of 31-40 years old at 90.5%, then mostly education level at 89.8% by bachelor’s degree and most respondents average income per month (in THB) are 15,000 – 35,000 THB at 89.3%.

 **Part 2:**Customer perceptions aspect from 400 of the respondents divided into4 categories; intention to use, usage behavior and benefits to use. The researcher found that courier services that the respondents use most is Express Services at 92.3%, the respondents using this services at least once a month at 90.5%, the last time to use Express Services is a week ago at 83.8%, the purpose of using courier services is for business at 92.3%, the reason to choosing online Express Services because Brand or Reputation at 71.3% and online express services that the respondents are using is Kerry Express Services at 77.3%.

 **Part 3:**Customer satisfaction affecting in the digital technology to meet the needs of customer who using express services in Thailand so rejected H3 because of the significant level below 0.05 level. The result found that most of the respondents in Bangkok aren’t satisfied with the online express services by providing their personal information and debit/credit card number so the result would be rejected.Nowadays, credit cards offer the customers convenience. They don't have to carry cash or a checkbook, and they can choose to pay off the purchase over time or all at once. As a business, credit cards give you the satisfaction of almost instant payment. But this convenience comes at a price. Credit card companies charge a percentage of sales — usually 3 to 5 percent — for the privilege of accepting their cards. For this reason, some small businesses choose not to accept credit cards. If your customers are primarily other businesses, you may also choose not to accept credit cards, because commercial customers usually do not pay in this manner. If you do accept credit cards, verify the identity and signature of the cardholder. If you accept a fraudulent card, you could be left with an unpaid bill. The study had three main hypotheses, which are H1, H2 and H3. These were the most relevant hypotheses that directly related to the topic of the study. However, after conducting the study, a number of other hypotheses were discovered. This was as the result of the comments and suggestions given by the respondents during the survey.

**Discussion**

 The study had three main hypotheses, which are H1, H2 and H3. These were the most relevant hypotheses that directly related to the topic of the study. However, after conducting the study, a number of other hypotheses were discovered. This was as the result of the comments and suggestions given by the respondents during the survey.

**Table 5.1** Hypothesis Testing

|  |  |  |
| --- | --- | --- |
| **Hypothesis** | **Hypothesis Statement** | **Test Result** |
| H1 | “Demographics affecting in customer satisfactions”. | Accepted H1 |
| H2 | “Customer perceptions affecting in customer satisfactions”. | Accepted H2 |
| H3 | “Customer satisfaction affecting in the digital technology to meet the needs of customer who using express services in Thailand”. | Rejected H3 |
|  |  |  |

**Hypothesis 1: Demographics affecting in customer satisfactions**

 The researcher found that age, gender, education and average income per month are affecting in customer satisfaction. Resulted also shows that most of the respondents are 31-40 years old, most of them are female with Bachelor’s graduate and the average incomes per month are THB 15,000 – 35,000.

**Hypothesis 2: Customer perceptions affecting in customer satisfactions**

The researcher found that customer perceptions are affecting in customer satisfactions by divided into 3 categories below;

 **Benefits to use:** the respondent are strongly agree with an easy to use an log in online, online express services are great function that orders can be modified or erased later on and also online express services also provided 24 hours customer services care for the customer.

 **Intention to use:** the respondent are most using an express services at least once a month and the last time of using an express services are a week ago.

 **Usage behavior:** The respondents are using an express service for their business purpose and the reasons for choosing an express service because of brand or reputation. An express service that they are most using is Kerry Express Services.

**Hypothesis 3: Customer satisfaction affecting in the digital technology to meet the needs of customer who using express services in Thailand**

The researcher found that customer satisfaction affecting in the digital technology to meet the needs of customer who using express services in Thailand and for the customer satisfactions are divided into 3 categories below;

**Capabilities:** the respondents are giving the excellent scales for problems solving, tracking and tracking, flexibility for special requests and available range of services.

**Performance:** the respondents are giving the excellent scales for billing timeliness, pick-up timeliness, delivery timeliness and speed of timeliness.

**Overall:** the respondents are giving the excellent scales for 77.8% (n=311) respondents.

According to the research topic, **“Customer satisfaction affecting in the digital technology for express services in Thailand”**, 400 respondents are strongly agree with the digital technology of express services in Thailand by giving more than 70.0% for convenience, price, saves time and products/services comparison accordingly but most of the respondents in Bangkok area, (Asoke area and Silom area), they are worried about giving credit/debit card number and don’t like providing personal information so from this results, hypothesis 3 would be rejected.

**Conclusion**

 This is the concluding chapter of the research, which will bring the purpose of writing this research into context. This chapter also target at providing recommendations to the study, Therefore, the researcher will be making recommendations to the study, as well as other that researcher has conducted a detailed analysis of three parts and found the result as described by the following:

**Part 1:**

 The demographic aspect, from 400 of respondents and the researcher found that the majority of the respondents is female for 73.3%, ages range of 31-40 years old for 90.5%, then mostly education level at 89.8% by bachelor’s graduate and most respondents average income per month (in THB) are 15,000 – 35,000 THB at 89.3%.

**Part 2:**

 Customer perceptions aspect from 400 of the respondents divided into 4 categories; intention to use, usage behavior and benefits to use. The researcher found that courier services that the respondents use most is Express Services for 92.3%, the respondents using this services at least once a month for 90.5%, the last time to use Express Services is a week ago for 83.8%, the purpose of using courier services is for business for 92.3%, the reason to choosing online Express Services because Brand or Reputation for 71.3% and online express services that the respondents are using is Kerry Express Services for 77.3%.

**Part 3:**

 Hypothesis 3; Customer satisfaction affecting in the digital technology to meet the needs of customer who using express services in Thailand so rejected H3 because of the significant level below 0.05 level. From this research result found that most of the respondents in Bangkok aren’t satisfied with the online express services by providing their personal information and debit/credit card number so the result would be rejected.

Nowadays, credit cards offer the customers convenience. They don't have to carry cash or a checkbook, and they can choose to pay off the purchase over time or all at once. As a business, credit cards give you the satisfaction of almost instant payment. But this convenience comes at a price. Credit card companies charge a percentage of sales - usually 3 to 5 percent - for the privilege of accepting their cards. For this reason, some small businesses choose not to accept credit cards. If your customers are primarily other businesses, you may also choose not to accept credit cards, because commercial customers usually do not pay in this manner. If you do accept credit cards, verify the identity and signature of the cardholder. If you accept a fraudulent card, you could be left with an unpaid bill.

**Recommendations of the Study**

The main objectives of research are below:

**1. To find out how the perception can be influenced by an e-commerce application.** According to the research result social media users who receive great service have a significantly better reach than others, telling an average of 42 people about their positive experience, compared to just nine people for those not using social media, according to the 2012 American Express *Global Customer Service Barometer*. In addition, people who have used social media for customer service at least once in the past year are willing to spend substantially more (21%) with companies they believe provide great service. They are far more vocal about service experiences, both good and bad.

 Use complaints strategically. Listening to complaints helps clarify what disconnects customers from your company. It can provide important information about the failures or gaps in the service system. Compile, analyze and feed the information back to employees who can help correct the problems, and use complaints as an inexpensive and continuous source of insight into consumer expectations.

 **2. To find out the factors form a user’s perception of an e-commerce application.**According to the research result **customers** have a specific set of expectations for you when the relationship begins. Those expectations are based on consumer perceptions of you, your company and your industry. Expectations are formed through personal past experience, as well as the experience of others who interact with the customer.

 **3. To learn and understand the needs of the customer who using express services in Thailand.** According to the research result customer satisfaction surveys require more resources, but can be done without a large budget. Make sure you are only gathering relevant and important information that is actionable, and stay focused on what is really important to your company. You’re asking your customers to give up their time on your behalf. Keep the survey as short and focused as possible. Surveying customers about their satisfaction with a transaction immediately is a simple and focused way to get great insight into customer expectations. This approach also provides great insight into how well your employees are representing your brand and their impact on the brand experience. Effectively delivering more than consumers expect is very difficult to do on a daily basis. But the benefits of getting it right are huge.

**Limitations of the Study**

There are several limitations to this study, some of them are: (1) the sample is focused just on customers in Bangkok, Thailand and (2) the customers are from Asoke areas and Silom areas and because of the limited time so the researcher can do the research analysis only for the group of people by using random sampling and the results won’t be suitable for all the online express services organizations/companies. (3) DHL, FedEx and Kerry Express Services should provide an online payment for the customer who using online express services because if you do business online, accepting an online payment method such as PayPal makes it easier for people to purchase your product. Customers who don't have credit cards can use these services, and other customers don't have to leave the keyboard to look up a credit card number. These services charge you a fee for each transaction, however. (4) Thailand Post Office should provide the online website to the customers for log in, sending the post and parcel and also provide an online customer services care for making the customers satisfied and convenience about the products and services.

**Future Researches**

 This research generally focused on customer who using express services in Thailand within the selection area in Bangkok but in the future research would focus more on two major group of customer and also focus on both side of the employees that provided the products and services as well as the customers who buying the products and services because it will help us to know what they needs and want so that it will be the good factors to improve or solve the products and services problems in the future.

 This study could be further improved if the sample was not just from the customers in selected area in Bangkok. In addition, also measuring productivity by giving two groups of the respondents from customers and employees so it’s common task and analyzing which group performed better, the one that worked from home or the one that worked at the office, this way we would be able to see more clearly if what they claim to be their perception matches reality.

**References**

Aaker, D. A. (2001), *Strategic market management*. Courier-Westford : USA : John Wiley & Sons.

Ahmed, P.K., & Rafiq, M. (2003). Internal market issues and challenges, *European Journal of Marketing*, 37(9), 1177-1186.

Al-Ghaith, W. A., Sanzogni, L., & Sandhu, K. (2010). *Factors influencing the adoption and usage of online services in Saudi Arabia. The Electronic Journal of Information.*

Bennett, R., & Thiele, S. R. (2004), Customer satisfaction should not be the only goal. *Journal of Services Marketing,*18(7), 514-523.

Bergman, B., & Klefsjö, B. (2010). *Quality from customer needs to customer satisfaction*, Studentlitteratur AB, Lund, Sweden.

Berry, L. L., & Parasuraman, A. (1991). *Marketing to existing customers, in marketing service: competing trough quality*, The Free Press, New York.

Deutsche Post DHL official website, DHL employee: <http://www.dp-hl.com/en/responsibility/employees/>

 engaging\_in\_dialog\_with\_our\_employees.html, Access date: 2016, 04, 20.

Deutsche Post DHL official website, DHL health management: <http://www.dp-dhl.com/en/responsibility/>

 employees/health\_management.html, Access date: 2016, 04, 28.

DHL official website*: http://www.dhl.com/en.html,* Access date: 2016, 04, 25.

DHL Supply Chain GOGREEN 2011:http://www.dhl.com/en/logistics/ freight transportation/go\_green.html, Access date: 2016, 04, 26.

Doyle, P., & Wong, V. (1998), Marketing and competitive performance: an empirical study, *European Journal of Marketing*, 32(516), 514-535.

FedEx official website: http://www.fedex.com/us/index.html, Access date: 2016, 05, 03.

FedEx official website, sustainability goals: http://www.fedex.com/us/smallbusiness/ updates/june2010/fedex-sustainability.html, Access date: 2016, 05, 03.

Gerhardt, P. L. (2002), A paper presented in partial fulfillment of the requirements of OM 814 marketing strategy and practice. *Journal of Service Marketing*, 20(8), 150-160.

Grönroos, C. (2000), *Service management and marketing: A customer relationship management approach*, Wiley, Chichester.

Heding, T., Knudtzen, C. F., & Bjerre, M. (2008), *Brand Management - Research, Theory and Practice.* u.o.: Routledge.

Hyder, A. S., & Abraha, D. (2003), *Strategic alliances in Eastern and Central Europe*, Pergamon, An Imprint of Elsevier Science. United States of America.

Johnson-George, C., & Swap, W. C. (1982). Measurement of specific interpersonal trust: Construction and validation of a scale to assess trust in a specific other. *Journal of Personality and Social Psychology*, 43(6), 1306.

Jordan, G. J., & Fortin, M-J. (2002), Scale and topology in the ecological economics sustainability paradigm. *Econogical Economics*, 41(2), 361-366.

Kerry Express official website: http://www.kerryexpress.com/#kexpress, Access date: 2016, 05, 03.

Kerry Express official website, e-commerce: http://www.kerryexpress.com/# ecommerce, Access date 2016, 05, 03.

Koh, S. C. L. T. (2005). Using e-commerce to gain a competitive advantage in 3PL enterprises in China, *International Journal of Logistics Systems and Management,* 1(2), 187-210.

Kolter, P., Armstrong, G., Wong, P.V., Saunders, P.J., & Wood, M. B. (2010), *Principles of marketing pack* (5th ed.). Financial Times/ Prentice Hall. London.

Lieb, R. C. (2005), The 3PL industry: where it's been, where it's going, *Supply chain management review*, 9(6), 20-27.

Nadin, S. J., & Williams, C. C. (2012). Psychological contract violation beyond an employees' perspective: The perspective of employers. *Employee relations,* 34(2), 112-120.

Storbacka, K., & Lehtinen, J.R. (2001) *Customer relationship management: Creating competitive advantage through win-win relationship strategies*. Singapore : McGraw-Hill.

AlGhamdi, R., Drew, S., & AlFaraj, O. (2011). Issues influencing Saudi customers’ decisions to purchase from online retailers in the KSA : A qualitative analysis. *European Journal of Scientific Research*. 55(4), 580-593.

Thailand Post Office official website: http://www.thailandpost.com/index.php?page= intro&language=en, Access date: 2016, 06,18.