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FACTORS THAT AFFECT SERVICE PERFORMANCE OF FREIGHT FORWARDERS

By

VAROOS HITATHARN

A Final Report of the Six-Credit Course
SCM 2202 Graduate Project

Submitted in Partial Fulfillment of the Requirements for the Degree of
MASTER OF SCIENCE IN SUPPLY CHAIN MANAGEMENT

Martin de Tours School of Management
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Martin de Tours School of Management

Master of Science in Supply Chain Management

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Date: ___12/7/20___

Assumption University
Martin de Tours School of Management
Master of Science in Supply Chain Management

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I, **Mr.** Varoos Hitatharn

declare that this thesis/project and the work presented in it are my own and has been generated by me as the result of my own original research.

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I confirm that this thesis/project has been carried out under my supervision and it represents the original work of the candidate,

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 (Asst. Prof. Dr. Nucharee Supatn)
Advisor

Date

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ABSTRACT

The objectives of this research study were: (1) to study the influence on reward system, job satisfaction, service training and teamwork, on service performance; (2) to identify the level of service performance of employees; (3) to determine the perception of employees on reward system, job satisfaction, service training and teamwork. The research was conducted as a case study of a freight forwarding company in Thailand, using both exploratory research and survey research. The target population was DMO employees who were in direct contact with, and provided service to, customers. The sample size was 95 respondents. Multiple regression analysis was used to analyze data.

The main research findings indicated that reward system, job satisfaction, service training and teamwork have a significant influence on service performance. This research will help DMO's managers to understand employee perception and the factors of rewards system and service training in their influence on service performance to customer. This can lead to improving the company's service performance, which will then help to improve its reputation, help it to gain more market share, and help to make the company a success.

ACKNOWLEDGEMENTS

This graduate project for the degree of Master of Science in Supply Chain Management could not have been completed without the assistance and support of several people. I would like to take this opportunity to express my deepest gratitude to all those who have contributed to this study.

First, I am deeply indebted to my advisor Asst. Prof. Dr. Nucharee Supatn for her inspiring, invaluable guidance and great support throughout my work. I would like to thank her for all her advice, encouragement, and the time she spent in teaching me so much. Without her support, this research would not have been completed.

I also would like to thank my beloved family and friends of mine who encouraged me and supported me with DMO Company information, and those who always cheered me up, made me happy and understood me all through the project period. I am very lucky to have such good friends.

Finally, I would like to thanks all the respondents who gave their precious time to participate in this study. They are a part of my proud project.

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Varoos Hitatharn

Assumption University

May 2011

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CHAPTER I

GENERALITIES OF THE STUDY

Nowadays, the world has been changed by globalization as the market becomes more global. The new inventions in transportation and communication, through globalization, have made the world a lot smaller, which has created the world economy to be more competitive such that business firms could gain benefits and competitive advantage over others. Now, business is based on international trade, and crossing borders and cultures to transport goods across nations has become an essential part of global business. A number of global trends are affecting the freight forwarding industry which is hired for delivering goods across the world. Some freight forwarding companies have not only delivered goods from one country to another country, but they also deliver the goods internally within a country (Hanel, 2010).

In accordance with globalization, freight forwarding has become a big part of every industry, and is even used by exporter who have to ship huge cargo overseas (Thom, 2011). For the freight forwarding company, the type of business exists on a scale that is international and multinational, related to the import and export of goods and services, and it deals with many sectors that are directly involved in supply chain management. Thus, the company has to focus on its supply chain to provide competitive service and good performed to the customer.

Regarding the freight forwarding industry, personal selling is the key to success that helps a firm to gain competitive advantages over other competitors (Anderson, 1996). Higher performance of the salespeople is one of the most urgent task which managers face (Boles, Brashear, Bellenger, & Barksdale, 2000). To provide better services would help freight forwarding and logistics firms to differentiate themselves from others and accomplish the logistics process to increase the service performance of the company. Consequently, this research study aims to analyze the factors of reward system, job satisfaction, service training and teamwork that influence service

performance for a freight forwarding company. The focus is on target respondents who work in the DMO Company. DMO has been selected since it is an international company which was established many years ago in Thailand but whose reputation is not seen in the market to include competitive service performance.

1.1 Background of the Study

DMO is one of the world's leading providers of freight forwarding and supply chain management services, under the umbrella of a global logistics company. DMO was established in 1977. DMO's ability and significant contribution is in offering end-to-end supply chain solutions which help customers improve their business performance and increasing supply chain visibility in SCM Logistics.

Figure 1.1 DMO Background service

Ocean Carrier	DMO	Terminals
FACTS	FACTS	FACTS
*World's largest container line	*Top Ten logistics provider	No 2 terminal operator
+500 operated vessels	*10,500+ employees globally	•50 operating terminals
.1.9 mil operated containers	.270+ offices worldwide	·Established in 2001
*Located in 125 countries	in 90+ countries	
.Established in 1904	*Established in 1977	
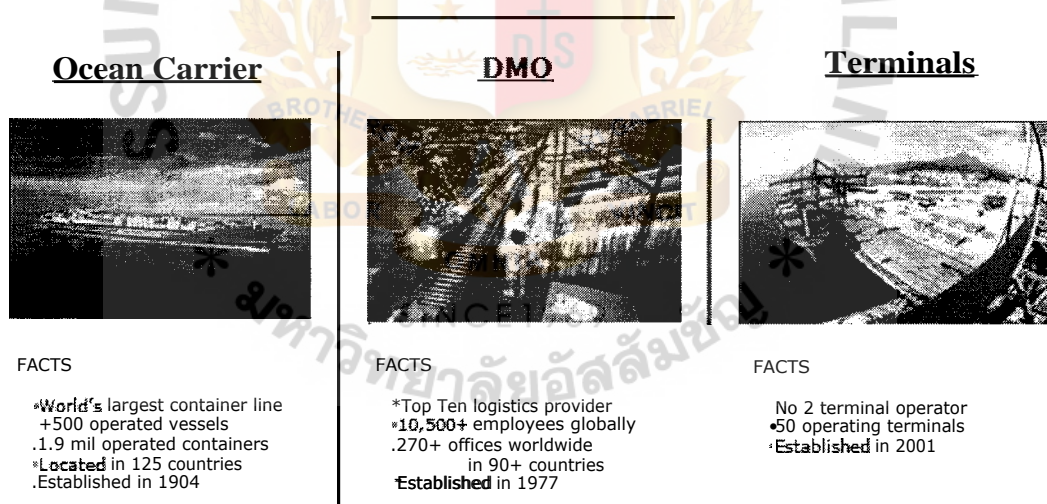
Source: DMO

Since its establishment in 1977, the DMO company has developed the resource and service to compete with the leader global freight forwarders in the world, such as DHL Global Forwarding, SCHENKER, Kuehne & Nagel, CEVA and others. But the total revenue and total volume for both ocean and air freight are still behind the above competitors, and the reason might be due to service performance. DMO runs a

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business for total logistic activities, including freight forwarding by ocean and air, warehouse and distribution, customs brokerage, transportation, and supply chain management, which compares well with the other freight forwarding company who focus only on some specific logistic activity.

For the freight forwarding industry, the service level is about core product competency to expand its business. DMO has applied a reward system and provided service training to increase the service level, and DMO believes that the specific reward system and service training would enhance employees' satisfaction and teamwork.

As the freight forwarding industry does not produce physical products, then customer will assess their level of satisfaction from the service level of the provider. Even though some companies can provide a good price for its customers, past experience about service level from previous shipments can change customer attitude from being price oriented to being service-level oriented. Therefore, DMO has acknowledged that good service performance will be a competitive advantage when compared with the service level of its competitors.

1.2 Statement of the Problems

The reputation and revenue of DMO are still behind its competitor in the freight forwarding industry. DMO management have a plan to develop internal organization by encouraging employees to focus on service performance so that it can to be the leading freight forwarding company. In order to compete in the market, it is necessary for a firm to increase its service performance. The services are indeed about processes and performances (Parasuraman, Ziethaml, & Berry, 1988). Service in the freight forwarding industry includes cargo booking, air cargo documenting, and consolidating cargo from numerous shippers (Tangeman, 2006).

As the current market becomes more competitive and intense, customers have more alternatives from which to select. In order to compete in the market, it is necessary for

DMO to increase its service level. The company needs to develop the factors of reward system, job satisfaction, service training, and teamwork, that influence overall service performance. DMO has focused on developing a reward system in the organization that encourages staff to meet the service level, promote job satisfaction in an enjoyable working life, provide service training to develop skill and attitude towards service performance, and also develop internal teamwork for a professional service to clients.

Therefore, this research study aims to evaluate the factors that influence the service performance of the DMO freight forwarding company and analyze their impact on service performance. These factors include a specific reward system, training provided to its employees, as well as the teamwork and job satisfaction of the employees. As such the focal question of this study is: "How would the reward system, job satisfaction of the employee, service training, and teamwork, influence the performance of the freight forwarding services?"

1.3 Objectives of the Study

This research aims to examine the factor that influences the service performance of the DMO freight forwarding company. The research studies investigate the relationship between reward systems, job satisfaction, service training, teamwork, and service performance. Three specific objectives can be stated as follows:

1. To study the influence of reward systems, job satisfaction, service training and teamwork on service performance
2. To identify the level of service performance of employees
3. To determine the perception of employees of the reward system, job satisfaction, service training, and teamwork

1.4 Scope of the Study

The scope of this research study is to focus only on DMO's employees who have direct contacts in providing service to customer. DMO has applied a reward system and provided service training to increase the service level, and DMO believes that the specific reward system and service training would enhance employees' satisfaction and teamwork. A survey questionnaire was designed in this research that can influence the service performance. The questionnaire will examine four factors: the reward system, service training, job satisfaction, and teamwork.

1.5 Limitations of the Study

The limitation of the research study is that respondents are limited to DMO's employees, and the findings might not be generalized to other freight forwarding companies and other service industries since the project studies one firm only. Moreover, there are limitations of accessibility of data to investigate all factors that are relevant to service performance of this freight forwarding company.

1.6 Significance of the Study

The information and knowledge gathered from this research would help DMO to understand its employees' perception of the current reward system and service training that influence service performance. Therefore, DMO can ensure that its employees will provide good service to all customers, as good reward and service training will lead them to feel satisfied with their job, and service training helps to develop skill and knowledge to service customers, and good teamwork enables the business organization to run smoothly.

In addition, DMO can apply results of this research to enhance the service performance and gain more customer satisfaction and competitive advantage. Also, other firms in the industry may replicate or apply DMO's strategies to improve their service performance in the future

1.7 Definitions of Terms

Freight Forwarder: An intermediary who acts on behalf of importers, exporters, other companies or persons, by organizing the safe, efficient and cost-effective transportation of goods (Thompson, 2008)

Customer service: Customer service is in answering customer questions, solving appropriate problems and fixing them quickly, as it represents one area in some organization that can create real competitive advantage. (Wisner, Tan, & Leong, 2008)

Reward System: A reward system represents what the individuals want to obtain from work or what they perceive, and also it can define potential sources of rewards to the worker (Kalleberg, 1977)

Job Satisfaction: Job satisfaction is deemed vital to the delivery of quality services because it could facilitate the enactment of emotional labor with less ill effects on employees. Emotional labor has been defined as the art of displaying appropriate emotions (Ashforth & Humphrey, 1993)

Service Training: Service training requires acquiring the right skills in order to serve the customer better. The training is certainly a step in the right direction (Mouawad & Kleiner, 1996)

Teamwork: Teamwork is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach, for which they hold themselves mutually accountable (Kraft, 1999).

Service Performance: Service performance uses SERVPERF as a quality measurement by focusing on performance only (Cronin &

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Taylor, 1992)

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CHAPTER II

REVIEW OF RELATED LITERATURE AND RESEARCH
FRAMEWORKS

This chapter consists of the theories, related literature review, research frameworks, conceptual frameworks and research hypotheses. Firstly, the theories are related to service performance. Secondly, the theories and concepts are described related to the study's topic. Thirdly, other related literature reviews explain the relationship between variables. And lastly, some previous studies help to build the conceptual framework employed in this study, and the hypotheses exhibit the relationship between variables based on the developed framework.

2.1 Service Performance and Measurement

Parameshwaran, Srinivasan and Punniyamoorthy (2008) said that managing the service performance has become the essential strategy of a company to compete in today's competitive world. There are various performance measurement system modes (Lockamy, 1991), such as the performance pyramid (Lynch & Cross, 1991), the balance scorecard or KPI (Kaplan & Norton, 1992), and performance prism (Neely, Adam & Kennerley 2002). The service performance in a service industry differs from manufacturing (Sinclair & Zairi, 2000). Service performance in a service industry can be measured based on the number of customer and the level of the contact with those customer (Fitzgerald, Johnson, & Voss, 1991), the number of complaints from customers (Chen & Yang, 2000), and service performance by using the cost, time and service quality as measurable dimensions (Parameshwaran et al, 2008).

Accordingly, the service quality is a critical factor that concerns business-to-business marketing of service, because service quality will impact on the organizational service to customers. If the company provides good service quality to their customers, customers will be satisfied with the service and will have a positive attitude to the

company which can create more value, all of which can be reflected in the company's increased service performance.

As mentioned in the above section, nowadays there is a highly competitive environment and global markets, and the service of freight forwarders can provide an important competitive differential advantage to the exporters/importers. If the freight forwarding company provides poor shipping services, or is not competitive, it can have drastic consequences on the exports/imports business, with loss of orders, increased claims, delayed payments, and generally a lower supplier rating score or poor service performance.

Service delivery is a total system, operational through the performance of subsystems such as sales and marketing, bookings, documentation, operations and claims, in which the customer will resolve their problems or generally monitor their shipment from the subsystems. If there are any weak chains in the subsystems, it can cause concerns and lower the service providers' service quality perceptions.

DMO used the Sales KPI Performance, applied from Kaplan and Norton (1992), to measure the service performance of the company. KPIs of the company have different standards for each department, which depend on the objective of the employee role to provide the service to customer, as shown in the following;

- Sales Team KPI; number of new clients per quarter, new trade lane development, additional selling products sold to existing customer, focus corridor from regional policy, account receivable control in which all items are weighted by ratio
- Customer service KPI; focus on speed of service level to support customer, accuracy of documents, error job, response of booking confirmation to customer
- Pricing and marketing team; focus on speed of response about the price and condition to sales team to provide cost and schedule to customer, find

competitive rate with good conditions, secure space allocation on vessel
and airline,

There is performance motivation for the sales and staff in the organization to achieve the optimum business result through a "pay for performance" concept which will be able to attract high service performance from employees. DMO measures the performance on a quarterly basis, and their performance measurement will affect the incentives and bonus.

2.2 Job Satisfaction

When people assess employee attitudes, most of them will be sensitive to whether job satisfaction has been defined as an attitude that individuals have about their jobs. It results from their perception of their jobs and the degree to which there is a good fit between the individual and the organization (Ivancevich , 1997).

Rue and Byars (1992) defined job satisfaction as an individual's psychological state about the job, and said that an employee who has high job satisfaction will demonstrate a positive attitude toward his/her job, while an employee who is dissatisfied with his/her job will demonstrate a negative attitude (Robbins, Odendaal & Roodt, 2003). Greenberg and Baron (1995) also showed that job satisfaction is about an individual's cognitive, affective and evaluative reactions toward their jobs. The job satisfaction in the DMO organization is very important, as employee attitude is a serious core part of DMO. The company always develops its concern about the environment of working areas, a good social environment, updated or new office facilities, and also has a good support system to support employee to have a positive attitude to the job, in an environment that influences service performance on the job as well.

Moreover, Locke (1976) mentioned that job satisfaction is a yardstick for appraisal of the quality of work experience, which it defined as "a positive emotional feeling, a

result of one's evaluation towards his/her job and his/her experience by comparing between what he/she expects from his/her job and what he/she actually gets from it".

2.3 Reward and Incentive System

Parasuraman (1987) demonstrated that the reward and incentive system is the way that a firm rewards its employees, dependent on the level of service provided to the customers. It also supports the view that the reward system has a significant effect to the service performance of employees, which it linked to the organizational strategy, human resource practices, and performance (Balkin, 1987). Reward systems can motivate employee performance to provide a better service or do a better job that is consistent with the organizational strategy, and also it attracts and retains employees with the knowledge, skills, and capability to work for the employees.

Porter and Lawler (1968) defined the reward systems as comprising two factors that essentially represent an intrinsic and extrinsic distinction, and also it is a tool to influence the effectiveness of an organization (Allen & Kilmann, 1998) and is a key factor to drive the performance which it becomes an important motivator to individuals and team.

Currently, the reward systems of DMO Company have both intrinsic and extrinsic distinction, and the reward system is implemented for both individual and team. The reward system that the company has is "GAB Award". GAB stands for "Going Above and Beyond". GAB Award was launched on February 12, 2010. This reward system aims to recognize employees for their exceptional efforts or extremely high quality of service, and also to identify and celebrate behavior that clearly demonstrates the company brand attributes. DMO have the following criteria for awards:

1. Passion for customers, such that individual or team go above and beyond in their engagement and interaction with customers.
2. Dedication to service delivery, by an individual or team, which goes above and beyond for operational duties and discipline.

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3. Energized individual or team take additional accountability for people matters, makes a difference through working with colleagues, and is a visible driving force in the way they live the company values.

4. Differentiation, that staff has gone above and beyond in differentiating the service offered by DMO products to customers. This reward system will promote and drive a high service performance culture in the organization.

The guideline format for rewards has Local and Regional differences. Local GAB Award is held quarterly, and the country management can also choose to offer an immediate reward recognition whenever employees are seen to be going the extra mile or doing things above and beyond their call of duty. This is similar to a 'Spot Award'. GAB Award recognition is decided by a country management team. For the regional GAB Award, regional winners will be chosen once a year. The announcement is scheduled to be made in Q1 of the following year. Only Country Managers can nominate their staff for the regional GAB Award. To qualify for the Regional GAB Award, nominees must have won at least one local GAB Award. The detail of GAB regional award recognition is SGD 1,000.00 for individual(s) or SGD 2,000.00 for team(s), GAB Award Certificate is signed by APA(Asia Pacific Area) CEO, GAB Trophy, with announcement via email, web and connect APA, and also a recognition dinner with the regional leadership team when they are in the winners' hometown. (http://connect/Regions/Logistics/GAB%20Award/Pages/default.aspx)

The first-ever Thailand GAB Award was presented to the WND (Warehouse and distribution) CFS team, which displayed a strong team spirit and dedication to service delivery by going above and beyond to deliver, despite the political unrest in Bangkok. The critical situation did not stop the CFS team from delivering their promises. The WND CFS team decided to work overtime and round the clock to increase operating flexibility for customers who had difficulties transporting goods to the CFS warehouse. Despite the tight deadline, lack of resources and information, the team ensured that cargo receiving and container stuffing operations were carried out in time for vessel departure.

DMO have more reward systems to encourage company's staff to be high performers in the organization in term of the sales department, for customer service both local and regional. For a Sales team, they have a reward incentive scheme which is issue quarterly and depends on the revenue for an individual, Top Sales of the Year reward is based on performance for whole year, with a regional champion program in Asia Pacific. For 2010, the company policy encouraged the APA office to expand Air freight business, so they issued the reward program to encourage DMO sales people: the person who sells the highest volume of airfreight in the competition period gets the reward. On the other hand, DMO have rewards to encourage back office staff, such as customer service, by evaluating their performance to pay a bonus at the year end. "Performance based variable pay" (PBVP) is an internal program to evaluate employee performance at the manager and supervisor level.

2.4 Service Training

Berry and Parasuraman (1991) stated that employees should be taught how to react and handle the situation during a process of service delivery, since most employees are not naturally responsive, empathetic or reassuring in dealing with customer problems. Whiteley (1994) also said that service training brings about improvement in employee skills to handle an upset customer, against their natural instincts. In addition, Schlesinger and Heskett (1991) proposed that effective service training is an area for the service leaders to differentiate themselves from other competitors.

Currently, training employees on customer service skills and behavior has become a necessity because of the increased complexity of responsibility performed by a customer service representative. Most companies provide their employees with a combination of in-house and external training sessions (Mouawad & Kleiner, 1996). Also, several authors argue that on-the-job training is one of the most advantageous in terms of contributing to the service performance of the employees (Jackson & Hisrich, 1996) because on-the-job training will give an opportunity to the employees to have more practice on his/her knowledge and skills previously learned in the training class (Jobber & Lancaster, 1997).

DMO has a Personal Development Plan (PDP) training program, which is a tool to help the employees plan their knowledge and capability in order to meet their personal goals, team goals, and organization mission. The employees' PDP is a tool that an employee can use for communication between employee and manager to identify the employee needs, expectation, and reach agreement. It is training that helps employees to increase their performance and develop their skill. For Professional and Proactive Products which provide training in customer service all departments, including ocean freight, air freight, customer broker, warehouse and distribution, learn more ways to improve the service level of the company through professional and proactive service to client. Sales team have more training about professional selling, with trainers from regional sales representatives who share case studies from their experience and share how to solve problems in difference cases to increase the service performance of the company. Below is an example of PDP and Professional Proactive service and professional sales training schedule for October, 2010.

Figure 2.1 DMO Training Schedule in October, 2010 for DMO

| | | October | | |
Monday	Tuesday	Wednesday	Thursday	Friday
				1 E- Flexi
4 Orientation 9.00-12.00	5 Cancer Check Up	6 Professional and Proactive Service	7 Professional and Proactive Service	8 PSS
11 Columbus 6	12 PDP	13 PPS + Sales Training	14 PDP + Sales Training	15 PDP + Sales Training
18	19 Professional and Service	20 Professional and P Service	21 Professional and Pr(Service	22 PDP
25	26 H1N1 Vaccination	27	28	29

Source: DMO

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The training to its employees will help them to improve their productivity which will help the company achieve economies of scale.

2.5 Teamwork

Zeithaml and Bitner (1996) defined teamwork as group cohesiveness, group commitment, participation in decisions, and success sharing, which tend to develop capabilities for delivering a high level of service performance. Berry (1995) also stated that more often the excellent service results from the actions of group of people working together, although sometimes it results from individual action.

Hoegl and Gemuenden (2001) mentioned that teamwork is a social system including more than three people in an organization or context, who have the same goal. Robbins (2001) stated that the factors influencing teamwork are relationships of leaders, roles, principles, status, size, composition and the power of agglomeration. DMO focus on teamwork as one factor to develop the service performance level, and they also arrange company outings every year to employee to provide an opportunity to know each other from difference departments. They have leadership camps for the supervisor and manager level to study how to be a good team supervisor in controlling subordinates to improve service performance. Finally, DMO has opened the opportunity for staff to rotate jobs in the organization, to understand the job function of other departments and to communicate with various people in the organization.

2.6 The Relationship between the Related Constructs and Service Performance

2.6.1 Reward and Incentive System toward Service Performance

Berry and Parasuraman (1991) stated that the rewards provided to employees are essential gear to motivate employees to deliver an excellent service, as well as service recovery efforts which are necessary to enhance the level of customer satisfaction and increase service performance. Therefore, service firms have to ensure the behavior of employees, through active encouragement and appropriate rewards.

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Cone (1989) said that it is a good implementation of service firms to provide appropriate rewards for those employees who perform good service quality, which is also a good image of a company. Guzzo (1985) also indicated that the monetary programs rewarding an individual, group or organization should be related to productivity output. Furthermore, Schneider et al., (1998) also mentioned that the performance incentives are relevant to employee performance in service settings.

2.6.2 Job Satisfaction toward Service Performance

Grove, Fish and Darsch (1998) mentioned that an employee acts, emotions and attitude affect the service quality as "performance" and the employees' critical role cannot be overemphasized. Zeithaml and Bitner (2000) said that the employees' job satisfaction is very critical in influencing the service quality delivered to the customers, and even state that employees are the "service", "organization" and "marketers". Schlesinger and Heskett (1991) suggested that satisfied employees will deliver a high service quality, based on a cycle of success model.

George (1991) represented that job satisfaction may encourage pro-social behaviors since it moderately reflects a positive mood or emotion at work. Ashforth and Humphrey (1993) also indicated that the manner in which one displays emotions has a strongly significant impact on service quality encounters.

2.6.3 Service Training toward Service Performance

Liao and Chuang (2004) found that there is a significant link between service training to employees and service performance, in which high service performance contributed to high customer satisfaction and customer loyalty.

Armstrong (2000) mentioned that training has a direct relationship with the employees' performance as basically training is a formal and systematic modification

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of behavior through learning, which will occurs as a result through education, instruction, development, and planned experience.

Afaq and Khan (2005) found that the employee training has a significant positive effect on resultant performance in accomplishing different tasks. Employees who have taken training were more capable in performing different tasks and vice versa. Service training is important to the current modem business as it creates efficiency, accuracy and effectiveness to provide less time and cost of the service performance it influences.

2.6.4 Teamwork toward Service Performance

Andrews (1995) stated that teamwork have a positively significant effect on service performance. Richardson & Robinson (1986) stated that each part of a job is essential to ensure excellence in service performance, although not every member of the firm actually deals directly with the customers.

Berry (1995) indicated that service performance can be developed from a productive team environment by adhering the group together and motivating the members to accomplish the common goal together by providing good service quality. It should be helpful, persuade members to learn from others, and value the efforts of each individual in the team to develop teamwork.

Furthermore, service training will enhance the knowledge and skills of employees which lead to the improvement of employee service performance. It is also documented that increased productivity of newly hired employees is associated with their participation in company training programs. Bartel (1994) also found that there is a positive effect of training on employee productivity, as employee training directly enhances performance by increasing the level of skills. In other word, the training and instruction practices have a positive effect on output quantity, quality and cost effectiveness, which are all defined as performance.

2.7 Conceptual Framework

From the literature above, this research study aims to examine the factor that can influence the service performance in freight forwarding, the factors in this research being reward system, job satisfaction of the employee, service training, and teamwork. The conceptual framework that illustrates the relationship between research factor and service performance is shown below:

Figure 2.2: The Model of Relationships between Reward System, Job Satisfaction, Service Training, Teamwork, and Service Performance
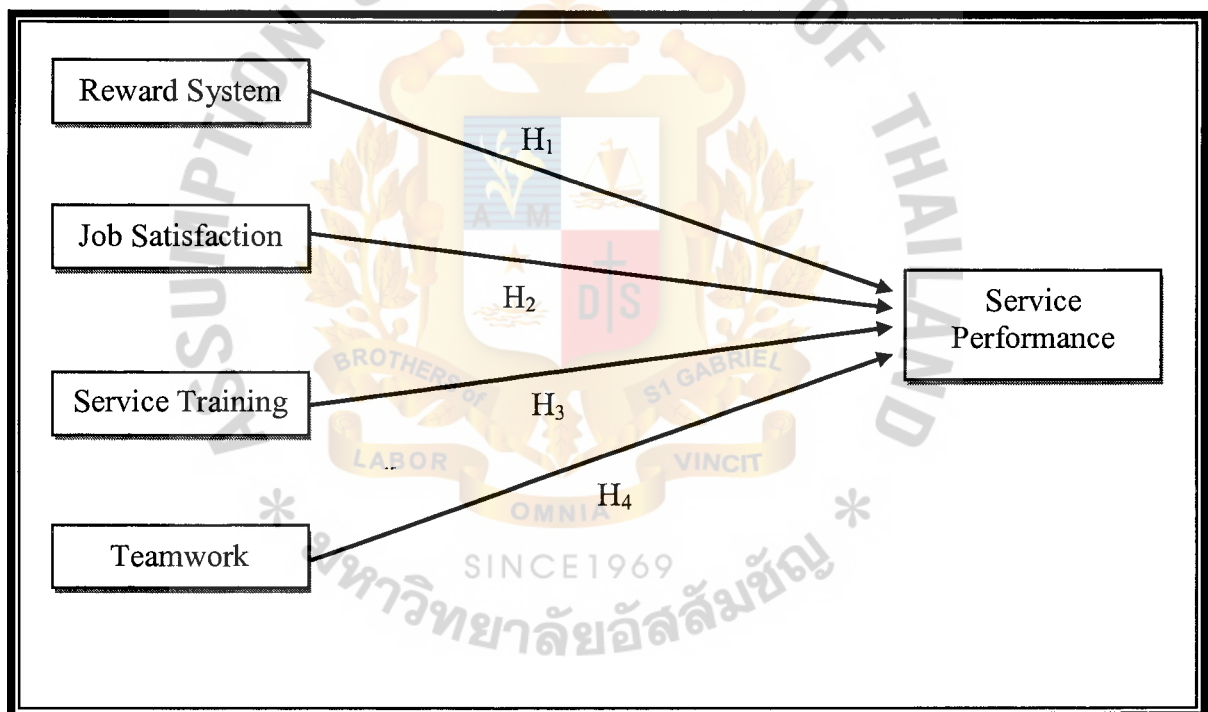
2.8 Research Hypotheses

From the conceptual framework of the research study, four hypotheses can be drawn to explain the relationship of each variable between dependent variable and independent variables. The hypotheses exhibited in this research study are as follows:

Hypothesis 1 : Reward system positively influences service performance

Hypothesis 2 : Job satisfaction positively influences service performance

Hypothesis 3 : Service training positively influences service performance

Hypothesis 4 : Teamwork positively influences service performance

2.9 Summary

The related literature reviews the relationship of service performance with reward system, job satisfaction, service training, and teamwork. This research study investigates the positive influence between reward system and job satisfaction, between job satisfaction and service performance, between service training and service performance, and between teamwork and service performance. Therefore, the conceptual framework was conducted for further hypothesis testing and answers the research objectives.

CHAPTER III

RESEARCH METHODLOGY

The main purpose of this chapter is to discuss the research approach and techniques used in this research study. The chapter consists of six sections of research methodology. The first section is the methods of research design that the researcher used to described the type of research appropriate to the research purpose. The second section is data collection that explains how to obtain primary and secondary data. The third section is the research instrument, a questionnaire, as a tool for gathering data, constructed of three main parts which are the screening questions, main questions and general information. The fourth section is the target population from whom to gather the information needed in this research study, which will focus on employees who work at DMO. The fifth section is the pre-test results after the researcher distributed sample question for testing the reliability and language before distributing all the questionnaires.

3.1 Research Design

This research study applied the descriptive research method to study the factors that enhance the employees' service performance of a freight forwarding company. The researcher focuses on five variables: reward systems, job satisfaction, service training, teamwork, and service performance of the employees in DMO, as the main purpose of this research study.

The researcher uses survey techniques to collect the data by distributing questionnaires as the key tool for collecting the primary data from the target population who work at DMO in the Air Freight Department, Ocean Freight Department, Customer Service for Inbound & Outbound Shipping Department, Key Client (Supply Chain Management) Department, Sales Executives Department, and Warehouse Department.

The main reason that the researcher decided to distribute questionnaires to people who work in the above departments as the target respondent was because their job function is related to service criteria, and also because they are in direct contact with customers. A questionnaire survey measures the service performance of the DMO's employees and the influencing factors. Details of the questionnaire are discussed in the questionnaire development part and the pretest part.

3.2 Questionnaire Development

This research study uses a survey method to gather primary data by distributing questionnaires to the employees who work at DMO in the Air Freight Department, Ocean Freight Department, Customer Service for Inbound & Outbound Shipping Department, Key Client (Supply Chain Management) Department, Sales Executives Department, and Warehouse Department. The design of the questionnaire was based on the literature review, research objectives, and research framework. The questionnaire is divided into two parts:

Part 1: Measurement of Service Performance and its influence

The first part of the questionnaire is the service performance management that contains 5 main sectors relevant to the research variables, which are 4 questions for reward systems, 5 questions for level of job satisfaction of the employee, 4 questions for service training that the company provided, 5 questions for teamwork, and 5 questions for service performance, in the freight forwarding company. All questions in this part use a five-point Likert scale or interval scale, to measure the data. The scales and twenty-three measurement items of service performance and its influence factor are shown later in Table 3.1. Questions about reward systems and job satisfaction were developed from Muhammed, Ziauddin, and Javed (2010). Service training questions were developed from the Training and Experience Evaluation; questions for evaluating the teamwork of DMO were developed from Parolia, Jiang, Klien, Fernandez, and Li (2010); and questions on service performance were developed from Johari, Yahya, and Omar (2007).

Rating Scales	Interpretation
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

Part 2: General Information

The second part of the questionnaire is general information about respondents which included a demographic profile such as gender, age, status, education attainment, income, length of working at the company, and working department.

3.3 Target Population

This research studies the factors that influence the service performance of DMO, a freight forwarding company. The target population is DMO's employees who work in the following five departments: Air Freight Department, Ocean Freight Department, Customer Service for Inbound & Outbound Shipping Department, Key Client (Supply Chain Management) Department, Sales Executives Department, and Warehouse Department. It is convenient to collect the data from them, and the target population will provide the relevant information to the researcher as the target population has a high degree of involvement which will help to provide a more accurate outcome in examining the factor that influence service performance.

The researcher will survey how the employee perceived the following: the current reward systems of the company, employee satisfaction with their current job, the beneficial effects of service training in order to increase their job knowledge, teamwork, and the service performance of the employee in dealing with customers.

The overall total of employees who work for DMO Company is 215, consisting of 187 at DMO head office in Bangkok, 1 working at Lat Kra Bang, 7 working at Siam Shore Side, 16 working at Laem Cha Bang and 4 working at the Airport. Within this number, the researcher focuses on the target population who provide the customer service, which is 95 employees who work in the Air Freight Department, Ocean Freight Department, Customer Service for Inbound & Outbound Shipping Department, Key Client (Supply Chain Management) Department, Sales Executives Department, and Warehouse Department at DMO head office in Bangkok and Laem Cha Bang branch. This is taken as the sample of the research.

Table 3.1: Target Respondents

anent	
Air Freight	11
Ocean Freight	25
Customer Service for Inbound & Outbound Shipping	30
Key Client (Supply Chain Management)	11
Sales Executives	11
Warehouse	7
Total	**95**

3.4 Data Collection

To engage in proper research it is necessary to select appropriate data which matches the scope of research. This research study applied primary data in order to collect and distribute sufficient research data, as follows.

Kotler (2000) mentions that primary data can be gathered in five ways which are focus group, surveys, observation, behavioral data, and experiences. Therefore, the researcher gathers the information by using the questionnaires as a tool to collect the primary data in order to get up-to-date data which is relevant to achieving the research question and objective.

To ensure minimal interpretation errors by the respondents, the actual survey instrument (questionnaire) was translated into the Thai language. The questionnaire was rechecked again and again in order to retain the original meaning of the English version questionnaires as much as possible.

3.5 Pre-Test Results

Zikmund (2000) stated that good questionnaire design is a key to obtain good survey results. Therefore, a questionnaire is the essential instrument of this study, which needs to be clear and easy to understand (Churchill, 1999). Pretest is a trial run with a group of respondents; the results are used to screen out problems in the design of the questionnaire (Zikmund, 2000). The purpose of pretest is to prevent an error or discrepancy that may occur by respondents. A set of questionnaires is reviewed by correcting the structure in order to ensure the validity and reliability of data and understanding of the wordings, and sequence of questions. Then, the corrections having been made, the entire questionnaire was distributed to the targeted respondents.

Thus, the researcher decide to test about 30 questionnaire sets, and to test the reliability of each question by using reliability analysis or Cronbach's Alpha Coefficients (a): if the alpha test value of reliability test is greater than 0.70, it indicates significant reliability (Nunnaly, 1978). All questions were shown to be consistent and reliable to apply as the research instrument in this research study.

Table 3.2: Cronbach's Alpha Coefficients

Reward Systems	0.755
Job Satisfaction	0.922
Service Training	0.846
Teamwork	0.934
Service Performance	0.883

3.6 Data Analysis Plan

The researcher collected data from the questionnaire and analysed the statistics in term of data interpretation and hypothesis testing. There are two analysis techniques applied to this research study, which are "Descriptive Analysis" and "Multiple Regression Analysis".

3.6.1 Descriptive Analysis

The researcher use descriptive analysis technique for transforming raw data by summarizing, rearranging, categorizing and presenting it in a more understandable format. Descriptive analysis was used to describe the demographic information of respondents in term of gender, age, marital status, income, education level, and occupation.

3.6.2 Multiple Regression Analysis

Multiple regression analysis is a flexible method of data analysis that may be appropriate whenever a dependent variable is to be examined in relationship to any other independent variables or predictor variables (Cohen, Cohen, West, & Aiken, 2003).

This research uses Multiple Regression Analysis as a SPSS tools to test hypotheses. Multiple regression is regression with two or more independent variables (Baker, 2006).

The model of Multiple Regression as:

$$Y = a + b_1X_1 + b_2X_2 + \text{...........} + bmXm$$

Where, Y is the dependent variable (service performance) which is based upon the independent variables (reward systems, job satisfaction, service training, and teamwork).

In this study, the researcher used Multiple Regression for testing the four hypotheses to investigate the independent variables' relationship to service performance of a freight forwarder.

Multiple regression analysis was performed at two levels. The first level is the composite level by taking all the variables in the research variables such as reward systems, job performance, service training, and teamwork, as the independent variables together in the regression analysis. The second level is the individual element level by taking the variable only from the one independent variable in the regression analysis.

3.7 **Summary**

This chapter discussed the research design used to investigate the factors that can enhance the service performance. A questionnaire is the research instrument for collecting the data. Pre-testing of the questionnaire is done to ensure its reliability. Target population sample, sampling, data collection plan, and data analyses, are also discussed.

CHAPTER IV

PRESENTATION AND CRITICAL DISCUSSION OF RESULTS

This chapter contains a summary of the data collected from the questionnaires. The survey data was collected from 95 employees who work at DMO Company. The data analysis is divided into six parts: (1) a description analysis of respondent profiles: (2) the agreement level of factors that affect service performance of freight forwarders: (3) reliability testing: (4) hypothesis testing: (5) discussions of the findings: (6) Summary. The details are presented below.

4.1 Sample Profile

To understand the DMO's employees' characteristics, a frequency and percentage analysis was conducted on demographic profiles and general profile for all respondents in this research study. The analysis details are show in the Tables below.

Table 4.1: Demographic Profile for DMO's Employees

Demographic Profile		Frequency	Percentage
Gender:	Male	26	27.4
	Female	69	72.6
Age (**Years Old**):	Less than 25	10	10.5
	25 – 35 years	71	74.7
	36 – 45 years	14	14.7
Education Level:	Lower than Bachelor's Degree	2	2.1
	Bachelor's Degree	70	73.7
	Higher than Bachelor's Degree	23	24.2
Marital Status:	Single	81	85.3
	Married	14	**14.7**
Monthly Income:	15,000 baht or less	8	8.4
	15,001— 20,000 baht	27	28.4
	20,001 – 25,000 baht	19	20.0
	25,001 – 30,000 baht	7	7.4
	30,001 – 35,000 baht	11	11.6
	35,001 – 40,000 baht	3	3.2
	40,001 baht or more	20	21.1
Total		95	100.0

4.1.1 Gender

The demographic factor in terms of gender, in Table 4.1, shows that the majority of respondents are female (72.6% or 69 respondents), while males accounted for 27.4% (26 respondents) of total respondents.

4.1.2 Age

The demographic factor in terms of age in Table 4.1 indicated that the highest percentage of respondents' age was 74.7% (71 respondents) for between 25 to 35 years old; 14.7% (14 respondents) were between 36 to 45 years old; and 10.5% (10 respondents) were less than 25 years old.

4.1.3 Education Level

The demographic factor in terms of education level in Table 4.1 indicated that the highest percentage of respondents' education level was Bachelor Degree which accounted for 73.7% (70 respondents). Higher than Bachelor Degree accounted for 24.2% (23 respondents), and Lower than Bachelor Degree accounted for 2.1% (2 respondents).

4.1.4 Marital Status

The demographic factor in terms of marital status in Table 4.1 indicated that the majority group of respondents was single, which accounted for 85.3% (81 respondents). The group of respondents who were married accounted for 14.7% (14 respondents).

4.1.5 Income

The demographic factor in terms of monthly income in Table 4.1 indicated that there were seven group of monthly income for respondents. The majority of respondents

earned 15,001 to 20,000 baht per month, which accounted for 28.4% (27 respondents). The second largest group earned 40,001 baht or more, which accounted for 21.1% (20 respondents). The third largest group earned 20,001 to 25,000 baht, which accounted for 20.0% (19 respondents). The fourth largest group earned 30,001 to 35,000 baht, which accounted for 11.6% (11 respondents). The fifth largest group earned 15,000 baht or less, which accounted for 8.4% (8 respondents). The sixth largest group earned 25,001 to 30,000 baht, which accounted for 7.4% (7 respondents). The last group earned 35,001 to 40,000 baht, which accounted for 3.2% (3 respondents).

4.1.6 Job Division of DMO's Employees

Table 4.2: Job Division of DMO's Employees

Job Division	Frequency	Percentage (%)
Air Freight Department	11	11.6
Ocean Freight Department	25	26.3
Customer Service for Inbound & Outbound Shipping Department	30	31.6
Key Client (Supply Chain Management) Department	11	11.6
Sales Executive Department	11	11.6
Warehouse Department	7	7.4
Total	95	100.0

Table 4.2 shows that the largest group of respondents was Customer Service for Inbound & Outbound Shipping Department, which accounted for 31.6% (30 respondents) of total respondents. The second largest group of respondents was Ocean Freight Department, which accounted for 26.3% (25 respondents) of total respondents. There are 11.6% (11 respondents) of each department from Air Freight Department, Key Client (Supply Chain Management) Department, and Sales Executive Department. The last group of respondents was Warehouse Department, which accounted for 7.4% (7 respondents) of total respondents.

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4.1.7 Working Experience

Table 4.3: Working Experience in the Freight Forwarding Company

Working Experience	Frequency	Percentage (%)
Less than 1 year	9	9.5
1 – 3 years	21	22.1
4 – 6 years	41	43.2
7 – 9 years	15	15.8
10 years or more	9	9.5
Total	95	100.0

Table 4.3 shows that the highest percentage of respondent had working experience between 4 to 6 years in the freight forwarding company, which accounted for 43.2% (41 respondents) of total respondents. Those who had working experience between 1 to 3 years accounted for 22.1% (21 respondents), 15.8% (15 respondents) of total respondents had working experience between 7 to 9 years 9.5% (9 respondents) had working experience less than 1 year, and another 9.5% (9 respondents) had working experience of 10 years or more in the freight forwarding company.

4.2 The Agreement Level of Factors that Affect Service Performance of Freight Forwarders

This section of the analysis presents the agreement level of reward systems, job satisfaction, service training, and teamwork which are the factor that affect service performance of freight forwarders. The descriptive analysis was used to measure the level of agreement by using average, mean, and standard, deviation. All of the variables were rated by a five-point Likert scale (defined below).

Rating Scales	Interpretation
1	Strongly Disagree
2	Disagree
3	Neutral

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4	Agree
5	Strongly Agree

To group the average mean score, the researcher applied the theory for find the interval level for each class interval.

$$C \quad \frac{\text{Maximum Score} - \text{Minimum Score}}{\text{Interval}}$$

$$\frac{5 - 1}{5}$$

$$0.8$$

Therefore, the average score conversion criteria are below (Burns & Bush, 2005)

Average Score	Interpretation
1.00 – 1.80	Strongly Disagree
1.81 – 2.60	Disagree
2.61 – 3.40	Moderate
3.41 – 4.20	Agree
4.21 – 5.00	Strongly Agree

Table 4.4: Agreement Level

Agreement Level	Mean	S.D.	Meaning
1.) Reward Systems	3.39	0.840	Moderate
2.) Job Satisfaction	3.52	0.810	Agree
3.) Service Training	3.48	0.773	Agree
4.) Teamwork	3.45	0.749	Agree
5.) Service Performance	3.56	0.819	Agree

Table 4.4, it indicated that all respondents had "Moderate" agreement level toward the reward systems, which has an average mean at 3.39 and standard deviation at 0.840. For the other factors, all respondents had "Agree" agreement level toward job

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satisfaction, service training, teamwork and service performance, which has an average mean at 3.52, 3.48, 3.45, and 3.56, respectively.

4.3 Reliability Testing

To ensure the reliability of the data, the Cronbach's Alpha of all constructs is analyzed. The results are mostly consistent with the pre-test results. The details are shown in the Table below.

Table 4.5: Reliability Testing of All Variables

Constructs	Cronbach's Alpha	
	Pre-test Data	Survey Data
Reward Systems	0.755	0.820
Job Satisfaction	0.922	0.843
Service Training	0.846	0.845
Teamwork	0.934	0.878
Service Performance	0.883	0.823

The reliability test outcome of research instrument in Table 4.5 shows that all variables are greater than 0.7. It indicates that all questions are consistent and reliable to apply as the research instrument in this study.

4.4 Hypothesis Testing

This research investigated the factors that affect service performance of freight forwarders, and there were four hypotheses, were analyzed by Multiple Regression Analysis in order to test the relationship between reward systems, job satisfaction, service training, teamwork and service performance.

Table 4.6: Regression analysis results

Constructs	Unstandardized Coefficients	Standardized Coefficients
(Constant)	-.182	
Reward Systems	.162**	.166
Job Satisfaction	.664***	.653
Service Training	.146*	.137
Teamwork	.102*	.102

Remarks: Dependent variable is Service Performance

    $F= 118.640$, $p < 0.01$; $R = 0.917$; $R^2 = 0.841$

    Significances of β are tested by t-test analysis; *p<.05; **p<.01;***p<.001

Table 4.6 shows an analysis of the relationship between reward systems, job satisfaction, service training and teamwork toward service performance using Multiple Regression Analysis. The result in an ANOVA table shows that the value of F is 118.640, and sig. (p-value) is 0.000 which is less than 0.05 (0.000 < 0.05). Therefore, it indicated that at least one of independent variable has a relationship to the dependent variable. All of four independent variables can be explained at 83.3 percent of the variance (Adjusted R Square) in service performance.

The results indicated that reward system has a positive influence with service performance (H1) with sig. at 0.005 which is less than 0.05 (0.005 < 0.05). The others were job satisfaction, which has a positive influence with service performance (H2) with sig. at 0.000 which less than 0.05 (0.000 < 0.05); service training also has a positive influence with service performance (H3) with sig. at 0.030 which is less than 0.000 (0.030 < 0.05); and teamwork shows a positive influence with service performance (H4) with sig. at 0.046 which is less than 0.05 (0.046 < 0.05).

The standardized coefficient results indicate that job satisfaction provides the highest influence on service performance ($β = 0.653$), followed by reward systems (,3 = 0.166), service training $0(3 = 0.137)$, and teamwork ($β = 0.102$).

Hypothesis 1 described the reward systems as a positive influence on service performance. The sig. (p-value) is 0.005 which is less than 0.05 (0.005 < 0.05), which indicates that a reward system does have a positive influence on service performance.

Hypothesis 2 described job satisfaction as a positive influence on service performance. The sig. (p-value) is 0.000 which is less than 0.05 (0.000 < 0.05), which indicates that job satisfaction does have a positive influence on service performance.

Hypothesis 3 described service training as a positive influence on service performance. The sig. (p-value) is 0.030 which is less than 0.05 (0.030 < 0.05) which indicates that service training does have a strongly influence on service performance.

Hypothesis 4 described teamwork as a positive influence on service performance. The sig. (p-value) is 0.046 which is less than 0.05 (0.046 < 0.05) which indicates that teamwork does have an influence on service performance.

4.5 Summary

Data was collected from 95 respondent DMO employees from Air Freight Department, Ocean Freight Department, Customer Service for Inbound & Outbound Shipping Department, Key Client (Supply Chain Management) Department, Sales Executives Department and Warehouse Department. The main employee age range was between 25 to 35 years (74.7%) and their education level is at Bachelor Degree (73.7%). 43.2 percent had worked at DMO for 4 to 6 years. DMO employees feel satisfied with their current job and they will fully recommend that other people join the company because they satisfied with the company and it provided a good reward system and service training. They also have good colleagues who work cooperatively to make sure that jobs are well done. But, in order to make service performance even better, the DMO Company should continue to pay attention to the reward system and service training to motivate the employees to improve their service performance.

This data is beneficial for both DMO's human resources department and marketing department as it indicates that the company should look for a service training course that benefits employees and also provide an efficient reward system to encourage employees to improve their service performance.

CHAPTER V

SUMMARY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter provides the three section of the survey result. The first section presents the conclusions of the study, followed by managerial implications, and then recommendations for further study.

5.1. Conclusions

The data analysis results showed that all five independent variables (reward system, service training, job satisfaction and teamwork) have an influence on the service performance of DMO Company. The satisfaction level of employees who experience the good reward system and service training also have significantly high level scores. The reward system, which could motivate staff to increase job effort, has the highest average mean of all variables, which could mean that DMO employee perception of the reward system can increase efforts to accomplish the job and provide good service to satisfy customer demand. On the other hand, the rewards system proper of all departments gets the lowest average mean of all variables, which implies that the company should adjust the system and provide proper rewards to motivate employees to improve service performance

Moreover, the respondents also agree that service training is also a factor to motivate employee to improve their performance and provide an efficient service to the customer. Service training in the company can improve staff's performance and helps the company to attain the overall performance level, by develop the quality of each training program in the future.

The factors of rewards system and service training motivate employee to have job satisfaction and implement teamwork in all departments. All these result of employee views obviously recommend DMO as a good place to work. Employee job

satisfaction and co-operation between department to accomplish the job, shows the highest average mean in the teamwork factor, but there is still a lack of new ideas to develop the service performance. Finally, the respondents indicated that they "Agree" with the current level of service performance.

According to the research findings on how the rewards system, job satisfaction, service training and teamwork influence the service performance of DMO's employees, the perception of employees of the reward system is that it can increase job effort but the reward system should be appropriate for each department. Service training can motivate employee to improve their performance, and if the company increased the efficiency of rewards system and service training, then the employee satisfaction level will also increase.

5.2 Managerial Implications

The research model and analysis results can strongly assist managers in understanding employee perceptions of the five factors' influence on service performance to customers.

This means that the DMO company should continue to improve development of the rewards system and service training to be more attractive and to encourage employee satisfaction with the organization and with their jobs. The improved system should also encourage those who never get any individual reward to improve their performance to provide good service output. The result of improve service performance also creates efficiency in direct service performance to customers. DMO can improve the satisfaction factor by developing its employee training programs. The training programs have to improve and be appropriate for each department, and that maximize benefits to both employees and company efficiency.

5.3 Recommendations for Further Study

As this study was applied to the reward system and service training, to increase the service level, and as DMO believes that the specific reward system and service training would enhance employee satisfaction and teamwork, there are further opportunities for future research in supply chain management as well as management disciplines, which are as follows:

1) How to develop rewards system and service training program to be more efficiency and attractive? Such research will study factor by factor, in depth, in order to find the causes of influence.

2) The other factors which effect and influence employee satisfaction in real situations should be discovered. Collect the data by qualitative analysis to understand more the employees' perceptions, through open-end questions.

3) Prove that employee satisfaction can increase or maintain market share, and use the data to expand the company services in the future.

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APPENDICES
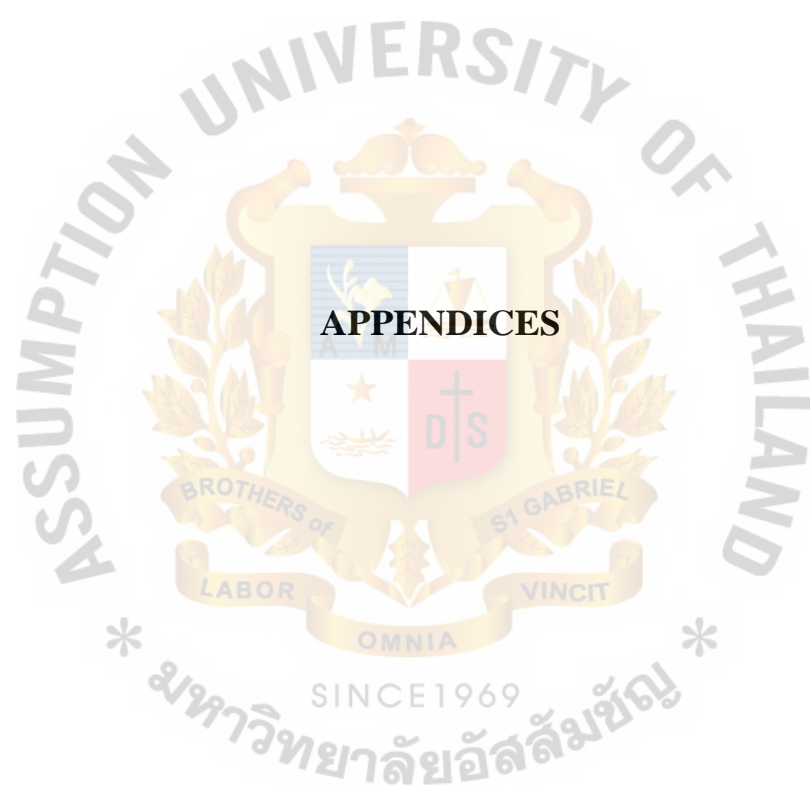
APPENDIX A

Questionnaire (English Version)

Service Performance in the Freight Forwarding Industry

This survey aims to survey your opinion on the reward systems, job satisfaction, service training, and teamwork of the DMO employee. This survey is conducted as part of the Supply Chain Management Graduate Project for the Master of Science Degree, Martin de Tours School of Management and Economics, Assumption University. As your opinion is valuable for this research, please kindly answer all questions. Your answers will be kept confidential. The analysis will be only of the broader aspects. Thanks in advance for your kind support

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Part 1: Organizational factors and Service Performance Measurement

Please consider the following statements and indicate the extent of your agreement or disagreement by marking a ✓ in the box that most represents your opinion.

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree

Question	Strongly Disagree ⟷ Strongly Agree				
	(1)	(2)	(3)	(4)	(5)
Reward Systems					
1 I am satisfied with the reward system that my Company provides					
2 My company provides excellent incentives and rewards at all levels					
3 The reward system is proper for each department					
4 The reward system motivates staff to increase job effort					
5 GAB Reward is effective since it provides different bonuses to staff based on their performance					
6 GAB Reward is fairs since the reward is given based on the evaluation of all involved people					
7 GAB Reward stimulates the staff to have a strong team spirit					
Job Satisfaction					
1 Overall, I am satisfied with my job.					
2 My work gives me a feeling of personal accomplishment.					
3 I like the kind of work I do					
4 The work I do is important to the DMO company.					

Question	Strongly Disagree ← → Strongly Agree				
	(1)	(2)	3)	(4)	(5)
5 Overall, I am satisfied with my compensation.					
6 My job makes good use of my knowledge and abilities.					
7 I am satisfied with my opportunities to get promotion in the DMO.					
8 I would recommend the DMO as a good place to work.					
Service Training					
1 My company provides sufficient on-the-job training to staff relating to the duties of the position					
2 Service training offered by DMO helps me increase my ability to accomplish task					
3 Service training offered by DMO motivates staff to maximize their productivity and accomplish tasks					
4 Service training provided at DMO improves staff's performance					
5 Service training provided at DMO helps the company to attain the overall performance					
6 PDP training program makes me capable of meeting my goals, team goals, and organization mission					
7 I can use PDP training program as a tool to communicate between colleagues and my supervisor to identify my expectation and goals					
8 PDP training program can help me develop my skills and increase my performance as well					
Teamwork					
1 I found supervisors as perceived, are supportive and helpful in job matters					
2 I believe my colleagues are supportive and helpful					
3 Everyone contributes to a team effort in serving customers					
4 I feel that I am part of a team					
5 My colleagues and I co-operate more often than we compete					
6 My colleagues and I often use ideas to develop and improve our service performance					
7 My colleagues give me enough opportunities to improve my service performance					
Service Performance					
1 *I* always provide services at the promised time					
2 I provide prompt service to the customer					
3 I make my customers feel confident in their transactions with DMO freight forwarding company					
4 My performance meets the official requirements of the job					
5 I do not take extra time for breaks					
6 I am involved in activities that are relevant to my yearly					

(question	Strongly Disagree			**Strongly** Agree	
	(1)	(2)	(3)	**(4)**	**(5)**
performance assessment					
7 I often work beyond office hours even though not being asked					

Part 2: General Information

1. Gender

   ❏ Male   n Female

2. Age (Years Old)

   ❏ Less than 25   ☐ 25 – 35   ☐ 36 – 45   ☐ 46 – 55   More than 55

3. Education Level

   n   Lower than Bachelor Degree   ☐ Bachelor Degree   ☐ Higher than Bachelor Degree

4. Marital Status

   ❏ Single   ☐ Married   n Divorced   ☐ Widowed

5. Monthly Income

   ☐ 15,000 baht or less   ☐ 15,001— 20,000 baht   n 20,001— 25,000 baht

   ☐ 25,001 – 30,000 baht   ☐ 30,001 – 35,000 baht   ☐ 35,001 – 40,000 baht

   ❏ 40,001 baht or more

6. Job Division

   ❏ Air Freight Department

   n   Ocean Freight Department

   ❏ Customer Service for Inbound & Outbound Shipping Department

   ❏ Key Client (Supply Chain Management) Department

   ☐ Sales Executive Department

   ☐ Warehouse Department

7. How long do you have working experience in the freight forwarding field?

   ☐ Less than 1 year   n1_ 3 years   n 4— 6 years

   7 7 – 9 years   ☐ 10 years or more

Thanks For Your Time and Effort

APPENDIX B

Questionnaire (Thai Version)

Service Performance toward Freight Forwarding Industry

แบบสอบถามฉบับนจดทาขนพื่อสารวจความคิดเห็นเกยวกบ ระบบการให้รางวัล การฝึกอบรม ความพึงพอใจ ในงาน และ การทำงานเป็นทีมของพนักงาน บริษัท DMO ซึ่งผลการวิจัยนี้จะได้นำไปใช้ประโยชน์สำหรับ การศึกษาของวิชาการจัดการโซ่อุปทาน คณะบริหารธุรกิจ มหาวิทยาลัยอัสสัมชัญ ข้อมูลที่ได้รับจากท่านจะได้ นำไปประมวลผลในภาพรวมโดยไม่มีการเปิดเผยรายละเอียดและแหล่งข้อมูลแต่อย่างใด

ขอขอบพระคุณในความร่วมมือของท่านมา **10011'11**

alum 1: ปัจจัยขององค์กรและการวัดการให้บริการ

กรุณาพิจารณาข้อความต่อไปนี้แล้วเลือกระดับความคิดเห็นของท่านโดยการทำเครื่องหมาย ตามความคิดเห็นของท่านมากที่สุด

1 = ไม่เห็นด้วยอย่างยิง, 2 = ไม่เห็นด้วย, 3 = ไม่แน่ใจ, 4 = เห็นด้วย, และ 5 = เห็นด้วยอย่างยิง

คาถาม	ไม่เห็นด้วยอย่างยิง ← → เห็นด้วยอย่างยิง				
	(1)	(2)	(3)	(4)	(5)
ระบบการให้รางวัล					
1 ข้าพเจ้าพึงพอใจกับระบบการให้รางวัลของบริษัทฯ					
2 บริษัทฯ มีระบบการให้รางวัลที่ดีกับพนักงานในทุ ระดับ					
3 ระบบการให้รางวัลเหมาะสมในฺกแผนก					
4 ระบบการให้รางวัลกระ นให้พนักงานเพิ่มความพยายามในการทำงาน					
5 รางวัล GAB เป็นรางวัลที่ดี เนื่องจากพิจารณาจากการปฏิบัติงาน					
6 รางวัล GAB นั้นมีความยุติธรรมเนื่องจากทุกคนที่เกี่ยวข้องมีส่วนร่วมในการ ประเมินการทำงาน					
7 รางวัล GAB ทำให้พนักงานมีจิตวิญญาณการทำงานเป็นทีมที่แข็งแก ง					
ความพึงพอใจในงาน					
1 โดยรวมแล้ว ข้าพเจ้าพึงพอใจในงานของข้าพเจ้า					
2 4านทำให้ข้าพเพมีความรู้ กประสบความสำเร็จ					
3 ข้าพเจ้าชอบงานที่ข้าพเจ้าทำ					
4 งานที่ข้าพเจ้าทำมีความสำคัญกับบริษัทฯ					
5 ข้าพเจ้าพอใจกับผลตอบแทนที่ได้รับจากบริษัทฯ					

คำถาม	ไม่เห็นด้วยอย่างยิ่ง ←			เห็นด้วยอย่างยิ่ง	
	(1)	(2)	(3)	(4)	(5)
6 ข้าพเจ้าได้ใช้ความรู้และความสามารถอย่างเต็มที่ในการทำงาน					
7 ข้าพเจ้าพอใจกับโอกาสการเลื่อนตำแหน่งภายในบริษัทฯ					
8 บริษัท DMO เป็นสถานที่ที่ดีในการทำงาน					
การฝึกอบรมในด้านการให้บริการ					
1 บริษั ฯ ดการอบรมให้กับพนักงานตรงตามะ เหน่งงานที่รับผิดชอบ					
2 การอบรมที่บริษัทฯ จัดให้ช่วยเพิ่มความสามารถในการทำงานให้กับข้าพเจ้า					
3 การอบรมที่บริษัทฯ จัดให้ช่วยกระตุ้นให้พนักงานเพิ่มผลผลิตการทำงาน					
4 การฝึกอบรมที่บริษัทฯ จัดให้สามารถพัฒนาการทำงานของพนักงาน					
5 การฝึกอบรมที่บริษัทฯ จัดให้ ส่งผลให้บริษัทเพิ่มประสิทธิภาพการทำงานโดยรวม					
6 การฝึกอบรม PDP ทำให้ข้าพเจ้าประสบความสำเร็จในเป้าหมายของตนเอง เป้าหมายของทีม um พันธกิจขององค์กร					
7 ข้าพเจ้าสามารถใช้การฝึกอบรม PDP เป็นเครื่องมือในการสื่อสารกับเพื่อนร่วมงานและหัวหน้างานเพื่อแสดงเป้าหมายในการทำงานได้					
8 การฝึกอบรม PDP ช่วยให้ข้าพเจ้าเพิ่มความชำนาญและการทำงาน					
ฯ ารทำงานเป็นทีม					
1 หัวหน้างานรับรู้, ให้ความช่วยเหลือและสนับสนุนในการทำงาน					
2 ข้าพเจ้าเชื่อว่าเพื่อนร่วมงานของข้าพเจ้าสนับสนุนและช่วยเหลือข้าพเจ้า					
3 ทุกๆ คนทำงานกันเป็นทีมเพื่อให้บริการลูกค้า					
4 ข้าพเจ้า สึกว่าข้าพเจ้าเป็นส่วนหนึ่งของทีม					
5 ข้าพเจ้าและเพื่อนร่วมงานร่วมมือกันทำงานเพื่อให้งานสำเร็จ					
6 เพื่อนร่วมงานของข้าพเจ้าใช้ความคิดร่วมกันเพื่อพัฒนาและปรับปร งการบริการ					
7 เพื่อนร่วมงานของข้าพเจ้าให้โอกาสข้าพเจ้าในการปรับปร งการบริการ					
การบรการ					
1 ข้าพเจ้ามักให้บริการตามเวลาที่ข้าพเจ้าได้สัญญาไว้					
2 ข้าพเจ้าให้บริการกับลูกค้าอย่างทันท่วงที					
3 ข้าพเจ้าทำให้ลูกค้ารู้สึกเชื่อมั่นในการติดต่อธุรกิจกับบริษัทฯ					
4 การทำงานของข้าพเจ้าบรรลุวัตถุประสงค์ของง นนั้นๆ					
5 ข้าพเจ้าไม่ใช้เวลาพักเกินเวลา					
6 ข้าพเจ้ามีส่วนกับการประเมินผลงานประจำปี					

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คำถาม	ไม่เห็นด้วยอย่างยิ่ง F 4 เห็นด้วยอย่างยิ่ง				
	(1)	(2)	(3)	(4)	(5)
7 ข้าพเจ้ามักทำงานหลังเวลางานถึงแม้ไม่ได้รับการขอร้อง					

ส่วนที่ 2: ข้อมูลทั่วไป

8. LIAM

☐ ชาย   ☐ หญิง

9. อายุ (1)

ต่ำกว่า 25 ☐ 25 – 35 ☐ 36 — 45 ☐ 46 – 55 ☐ มากกว่า 55

10. ระดับการศึกษา

☐ ต่ำกว่าระดับปริญญาตรี ☐ ระดับปริญญาตรี ☐ สูงกว่าระดับปริญญาตรี

11. สถานภาพสมรส

โสด ☐ 114144114 ☐ หย่า ☐ ม่าย

12. รายได้ต่อเดือน

☐ 15,000 บาท หรือต่ำกว่า   ☐ 15,001 – 20,000 บาท   20,001 – 25,000 บาท

☐ 25,001 — 30,000 บาท   ☐ 30,001 – 35,000 บาท   35,001 – 40,000 บาท

☐ 40,001 บาท หรือสูงกว่า

13. ระดับการทำงาน

☐ แผนกขนส่งทางอากาศ

☐ แผนกขนส่งทางทะเล

แผนกลูกค้าสัมพันธ์สำหรับการขนส่งขาเข้า-ขาออก

แผนกลูกค้าสำคัญ (การจัดการการขนส่ง)

14 แนกผบริหารฝ่ายขาย

แผนกโกดังเก็บ (W11

14. ท่านมีประสบการณ์การทำงานในสายงานการขนส่งสินค้าเป็นระยะเวลาเท่าใด?

☐ 1 ปี   ☐ 1 – 3 ปี   ☐ 4 – 6 ปี

☐ 7 – 9   ☐ 10

ขอขอบพระคุณที่สละเวลาในการตอบแบบสอบถาม

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APPENDIX C

SPSS Output

Regression

Variables Entered/Removed b

Model	Variables Entered	Variables Removed	Method
	TEAM, SYS, SAT, TRAIN ͨ	.	Enter

a. All requested variables entered

b. Dependent Variable: PERF

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.917a	.841	.833	.23269

a. Predictors: (Constant). TEAM SYS, SAT, TRAIN

ANOVAb

Model		Sum of Squares		Mean Square	F	Sig.
1	Regression	25.695	4	6.424	118.640	.000a
	Residual	4.873	90	.054		
	Total	30.568	94			

a. Predictors: (Constant), TEAM, SYS, SAT, TRAIN

b. Dependent Variable: PERF

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.182	.186		-.979	.330
	SYS	.162	.056	.166	2.878	.005
	SAT	.664	.060	.653	11.087	.000
	TRAIN	.146	.066	.137	2.210	.030
	TEAM	.102	.051	.102	2.021	.046

a. Dependent Variable: PERF