

The Role of Logistics in B2b Business with Customer Satisfaction with Feedback Approach of Vendors

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Abstract – This study aims to investigate the logistics service quality (LSQ) from a supply chain quality perspective. The purpose is twofold to investigate how business customers perceive the LSQ dimensions in business-to-business (B2B) relationships, with a particular focus on the role of logistics service providers and to analyse the manner in which such dimensions, when combined, lead to high levels of customer satisfaction.

Logistics plays a critical role in B2B businesses as it involves the management of the movement of goods and services from the supplier to the customer. The effectiveness and efficiency of logistics operations can have a significant impact on customer satisfaction in B2B businesses. One way to ensure customer satisfaction in logistics is through a feedback approach with vendors. This involves gathering feedback from customers regarding their experience with the logistics process, including delivery times, order accuracy, and overall satisfaction. This feedback can then be shared with vendors to help

them improve their processes and address any issues that may have arisen.

By implementing a feedback approach, B2B businesses can work closely with their vendors to ensure that logistics operations are meeting the needs of their customers. This can lead to improved customer satisfaction, as well as increased loyalty and repeat business.

Keywords:

Supply, Logistic, Service, Customers, Flow, B2B

Introduction:- The logistics services are not only seen as an area of cost improvements but also seen as an area to gain a competitive advantage in market, Understanding the desires of clients and finding ways to create value for them is getting more significant than ever to be able to get a competitive advantage. Today, customers are not only demanding higher quality in products but also requiring more top excellence in service which is closely related to the concept of behavioural intentions and customer

satisfaction (Bowersox *et al.*, 2002; Parasuraman *et al.*, 1985). It is obvious that enterprises whose activities are not concentrated on customer expectations could not manage to survive in the market. Therefore, to find the critical elements of quality of service is essential to build a long-term relationship with the customers by changing their behavioral intentions. Because of the competitiveness of the service sector, the capability of firms to figure out customers' expectations is getting more compelling.

Logistics plays a critical role in B2B businesses when it comes to customer satisfaction. B2B businesses rely on logistics to ensure that their products are delivered to customers on time and in good condition. Here are some ways logistics impacts customer satisfaction in B2B businesses:

Timely Delivery: The timely delivery of products is essential to customer satisfaction. B2B businesses need to have a reliable logistics system to ensure that products are delivered to customers on time. Late deliveries can result in lost sales and dissatisfied customers.

Product Quality: Logistics also plays a role in maintaining the quality of products during transportation. The logistics provider needs to ensure that the products are packed properly, handled carefully, and transported under the appropriate conditions to avoid damage or spoilage.

Communication: Effective communication between the logistics provider and the B2B business is essential to ensure that customers are informed about the status of their orders. Customers appreciate being

kept informed about the progress of their orders and any delays that may occur.

Cost: Logistics costs can have a significant impact on customer satisfaction. B2B businesses need to find a balance between providing reliable logistics services and keeping costs under control. High logistic costs can make products more expensive, which can impact customer satisfaction.

Overall, logistics plays a critical role in B2B businesses when it comes to customer satisfaction. A reliable logistics system that delivers products on time, maintains quality, communicates effectively, and keeps costs under control can lead to happy customers and repeat business.

Scope and objective of the study:-

- 1. Improve Supply Chain Efficiency

Logistics management leads to greater visibility into the supply chain and fastens the inbound and outbound activities. It is extremely beneficial to reduce the overhead cost and allow delivery processes within the stipulated time. Managing inventory, storage functionalities, and optimizing warehouse operations can significantly enable businesses to better control costs and increase the overall efficiency of operations. Improving supply chain efficiency is crucial for businesses to reduce costs, improve customer satisfaction, and gain a competitive advantage. Here are some ways to improve supply chain efficiency:

Streamline Processes: Identify areas where processes can be streamlined or eliminated. This can include reducing the number of suppliers, consolidating shipments, or automating manual processes.

Embrace Technology: Use technology to improve visibility and transparency throughout the supply chain. This can include using software to track shipments, manage inventory, and optimize routes.

Optimize Inventory: Maintain optimal inventory levels to avoid stockouts or excess inventory. This can be achieved by using demand forecasting tools to predict future demand and ensure that inventory levels are aligned.

Collaborate with Suppliers: Work closely with suppliers to optimize delivery times, reduce lead times, and improve overall performance. This can involve sharing data and insights to identify areas for improvement.

Focus on Sustainability: Adopt sustainable practices throughout the supply chain, such as using eco-friendly materials and reducing carbon emissions. This can improve brand reputation and reduce costs in the long run.

Continuous Improvement: Regularly evaluate and assess the supply chain to identify areas for improvement. This can include conducting regular audits, analyzing data, and soliciting feedback from customers.

By improving supply chain efficiency, businesses can reduce costs, improve customer satisfaction, and gain a competitive advantage in the marketplace.

2. Inventory Management

Managing the inventory is an integral part of the smooth running of businesses. Identifying which and how much stock to order is useful to maintain the inventory levels and satisfy the end customers.

Inventory management is the process of managing and optimizing a company's inventory of goods and

products. It involves the planning, organizing, and controlling of inventory levels to ensure that the right products are available at the right time and in the right quantities. Effective inventory management is essential for businesses to operate efficiently and meet customer demand while minimizing costs. Here are some key principles of inventory management:

Accurate Forecasting: Forecasting future demand for products is essential for effective inventory management.

This can be achieved by analyzing past sales data, tracking industry trends, and considering market factors that may impact demand.

Setting Optimal Stock Levels: Maintaining optimal inventory levels is critical to ensure that products are available when customers need them, while minimizing the risk of overstocking or stockouts. This requires careful analysis of sales data, demand forecasts, and lead times.

Effective Replenishment: Timely replenishment of inventory is essential to maintain optimal stock levels. This involves monitoring inventory levels, setting reorder points, and using just-in-time (JIT) inventory techniques.

Inventory Tracking: Keeping track of inventory levels, stock movements, and product availability is important to ensure that the right products are available at the right time. This can be achieved using inventory management software or manual tracking systems.

Managing Deadstock: Deadstock, or slow-moving and obsolete inventory, can tie up valuable resources and impact profitability. Effective inventory management involves identifying deadstock, taking

steps to clear it out, and preventing it from accumulating in the future.

Effective inventory management is a complex process that requires careful planning, analysis, and execution. By following these principles, businesses can optimize their inventory levels, reduce costs, and improve customer satisfaction.

3. Fulfill customer requirements:-The main objective of logistics management is to execute proper planning on transportation modes and inventory available to satisfy the customers. This leads to a smooth freight moving process and timely delivery of products or goods. Logistics management allows customers to stay informed and enhances the overall experience by providing them with relevant information.

4. Mitigate product damage

It is an additional cost to logistical expenses which can be caused due to improper logistical handling, absence of load unitizing, incorrectly designed packaging, etc. An efficient logistics management strategy is needed to enable minimum product damage. Mitigating product damage is crucial for businesses that transport and store goods. Damage to products can result in increased costs, reduced customer satisfaction, and decreased profitability.

Here are some ways to mitigate product damage:

Proper Packaging: Use packaging materials that are appropriate for the product being shipped or stored. This can include using cushioning materials to protect fragile items, using pallets to prevent crushing, and sealing packages properly.

Quality Control: Implement quality control measures to ensure that products are in good condition before being shipped or stored. This can involve inspecting

products for damage, ensuring that products are properly labeled, and verifying that the right products are being shipped.

Temperature Control: Maintain proper temperature and humidity levels when shipping or storing products that are sensitive to temperature fluctuations. This can be achieved by using temperature-controlled vehicles or storage facilities.

Safe Handling: Train employees on proper handling techniques to prevent damage to products. This can include using proper lifting techniques, using equipment such as forklifts or cranes safely, and following safety protocols.

Transportation Management: Implement transportation management processes to ensure that products are transported safely and securely. This can include selecting reputable carriers, tracking shipments, and using secure packaging and sealing techniques.

Data Collection and Analysis: Collect and analyze data on product damage to identify trends and areas for improvement. This can involve tracking damage rates, identifying root causes, and implementing corrective actions to prevent future damage.

By mitigating product damage, businesses can improve customer satisfaction, reduce costs, and protect their bottom line. By implementing these strategies, businesses can optimize their supply chain and ensure that products are delivered in good condition.

5. Reduce Operational Cost

Embracing logistics management is the best way to drive up revenue and reduce the overall cost of the supply chain operations. It allows optimum utilization of raw materials and faster delivery of

products which help companies to gain a competitive advantage. However, streamlining a complex network of operations and management of goods is useful in minimizing the logistics cost. Reducing operational costs is a key objective for businesses to improve profitability and stay competitive in the market. Here are some ways to reduce operational costs:

Optimize Processes: Identify and eliminate inefficiencies in business processes to reduce waste and improve productivity. This can involve re-evaluating workflows, reducing manual processes, and automating tasks where possible.

Manage Inventory: Adopt inventory management practices to minimize excess inventory and reduce carrying costs. This can include using demand forecasting tools to predict inventory needs, implementing just-in-time (JIT) inventory techniques, and optimizing inventory levels.

Negotiate Contracts: Negotiate favorable contracts with suppliers to reduce costs. This can involve leveraging buying power to negotiate lower prices, agreeing on longer-term contracts, or seeking discounts for early payment.

Outsource Services: Consider outsourcing non-core services, such as accounting, IT, or marketing, to specialized providers. This can help reduce labour costs, improve efficiency, and allow the business to focus on its core competencies.

Energy Efficiency: Implement energy-efficient practices and technologies to reduce energy consumption and costs. This can include using LED lighting, upgrading equipment to more energy-efficient models, and using smart controls to optimize energy usage.

Embrace Technology: Adopt technologies that can help reduce costs, such as cloud computing, automation, and collaboration tools. This can help streamline workflows, reduce labor costs, and improve communication and productivity.

By implementing these strategies, businesses can reduce their operational costs and improve profitability. It's important to regularly assess and evaluate operational costs to identify areas for improvement and implement cost-saving measures where possible.

6. Quick Response

The main objective of logistics management is customer satisfaction. Solving the customer query and issues in the shortest time frame is an effective way to enhance the logistics strategy. Therefore, it plays a crucial role in accomplishing timely delivery. Quick Response (QR) is a supply chain management strategy that emphasizes the ability to respond quickly to changes in demand. The goal of QR is to reduce lead times and improve responsiveness to customer demand, while also minimizing inventory and associated costs. Here are some key principles of Quick Response:

Demand Forecasting: Accurate demand forecasting is critical to the success of QR. This involves analyzing past sales data, tracking industry trends, and considering market factors that may impact demand.

Collaborative Planning: Collaboration between suppliers, manufacturers, and retailers is essential for effective QR. This involves sharing information, aligning goals and objectives, and establishing common metrics to measure performance.

Rapid Replenishment: Rapid replenishment is a key feature of QR, with products being delivered quickly

in response to changes in demand. This involves using just-in-time (JIT) inventory techniques and establishing a streamlined supply chain with minimal lead times.

Efficient Production: Production processes must be efficient to support QR. This involves optimizing production lines, minimizing downtime, and ensuring that equipment and processes are flexible and adaptable to changes in demand.

Agile Logistics: Logistics processes must be agile to support QR. This involves optimizing transportation and warehousing operations, establishing a flexible distribution network, and using technology to track and manage shipments.

7. Optimize delivery performance

Providing on-time delivery to the customers is extremely important as it helps to build long-term relationships with them. Consistency in delivery performance through proper planning and implementation can save a lot of time and resources. Optimizing delivery performance is essential for businesses to meet customer expectations and improve profitability. Here are some ways to optimize delivery performance:

Set Realistic Delivery Times: Set realistic delivery times and communicate them clearly to customers. This can help manage expectations and reduce the number of missed or delayed deliveries.

Use Technology: Use technology to optimize delivery routes and track shipments in real-time. This can help reduce delivery times, improve accuracy, and increase transparency for customers.

Automate Processes: Automate delivery processes, such as order processing, invoicing, and tracking.

This can help reduce errors, speed up delivery times, and improve efficiency.

Partner with Reputable Carriers: Partner with reputable carriers that have a proven track record of on-time delivery and reliable service. This can help ensure that shipments are delivered on time and in good condition.

Optimize Inventory: Optimize inventory levels to ensure that products are available for delivery when needed. This can involve using demand forecasting tools to predict inventory needs and using just-in-time (JIT) inventory techniques to minimize excess inventory.

Implement Quality Control: Implement quality control measures to ensure that products are in good condition before being shipped. This can involve inspecting products for damage, ensuring that products are properly labeled, and verifying that the right products are being shipped.

By optimizing delivery performance, businesses can improve customer satisfaction, reduce costs, and increase profitability. It's important to regularly evaluate delivery performance and identify areas for improvement to ensure that the business is meeting customer needs and achieving its objectives.

8. Efficient Flow of Information

The integral part of logistics management is to strengthen the communication flow of internal business functions and external partners. Maintaining a clear communication network allows businesses to become agile and more responsive.

9. Quality Assurance

The quality should be maintained throughout all facets of the logistics industry. Companies should

take thoughtful efforts and always perform activities out of a supervisor's vision.

10. Reduce Carbon Footprint

A reliable logistic system tends to introduce new-age technologies for reducing carbon emissions. Undoubtedly, the transportation industry is considered to be the major reason for creating a negative impact on the environment as vehicles emit polluting gases. Reducing carbon footprint is an important step in protecting the environment and combatting climate change. Here are some ways to reduce your carbon footprint

Objective of the study:- (Research Methodology)

Relation between customer & Logistic Management

All researchers and business consultant agreed that the logistics management is consist of all parties (including,manufacturers.,marketers,suppliers,transporters,warehouses,retailers and even customers directly or indirectly involved in fulfilment of a customers need the main objective of the logistics are to improve the overall organization performance and customer satisfaction by improving products or services delivery to customer

The relation between the customer satisfaction and logistics management has many indicators: one of the most import indicators is the cost of the product .

The logistics analyse aims to reduce the cost of suppliers to final user , taking into consideration the quality and the time , two of the major customer satisfaction indicators are the cost and waiting time both customer satisfaction indicators are implied in the logistics process which result to a cheap product (using a cheap raw material ,choose the cheapest transportation method, high production with low labour cost, low cost storage and delivery

(from the preceding of the 12th international conference business excellence 2018)

Research methodology:-in the b2b logistics service that are provides by the Mumbai and gujrat courier and cargo services that are on the basis

1)customer satisfaction and personal quality contact:-

2)timeliness;-

3)order condition:-

4)order discrepancy handling:-

5)operational information sharing:-

1) Customer satisfaction and personal quality

contact:- Communication between the customer and contact person is significant during the service delivery to increase the perception of clients' expectations (Parasuraman et al., 1985). According to Lehtinen and Lehtinen (1991), the service quality was evaluated by customers using three dimensions: Physical quality, corporate quality, and interactive quality. The interactive feature which is seen as an interaction among customers, contact personnel, and other customers is the essential aspect of service quality (Lehtinen and Lehtinen, 1991). Bitner *et al.* (1994) claims that precise understanding of clients by frontline personnel, who are a part of the contact staff, facilitate to adopt customers' expectations and needs. The essential features of service personnel, such as experience, ability to empathize with the customers' situation, desire of him/her to solve the problems during the delivery process and their approach to the interaction between customers jointly affect the perception of clients about quality of service they took (Bitner *et al.*, 1994; Mentzer *et al.*, 2001). Because of the

importance of the interaction between customer and staff in the perception of logistics service quality, the following hypothesis is proposed about the influence of personnel contact quality on customer satisfaction.

Customer satisfaction refers to the level of happiness and contentment that customers experience after interacting with a business. A satisfied customer is more likely to return and recommend the business to others. Therefore, it is important for businesses to focus on providing a high level of customer satisfaction to ensure their success.

Personal quality contact, on the other hand, refers to the level of personal interaction between the customer and the business. This can include things like personalized greetings, attentive listening, and empathetic responses. Personal quality contact can help businesses build stronger relationships with their customers, which can lead to higher levels of customer satisfaction.

2)timeliness:- Bienstock *et al.* (1996) conceptualized physical distribution service quality with three dimensions, timeliness, availability, and condition. Hult *et al.* (2000) define cycle time as a competitive weapon that starts from order placement to completion of delivery. This cycle time that consists of transportation time and back order time when products are not convenient is the most significant factor that shows the performance of the delivery system (Hult *et al.*, 2000; Mentzer *et al.*, 2001; Mentzer *et al.*, 1999). Time utility is the most traditional and the most crucial feature of logistics service quality as much as the creation of place

utility is on the perception of logistics service quality (Mentzer *et al.*, 1999). Therefore, the following hypothesis is proposed about the influence of timeliness on customer satisfaction.

3)order condition:- As one of the most critical dimensions of physical distribution service quality, order condition refers to damage levels of orders during the delivery (Bienstock *et al.*, 1996; Mentzer *et al.*, 2001). In this study, because of the importance of order condition on the perception of satisfaction in the literature (Byrne and Markham, 1991), we hypothesized the direct relationship between order condition and customer satisfaction.

4) order discrepancy handling:- Mentzer *et al.* (2001) defines ordering discrepancy handling as how logistics firms deal with differences in orders after orders arrive. The performance of logistics companies to correct discrepancies, such as wrong items and poor quality, has a significant impact on customers' perception about LSQ (Mentzer *et al.*, 2004). Because of the significant effects of the correction of delivered conflicts on the perception of logistics service quality, the following hypothesis is proposed about the influence of the ordering discrepancy handling on customer satisfaction.

5) Operational information sharing:- The logistics information systems which are used lately by logistic enterprises enable logistics services to increase their perception of service quality. The logistics information systems consist of internal and external information sharing. While the internal exchange of information in logistics services make it possible to increase

service quality by increasing the timeliness and accuracy of orders in service, external service quality. The process of service delivery has great importance in expectations as much as the outcome of a service (Parasuraman *et al.*, 1985). Because of the ability of operational information sharing to facilitate the perception of service delivery quality, the following hypothesis is proposed about the influence of operational information sharing on customer satisfaction. information sharing, which includes real-time information sharing with the customers, makes it possible to close the gap of clients' expected. These five aspects that help to find out the research that is carried out between the the role of logistics in b2b business with respect to the customer satisfaction

2. [Literature review](#) 2.1 Service quality and supply chain quality management (SCQM) Service quality has been described in the QM and service management literature as a multidimensional construct, characterised by technical, functional and image dimensions (Kosmol *et al.*, 2018; Leischnig *et al.*, 2017; Parasuraman *et al.*, 2005; Grönroos, 1990; Lehtinen and Lehtinen, 1982). In particular, the technical dimension is related to process outcomes, the functional dimension addresses how the service is supplied and the image dimension is related to the potential influence of the organisation's image on consumer perceptions. From a technical and compliance perspective, international standards, such as the ISO guide 9001 regarding the QM system, require collecting and providing quality system documentation that considers several pieces of

information regarding the supply chain actors and their performance (ISO 9001/2015). From a managerial perspective, previous research in QM has emphasised the importance of providing a comprehensive view of quality issues, both internal ones, such as processes, and external ones, such as customer orientation (Foster and Ogden, 2008; Sadeh, 2017; Kano *et al.*, 1984). In doing so, the QM perspective aims at creating excellence in products and service via the interaction of systems such as processes, machines, individuals, equipment, etc. (Deming, 2000), suggesting in-depth analysis of the multidimensional service quality construct (Peng *et al.*, 2020). Service quality has been also investigated taking the SCM perspective. In fact, past research on SCM has adopted a system approach, which encompasses upstream and downstream processes regarding internal and external efficiency and effectiveness of processes (Bowersox *et al.*, 2007). This involves the effort and collaboration between the companies of the supply chain that work together to gain customers' satisfaction. Under this perspective, Foster (2008) and Parast (2020) defined SCQM as a systems-based approach to performance improvement that leverages opportunities created by upstream and downstream linkages with suppliers and customers, assuring an effective implementation of QM across the supply chain and advocating more in-depth studies (Parast, 2020). SCQM can be seen as an extension of SCM that is designed to allow firms to strengthen their competencies through ad hoc QM practices (Kuei *et al.*, 2011). The SCQM literature initially identified two supply chain and QM areas of investigation: internal supply chain and external supply chain performance (Robinson and Malhotra,

2005). In addition, other SCQM studies highlighted how the QM practices related to the SCM domain (in particular, customer focus, quality data and supplier QM) lead to improved performance, upstream and downstream, requiring integration of the TQM and SCM theories and measurement approaches (Kaynak and Hartley, 2008). Logistics service quality 127 However, recent studies indicated the need to further develop studies with a “holistic view of the supply chain, that investigates the cooperation between suppliers, producers and customers (to) bring further insights into the research on quality management effectiveness” (Zhang et al., 2012, p. 21; Peng et al., 2020). 2.2 Logistics service quality Huo et al. (2016) extended the concept of SCQM to SCQI, to investigate how organisations implement a quality and performance management system with its upstream suppliers and downstream customers. Studies regarding SCQI have also highlighted methods of assessing product quality, delivery quality, flexibility and cost of quality considering both the internal quality perspective and the external perspective, including B2B relationships with customers and suppliers (Zhang et al., 2017; Huo et al., 2016). Studies on service performance measurement are often industry-specific, focusing, for example, on the healthcare sector (Gustavsson et al., 2016; Hu et al., 2010), on omni-channels (Murfield et al., 2017; Rao et al., 2011), on medical equipment products (Ma et al., 2019), on mass-market products (Zhang et al., 2017), on pharmaceutical industry (Sharma and Modgil, 2020). In the logistics and SCM domains, service performance has been described as a key driver for

creating value and gaining competitive advantage (Stank et al., 2003; Mentzer et al., 1999, 2001).

Literature review:-

We would be grateful if you could spare a few minutes to complete this Customer Satisfaction Questionnaire to help us ensure that our standard of customer care exceeds expectations wherever possible. Please tick the appropriate box to indicate your degree of satisfaction.

Where: 1 = Excellent , 2 = Good , 3 = Satisfactory , 4 = Poor

TOPIC	1	2	3	4	Comments /Suggestions
RESPONSIVENESS : How do you rate our responsiveness in dealing with you?	☒	☐	☐	☐	
PROFESSIONALISM : How do you rate our professionalism in dealing with you?	☐	☒	☐	☐	
TECHNICAL SUPPORT : If you received any technical support, how do you rate the technical competence of our professionals and their response time?	☒	☐	☐	☐	
PRODUCT QUALITY : How do you rate our products and services and	☐	☐	☐	☐	

did they meet your needs and expectations regarding quality and performance?					
DELIVERY : How do you rate our delivery on time performance and our commitment to meet your delivery expectations?	☐	☐	☐	☐	
COMPETITIVENESS : How do you rate the competitiveness of our products and do they represent best value for total cost of lifetime ownership?	☐	☐	☐	☐	
QUALITY : How do you rate our approach to quality management to ensure complete customer satisfaction?	☐	☐	☐	☐	
OVERALL : How do you rate Mumbai gujrat cargo and courier service? Do you have any comments or suggestions	☐	☐	☐	☐	

that would help us improve our quality of customer service?					
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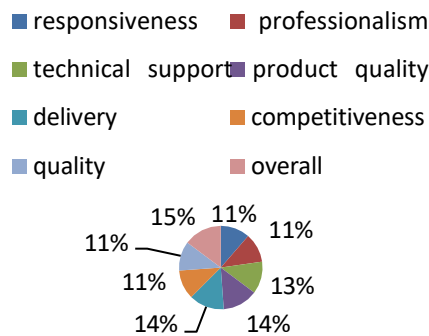
It is based the review system of the customer that can be approached by the means of eight criteria that can be suitable to define the customer satisfaction among the 3pl services. Usually asked on a scale of 1-3, 1-5, or 1-7, your customer satisfaction score can be calculated by adding up the sum of all scores and dividing the sum by the number of respondents. Customer Satisfaction Score (CSAT) is the most commonly used measurement for customer satisfaction.

- 1) DHYANI AUTOMATION
- 2) J.P EXTRUSION TECH LTD
- 3) AMPEX ELECTRONICS
- 4) HNC MOTION CONTROLS PVT LTD
- 5) PROTON AUTOMATION
- 6) NUTRON SYSTEM PVT LTD
- 7) DRIVE AND CONTROL SYSTEM
- 8) COMET ELECTRICALS
- 9) WIN TECH TRADING CORPORATION
- 10) JKR ENTERPRISE

Their response are recorded according to the ratings given by them in the online reply of the questionnaire which is given above

by below chart it is stated according to the customer satisfaction model the total number of all the questionnaires percentage it is greater than 80% that means the customer is satisfied with services

feedback



CONCLUSION, LIMITATIONS, AND FUTURE RESEARCH:

This research was conducted to investigate the customers' satisfaction in logistics services from the perspective of logistics service quality factors. The results indicate that there are significant relationships between the Timeliness, Order Condition, Personnel Contact Quality, Operational Information Sharing and perception of Customer Satisfaction in logistics services.

These results indicate that Timeliness and Order Condition, which are leading two dimensions of physical distribution service quality (Mentzer *et al.*, 2001), still sustain their importance in LSQ. Also, results show that Personnel Contact Quality, which is one of the main three dimensions of service quality (Lehtinen and Lehtinen, 1991), has a significant impact on the perception of satisfaction. Additionally, **we found** that operational information sharing mediates the positive effect of the relationship between personal contact quality and customer satisfaction. Based on the results in Model 2, there is partial mediation between Personal Contact Quality and Operational Information Sharing.

We found that order discrepancy handling moderates the negative effect of the relationship between timeliness and customer satisfaction. Based on the results in Model 3, Ordering Discrepancy Handling dampens the positive relationship between Timeliness and Customer Satisfaction.

This research, through its empirical testing, also extends the understanding of LSQ in the era of information share. Unlike previous studies, we also examined the effect of operational information sharing by logistics services, which is getting more significant in today's information era, on the perception of customers' satisfaction. Logistics companies have to understand customers' changing attitudes and desires to get the competitive advantage

in the market. Without understanding primary factors that behind their behavioural intentions, it is hard to survive in the market for logistics companies. A contribution of this paper is that operational information sharing with customers positively affects the perception of customer satisfaction. Finding out desires of clients can create new services to generate value for c

Finally, any company who wants to create a competitive advantage in business should give importance to satisfy customers' desires. Therefore, logistics companies cannot build any long-term relationship without understanding the fundamental factors behind the customers' behavioural intentions. One of the business implications of this research, logistics service providers can easily target what areas to concentrate for the purpose of the improve their LSQ. Additionally, by getting feedback from their customers, firms can easily enhance their service quality and can build a long-term relationship with their customers by meeting their expectations.

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