

Service Quality and Customer Satisfaction – A Study at VRL Logistics, Bengaluru

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Abstract

Logistics service quality has been an important dimension in service industry. A rapid growth of logistics industries in India has been observed in past decade. It is a business game among several new service providers, technology and infrastructure that will determine whether the logistics industry is capable to satisfies its customers to reduce their transportation and logistics costs and provide efficient services or not? Road transport brings about greater mobility in the country. VRL Group, is an Indian conglomerate headquartered in Hubballi, Karnataka, India with operations in around 23 states and 4 union territories in the country. Business operations of VRL Group include road transportation, logistics, cargo etc.VRL Group is one of the large logistics and transport companies in India (incl.4360 vehicles, comprising 419 tourist buses and 3941 transport goods vehicles. Hence it is customer service and service quality parameters which is going on to give the competitive edge to any industry in the future.This study was conducted to understand the customer perceptions and their satisfaction level related to the service quality provided by VRL Logistics,Bengaluru. The service quality attributes considered in the study are: Comfort and convenience, booking facilities, sitting convenience for passengers, Schedule and operations, Crew behaviour, Cost,hygiene, and other aspects etc. This study demonstrates how service quality is offered to customers in a way that makes them feel safe and secure while travelling. This study is an attempt to determine what can company do to improve their service in order to meet the needs of their clients. This research also highlighted the company's strengths, weaknesses, opportunities, and threats, all of which encourage the company to improve their hospitality services.

Keyword: [Logistics, Customer Perception, Service Quality, Customer Satisfaction]

Introduction

Logistics has become a backbone of all business for economic growth; logistic industry is one of the fastest growing industries in the world. Nowadays it has become lead to depletion of operating cost and even to been made better in carriage of performance. Logistics also helps in customer's levels of satisfaction, the operating research study on logistic management which still mainly make a centre of attraction on the cultural sector that includes inventory production, planning process, and transportation management.

The Indian supplying trade has returned a protracted means from being a labour intensive throughout 60s to the current technology-oriented system that has big selection of supplying services. Nowadays the logistics industries are using Third party logistics concept which they are following in the logistic industries.

Logistics transportation and travels form the foundation of infrastructure for millions of people and the business relay towards the extensive inter related network, industry has the wide function, where it as most important impact towards the public's standard of living, Coordination management is the section of inventory network management that makes designs, presents, and makes control of proficient, pushing forward.

About VRL Logistics

VRL was founded in 1976 by DR. Vijay Sankeshwar in

Gadag, a small town in North Karnataka with a single truck and a vision that was way ahead of its time. VRL gradually expanded its services to Karnataka, Andhra Pradesh, Kerala, Maharashtra and Goa etc. and have become world class customer and thus expect world service. Company. VRL has today grown into a nationally renowned logistics and transport company which is also currently the largest fleet owner of commercial vehicles in India with a fleet of 4835 Vehicles (Including 362 Passenger Transport Vehicles & 4473 Goods Transport Vehicles amongst others). VRL finds mention in the Limca Book of Record as the largest fleet owner of commercial vehicles in India in the Private Sector. The company has also a fast-express cargo service, the company recently started Air chartered business in 2008 and recently they have purchased premier aircraft for the company's special work purpose, commercial use, and VIP transportation and Advertisement purpose.

Hence it is customer service which is going on to give the competitive edge to any industry in the future. The data for the study was collected from commuters who used VRL logistics services, to understand their perceptions about the quality of services and its impact on customer satisfaction The attributes for the service quality considered under study are: Comfort and convenience, Schedule and operations, Crew behaviour, Cost and other aspects. The findings of the study would help the transport operators of VRL logistics in designing specific services with sharper focus on different commuter categories.

Defining Customer Satisfaction

There exist varying definitions of customer satisfaction from different researchers. Elvira & Shpetim (2016) define consumer satisfaction as the client response to the perceived service based on personal expectations and the service's actual performance. On the other hand, Khan et al. (2017) defines customer contentment as the client's evaluative reaction in relation to a service or product performance based on their anticipations towards the service. Moreover, Farooq & Salam (2018) state that customer satisfaction refers to how a service's perceived performance matches or surpasses customer expectations. Ideally, the inability of service to meet customer expectations leads to dissatisfaction. These definitions by various authors depict satisfaction as a general post service evaluation by a customer.

Theoretical Background of the Study

Most companies and researchers alike have had significant interests in the aspects of customer satisfaction and service quality. As is common to all organisations, the fundamental objective in business is to minimise costs and increase profits—the surest way to achieve profit increases through increased sales (Zameer et al., 2015). As has been noted by most researchers, customer satisfaction is the main driving force behind increased sales (Elvira & Shpetim, 2016). Customer satisfaction results in customer loyalty which contributes to repeat purchases and recommend the product or service to family and friends

In the ancient business days, the main focus was marketing products to customers. However, according to current trends, businesses have shifted towards enhancing customer satisfaction as the pivotal point to drive sales (Farooq & Salam, 2018). Currently, more focus has been drawn towards consumers compared to product marketing and consumption. Customer satisfaction is built on the quality of services offered by an enterprise (Sharma & Srivasta, 2018). With a better service quality in place, the organisation is assured of increased sales because their consumer base shall be reliable and stable. This factor results in constant profits for the organisation, which in the long run boosts overall performance.

The SERVQUAL Model

This model was developed with the main objective of establishing shortfalls in service provision. In this technique, customers get to evaluate and assess the quality of service offered within a certain industry by comparing their service expectations with the actual service. Typically, the

SERVQUAL model attempts to measure customer demands and individual perceptions (Danish, 2018). Here Q (quality gap) is derived through the subtraction of E (expectation) from P (the perception value). This factor leads to equation $Q = P - E$. A combination of all Q values helps determine the service rating amongst various customers (Hapsari et al., 2017). This factor serves as an indicator of how the service quality dimensions are influenced by customer perception. The SERVQUAL model is considered standardised because it can be applied within a broad spectrum of industries, including the logistics industry.

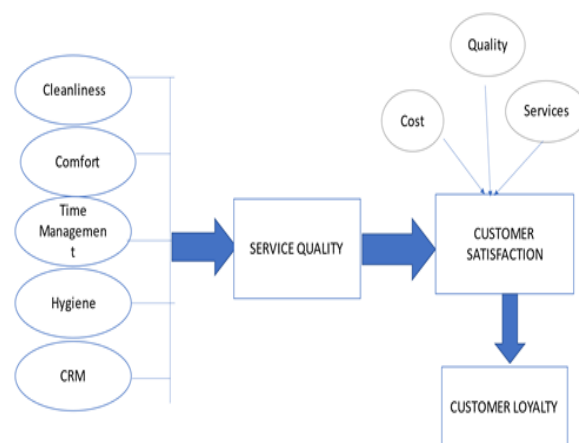
The SERVQUAL scale comprises two sections; the first section is used to evaluate customer expectations concerning service quality. The second section is used to measure customer perception concerning the industry providing the service (Fida et al., 2020). The SERVQUAL model is made up of twenty-two items, also known as “likert-type.” Moreover, it comprises the five-dimensional aspects like empathy, tangibles, responsiveness, assurance, and reliability to be the five considerations of service quality which in the current study are taken as Cleanliness, Comfort, Time Management, Hygiene, Customer Relationship Management (D1-D5) respectively. Study focusses to measure the service quality of a logistics company to improve customer satisfaction and loyalty. Customer satisfaction is measured to ensure that customers may continuously use the Transportation services and would also recommend the service providers based on the service quality to other potential users.

Figure 1

Conceptual Research Model used in the study

Importance of Customer Satisfaction

With regards to the aspect of operations management, customers are central to any business. Before determining the strategies to apply or the type of business structure to



implement, every business 2 entity should have its cus-

tomers in mind (Elvira & Shpetim, 2016). According to Esther & Bambale (2016), during the strategic planning phase, common questions that may arise include who consumers of the services shall be, what's their location, how much are they willing to spend on the service, how can they be reached, and how likely are they to get satisfied with the services offered? After evaluating these factors regarding its potential customers, the organisation can develop the desired product, perform market segmentation, and increase customer awareness (Esther & Bambale, 2016). This scenario, therefore, depicts the importance of customers in any business undertaking especially the users of transport services

Literature Review

The performance of service delivery can be determined by Parasuraman et al. (1988) regarding the gap between customer expectations of services and their perceptions of service provision offered by service companies. This can be measured using the SERVQUAL scale in the form of an instrument to measure the performance of service delivery for all types of service companies. Furthermore, this study modifies the service delivery performance measurement by Mentzer, Flint, & Hult (2001) with instruments tailored to logistical characteristics, including timeliness, order accuracy, information quality, assurance, and personnel contact quality.

Nizamuddin et al. (2021) in their studies conducted at Kota Bharu, Kelantan observed that the price of a bus ticket is the most important element in determining a passenger's selection. This study used a quantitative approach, with a total of 384 respondents using express buses to get to their destinations. The hypothesis that the parameters are positively associated to the passenger's preferences was evaluated in this study. Cronbach's Alpha was also used to examine the dependability and Pearson Correlation. The outcomes of this study suggested that characteristics like accessibility, convenience, and safety have a significant influence in encouraging people to use public transit.

Chaudhary (2020) The study was conducted at Ahmedabad, Surat, and Rajkot in Gujarat, India to capture the demand side quality of services and to see if commuter's impressions of the quality of services provided by Bus Rapid Transit systems varies across demographic cohorts. The SERVPERF model was used to investigate the performance of the city's BRT networks. The performance is judged on six different criteria: tangibles, empathy, clean-

liness, reliability, safety, and affordability. Surat was determined to be the best of the three cities in terms of service quality, followed by Rajkot and Ahmedabad. Additionally, commuter's perceptions of service quality differ by demographic groups such as gender, journey time, education, employment level.

Hamid (2019) The study was conducted to observe the impact of IT on marketing strategies of online travel agencies in India. In the previous 5 years, travel and tourism industry of India has selected technologies, modern trends, and marketing strategies and given an advanced dimension to this sector. Marketing strategies of Online Travel Agencies include all the activities in the field of marketing which directly deal with the analysis of the initial strategic situation of a company and the formation, 294 evaluation, and selection of market-centred strategies and contribute to the aims of the company and its marketing objectives. This paper dwells on the present marketing strategies scenario of OTAs in India. The authors have given some recommendations for better integration of Marketing Strategies and use of Information Technology to flourish Online Travel business.

Rowell (2019) The study observed that that customer satisfaction reflects the quality of Transportation service in Cabanatuan City. The study used the descriptive and quantitative method of research. It is a combination of two models descriptive and quantitative. More specifically, the study aimed to know the relationship between respondent's socio-demographic profile and the level of satisfaction and how significant is the difference between customers and employee's satisfaction. The study used statistical data to analyse the results using Pearson Product Moment Correlation to measure the relationship of the socio-demographic profile and t-test for the significant difference on the customers and employee's satisfaction, and Cronbach's alpha was executed on a sample size of 206. The findings also showed the high expectation of customers which need to be addressed by the Roadways transportation companies.

Sokchan & Hengsadekul, (2018) examined and explored the consumer expectation on service quality of bus transport through the SERVQUAL's 5 dimensions such as tangible, reliability, assurance, empathy, and responsiveness. The independent variable used throughout this study is overall satisfaction with bus transport service. Independent variables are specific service quality attributes which consist of service given, access, availability, time and environment. The study showed that passengers prefer BTS

service more which is ranked last in “Suitable Travelling” against other factors, and they wish to travel in the same because of no choice. Understanding customers’ needs and their expectations before implementing the suitable service strategy to meet the customers’ needs was important parameter in transportation services.

Research Methodology

Statement of Problem

Service quality is a characteristic that involves extra effort by a service provider. VRL aims at achieving excellence customer satisfaction at all departments while charging moderate prices. This study helps to make progress of VRL towards the service, quality, cost, time management, CRM, safety and cleanliness given by company to consumers. Even this study is needed to know about the extra efforts by a service provider. And also, to know about the customer satisfaction towards the service quality.

Objective of Study

1. To identify different factors considered under service quality at VRL logistics Ltd.
2. To analyse the impact of factors of service quality on customer satisfaction at VRL logistics.
3. To identify the preference of passengers based on their demographic characteristics.
4. To study the safety measure adapted by company during service provision.

Scope of Study

The main purpose of this study is to analyse the impact of service quality parameters on the customer satisfaction through descriptive research. The study focusses on significant relationship between the five dimensions of service quality (tangibility, reliability, responsiveness, assurance and empathy) or SERVQUAL and commuter’s satisfaction. The findings generally will the different factors of

service quality and safety measures of VRL etc.

Hypothesis

a) Analysis 1:

- H0: There is no significant impact of service quality parameters on customer satisfaction
- H1: There is significant impact of service quality parameters on customer satisfaction

b) Analysis 2:

- H0: There is no significant association between gender and how often people use VRL logistics ltd.
- H1: There is significant association between gender and how often people use VRL logistics ltd.

Sample Design

- Convenience sampling technique
- Sampling size- 150 respondents who used VRL Transportation services at Bengaluru

Instrument Design

- Questionnaires: A questionnaire was designed, and respondents were asked to fill up and their own.
- Likert Scale: 5-point Likert scaling technique was used to record the respondent’s response

Statistical Tools

- Regression test
- Chi square test
- Dependent Variable= Service Quality
- Independent Variable= Customer Satisfaction

Source of Data

Data is gathered through primary and secondary data. A questionnaire was provided to VRL customers in Bangalore and customers were interviewed directly to record their responses for Primary data. Secondary data was sourced from already available in the company’s website, internet, journals, annual reports, and other sources etc

Results and Discussion - Descriptive Analysis on Sample

5.1: The table below shows how respondents were classified by age.

Age	Respondents	Percentage
10 – 20	12	8%
21 – 30	55	36.7%
31 – 40	36	24%
41 – 50	30	11.3%
More than 50	17	8%
Total	150	100%

5.2: Table Showing Gender-wise Classification of the Respondents

Gender	Respondents	Percentage
Male	76	50.7%
Female	72	48%
Others	2	1.3%
Total	150	100%

5.3: Table Showing Respondents Monthly Income Classification.

Income per month	Respondents	Percentage
Below 50,000	55	36.7%
50,000 -2,00,000	24	16%
2,00,000 - 5,00,000	7	4.7%
Above 5,00,000	6	4.0%
Prefer not say	58	38.7%
Total	150	100%

5.4: Table Showing Education Qualification of Respondents

Education Qualification	Respondents	Percentage
Secondary School	15	10%
Bachelor's degree	66	44%
Master's degree	35	23.3%
Doctorate degree	8	5.3%
None of the above	26	17.3%
Total	150	100%

5.5: Table Showing the Frequency of Usage of VRL Travel Service

Particulars	Respondents	Percentage
Weekly	51	16.7%
Monthly	50	33.33%
6 Months	25	34%
Yearly	24	16%
Total	150	100%

5.6: Table shows that how people come know or aware about VRL Logistics

Particulars	Respondents	Percentage
TV	20	13.3%
Newspaper	38	25.3%
Magazines	21	14%
Word of Mouth	56	37.3%
Others	15	10%
Total	150	100%

5.7. Table shows about other service which the customer uses other than VRL

Particulars	Respondents	percentage
SAM	20	13.33%
SRS	31	20.7%
KSRTC	76	50.7%
Others	23	15.33%
Total	150	100%

5.8: Table Showing the Parameters for which Customers Choose VRL Logistics Service

Particulars	Respondents	Percentage
Cost	15	10%
Time	34	22.7%
Quality	47	31.3%
Services	42	28%
Others	12	8%
Total	150	100%

5.9: Table showing the level of satisfaction with VRL which made impact on its customers

Particulars	cost		Time Management		Comfortable	
	Respondents	Percentage	Respondent	Particulars	Respondents	Percentage
Strongly Dissatisfied	11	7.3%	7	4.7%	8	5.3%
Dissatisfied	11	4.7%	7	9.3%	8	9.3%
Neutral	62	41.3%	56	37.3%	56	37.3%
Satisfied	49	32.7%	52	34.7%	52	34.7%
Strongly Satisfied	21	14%	21	14%	20	16%
Total	150	100%	150	100%	150	100%

Particulars	Customer Relationship Management		Freight Charges and Schedule		Cleanliness	
	Respondents	Percentage	Respondents	Percentage	Respondents	Percentage
Strongly Dissatisfied	6	4%	6	4%	8	5.3%
Dissatisfied	6	7.3%	6	10%	8	6.7%
Neutral	58	38.7%	55	36.7%	59	39.3%
Satisfied	46	30.7%	50	33.3%	48	32%
Strongly Satisfied	29	19.3%	24	16%	25	16.7%
Total	150	100%	150	100%	150	100%

5.10: Table Showing Customer Relationship Management with VRL

Particulars	Respondents	Percentage
Very likely	28	18.7%
Likely	58	38.7%
Neutral	45	30%
Unlikely	7	4.7%
Very Unlikely	12	8%
Total	150	100%

5.11: Table Showing Willingness of Customers to Use VRL Logistics in the Future

Particulars	Respondents	Percentage
Yes	67	44.7%
May be	63	42%
No	20	13.3%
Total	150	100%

5.12: Table showing safety measures which is adopted during the service provision

Particulars	Sitting and Coach		Online Booking		Water or Beverages Provided	
	Respondents	Percentage	Respondents	Percentage	Respondents	Percentage
Strongly Dis-satisfied	11	7.30%	5	3.30%	10	6.70%
Dissatisfied	8	5.30%	13	8.70%	9	6%
Neutral	55	36.70%	52	34.70%	55	36.70%
Satisfied	52	34.70%	54	36%	43	28.70%
Strongly Satisfied	24	16%	26	17.30%	33	33
Total	150	100%	150	100%	150	100%

Particulars	Speed of the Driver		Single Lady/Single Person Passenger	
	Respondents	Percentage	Respondents	Percentage
Strongly Dissatisfied	7	4.70%	6	4%
Dissatisfied	13	8.70%	11	7.30%
Neutral	51	36%	54	36%
Satisfied	43	28.70%	47	31.30%
Strongly Satisfied	36	24%	32	21.30%
Total	150	100%	150	100%

Particulars	First Aid Kit, Emergency Exit or Other Safety Precautions		Travelling Insurance	
	Respondents	Percentage	Respondents	Percentage
Strongly Dissatisfied	10	6.70%	4	2.70%
Dissatisfied	11	7.30%	16	10.70%
Neutral	48	32%	57	38%
Satisfied	51	34%	49	32.70%
Strongly Satisfied	30	20%	24	16%
Total	150	100%	150	100%

5.13 Inferential Analysis

Analysis: 1

Statistical tool used: Regression test

Dependent variable: Customer satisfaction

Independent variable: Service quality parameters (cost, quality, services)

H0: There is no significant impact of service quality parameters (cost, quality, services) on customer satisfaction

H1: There is significant impact of service quality parameters (cost, quality, services) on customer satisfaction

5.13.1: Table Showing the Inferential Analysis of Cost on Customer Satisfaction

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig
1 (Constant)	8.740	1.362	.710	6.417	.000
Cost					
	4.690	.382		12.275	.000
Dependent Variable: Customer satisfaction					

Analysis: Since P value =0.00 less than 0.05, H0 is rejected at 5% level of significance, hence we conclude that there is significant impact of cost on customer satisfaction.

5.13.2: Table showing the inferential analysis of Quality on Customer satisfaction

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.947	1.421	.748	4.185	.000
Service	1.355	.099		13.702	.000
Dependent Variable: Customer satisfaction					

Analysis: Since P value =0.00 less than 0.05, H0 is rejected at 5% level of significance, hence we conclude that there is significant impact of service on customer satisfaction

5.13.3 Table showing the inferential analysis of Service on Customer satisfaction

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.809	.544	.970	-1.488	.139
Service	1.819	.037		48.549	.000
Dependent Variable: Customer satisfaction					

In Analysis: Since P value =0.00 less than 0.05, H0 is rejected at 5% level of significance, hence we conclude that there is significant impact of service on customer satisfaction

Interpretation: Since P value of all above the service quality parameters are equal to 0.00 less than 0.05, H0 is rejected at 5% level of significance, hence we conclude that there is significant impact of service quality parameters on customer satisfaction

Analysis: 2

Statistical tool used: Chi-square test independent of attributes (Nonparametric test)

Variable 1: Gender (Nominal scale)

Variable 2: How often people use VRL logistics services (Nominal scale)

H0: There is no significant association between gender and how often people use VRL logistics ltd.

H1: There is significant association between gender and How Often People Use VRL Logistics ltd.

5.19: Table Showing the Inferential Analysis of Gender and how often people use VRL Logistics Ltd.

Gender	How often people use VRL logistics services				Total	Chi-square test	P value
	Weekly	Monthly	6 Monthly	Yearly			
Male	15	19	29	13	76	8.238	0.221
Female	9	31	21	11	72		
Others	1	0	1	0	2		

Interpretation: Since P value is 0.221 is greater than 0.05 H_0 is accepted at 5% level significance. Hence, we conclude that there is no significant association between gender and how often people use VRL logistics ltd.

Findings

From the data following facts were observed out of the responses from 150 respondents: -

- Most of the respondents age was between 21-30 years of age
- Almost 38.7% of the respondents prefer not to say their income and even 36.7% of respondent's income comes under below 50000 which almost equal to the respondent prefer not to say
- Most of the respondents 44% were bachelor's degree holders
- Male respondents were more than females.
- Respondents often use VRL service monthly and half yearly are almost in the same level according to their convenience period to travel.
- Most of the people were familiar of VRL logistics name by the word of mouth which comes to 37.3% of respondents
- Almost 50% of respondents uses KSRTC other than VRL due to their convenience and available of the KSRTC bus at any time.
- Out of 150 respondents 41.3% were neutral for the cost of VRL logistics ltd followed by 32.7% satisfied, 14% strongly satisfied, 7.3% strongly dissatisfied and 4.7% dissatisfied.
- Out of 150 respondents 37.3% were neutral with Time management of VRL logistics ltd followed by 34.7% satisfied, 14% strongly satisfied, 9.3% dissatisfied, 4.7% strongly dissatisfied.
- Out of 150 respondents 38.7% were neutral with customer relationship management with VRL logistics ltd followed by 30.7% satisfied, 19.3% strongly satisfied, 7.3% dissatisfied, 4% are strongly dissatisfied.
- 36.7% were neutral for freight charges and schedule with VRL logistics ltd followed by 33.3% satisfied, 16% strongly satisfied, 10% dissatisfied, 4% strongly dissatisfied.
- 39.3% opted neutral for cleanliness in VRL logistics ltd followed by 32% are satisfied, 16.7% strongly satisfied,

6.7% dissatisfied, 5.3% strongly dissatisfied.

- Most of the respondents i.e., 38.7 would likely to continue to use VRL logistics service
- 38.7% respondents would recommend others about the VRL logistics Traveling services.
- 34% respondents were satisfied with first aid kit, emergency exit or other safety precautions provided in the bus services followed by 32% are neutral, 20% are strongly satisfied 7.3% are dissatisfied, 6.70% are strongly dissatisfied.
- 36.70% respondents were neutral with water or beverages provided followed by 28.70% satisfied, 22% strongly satisfied 6.70% strongly dissatisfied 6% dissatisfied,
- 36% respondents were satisfied with the online booking followed by 34.70% neutral, 17.30% strongly satisfied, 8.70% dissatisfied, 3.30% dissatisfied
- Most of the respondents satisfied with online booking safety measures
- Since P value of the service quality parameters were equal to 0.00 less than 0.05, H_0 is rejected at 5% level of significance, hence we conclude that there is significant impact of service quality parameters on customer satisfaction at VRL logistics services.
- Since P value is 0.221 is greater than 0.05 H_0 is accepted at 5% level significance. Hence, we conclude that there is no significant association between gender and how often people use VRL logistics ltd.

Suggestions

- The segment of the customers who were dissatisfied with the online booking the company need to focus on them to make satisfy by proving their necessary facilities.
- Some Respondents were dissatisfied with the level of cleanliness and hygiene of drinking water provided by VRL due to not proper maintenance or provided.
- Some members not satisfied with the safety and where the company need to analysis their requirements to-

wards it.

- Most people use other buses according to their convenience where the VRL travels are not available at all the time. So, the company needs to focus on providing more bus services at frequent intervals of time.
- Respondents said that the service provided at peak time would be poor due to shortage of buses in the peak time. Even the company needs to see the needs and wants of the end-users.
- Some respondents were dissatisfied with the cost where they are comparing with the normal bus fare. This could be addressed by the company services.
- Where the most people responded that the toll-free number of VRL was always appeared busy, hence it becomes difficult for the travellers to talk with the customer care representatives.
- People said that they are strongly dissatisfied with time management due to not proper maintenance time management. The company needs to improve their time management.

Conclusion

From the study on service quality of VRL logistics Ltd. where the service quality parameters were primary objective towards customer satisfaction. Service makes a consumer happy which the service is given from the company. After obtaining the Service quality data collection by respondent was seen that the respective customers were neither highly satisfied nor highly dissatisfied by the VRL Logistics service, therefore the company should concentrate on the Service quality till they get to know about their customers are highly satisfied with the VRL Logistics Ltd.

The analysis of the data of the customers has shown that there is impact of service quality parameters on customer satisfaction and the parameters of service quality which includes cost, service, quality if the company improves or upgrades the overall service quality the VRL logistics can easily gain the competitive advantage by satisfying the customer's expectations.

According to the data analyzed, nearly 45 percent of respondents indicated they would refer VRL services to others. Based on the overall study of the company the service quality of VRL is not bad. Vijayanand travels is one of the nationally renowned and transport company in South India. The company is having the very good brand image in the customer's mind. And it is marketing its product under the brand name of "VRL". The employees in Vijayanand travels are hardworking and dedicated. The company has increasing profit and network and would be a sustain-

able brand if it could focus more on service quality parameters as per customers' requirements observed in the study.

Limitation and Further Research

The scope of this research is in the city of Bengaluru, meaning that the results of this study cannot be used to generalize to other areas. Furthermore, this study was conducted only at one time for VRL Logistics only and not other service providers in Transport. Future researchers are expected to be able to carry out analyses in other fields, different time frames, and even different industry categories. This study is limited to analyzing the role of service delivery performance and value congruity related to customer satisfaction only. Therefore, it is hoped that further research will further explore other elements and test additional variables such as service innovation and value co-creation keeping into account customer loyalty, customer experience etc.

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