

Factors Affecting the Decisions on Choosing Logistics Service Providers in Food industry in Thailand

Ampika Laoprawatchai¹, Pornpana Laoprawatchai², Kristya Jandasang³, Jatturong Ploenhad⁴, Suwat Nualkaw⁵

¹Collage of Logistics and Supply Chain, Suan Sunandha Rajabhat University

²Collage of Logistics and Supply Chain, Suan Sunandha Rajabhat University

³Collage of Logistics and Supply Chain, Suan Sunandha Rajabhat University

⁴Collage of Logistics and Supply Chain, Suan Sunandha Rajabhat University

⁵Collage of Logistics and Supply Chain, Suan Sunandha Rajabhat University

¹ampika.la@ssru.ac.th, ²Pornpana.la@ssru.ac.th, ³kristya.ja@ssru.ac.th, ⁴jatturong.pl@ssru.ac.th,

⁵suwat.nu@ssru.ac.th

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Abstract: Logistic services are the essential factors to enhance the organizational performance and the selection of logistic services provided is the foremost issue nowadays. Thus, the present article analyze the impact of logistic providers' reliability, responsiveness and assurance on the selection decision of logistic services providers in food industry of Thailand. This article also investigates the moderating role of organizational satisfaction among the relationships of logistic providers' reliability, responsiveness, assurance and selection decision of logistic services providers in food industry of Thailand. The primary data collection methods such as questionnaires were used to gather the data and smart-PLS was used for analysis purpose. The results have revealed that logistic providers' reliability, responsiveness and assurance have positive association with the selection decision of logistic services providers in food industry of Thailand. The findings also indicated that organizational satisfaction significantly moderates among the nexus of logistic providers' reliability, responsiveness and selection decision of logistic services providers in food industry of Thailand. This study is suitable for the policymakers that they should improve their focus towards logistic services providers' selection that could improve the organizational performance.

1. Introduction

Food is a fundamental part of our lives, so it is worth knowing the way it is cultivated, stored, and transported. The food sector generally includes a complicated network of operations in the world related to the food supply, consumption, and catering. Often a part of the grocery industry is finished food items and instant food packages partly prepared. A huge number of skilled and untrained people work in the food sector. Only in 2006, over 1.5 million US jobs and 4 million European jobs were generated by the food industry. The food industry, however, lacks subsistence farmers who consume their produce for themselves. The idea of food is now a diaper than basic nutrition in the evolution of society. Food puts together participants in social gatherings, family events, or corporate meetings in countries around the world. From any corner of the world, it can represent religion, traditions, and faiths. With its great variety, the Thai food community is dynamic. Nowadays, it is world-famous and has been growing fast in the last few years around the world. Thai cuisine is renowned for its healthy, in-depth, and harmonic cuisine (Vajirakachorn & Chongwatpol, 2017). Those reasons also characterize Thai cuisine as culinary delights. Thailand's cuisine is based on specifics, texture, color, taste, and the use of medical advantages ingredients. Thai cuisine also reflects on how they taste, smell, and suit the rest of the meal. The food is not about convenience but about the connection of the various elements. As in many nations, food is a social opportunity. Meat with friends or relatives is very popular just for having a wonderful meal together.

In the way the food is presented, there is a major contrast between the West and Thai society. Normally, it begins in the "west" with a starter, then the main meal, and eventually a dessert. And everyone orders something to himself whenever you go to a diner. In Thailand, there is no recognition of the notion of separate meals and meals. In general, the dishes are exchanged. You order the number of dishes you have around a table in a restaurant in Thailand like there are some. And then you exchange them (Mohd Nawawi et al., 2019). The major difference between the West and Thai society is the manner in which we handle food after a meal. We indulge ourselves in food in the West and have little difficulty in tossing it later on. Nothing like tossing food away in Thailand. The gods are angry and humans are also poorly luck-led. If you eat in a pub, though. Only to leave a couple of bites on your plate, you know that the food was decent and you are finished (Torres Chavarria & Phakdee-auksorn, 2017).

Thailand was not a major contributor in foreign agri-business business until the 1970s. Thailand is also the only net exporter of food items in Asia, historically limited to rice, pineapple, and sucre, and has the potential to make much more than its population consumes. Exports of Thai food by a wide margin outweigh imports. Thailand has successfully used advances in science and technology in agriculture to establish a thriving and dynamic farming

sector over the past three decades. The industry of food processing for export flourished through technological changes and a combination of perseverance and aggressive determination by the private sector. At the same time, a sustained-growth economy has generated a high internal food market. Today, Thailand is one of the top ten exporters of seafood and frozen shrimp and chicken, with farm exports accounting for about 15 percent of the overall exportations, with the largest exporter of sugar, canned pineapples, pines, and focus. Thailand's agricultural exports, particularly rice, rubber, shrimp, poultry, manioc, and maize, have risen significantly following the 1997 crisis, showing that the agriculture sector is capable of responding to otherwise critical conditions (Trupp & Sunanta, 2017). Thai agri-economy transition has allowed poor people in the countryside to decrease from about 30% to less than 10% today in the early 1980s due to the booming economy combined with the governments adequately focused poverty alleviation initiatives. It is reasonable that Thailand wants its profitable position to be maintained. It is Asia's only net exporter of rice. Other countries participating in rice and shrimp include Vietnam and India, Brazil in chicken, China in fruits and vegetables, and Malaysia in halal beef. Thailand would have to satisfy the high-quality demands raised by major export markets such as the United States, the European Union, and Japan, as well as a growing domestic market and a step toward environmentally friendly packaging products if it is to retain and expand its markets (Aratuo & Etienne, 2019).

The thriving domestic industry also provides significant opportunities in the field of liquid goods with the highest growth portions (including soft drinks, beer, fruit juices). Since lifestyles in Thailand are changing quickly to make the preparation of food more easy and convenient, growth potential is especially strong in the areas of canning, convenience, and fast food, bakeries at retail levels, snacks, and cakes. Thailand not only struck the food industry but also continued to dominate the major markets of exports such as the US and European Union, while Thailand cautiously and strategically introduced itself to markets such as the former Soviet Republic (CER), China, and India (Okumus, 2020). Thailand, therefore, has built deep footholds in the credit of the food industry and positioned itself to face a very challenging future. Logistics plays a vital role in food industry. As the minor error/omission in this section will strongly affect the entire firm. The present study will shine the spotlight on importance of logistics selection in food industry. It will also help the food sector related firms regarding selection of logistics. The consumers are the back bone of this industry. The spending of the consumer on the hotel and catering section is given in Figure 1.

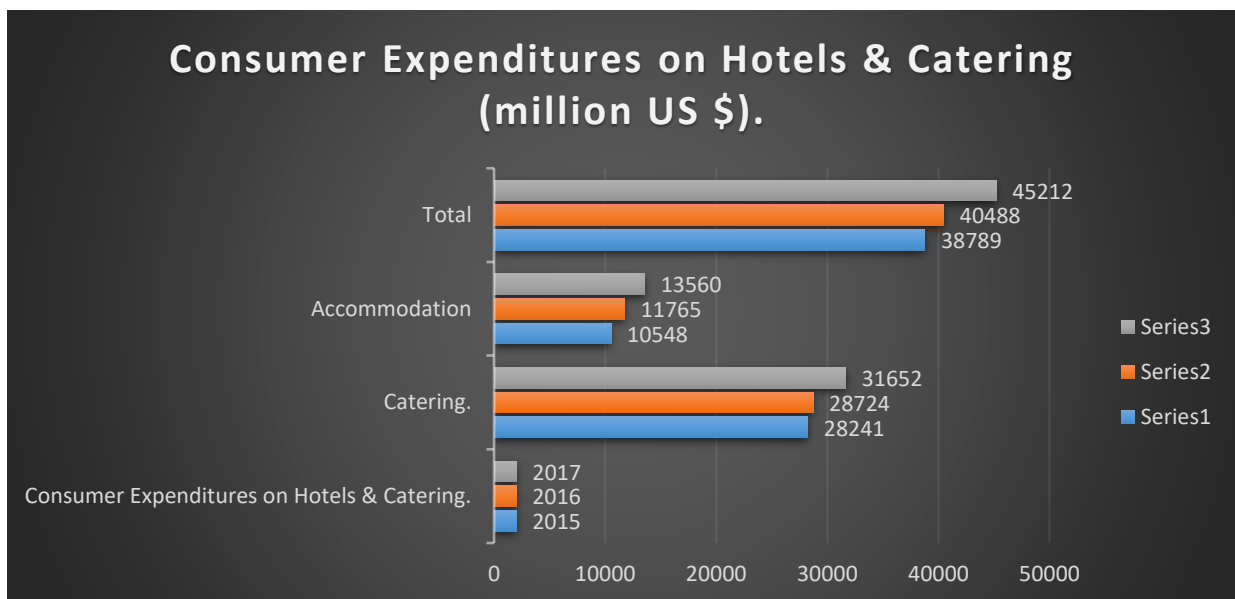


Figure 1: Consumer spending on hotel and catering

2. Literature Review

The elements of reliability in any sector deserve significant importance which impacts the decision-making process. Various companies have the operational progress of workings which require the element of reliability to uplift the effectiveness of work (Shair, Shaorong, Kamran, Hussain, & Nawaz, 2021). Although, reliability experts are considered as a significant member who initiates ways of better decisions for food supplies in Thailand. Reliability is considered as a cable bridge among the systems of evaluation in services that ensure functionality (Lu, Liu, & Beer, 2018). This could be stimulated through the reliability systems which are demonstrated over the logistic service providers also. It is important to assert the logistic support for the food industry and the factors of reliability dominate with various corresponding means. These corresponding means usually analyze the prevalence

of duration and frequency of choosing logistic service providers for the food industry. In Thailand, the reliability approach has been widely enhanced and supported the decision-making process for logistic services. Various structures are inserted with the reliability assessments over the mechanisms of services in various industries (Stanley, 2018). These inductions of structures include integrity perspectives which justify the association of parameters specified among logistic service providers. The improving food and beverages industry has been specifying the eminence of reliability. This reliability is not only prevalent for increasing effective supplies but also the uplifting of operational capability. This capability has been increased with the dominance of reliable experts which influenced the decision-making for logistic service providers in the food industry of Thailand. Different evaluation procedures are induced on the human services which states the reliability and validity elements significantly discussing the service providers (Cymbal, Wilder, Thomas, & Ertel, 2020). This primary assessment tool also identifies the variety of elements contributing performance measures with participants in service provider firms. For the decisions of choosing better logistic services, it is necessary to have the capabilities to be elected for any industry of Thailand. The rising world has launched various measures and competencies which are necessary to be fit in the world. Therefore, the decision of choosing an effective logistics service provider must assert reliable services with a reputation. The significant relationship between the performance of logistic services, behaviors of decision making, and demands updating are inserted (Liu, Liu, Chen, Si, & Long, 2019). This connection also positively elaborates the eminence of the supply chain that could not disrupt the external demands. It is upon the decision-making process of logistic service providers which initiate their service with reliability measures. A clear image of reliability illustrates its positive impact on the decision on choosing logistic service providers of the food industry.

H1: Reliability significantly impacts the decisions on choosing logistics service providers.

Some anticipation of demands significantly raised the response toward any product to the customer requirement. This anticipation has induced the importance of responsiveness which initiates better understanding for the logistic service providers. In Thailand, a responsive approach has been employed to overcome the issues of late supplies which disrupts customer attitudes. Some responsive policies are required to be established for the facilitation of decisions on service providers (De Bruycker, 2020). These policies may comprise upon the decisions considering demands of public with a variety of conditions. These conditions may differ with the facilitation process of the supply chain and responsiveness behavior toward the public. With the induction of responsiveness, the flexibility of the service chain could be bumped to meet the customer's need. This need also states the accuracy of logistic services which reach in time while avoiding the competitive market lapse. Thailand food industry has attained the approach of responsiveness which help in positive decision for the choosing logistic service providers. Numerous dimensions of input responsiveness are mentioned among the service providers which holds the policies of decision making (Meijers, Schneider, & Zhelyazkova, 2019). This is the responsiveness of governments to induce proper measures through venues, the public, and actors. This approach not only enhanced the customer perception for positive logistic services but also gather the attraction of more products. This responsiveness has positively induced the decreasing and increasing responsiveness in supply chains of food products. Although, food products of Thailand has already much attraction over the world which could not be slower due to the responsiveness of logistic services. The role of local governments is dominant toward the responsiveness initiated for better budgeting and planning (Panday & Chowdhury, 2020). It is designed according to the participation by proper organizing efforts to compliance the responsibilities of service providers in the food industry. With the elements of responsiveness, the logistic service providers also attained attraction of the several industries. In Thailand, the decision of logistic service providers has been made by the consideration of responsiveness elements. These elements are positively asserted with the involvement of customer needs which require the product in time. Various boundaries are designed in the competitive markets for logistic service providers (König, Caldwell, & Ghadge, 2019). These service providers are designed toward the fragmented and competitive markets. The responsiveness of organizations is more consistent in analyzing the decisions on choosing logistic service providers. Some third parties are also taken into consideration for the management of supply chains which assures responsiveness.

H2: Responsiveness significantly influences the decisions on choosing logistics service providers.

The elements of assurance may vary upon consumer intentions. The perception of consumers changes with time and may represent the quality as well as quantity. This could be eliminated through the significant induction of assurance factor especially in the Thailand food industry. Therefore, the assurance factor has also increased the decisions on choosing logistic service providers. While assuring the quality and efficacy, the learning and teaching techniques are employed in some firms (Khamis & Scully, 2020). These techniques significantly helped the assurance measures to influence the decisions on choosing logistic service providers. Especially in the food industry, logistic services are important and its assurance is considered as a guarantee to the companies. Assurance

in services as well as in quality states the process for complete assembling of the product. This assembling positively depicts the image of consumers about the services as well as the assured quality of the product. In the food industry of Thailand, the assurance element is considered a proactive process for the decision on choosing logistic services by preventing defects. The disclosures of assurance and informational content provide integrated reporting to the companies (Caglio, Melloni, & Perego, 2020). This reporting also helps the firms by an assurance of different elements to be capable of decisions for logistic service providers. Proper checkup always improves the quality of the product as well as the level of service provided to the end consumer. Therefore, quality assurance has proved its importance on the decisions of choosing logistic services which reached the time limits of Thailand food industry. These in-time services are the whole peers of delivery and inclusion of inspection on the products which are assured with standards. Some frameworks are regulated by the assurance of external quality in few countries indulged in services (Jingura & Kamusoko, 2018). This regulated cooperation is dominant in accreditation and quality assurance that impacts the decision on choosing logistic service providers. Progress of logistic service providers could also be enhanced by the assurance of consumers who are requiring the food product of Thailand in time. The food product is considered a vital and daily necessity that could not be disrupted due to any logistic service decisions. Therefore, the elements of assurance with several corresponding elements positively influence the decisions on choosing logistic services. Different criteria are designed with considering the elements of assurance and logistic initiatives (Jamshidi, Jamshidi, Ait-Kadi, & Ramudhin, 2019). These initiatives provided sustainable elements for effective service providers in different cities.

H3: Assurance significantly impacts the decisions on choosing logistics service providers.

Organizational satisfaction has strong emotions on the factors which assert a dominant role in the decision of choosing logistic services. The overall impact on logistic service positively depicts the organizational structure which could be disrupted due to any mishandling procedure. Therefore, in Thailand food industry, the elements of reliability, assurance, and responsiveness have uplifted organizational satisfaction. There is a significant relationship between the satisfaction of the employee and organizational values which is mediated by the engagement of organizational behaviors (Meynhardt, Brieger, & Hermann, 2020). The beginning of reliability also asserts the understanding of practices that are to be used for logistic services. The food industry of Thailand has been progressively bumped with the reliability experts which took prompt decisions for logistic services. The role of reliability and validity is a significant contributor to the performance of services provided by humans (Wilder, Lipschultz, Gehrman, Ertel, & Hodges, 2019). The prevailing process of logistic services has been determined as equipment for the developing countries to induce responsiveness with the efficacy of organizational satisfaction. In Thailand, responsiveness is countered as an asset that helps the decision of choosing a logistic service provider for the food industry. It is necessary to insert the public responsiveness with the engagement of public administrators to meet the demands of citizens (Liao, 2018). It is upon the assurance of experts and management to retain the chain of supplies. These supplies are retained with the dominance of assurance which influences the choice of logistic services in the food industry of Thailand. The strengthening of quality assurance is required to be developed internally in the organization with the enhancement of experiences and learning (Kadhila & Iipumbu, 2019). With the emerging supplies of different products in the whole world, organizational satisfaction has also been increased with the prevalence of some material factors. These material factors have positively played a vital role in assuring, responsive and reliable decisions on choosing logistic services for the good industry of Thailand. It is the joint optimization of services that provides effective services of inventory as well as food commodities in different locations (Karatas & Kutanoglu, 2021). When there is a strong eminence of organizational satisfaction, the employees could also get positive feelings about their job. Therefore, the moderating effect of organizational satisfaction is clear upon the decisions also whether taking for the products or the logistic services of these products. In Thailand, organizational satisfaction has positively moderated among reliability, responsiveness, and assurance for logistic service providers. In the organizational strength, organizational change, job satisfaction, and organizational commitment are interlinked (Yousef, 2017). This joint relation has a positive moderating effect on the elements of reliability, responsiveness, assurance, and logistic service providers.

H4: Organizational satisfaction significantly moderates among the relationship between reliability and decisions on choosing logistics service providers.

H5: Organizational satisfaction significantly moderates among the relationship between responsiveness and decisions on choosing logistics service providers.

H6: Organizational satisfaction significantly moderates among the relationship between assurance and decisions on choosing logistics service providers.

3. Methodology

This article analyze the impact of logistic providers’ reliability, responsiveness and assurance on the selection decision of logistic services providers and also investigates the moderating role of organizational satisfaction among the relationships of logistic providers’ reliability, responsiveness, assurance and selection decision of logistic services providers in food industry of Thailand. The primary data collection methods such as questionnaires were used to gather the data. The simple random sampling was used to select the employees related to the food industry as respondent. The questionnaires were consist on the five point Likert scale where five for strongly agree and one for strongly disagree. A total of 1150 surveys were distributed among the selected respondents and after fifteen days only 770 were received that has 66.96 percent response rate.

The present article has used an effective statistical tool named as smart-PLS to test the measurement and structure model. This study has used the smart-PLS due to the complexity of the framework and hypotheses testing purpose of the article (Hair Jr, Babin, & Krey, 2017). This article has taken decisions of choosing logistics service providers (DCLSP) as a predictive variable with five items and organizational satisfaction (OS) as moderating variable with four items. In addition, the current article has taken three independent variables such as logistic providers’ reliability (RL) with three, responsiveness (RS) with four and assurance (AR) with five items. The links and variables are shown in Figure 2.

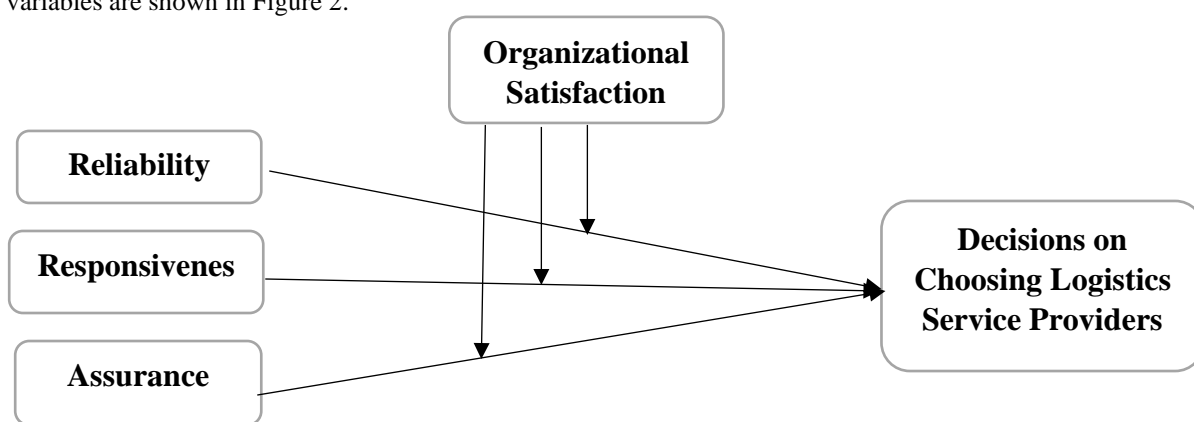


Figure 2: Theoretical Model

4. Findings

This article findings have shown the nexus among the items that is the part of measurement model assessment. The figures indicated that Alpha and CR statistics are larger than 0.70 and loading and AVE statistics are more than 0.50. These values revealed that high nexus among items. These values are mentioned in Table 1.

Table 1: Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE
Assurance	AR1	0.834	0.863	0.899	0.642
	AR2	0.739			
	AR3	0.804			
	AR4	0.787			
	AR5	0.839			
Decisions on Choosing Logistics Service Providers	DCLSP2	0.778	0.827	0.898	0.747
	DCLSP4	0.912			
	DCLSP5	0.897			
Organizational Satisfaction	OS1	0.874	0.890	0.924	0.752
	OS2	0.812			
	OS3	0.904			
	OS4	0.876			
Reliability	RL1	0.848	0.775	0.821	0.606

	RL2	0.760			
	RL3	0.721			
Responsiveness	RS1	0.792	0.773	0.803	0.511
	RS2	0.513			
	RS3	0.746			
	RS4	0.773			

This article findings have also shown the nexus among the variables that is also the part of measurement model assessment. Fornell Larcker and cross-loadings have been executed to test the nexus among the variables. The figures indicated that the figures that exposed the links with variable itself are higher than the figures that exposed the links with other variables. These values revealed that low nexus among variables. These values are mentioned in Table 2 and Table 3.

Table 2: Fornell Larcker

	AR	DCLSP	OS	RL	RS
AR	0.801				
DCLSP	0.653	0.864			
OS	0.531	0.541	0.867		
RL	0.443	0.522	0.481	0.778	
RS	0.533	0.533	0.544	0.482	0.715

Table 3: Cross-loadings

	AR	DCLSP	OS	RL	RS
AR1	0.834	0.651	0.459	0.393	0.548
AR2	0.739	0.568	0.366	0.397	0.443
AR3	0.804	0.446	0.449	0.329	0.354
AR4	0.787	0.400	0.430	0.338	0.348
AR5	0.839	0.466	0.425	0.290	0.375
DCLSP2	0.490	0.778	0.504	0.553	0.424
DCLSP4	0.613	0.912	0.436	0.409	0.485
DCLSP5	0.584	0.897	0.462	0.391	0.470
OS1	0.387	0.415	0.874	0.417	0.482
OS2	0.529	0.539	0.812	0.340	0.415
OS3	0.472	0.448	0.904	0.478	0.493
OS4	0.428	0.449	0.876	0.444	0.503
RL1	0.424	0.479	0.467	0.848	0.471
RL2	0.241	0.356	0.275	0.760	0.319
RL3	0.351	0.368	0.359	0.721	0.314
RS1	0.387	0.404	0.400	0.389	0.792
RS2	0.287	0.270	0.252	0.263	0.513
RS3	0.463	0.464	0.478	0.363	0.746
RS4	0.354	0.346	0.381	0.349	0.773

Heterotrait Monotrait (HTMT0 ratios have also been executed to test the relationships among the variables. The figures indicated that the ratios are lower than 0.85. These values revealed that low nexus among variables. These values are mentioned in Table 4.

Table 4: Heterotrait Monotrait Ratio

	AR	DCLSP	OS	RL	RS
AR					

DCLSP	0.745				
OS	0.595	0.623			
RL	0.557	0.691	0.611		
RS	0.665	0.700	0.689	0.697	

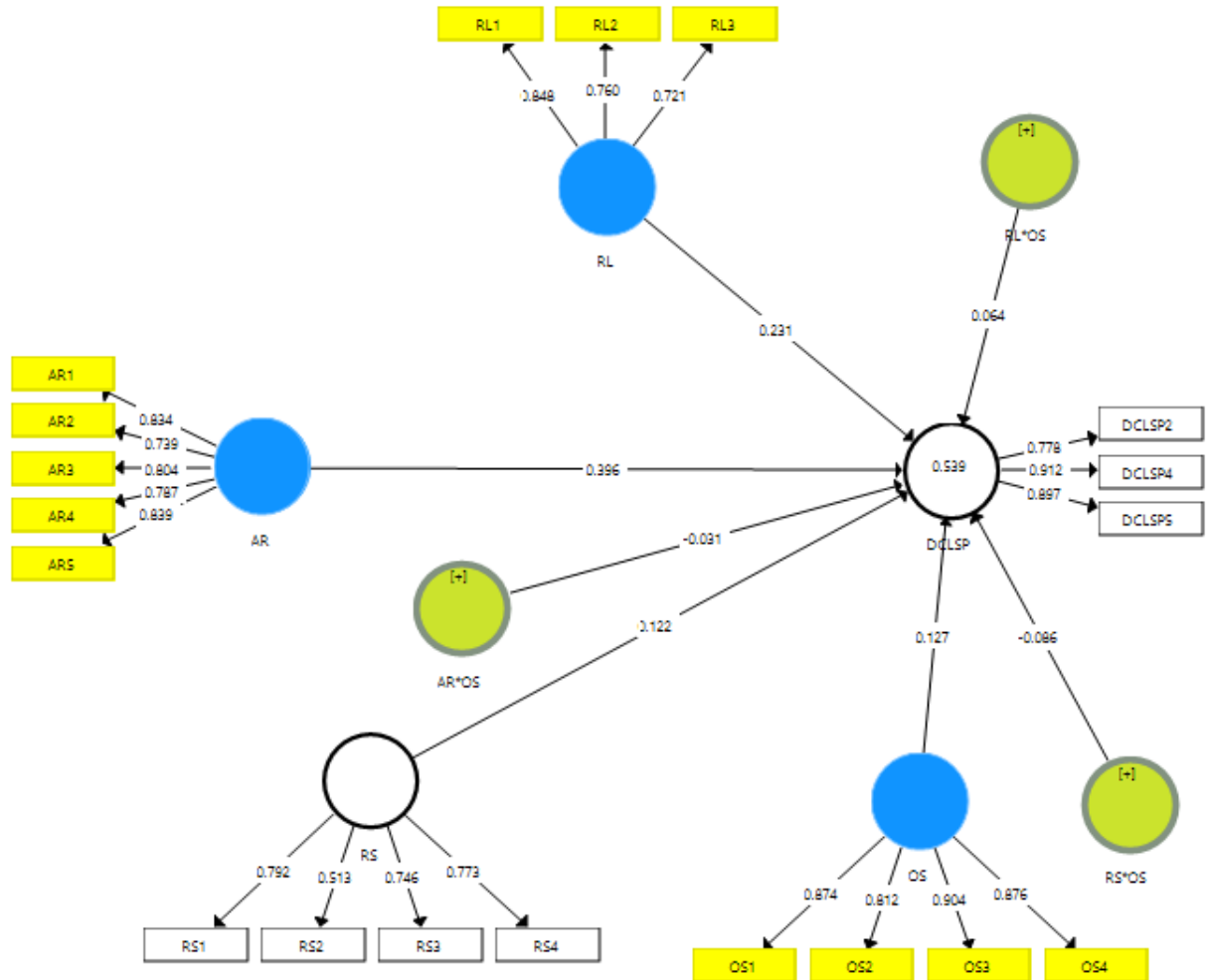


Figure 3: Measurement Model Assessment

The path analysis has been shown the assessment of structural model and the results have revealed that logistic providers’ reliability, responsiveness and assurance have positive association with the selection decision of logistic services providers in food industry of Thailand and accept H1, H2 and H3. The findings also indicated that organizational satisfaction significantly moderates among the nexus of logistic providers’ reliability, responsiveness and selection decision of logistic services providers in food industry of Thailand and accept H4 and H5. However, the findings also indicated that organizational satisfaction insignificantly moderates among the nexus of logistic providers’ assurance and selection decision of logistic services providers in food industry of Thailand and reject H6. These links are highlighted in Table 5.

Table 5: Path analysis

Relationships	Beta	S.D.	T Statistics	P Values	L.L.	U.L.
AR -> DCLSP	0.396	0.032	12.292	0.000	0.335	0.463
AR*OS -> DCLSP	-0.031	0.037	0.838	0.404	-0.096	0.045
OS -> DCLSP	0.127	0.035	3.643	0.000	0.058	0.200
RL -> DCLSP	0.231	0.036	6.362	0.000	0.157	0.296

RL*OS -> DCLSP	0.064	0.030	2.150	0.034	0.004	0.110
RS -> DCLSP	0.122	0.034	3.635	0.000	0.042	0.186
RS*OS -> DCLSP	-0.086	0.033	2.655	0.009	-0.147	-0.023

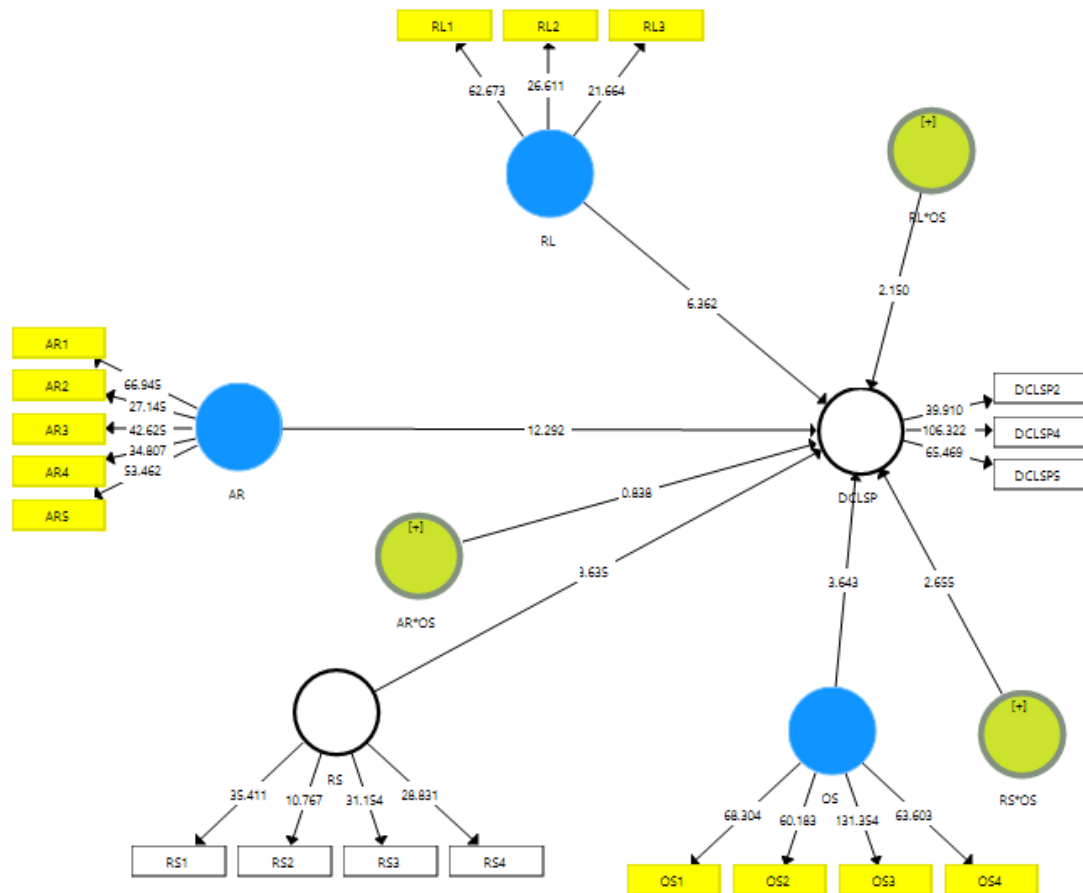


Figure 4: Structural Model Assessment

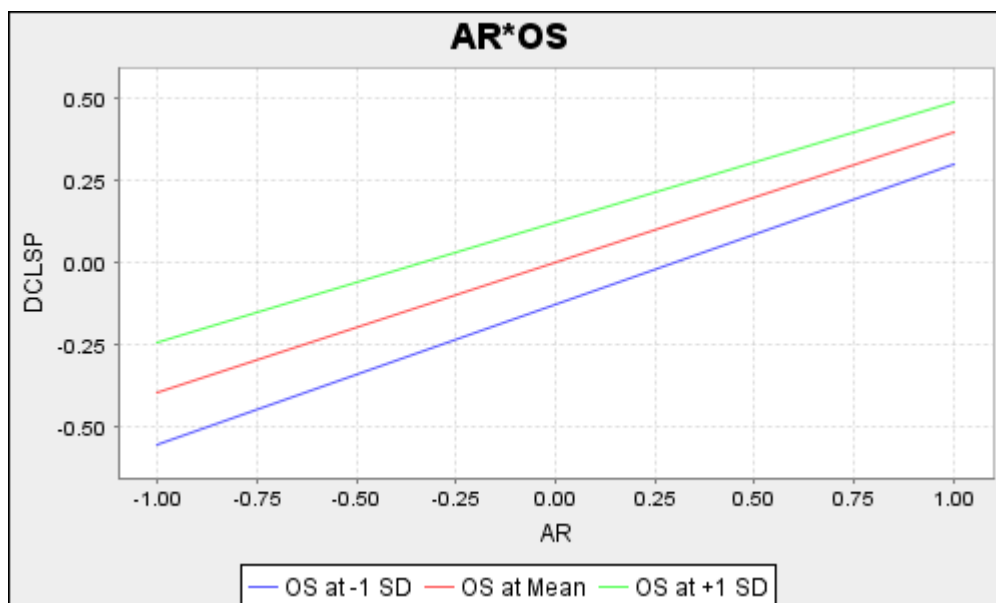


Figure 5: AR*OS

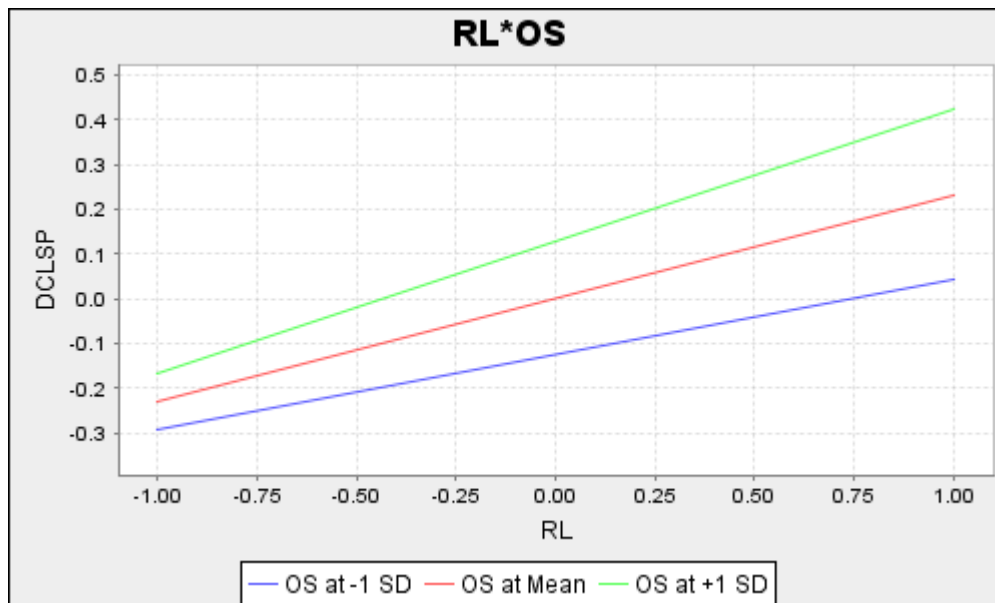


Figure 6: RL*OS

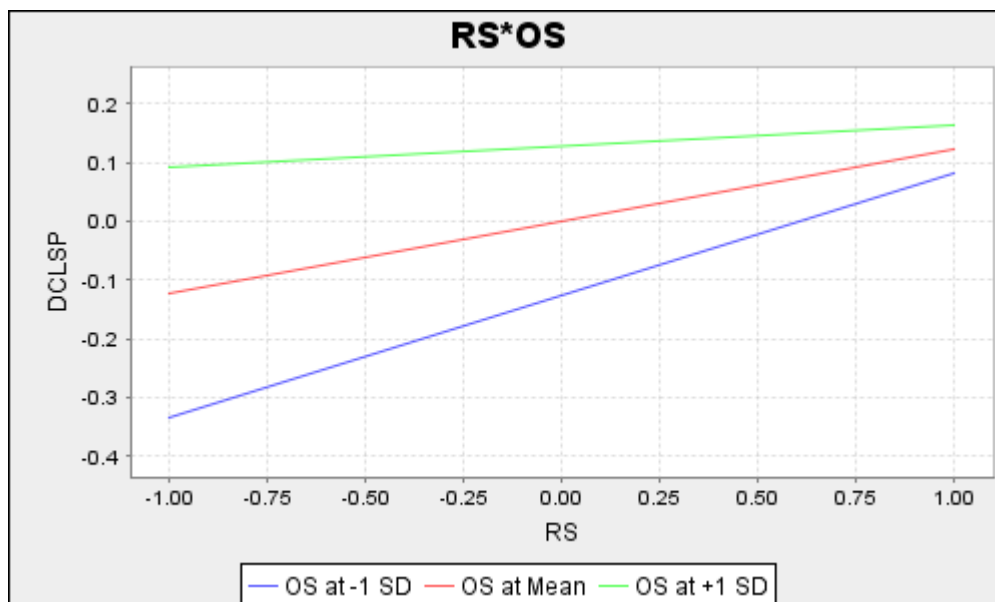


Figure 7: RR*OS

5. Discussions and Implications

The study results have indicated that the reliability of logistics services has a positive association with the management’s decisions on choosing logistics service providers. The study states that the extent to which the logistics acquired work well and do not create any problem during the flow of material, resources, or end products from the point of origin to the point of consumption help making decisions in choosing logistics services providers. These results are in line with the previous study of Marand, Tang, and Li (2019), which shows that work quality of different logistics acquired to perform business functions is necessary to be analyzed in making decisions to choose and contact with the logistics services providers to have best logistics services which assist in meeting the market requirements and accomplishing business objectives. These results are also in line with the past study of Gupta, Singh, and Suri (2018). The measurement of the quality of logistics to be trustworthy in performing business functions is significant in making a decision whether the logistics must be acquired from some particular logistics service provider or not. If a particular logistics service provider provides such logistics which work smoothly without making a disturbance and also do not create pollutants, they are more likely to be preferred to take logistics services.

The study results have also indicated that the extent and nature of responsiveness from the logistics services providers have a positive relationship with the decisions on choosing logistics service providers. The study states that the quick and positive response from a particular logistics service provider motivates a business firm to interact with this logistics service provider for seeking logistics to accomplish business goals. These results are in line with the past study of Jazairy and von Haartman (2020), which shows that when the management examines the responsiveness from different logistics service providers and compares them with one another, it can make a better decision in choosing the best logistics service provider. These results are also in line with the past study of Baharmand, Comes, and Lauras (2017). This study suggests that if the logistics service provider does not provide good quality services and does not give in time and positive response at the time of need, the firm should not take logistics services from this provider. While if a particular logistics service provider shows great responsibility and gives timely, it must be preferred while making the decision to choose the best logistics service, provider. The study results have also indicated that the provision of assurance about logistics has a positive impact on the decisions on choosing a logistics service provider. These results are supported by the past study of Narkhede, Raut, Gardas, Luong, and Jha (2017), which shows assurance of the quality of logistics as a significant measure in choosing the best logistics service provider. The enterprises which give higher assurance of the reliability of logistics are preferred while making the choice of the best logistics service provider. These results are also supported by the past study of Oláh, Karmazin, Petó, and Popp (2018), which shows that the assurance of better fast, flawless, and pollution-free logistics has significance while deciding from which enterprise logistics services should be acquired to keep the business activities fluent and achieve the organization's goal of higher competitive advantages.

The study results have also indicated that organizational satisfaction plays a moderating role between the reliability of logistics and decisions on choosing a logistics service provider. These results are also supported by the past study of Vu, Grant, and Menachof (2020). This study analyzes the role of organizational satisfaction in making decisions on choosing a logistics service provider. This study states that organizational satisfaction with the quality and usage of logistics determines the reliability of logistics which is helpful in making decisions on choosing a logistics service provider. These results are also supported by the past study of KIM and KIM (2020), which shows that organizational satisfaction affects both the reliability of logistics and decisions on choosing a logistics service provider. The study results have also indicated that organizational satisfaction is a significant moderator between the responsiveness of logistics service providers and the decisions on choosing the best logistics service provider. These results are in accordance with the past study of HOA, NGAN, QUANG, THANH, and QUYEN (2020), which shows that organizational satisfaction affects both the responsiveness of the logistics service provider and the decisions on choosing the best logistics service provider and their mutual association. These results are also supported by the previous study of Chu, Feng, and Lai (2018). This study states that when the enterprises which deal in logistics give a quick and positive response, the organization feels more satisfied with the quality of logistics services and their impact on the business performance; they preferred to take services from the concerned logistics service provider.

The study results have also indicated that organizational satisfaction is not a considerable moderator between assurance about the quality of logistics and the decisions on choosing the best logistics service provider. These results are approved by the past study of Yu, Cadeaux, and Song (2017), which shows that organizational satisfaction about the logistics quality and their role in getting higher performance, they does not prefer to take services from the concerned logistics service provider. These results are also in line with the past study of Baah, Jin, and Tang (2020), which suggests that organizational satisfaction negatively affects the assurance of the quality of logistics and the decisions on choosing logistics service providers and the mutual association between the assurance of the quality of logistics and the decisions on choosing logistics service providers.

The current study makes both the theoretical and empirical implication. This study has vital theoretical importance as it makes a lot of contribution to the economic-based literature. This study analyzes the influences of three significant factors like the reliability of the logistics, responsiveness of concerned logistics provider, and assurance of the quality of logistics on the management's decision on choosing the best logistics service provider. Whereas in the past literature, any one of these factors has been introduced as a measure to be used while deciding on choosing the best logistics service provider. Thus, the current which addresses three measures in this regard at the same is a great contribution to past literature. Moreover, though the past studies have thrown light on the influences of organizational satisfaction on decision making in choosing the best logistics service provider but not a significant portion of past literature deals with organizational satisfaction as a moderator between reliability, responsiveness, and assurance and decisions on choosing a logistics service provider. That is why the current study is an extension to the past literature as it initiates to introduce organizational satisfaction as a moderator between the aforementioned factors. This study is suitable for the policymakers that they should improve their focus towards logistic services providers' selection that could improve the organizational performance. The current study also

has a great significance to the firm's management as it provides them with a guideline on how to make a rational decision on choosing the best logistics service provider using reliability, responsiveness, and assurance as three measures.

6. Conclusion and Limitations

The present study analyzes the decision making while taking logistics services for the fluency of business operations from the acquisition of raw material to the delivery of products to the end consumers. In this context, the study examines three measures such as reliability, responsiveness, and assurance. The study sheds light on the influences of reliability of logistics applied on the decision making while choosing a best logistics service provider. The study suggests that the extent to which the logistics acquired work well and do not create any hurdle in the flow of material, resources, or end products from the point of origin to the point of consumption is useful while deciding on choosing logistics services providers. The study also states that the responsiveness about the working of logistics from the concerned enterprise enables the business firm to make a good decision in choosing a logistics service provider. The quick and positive response from a particular logistics service provider forces a business firm to interact with this logistics service provider for seeking logistics to perform operations and accomplish business goals. Moreover, the assurance of the quality of logistics is a significant measure in choosing a logistics service provider. The enterprises which give higher assurance of the reliability of logistics are preferred while choosing the best logistics service provider. Similarly, the study highlights that in case the level of organizational satisfaction is high about the reliability, assurance, and responsiveness from a logistics service provider, the organization prefer to interact with that logistics service provider.

This study has a number of limitations that must be filled by scholars in future with great efficiency and attention. This study talks of only three measures like the reliability of logistics, responsiveness of service provider, and assurance of quality which matter in making a decision on choosing the best logistics service provider. A number of another factor like economic conditions, financial position and nature of the business which also matter much in making decisions on choosing best logistics service provider but all these factors have been ignored utterly by this study. Future scholars are recommended to address these significant factors, too along with reliability, assurance, and responsiveness, to expand the scope of the study. The scope of the study is also limited in the sense that the quantitative data to support the propositions of this study has been collected only through the issuance of questionnaires. The use of a single-source may give limited data; thus, future authors must adopt multiple sources to collect data.

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