

## Factors affecting satisfaction with the postal delivery service



Gerelmaa Battumur, Khongorzul Gantumur, Wonjong Kim \*

*Department of Industrial Management, Gyeongsang National University, Jinju, South Korea*

### ARTICLE INFO

#### Article history:

Received 27 December 2021

Received in revised form

16 August 2022

Accepted 28 September 2022

#### Keywords:

Satisfaction

Trust

Loyalty

Post

### ABSTRACT

The delivery service industry is boosting too much under the influence of e-commerce. So, there is a need to reform the delivery of the postal sector to meet the needs of consumers. Most of the postal offices have been served via government to government (G2G), and in recent years, due to e-commerce and corona disease, they have been developing business to consumer services (B2C), business to business (B2B), and direct to customer (D2C). The study examines how service quality affects customer trust, consumer satisfaction, and customer loyalty in the postal delivery service. It aims to provide information to delivery service companies and foreign investment companies in making strategic decisions. All structures are measured on a seven-point Likert scale. A total of 290 valid responses were used out of 358 distributed surveys, excluding 68 responses with irrelevant and incomplete data. These were analyzed using SPSS 21.0 and AMOS 20.0 statistic package programs. The outcome of the analysis showed that the four components of service quality constructs of delivery service have no significant effect on trust. However, they affect satisfaction, while tangibility and empathy have not shown such trustworthy effects on customer fulfillment.

© 2022 The Authors. Published by IASE. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

### 1. Introduction

Technological advances and the digital revolution are creating competition for businesses to attract consumers (Rindfleisch et al., 2017). Businesses are using many methods to improve their customer-oriented operations (Isikli et al., 2017). Companies no longer avoid the expectations and needs of their customers. The real secret of the return on investment is embedded in their proven abilities and activities to customers, so focusing on consumer fulfillment is the main target of every business (Arbore and Busacca, 2009). Masturoh (2020) demonstrated that the prospect of enjoyment has been relatively significant in customer commitment. The mediation test proved that consumer commitments are providing a part of the mediation effect that influences loyalty. Similarly, the results of Lie et al. (2019) showed that maintenance value has a versatile effect on purchaser fulfillment, 2) client confidence is affecting enjoyment, 3) faith is affected by the business quality, 4) and expectation

has no significant effect on regular shopper loyalty, but consumer enjoyment has a significant effect on prospect allegiance. Furthermore, Martin and Nasib (2021) demonstrated that brand faith accepts the consequences of brand satisfaction and brand loyalty. Cuong (2020) illustrated that there is a positive interaction between benefit quality and consumer faith. Furthermore, some other studies also revealed that although customers from all four purchases are dissatisfied with one of them, less than 5% of customers express their dissatisfaction. Therefore, with the ever-changing market conditions of new technologies and innovations, companies need to retain existing customers. Lost consumers need to spend five times the time, energy, and money, therefore, only 68% of lost consumers can be able to make progress. In particular, high-quality services and maximizing customer satisfaction to satisfy the current customers are essential. Customer satisfaction is related to whether the company succeeds in satisfying current customers and retaining them. It is a definite indicator of consumers' buying intention and loyalty. Loyal customers account for most revenue and are the profits earned by the company. Many companies believe that the most loyal customers account for 20% of all customers (Heskett et al., 1994). Today the service category has appreciated its potential over the past decade which is confirmed by the addition of this sector in the economy globally and

\* Corresponding Author.

Email Address: [wj.kim@gnu.ac.kr](mailto:wj.kim@gnu.ac.kr) (W. Kim)

<https://doi.org/10.21833/ijaas.2023.01.015>

Corresponding author's ORCID profile:

<https://orcid.org/0000-0001-7363-2605>

2313-626X/© 2022 The Authors. Published by IASE.

This is an open access article under the CC BY-NC-ND license

(<http://creativecommons.org/licenses/by-nc-nd/4.0/>)

accepts now dominated about two-thirds. Postal services are changing daily. In the previous decades, many important postal market developments have taken place. One of the central conveniences of the postal sector compared with other assistance sectors is its universal chain and reaches (Otsetova and Dudin, 2018). More largely, for developing countries open to business, this industry also advises that stronger postal improvements are expected in countries where the postal market is dominated certainly by one of the operatives in captions of market shares (Yilmaz and Ari, 2017).

The Mongolian postal services have changed their policies, resulting in a change in competition and monopoly. Currently, the Mongolian postal delivery industry is very competitive because of the existing established competitors and the mature status of the market. The rapid development of the Mongolian Delivery Service Sector has introduced a competitive environment to competitive services and provided new ideas for express service to understand the customer. Which is a perception of quality service to attract customers in a highly competitive market? For developing service standards and techniques, managers have to be willing to understand the perceptions and expectations of customers, poor quality service, low mail traffic volume, underinvestment, and poor accessibility. The post office has a fairly conventional position in advertising, pointing out that retailing activity has not been done in a proper way. This study aims to provide a new gateway to the postal service in Mongolia to improve its services retain its market share or get higher profitability.

## 2. Theoretical background

### 2.1. Service quality relationship with other variables

The enterprise is responsible for consistently providing customers with good services during purchases. Excellent service quality will keep happy the regulars satisfied and will improve customer loyalty (Arora and Arora, 2015). Arbore and Busacca (2009) argued about the service sector that it is arduous to determine the character of service from the buyer's position of view. In history, focusing on bringing new consumers was one of the main policies of businesses, while commercial administrations concentrated on managing and improving loyalty and growing purchaser expectations in the company (Chou and Kim, 2009).

### 2.2. Service quality of the service sector and trust

Rajeshwari and Sunmista (2011) have suggested that business quality is like a relationship to the customer's capability and their opinion about the service, and it is associated with customer levels of satisfaction. Wahyoedi et al. (2021) found that religious belief, service quality, and satisfaction

significantly directly affect loyalty. Ratković et al. (2017) discussed how postal residents' service quality expects more tangibility and empathy, which is also the dimension among the strongest fuzzy attribute scale, which is self-contradictory. Paiz et al. (2020) have suggested that consumer satisfaction's mediating role has been found significant between obtaining consumer loyalty and trust and the business's commitment to providing the best services to its customers. Tangibility is a measurement of service that affects consumer satisfaction (Parasuraman et al., 1988). Physical objects consist of effects that the user can reach and see, and represent the image of the company's service or organizational service (Isa and Kiumarsi, 2019). Wilson et al. (2016) examined consumer perceptions of specific repair ratios, such as reliability, responsiveness, warranty, satisfaction, and service quality, which may affect perceptions of service quality. Empathy is the concentration given to character consumers and the interest confirmed by them to resolve their troubles in an appropriate method (Karatepe et al., 2005). It includes factors such as accessibility, attention to detail, and the effort to understand consumer needs. Isa and Kiumarsi (2019) and Gazi et al. (2021) have found that in the national investment industry. The business excellence dimensions (i.e., corporeality, accuracy, and appreciation) have an important effect on consumer fulfillment. Yildiz (2017) found that the service aspect has a positive consequence on fulfillment and confidence; enjoyment and confidence have a positive influence on faith and belief and affect word of mouth positively. Al-Dweeri et al. (2019) investigated that confidentiality, accuracy, passionate interest and consumer assistance are effective factors to assess the e-service element, and flexibility is not. The belief was obtained to be an antecedent of e-satisfaction, and behavioral faithfulness was an antecedent of attitudinal reliability. The definitions of Lee and Min (2021) were slightly different from that of other researchers. They suggested that correctness, rightness, and convenience among the factors of in-order quality had an important helpful effect on faith and constant usage intention. Trust has an effect on the relationship between certainty, opportunity, convenience, and usage intention the factors. Outcomes of the study show that each variable (E-Service Quality, E-Trust, cost, Brand Vision) has an effective and real influence on E-Satisfaction and E-Loyalty. The outcome exposed that practical value has more impact on belief and faithfulness than useful quality does. Procedural quality impacts both trust and loyalty directly while functional quality has only an indirect relationship with loyalty over the trust. Mohammed and Shahin (2020) argued that public trust was affected by leadership style, organizational culture, and service quality. According to Tammubua (2021), the business character certainly and significantly affects the brand image, brand expectation, and brand loyalty. Brand confidence has confidence and significant

effect on brand faith, while brand perception has no significant effect on brand loyalty. In a study by [Rahayu et al. \(2021\)](#), the bank's fame as a moderating variable increases the communication between business conditions and expectations, and it decreases the contact between employee ethics and trust.

**H1-1:** Tangibility should be relatively significant to trust.

**H1-2:** Empathy will be relatively significant to trust.

**H1-3:** Accessibility should be relatively significant to trust.

**H1-4:** Complaint handling will be relatively significant to trust.

### 2.3. Service quality and customer satisfaction

[Mohamed and Ali \(2019\)](#) found that empathy has an effective relationship with consumer satisfaction. [Mohamed and Ali \(2019\)](#) performed a study called Service Quality and Public Satisfaction at Kula Lumpur. The results showed that the measurement of maintenance conditions is the most essential measure of governmental satisfaction. The ease of access is defined as the measure of spatial separation of human activities. It demonstrates the simplicity with which activities can be reached from a given location by using a special transportation system. According to [Rita et al. \(2019\)](#), delivery time, delivery frequencies, and service availability are playing a vital role in consumer decisions. The report has shown that convenience has a relative effect on consumer fulfillment. It is important to accept the complaint and make a decision ([Liu et al., 2000](#)). This study provided managers with information on how to maintain customer expectations. The result showed that efficient grievance conduct organization can show major improvement in consumer preservation. [Delafruez et al. \(2013\)](#) argued that their result showed that all attitudes toward service quality advanced to customer satisfaction. Empathy delivered the greatest level of fulfillment for the consumer; followed by assurance, acceptance, and accuracy. [Mulyono and Pasaribu \(2021\)](#) examined the relationship between mobile service quality and brand figures, their result showed a good impact on customer faith with customer enjoyment as an intervening variable. Instead of advancing the direct relationship between e-service quality and e-customer enjoyment, [Rahmawaty et al. \(2021\)](#), suggested that there may be several e-variables to this relationship. Focusing on e-loyalty results indicates that e-service quality has a positive and significant effect on E-customer satisfaction. E-trust has a positive and significant effect on E-customer satisfaction. E-customer satisfaction has a significant effect on E-customer loyalty. In the banking sector, attitude mediated the relationship between service quality and customer satisfaction ([Al-Slehat, 2021](#)). Findings showed that positive assessment of service quality affects positive attitudes of consumer fulfillment and faith. Most of the studies about

service quality only focus on the general view or traditional service quality model. [Saputra and Djumarno \(2021\)](#) investigated a positive and important development of price delight customer satisfaction, a clear and significant effect of service quality on customer satisfaction, a positive and significant effect of price on customer faith, and a positive and significant effect of service character on loyalty. [Paiz et al. \(2020\)](#) identified the relationship between the quality of function and consumer enjoyment. Most of the banking field used the traditional model which is named model SQModel.

**H2-1:** Tangibility should be relatively significant in customer satisfaction.

**H2-2:** Empathy will be relatively significant in customer satisfaction.

**H2-3:** Accessibility should be relatively significant in customer satisfaction.

**H2-4:** Complaint handling will be relatively significant in customer satisfaction.

### 2.4. Trust and customer satisfaction

At present, there are many descriptions of reliance. Consumer faithfulness is a theory that has enjoyed extensive currency and usage within the meadow. The researchers revealed that service quality significantly affects trust, and trust has compelling consequences on loyalty ([Shin and Yu, 2020](#)). Findings proved the relative effect on user fulfillment and consumer faithfulness. Before, many researchers found a relationship between belief and customer approval, especially related to delivery service. ([Shin and Yu, 2020](#)), proposed a relationship between the quality of the physical environment, meals, and business on consumer confidence, consumer enjoyment, and faith and the moderating effect of gender. The service aspect has significant positive consequences on customer expectations, but only cuisine quality has a significant effect on customer loyalty and all three have no significant effects on customer satisfaction. In addition, customer assurance has a significant positive effect on purchaser fulfillment and consumer loyalty, but the effect of client delight on faith has not been certified in this study. Based on these findings, it may be concluded that any change or variation in public trust was affected by leadership style, organizational culture, and service quality. [Pai et al. \(2020\)](#) investigated the relationship between festival quality of hospitality, product, and convenience. The current study's result showed that those variables have a positive impact on festival value festival customer satisfaction. In addition, several studies have shown that brand image positively affects brand loyalty and customer satisfaction ([Tammubua, 2021](#)). [Santa et al. \(2020\)](#) focused that brand image positively affects brand loyalty and can lead to trust. [Fachmi et al. \(2020\)](#) argued the existence of the gap between customers' perspectives and images toward loyalty. This paper showed that the three dimensions of service quality namely active trust, image, and

perspective positively affect consumer satisfaction. Customer loyalty significantly affects the corporate image, trust, and service quality. According to Alkrajji and Ameen (2021); the relationship between service quality, faith, and enjoyment of young citizens' loyalty towards states e-services. Khoa (2020) noted the effect of the personal data disclosure's trade-off on the trust and attitude loyalty to mobile banking services. Furthermore, in the hospital sectors, Ribbink et al. (2004) investigated the relationship between the effect of customer experience and service quality on satisfaction in increasing loyalty. The paper showed that consumer experience and service quality of the company positively affect customer satisfaction. The effect of e-satisfaction has been a popular argument in recent years.

**H3:** Trust should be relatively significant in customer satisfaction

## 2.5. Trust and loyalty

The diversity of definitions of trust in the theoretical texts of the subject is probably due to various reasons. Trust is a theoretical concept and is sometimes synonymous with concepts such as credibility, reliability, and poise. Trust is a multidimensional concept and has different perceptual, emotional, and behavioral dimensions (Islam et al., 2021; Aydin et al., 2015). Loyalty indicates that time variety or production is purchased despite the potential marketing efforts of competitors (Aydin et al., 2015). From the social media marketing on brand equalization, Ebrahim (2020) argued that the relationship between brand loyalty and brand equality is mediated by brand trust. Focusing on e-learning relationships, Dora (2017) developed a model to explain loyalty in the educational field. Their paper investigated the loyalty of students affected by educational facilities. Loyalty also has a positive relationship with student satisfaction. Positive relationships among satisfaction, trust, and loyalty of students are also supported by prior researchers (Latif et al., 2021). For instance, Purwanto et al. (2020) argued that brand trust has a positive impact on consumer loyalty. In addition, Nelson and Kim (2021) analyzed the impact of the news industry, as a new informational channel for the consumer. The paper showed the importance of news trust in journalism. Kazandzhieva and Santana (2019) developed a conceptual model to examine the relationships between site quality and consumer trust in the field travel industry. Findings indicated that consumer trust significantly affects loyalty. The role of brand innovativeness and brand effects has been tested in online goods (Wong and Haque, 2021). Amoako et al. (2021) studied how service improvement affects the consumer faith of Uber purchasers in Ghana and how confidence mediates the relationship between reconstruction and client loyalty. The results

indicated that a relationship exists between procedural justice and trust.

**H4:** Trust will be relatively significant in customer loyalty

## 2.6. Satisfaction and loyalty

Beerli et al. (2004) noticed that service quality, customer satisfaction, religious acceptance, and other variables contain an important direct impact on customer loyalty. The Service growth in the expectations will depend on increasing buyer faithfulness behavior. Measuring customer satisfaction and loyalty is a way of determining whether a customer's trust, service, and value are in line with the customer's wishes and expectations (Wahyoedi et al., 2021). Moon et al. (2021) also argued how self-check-in kiosk quality influences passenger satisfaction and loyalty. Evidence of a positive relationship between self-check-in kiosk quality showed that it significantly induces passenger approach behaviors for the airlines. Esmaeili et al. (2021) found customer delivered value had a positive effect on customer loyalty and consumer satisfaction. In addition, several studies have shown that perceived e-service quality is positively related to behavioral and attitudinal loyalty. Furth more, in the finance fields, Valencia and Layman (2021) investigated the relationship between e-wallet service innovation, service delivery, and consumer satisfaction on consumer loyalty. Muharam et al. (2021) defined that there is a positive relationship between e-service quality and consumer trust in e-commerce. Ali et al. (2021a; 2021b) pointed out that technical and functional service quality helps organizations become more competitive and facilitate performance. Gogoi (2021) studied an evaluation of service quality and trust in spreading positive word-of-mouth. The key result of the study exposed a significant relationship between consumer service quality and enhanced customer satisfaction. Customer satisfaction helps good word-of-mouth and thereby creates more loyal customers.

**H5:** Customer satisfaction should be relatively significant in customer loyalty.

## 3. Research methodology

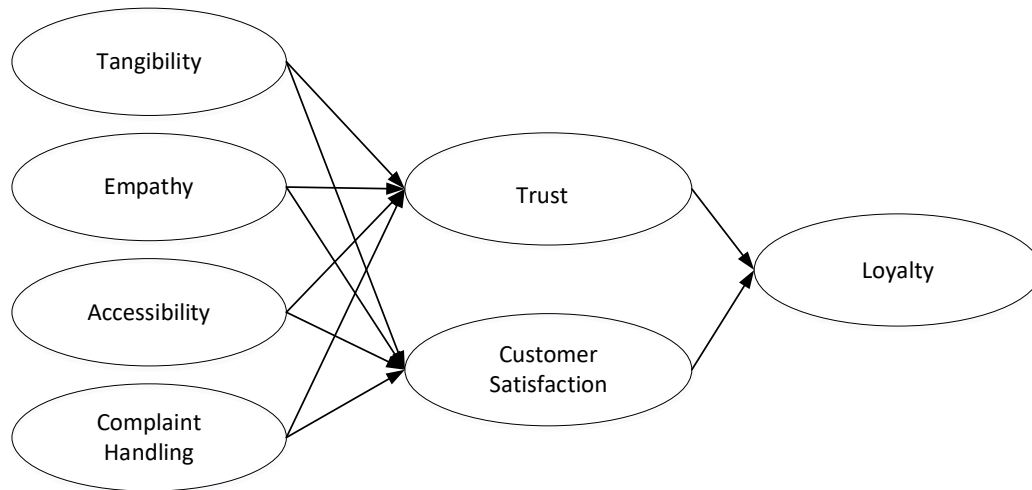
### 3.1. Research model and measures

This research customer sample survey determines the relationship between excellence facility, consumer approval, and trust in the Mongolian delivery industry, and how it affects loyal customers. Tangibility and empathy were chosen from the quality service model, and accessibility and complaint handling was added due to problems with the delivery service. Measures in this study were supplemented and modified based on previous research. First, the measurement items for



characteristics of service quality have been adopted from previous studies (Moon et al., 2021; Esmaili et al., 2021; Valencia and Layman, 2021; Muharam et al., 2021). Each component has been adapted to prepare the purpose of the study. Second, measures for customer satisfaction and loyalty have been taken by (Moon et al., 2021; Esmaili et al., 2021; Valencia and Layman, 2021; Muharam et al., 2021).

All structures are measured on a seven-point Likert scale. Out of 368 distributed surveys, a total of 290 responses were used for data analysis, excluding 68 questionnaires with irrelevant data and missing values. The data analysis using SPSS 21.0 and AMOS 20.0 statistic package program (Table 1) shows the measurement items and related sources. Fig. 1 shows the research model.



**Fig. 1:** Research model

**Table 1:** Measurement scales

Construct.	Items
Tangibility(TA)	I like indoor improvements to the post office. I like the postal office uniforms. The indoor environment of the post office is clean and tidy. Do the postal workers treat politely and friendly?
Empathy(EM)	Do the postal workers have sufficient knowledge enough to provide answers to questions? Do you feel satisfaction in your communication with a postal worker? Does a postal worker always try to help the customers? Does a postal worker pay specific attention to you? Does a postal worker maintain feedback and give additional advice about its services?
Accessibility(AC)	Is it clear and easy to understand to find the location of a parcel on the website? Is it easy to be provided parcel-related information by a postal worker? Do you ask about the parcel via phone? The parcel search system seems easy to use.
Compliant handling(CO)	Is the post office always ready to settle topical issues? Does the post office settle the complaints within due time? Does the post office settle the customers' complaints within due time? Does the post office resolve the financial issues related to a lost parcel? Does the post office meet the customers' needs and demands?
Trust(TR)	Does the post office easily perform urgent and necessary services? Does a postal worker deliver the parcel within the promised time frame? Does a postal worker deliver the parcel, ensuring its integrity? Do you feel satisfied with all the postal services?
Customer satisfaction(CA)	Do you feel satisfied with international postal services? Do you feel satisfied with the tariffs? Do you feel satisfied with the promptness and reliability of delivery services?
Loyalty(LO)	I will suggest this post office to other people. I will tell the advantages of postal services to other people. I think this post office is the best one

## 4. Result

### 4.1. Demographic analysis

The demographic characteristics of respondents on various parameters like gender, education, time of stay, postal services, and country are represented as follows: Characteristics of service quality of consumer satisfaction in the postal service and to confirm the relative value on consumer satisfaction. Regarding the gender of the respondents, two-thirds

of the respondents were female (77.5%) and one-third of the respondents were male (19.80%). The fact that women are being served requires that appropriate services be provided to female clients. Table 2 shows that the greater part of the respondents was 30 to 39 years old accounting for 43% of the participants. People in the group are at an age where they engage in many prolific activities in their daily lives. In particular, the needs of women aged 30-39 need to be studied and services should be improved. However, this study only shows

selected customers. International parcels (EMS) were used by 47.77% of all consumers, 33.56% used domestic delivery services, and 10% used

newspaper subscription services. In recent years; the company's business has grown a certain percentage of consumers.

**Table 2: Respondents**

Division	Item	Frequency	Rate (%)
Gender	Male	59	19.80
	Female	231	77.52
Age	20's	76	25.50
	30-39	131	43.96
	40-49	62	20.80
	50-59	21	7.04
	High school	30	10.07
Education	Technical college (some)	11	3.69
	Bachelor's Degree	158	53.02
	Master's degree and over	97	32.55
	Other	2	0.67
Frequency (Visit)	Everyday	23	7.72
	Every week	22	7.38
	Every month	55	18.46
	Every season	52	17.45
	Half a year	77	25.84
	Other	69	23.15
	Newspaper	30	10.07
	EMS	143	47.99
	Mark	12	4.03
Postal services (Which I have used)	Logistics	13	4.36
	Other delivery	100	33.56

#### 4.2. Reliability analysis

Reliability analysis examines the relationship between each group of questions. This measurement is consistent with the inside compatibility of acceptable structures when the rate of Cronbach's Alpha is above .70. As shown in Table 3, the Cronbach Alpha coefficients are upper than the recommended values (.839-.955). From these figures, it can be seen that our objects have high-quality internal densities in each dimension; in short, our statistics are significant and have the required reliability.

**Table 3: Reliability analysis**

Constructs	Items	Cronbach's Alpha
Service	Tangibility	.847
	Empathy	.954
Quality	Accessibility	.839
	Complaint Handling	.940
Customer Satisfaction	Trust	.897
	Trust	.903
Loyalty		.955

#### 4.3. Confirmatory factor analysis

To evaluate the measurement model, we performed a covariance matrix validation factor analysis using AMOS 20.0. To improve the applicability of the model, the EM5, EM6, and AC4 metrics with a standard load value equal to or less than 0.6 have been deleted. Well-matched models were shown with the goodness of fit data  $\chi^2=495.68$  (p-value=.000), (the degree of freedom-df)=328, (the goodness-of-fit index)=.920( $\geq .90$ ), (AGFI)=.870( $\geq .80$ ), (the root mean square residual)=.092( $\leq .08$ ), (the root mean square approximation error)=.041( $\leq .05$ ). The model adjustment is acceptable, and the model we

proposed is tailored to our data after considering the sample size. The proposed threshold is greater than 0.70 for CR and 0.50 for AVE when examining the combined validity (CR) and the mean combined variance (AVE) followed by the combined validity. According to the analysis, CR values were found to be 0.70(0.846~0.955) and AVE values over 0.5(0.648~0.876) for all variables. Therefore, the analysis could be reflected to have reliability and convergent validity. Table 4 shows confirmatory factor analysis.

#### 4.4. Correlation analysis

The correlations among the variables were analyzed. As a result of comparing the correlation of the two variables and square the root value of AVE, the correlation value is lower than the square root value of all AVE. In addition, no pair of measures was found with a correlation that exceeds 0.9, indicating no multi-co linearity exists among the construct. The correlation matrix shown in Table 5 supports a predictable positive relationship between the studied variables with high statistical significance.

#### 4.5. Path analysis

To test the hypothesis established in this research paper, covariance structural analysis was conducted and the results are shown in Table 6. For models with the goodness of fit, the results are CMIN=473.799, CMIN/df=331, p=.000, and GFI=.904, AGFI=.874, RMR=0.87, RMSEA=.038. The majority of indices showed that they are above the baseline. The hypothesis test results are as follows. Tangibility has no significant effect on customer trust in postal service the H1-1 hypothesis is rejected (Estimate=.027, p=.609).

**Table 4:** Confirmatory factor analysis

Constructs	Item	Std.	S.E	t-value	CR	AVE
Tangibility	TA3	.882				
	TA2	.764	.060	14.130	0.846	0.648
	TA1	.765	.062	14.155		
	EM4	.724				
Empathy	EM3	.870	.095	14.758	0.903	0.701
	EM2	.909	.099	15.438		
	EM1	.842	.096	14.276		
	AC1	.693				
Accessibility	AC2	.865	.095	13.560	0.819	0.604
	AC3	.856	.099	13.436		
	CO1	.806				
	CO2	.933	.058	19.961	0.941	0.801
Complaint Handling	CO3	.928	.059	19.792		
	CO4	.908	.059	19.108		
	CS4	.857				
	CS3	.724	.066	14.825	0.907	0.710
Customer Satisfaction	CS2	.874	.051	20.330		
	CS1	.906	.045	21.878		
	TR4	.920	.034	27.576		
	TR3	.896	.036	25.430	0.931	0.772
Trust	TR2	.903	.038	26.013		
	TR1	.791	.051	18.878		
	LO3	.938				
	LO2	.931	.031	30.546	0.955	0.876
Loyalty	LO1	.940	.029	31.573		

$\chi^2 = 495.687$ , d.f.=328, p=.000, GFI=.920, AGFI=.870, RMR=0.92, RMSEA=.041

**Table 5:** Correlation analysis

	Tangibility	Empathy	Accessibility	Complaint Handling	Customer Satisfaction	Trust	Loyalty
Tangibility	<b>.648</b>						
Empathy	.257	<b>.701</b>					
Accessibility	.268	.454	<b>.604</b>				
Complaint Handling	.260	.457	.379	<b>.801</b>			
Customer Satisfaction	.248	.442	.366	.496	<b>.710</b>		
Trust	.238	.451	.402	.549	.462	<b>.772</b>	
Loyalty	.248	.447	.388	.521	.452	.582	<b>0.876</b>

\*: The square root of the Ave value is in bold type in diagonal. \*p<0.05, \*\* p<0.01

Empathy has a significant positive effect on trust. Thus H1-2 hypothesis is accepted (Estimate=.170, p=.075). Accessibility has a significant positive effect on trust thus H1-3 hypothesis is accepted (Estimate=.424, p=.000). Complaint handling has a significant positive effect on trust thus H1-4 hypothesis is accepted (Estimate=.324, p=.000). Tangibility has no significant effect on customer satisfaction thus H2-1 hypothesis is rejected (Estimate=-.054, p=.126). Empathy has no significant effect on customer satisfaction thus H2-2 hypothesis is rejected. (Estimate=.059, p=.364). Accessibility has a significant positive effect on customer satisfaction

thus H2-3 hypothesis is accepted (Estimate=.299, p=.001). Complaint handling has a significant positive effect on customer satisfaction thus H2-4 hypothesis is accepted (Estimate=.267, p=.000). Trust has a significant positive effect on customer satisfaction thus the H3 hypothesis is accepted (Estimate=.425, p=.000). Trust has a significant positive effect on loyalty thus H4 hypothesis is accepted (Estimate=1.157, p=.000). Customer satisfaction has a significant positive effect on loyalty thus H5 hypothesis is accepted (Estimate=.217, p=.066).

**Table 6:** Path analysis

Hyp.	Path	Std. Estimate	S.E	T-value	Sig	Result
H1-1	Tangibility → Trust	.027	.055	.512	.609	Reject
H1-2	Empathy → Trust	.170	.087	1.782	.075	Accepted
H1-3	Accessibility → Trust	.424	.258	3.547	.000	Accepted
H1-4	Complaint Handling → Trust	.324	.087	3.685	.000	Accepted
H2-1	Tangibility → Customer Satisfaction	-.054	.038	-1.529	.126	Reject
H2-2	Empathy → Customer Satisfaction	.059	.059	.908	.364	Reject
H2-3	Accessibility → Customer Satisfaction	.299	.200	3.270	.001	Accepted
H2-4	Complaint Handling → Customer Satisfaction	.267	.064	4.153	.000	Accepted
H3	Trust → Customer Satisfaction	.425	.075	5.674	.000	Accepted
H4	Trust → Loyalty	1.157	.151	9.228	.000	Accepted
H5	Customer Satisfaction → Loyalty	.217	.143	1.837	.066	Accepted

$\chi^2 = 473.799$ , d.f.=331, p=.000, GFI=.904, AGFI=.874, RMR=0.87, RMSEA=.038

## 5. Discussion

The sample includes 290 survey participants from all over Mongolia. During this time, the survey was sent to respondents online and offline. The post office has a fairly conservative position in advertising, pointing out that the retailing activity has not been administered perfectly. This study is opening a new gateway to the postal service in Mongolia on how to provide better services in the future to retain its market share and get better profitability. This study identifies how delivery service quality affects customer satisfaction and updates the basic service quality model, then information to delivery service companies and foreign-invested companies in making strategic decisions. The result includes the variable service quality, which consists of indicators, accessibility, and complaint handling that create an effect on customer satisfaction. The accessibility dimension promotes high satisfaction among customers. Accessibility needs to be enhanced by investment in their digital platform to serve and allow payment for postal services. Receiving complaints has a relative significance on customer satisfaction. The Mongol Postal Service must improve to settle topical issues, and complaints within due time, to resolve the financial issues related to a lost parcel. Based on the analysis that has been performed, the following are concluded. First, there is an important perception of the excellence of repair in the Mongol Postal Service. Second, there is a significant and positive picture of customer satisfaction in Mongolia. This means that more customers are satisfied with Mongolia's postal service. Customer confidence is fully in line with customer satisfaction, which means you will feel better about customer satisfaction. We need to understand the needs of our customers, which is becoming easier with the services we provide. Customer belief has a relative significance to customer loyalty, while consumer pleasure has a relative consumer pleasure a relative significance to consumer truthfulness. The excellence of service is relatively significant in customer approval. The advanced the quality of service, the higher the fulfillment of Mongolian postal service users.

## 6. Conclusion

In this study, all 290 samples were collected from Mongolian participants and all the respondents participated online and offline in this survey. This study shows how delivery service quality affects customer satisfaction and shows the basic service quality model, then information to delivery service companies and foreign-invested companies in making strategic decisions. Here the result demonstrates the variable service quality, which consists of indicators, accessibility, and complaint handling that creates an effect on customer satisfaction. The accessibility dimension is offering high satisfaction to the customers. Accessibility needs to be improved by investing in their digital

platform to serve and allow payment for postal services. Receiving complaints has a relative importance on customer satisfaction. The Mongol Postal Service must improve to cope with the topical issues, and complaints within due time, to resolve the financial issues related to a lost parcel. Based on the above analysis performed, the following are concluded. First, there is an important perception of the excellence of repair in the Mongol Postal Service. Second, there is a significant and good image of customer satisfaction in Mongolia. This means that more customers are satisfied with Mongolia's postal service. The results include variable service quality, which contains indicators, accessibility, and complaint handling that creates an effect on customer satisfaction. The aim of this study is to identify how delivery service quality affects customer satisfaction and update the basic service quality model and provide information to delivery service companies and foreign-investing companies in making strategic decisions. This study is opening a new gateway to the postal service in Mongolia on how to improve its services to retain its market share or increase profitability.

## Compliance with ethical standards

## Conflict of interest

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

## References

- Al-Dweeri RM, Moreno AR, Montes FJL, Obeidat ZM, and Al-dwairi KM (2019). The effect of e-service quality on Jordanian student's e-loyalty: An empirical study in online retailing. *Industrial Management and Data Systems*, 119(4): 902-923. <https://doi.org/10.1108/IMDS-12-2017-0598>
- Ali BJ, Gardi B, Othman BJ, Ahmed SA, Ismael NB, Hamza PA, Aziz HM, Sabir BY, and Anwar G (2021a). Hotel service quality: The impact of service quality on customer satisfaction in hospitality. *International Journal of Engineering, Business and Management*, 5(3): 14-28. <https://doi.org/10.22161/ijebm.5.3.2>
- Ali BJ, Saleh PF, Akoi S, Abdulrahman AA, Muhamed AS, Noori HN, and Anwar G (2021b). Impact of service quality on the customer satisfaction: Case study at online meeting platforms. *International Journal of Engineering, Business and Management*, 5(2): 65-77. <https://doi.org/10.22161/ijebm.5.2.6>
- Alkrajji A and Ameen N (2021). The impact of service quality, trust and satisfaction on young citizen loyalty towards government e-services. *Information Technology and People*, 35(4): 1239-1270. <https://doi.org/10.1108/ITP-04-2020-0229>
- Al-Slehat ZAF (2021). Determining the effect of banking service quality on customer loyalty using customer satisfaction as a mediating variable: An applied study on the Jordanian commercial banking sector. *International Business Research*, 14(4): 58-70. <https://doi.org/10.5539/ibr.v14n4p58>
- Amoako GK, Dzogbenuku RK, and Kumi DK (2021). Service recovery and loyalty of Uber sharing economy: The mediating effect of trust. *Research in Transportation Business and Management*, 41: 100647. <https://doi.org/10.1016/j.rtbm.2021.100647>



- Arbore A and Busacca B (2009). Customer satisfaction and dissatisfaction in retail banking: Exploring the asymmetric impact of attribute performances. *Journal of Retailing and Consumer Services*, 16(4): 271-280.  
<https://doi.org/10.1016/j.jretconser.2009.02.002>
- Arora H and Arora P (2015). Service quality dimensions: An empirical investigation of commercial banks in India using SERVQUAL. *International Journal of Services and Operations Management*, 21(1): 50-72.  
<https://doi.org/10.1504/IJSOM.2015.068701>
- Aydin N, Celik E, and Gumus AT (2015). A hierarchical customer satisfaction framework for evaluating rail transit systems of Istanbul. *Transportation Research Part A: Policy and Practice*, 77: 61-81. <https://doi.org/10.1016/j.tra.2015.03.029>
- Beerli A, Martín JD, and Quintana A (2004). A model of customer loyalty in the retail banking market. *European Journal of Marketing*, 38(1-2): 253-275.  
<https://doi.org/10.1108/03090560410511221>
- Chou JS and Kim C (2009). A structural equation analysis of the QSL relationship with passenger riding experience on high speed rail: An empirical study of Taiwan and Korea. *Expert Systems with Applications*, 36(3): 6945-6955.  
<https://doi.org/10.1016/j.eswa.2008.08.056>
- Cuong D (2020). Empirical research on the relationship between service quality, customer satisfaction, and customer loyalty at the cinema: Evidence from Vietnam. *Test Engineering and Management*, 82(1): 1649-1657.
- Delafrooz N, Taleghani M, and Taghineghad M (2013). The impact of service innovation on consumer satisfaction. *International Journals of Marketing and Technology*, 3(5): 127-144.
- Dora YM (2017). Analysis effect of service quality, educational facilities, and method of learning, student satisfaction and loyalty to students-studies in the University of Widyatama Bandung. *European Journal of Social Science Education and Research*, 4(3): 16-27.  
<https://doi.org/10.26417/ejser.v10i1.p16-27>
- Ebrahim RS (2020). The role of trust in understanding the impact of social media marketing on brand equity and brand loyalty. *Journal of Relationship Marketing*, 19(4): 287-308.  
<https://doi.org/10.1080/15332667.2019.1705742>
- Esmaili A, Haghighi I, Davidavičienė V, and Meidutė-Kavaliauskienė I (2021). Customer loyalty in mobile banking: evaluation of perceived risk, relative advantages, and usability factors. *Engineering Economics*, 32(1): 70-81.  
<https://doi.org/10.5755/joi.ee.32.1.25286>
- Fachmi M, Modding B, Kamase J, and Damis H (2020). The mediating role of satisfaction: Life insurance customers' perspective (service quality, trust and image toward loyalty). *International Journal of Multicultural and Multireligious Understanding*, 7(6): 156-170.  
<https://doi.org/10.18415/ijmmu.v7i6.1745>
- Gazi MAI, Rahaman MA, Hossain G, Ali MJ, and Mamoon Z (2021). An empirical study of determinants of customer satisfaction of banking sector: Evidence from Bangladesh. *The Journal of Asian Finance, Economics, and Business*, 8(2): 497-503.
- Gogoi BJ (2021). Influence of service quality and trust in spreading positive WOM and increasing loyalty of a tourist location. *Academy of Marketing Studies Journal*, 25(2): 1-14.
- Heskett JL, Jones TO, Loveman GW, Sasser WE, and Schlesinger LA (1994). Putting the service-profit chain to work. *Harvard Business Review*, 72(2): 164-174.
- Isa SM and Kiumarsi S (2019). The impact of service quality in postal services: The mediating role of self-service technology. *International Journal of Services and Operations Management*, 33(3): 395-419.  
<https://doi.org/10.1504/IJSOM.2019.10022585>
- Isikli E, Aydin N, Celik E, and Taskin Gumus A (2017). Identifying key factors of rail transit service quality: An empirical analysis for Istanbul. *Journal of Public Transportation*, 20(1): 63-90.  
<https://doi.org/10.5038/2375-0901.20.1.4>
- Islam T, Islam R, Pitafi AH, Xiaobei L, Rehmani M, Irfan M, and Mubarak MS (2021). The impact of corporate social responsibility on customer loyalty: The mediating role of corporate reputation, customer satisfaction, and trust. *Sustainable Production and Consumption*, 25: 123-135.  
<https://doi.org/10.1016/j.spc.2020.07.019>
- Karatepe OM, Yavas U, and Babakus E (2005). Measuring service quality of banks: Scale development and validation. *Journal of Retailing and Consumer Services*, 12(5): 373-383.  
<https://doi.org/10.1016/j.jretconser.2005.01.001>
- Kazandzhieva V and Santana H (2019). E-tourism: Definition, development and conceptual framework. *Tourism: An International Interdisciplinary Journal*, 67(4): 332-350.
- Khoa BT (2020). The impact of the personal data disclosure's tradeoff on the trust and attitude loyalty in mobile banking services. *Journal of Promotion Management*, 27(4): 585-608.  
<https://doi.org/10.1080/10496491.2020.1838028>
- Latif KF, Bunce L, and Ahmad MS (2021). How can universities improve student loyalty? The roles of university social responsibility, service quality, and "customer" satisfaction and trust. *International Journal of Educational Management*, 35(4): 815-829. <https://doi.org/10.1108/IJEM-11-2020-0524>
- Lee SK and Min SR (2021). Effects of information quality of online travel agencies on trust and continuous usage intention: An application of the SOR model. *The Journal of Asian Finance, Economics and Business*, 8(4): 971-982.
- Lie D, Sudirman A, Efendi E, and Butarbutar M (2019). Analysis of mediation effect of consumer satisfaction on the effect of service quality, price and consumer trust on consumer loyalty. *International Journal of Scientific and Technology Research*, 8(8): 421-428.
- Liu BSC, Sudharshan D, and Hamer LO (2000). After-service response in service quality assessment: A real-time updating model approach. *Journal of Services Marketing*, 14(2): 160-177. <https://doi.org/10.1108/08876040010321000>
- Martin M and Nasib N (2021). The effort to increase loyalty through brand image, brand trust, and satisfaction as intervening variables. *Society*, 9(1): 277-288.  
<https://doi.org/10.33019/society.v9i1.303>
- Masturoh LM (2020). The effect between customer satisfaction, switching cost, and customer experience of trust to customer loyalty, customer commitment as a mediation. *South East Asia Journal of Contemporary Business, Economics and Law*, 21(5): 151-162.
- Mohamed N and Ali AJM (2019). Service quality and public satisfaction at urban transformation centre (UTC) Kuala Lumpur (KL). *International Journal of Academic Research in Business and Social Sciences*, 9(6): 1262-1276.  
<https://doi.org/10.6007/IJARBS/v9-i6/6152>
- Mohammed SS and Shahin O (2020). Service quality perspectives in telecommunication sector: Trust and loyalty investigation. *Amazonia Investiga*, 9(28): 394-403.  
<https://doi.org/10.34069/AI/2020.28.04.44>
- Moon HG, Lho HL, and Han H (2021). Self-check-in kiosk quality and airline non-contact service maximization: How to win air traveler satisfaction and loyalty in the post-pandemic world? *Journal of Travel and Tourism Marketing*, 38(4): 383-398.  
<https://doi.org/10.1080/10548408.2021.1921096>
- Muharam H, Chaniago H, Endraria E, and Harun AB (2021). E-service quality, customer trust and satisfaction: Market place consumer loyalty analysis. *Jurnal Minds: Manajemen Ide dan Inspirasi*, 8(2): 237-254.  
<https://doi.org/10.24252/minds.v8i2.23224>
- Mulyono RA and Pasaribu LH (2021). The impact of mobile service quality and brand image on customer loyalty. *Enrichment: Journal of Management*, 12(1): 1-7.

- Nelson JL and Kim SJ (2021). Improve trust, increase loyalty? Analyzing the relationship between news credibility and consumption. *Journalism Practice*, 15(3): 348-365.  
<https://doi.org/10.1080/17512786.2020.1719874>
- Osetova A and Dudin E (2018). Postal services in the conditions of fourth industrial revolution. *International Journal of Advanced Research in IT and Engineering*, 7(5): 1-13.
- Pai CK, Liu Y, Kang S, and Dai A (2020). The role of perceived smart tourism technology experience for tourist satisfaction, happiness and revisit intention. *Sustainability*, 12(16): 6592.  
<https://doi.org/10.3390/su12166592>
- Paiz NAM, Ali MH, Abdullah AR, and Mansor ZD (2020). The effects of service quality on satisfaction and purchase intention in mobile commerce. *International Journal of Business and Management*, 15: 36-42.  
<https://doi.org/10.5539/ijbm.v15n4p36>
- Parasuraman A, Zeithaml VA, and Berry L (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 16: 12-37.
- Purwanto E, Deviny J, and Mutahar AM (2020). The mediating role of trust in the relationship between corporate image, security, word of mouth and loyalty in m-banking using among the millennial generation in Indonesia. *Management and Marketing*, 15(2): 255-274.  
<https://doi.org/10.2478/mmcks-2020-0016>
- Rahayu NPW, Bangsawan S, Ms M, and Ahadiat A (2021). Service quality, employee ethics, bank customer trust: The role of size moderation and bank reputation in Indonesia. *International Journal of Pharmaceutical Research*, 13(2): 4400-4422.  
<https://doi.org/10.31838/ijpr/2021.13.02.522>
- Rahmawaty S, Kartawinata BR, Akbar A, and Wijaksana TI (2021). The effect of e-service quality and e-trust on e-customer loyalty through e-customer satisfaction as an intervening variable (study on Gopay users in Bandung). In the 11<sup>th</sup> Annual International Conference on Industrial Engineering and Operations Management, IEOM Society International, Singapore, Singapore: 5495-5506.
- Rajeshwari K and Sunmista KJ (2011). Perceptions of customers on service quality of post offices-A comparative study. *International Journal of Engineering and Management Research*, 1(7): 1-7.
- Ratković M, Pavlović M, and Anđelković M (2017). Comparative analysis of customer satisfaction in postal and banking services. *International Review*, 2017(1-2): 108-120.  
<https://doi.org/10.5937/intrev1702108R>
- Ribbink D, van Riel AC, Liljander V, and Streukens S (2004). Comfort your online customer: Quality, trust and loyalty on the internet. *Managing Service Quality*, 14(6): 446-456.  
<https://doi.org/10.1108/09604520410569784>
- Rindfleisch A, O'Hern M, and Sachdev V (2017). The digital revolution, 3D printing, and innovation as data. *Journal of Product Innovation Management*, 34(5): 681-690.  
<https://doi.org/10.1111/jpim.12402>
- Rita P, Oliveira T, and Farisa A (2019). The impact of e-service quality and customer satisfaction on customer behavior in online shopping. *Heliyon*, 5(10): e02690.  
<https://doi.org/10.1016/j.heliyon.2019.e02690>  
**PMid:31720459 PMCID:PMC6838903**
- Santa, R., MacDonald, J. B., & Ferrer, M. (2019). The role of trust in e-Government effectiveness, operational effectiveness and user satisfaction: Lessons from Saudi Arabia in e-G2B. *Government Information Quarterly*, 36(1): 39-50.  
<https://doi.org/10.1016/j.giq.2018.10.007>
- Saputra AJ and Djumarno D (2021). Effect of price and service quality on customer satisfaction and its implications for customer loyalty at Aston Pluit Hotel and residence Jakarta. *Dinasti International Journal of Economics, Finance and Accounting*, 2(1): 77-91.
- Shin YH and Yu L (2020). The influence of quality of physical environment, food and service on customer trust, customer satisfaction, and loyalty and moderating effect of gender: An empirical study on foreigners in South Korean restaurant. *International Journal of Advanced Culture Technology*, 8(3): 172-185.
- Tammubua MH (2021). Do brand image and brand trust mediate the effect of service quality on brand loyalty? Lessons from higher education sector. *Britain International of Humanities and Social Sciences (BloHS) Journal*, 3(2): 302-315.  
<https://doi.org/10.33258/biohs.v3i2.452>
- Valencia D and Layman CV (2021). E-wallet service innovation, service delivery, and customer satisfaction on customer loyalty within shopeePay in Indonesia. *Ultima Management: Jurnal Ilmu Manajemen*, 13(1): 23-46.  
<https://doi.org/10.31937/manajemen.v13i1.1929>
- Wahyoedi S, Sudiro A, Sunaryo S, and Sudjatno S (2021). The effect of religiosity and service quality on customer loyalty of Islamic banks mediated by customer trust and satisfaction. *Management Science Letters*, 11(1): 187-194.  
<https://doi.org/10.5267/j.msl.2020.8.016>
- Wilson A, Zeithaml V, Bitner MJ, and Gremler D (2016). *Services marketing: Integrating customer focus across the firm*. 3<sup>rd</sup> Edition, McGraw Hill, New York, USA.
- Wong A and Haque M (2021). Understanding the brand and website effects of online loyalty: A mediation perspective. *Journal of Marketing Management*, 38(3-4): 333-368.  
<https://doi.org/10.1080/0267257X.2021.1949378>
- Yildiz E (2017). Effects of service quality on customer satisfaction, trust, customer loyalty and word of mouth: An application on cargo companies in Gümüşhane. *Global Journal of Economics and Business Studies*, 6(12): 81-88.
- Yilmaz V and Ari E (2017). The effects of service quality, image, and customer satisfaction on customer complaints and loyalty in high-speed rail service in Turkey: A proposal of the structural equation model. *Transportmetrica A: Transport Science*, 13(1): 67-90.  
<https://doi.org/10.1080/23249935.2016.1209255>