

The impact of logistics service quality through the perceived organizational image on performance: cold chain logistics provider in Thailand

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Abstract: The impact of logistics service quality and perceived organizational image on firm performance, are explored using the structural equation modeling analysis for Thailand's cold chain logistics provider. The objectives of this study were to direct, indirect, and total impact of logistics service quality through perceived organizational image on the performance of cold chain logistics providers, assessed by customers receiving services from cold chain logistics service companies. This quantitative research method uses a questionnaire to collect data from 541 respondents. Moreover, the results obtained from logistics service quality have a significant enhancing effect on the perceived organizational image, and both have significant positive effects on performance. Additionally, the role of the perceived organizational image as a mediating variable between logistics service quality and performance is emphasized. Logistics service quality has the most direct significant effect on perceived organizational image. Additionally, corporate image perception significantly mediates the relationship between service quality and logistics efficiency. These findings have contributions, relevant support, and benefits in academic, managerial, and important implications for cold chain providers in Thailand. It empirically demonstrates that the impact of logistics service quality can be supported through the perceived organizational image. This image is built on past experiences, emotions, and perceptions about the organization's reputation and the quality of its logistics services, including management logistic flow.

1 Introduction

The logistics and supply chain services industry are experiencing remarkable growth, driven by an emphasis on both the depth and breadth of high-quality offerings [1,2]. The multifaceted impact of the logistics industry boom on national logistics costs, economic added value, and overall efficiency. The crucial role of business logistics management in various aspects of the industry is also emphasized, making it clear that success goes beyond distribution and transportation to encompass strategic planning and efficient processes [3,4].

This holistic approach goes beyond mere product movement, extending to managing the flow of data and resources from manufacturers to consumers. As Cooper, et al. [3] highlight, effective logistics management supports companies in adapting to changing customer needs and gaining a competitive edge [5]. Quality service remains

paramount in delivering value to customers [1,6]. This entails factors like on-time delivery, accuracy, reliability, flexibility, and cost-effectiveness. Ensuring sustainable quality within business logistics presents both challenges and opportunities. The complex nature of supply chains with numerous variables and dynamic requirements makes it a demanding task [2,7,8]. However, mastering these challenges unlocks significant potential for growth and efficiency, impacting the company's overall smooth operations. Furthermore, strong supply chain management (SCM) capabilities have a direct positive impact on business performance [4,9]. Streamlined logistics flows and optimized inventory management contribute to increased profitability and enhanced customer satisfaction. By continually emphasizing quality, embracing technology, and adapting to evolving customer needs, the logistics and supply chain services industry can continue

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its vibrant growth and serve as a vital engine for economic prosperity [4]. Cold chain business involves the transportation of temperature-sensitive goods throughout the supply chain [4]. This is to protect and maintain the integrity of transportation [10-12], for example in the areas of quality preservation, food safety, public health, economic benefits, which is a set of activities aimed at managing and the safe transport of such goods from upstream to downstream of the supply chain derived from logistics service quality (LSQ) [13]. If a company can provide excellent products and services, it shows that it has a good image and reputation that is well accepted by customers. It is considered to be a source of advantage.

The competitiveness of the company's business can be determined by evaluating delivery efficiency. Service quality customer satisfaction and behavioral intentions. This is important in monitoring and improving the quality level of the company's logistics services to be in line with the expectations, satisfaction level and behavior of customers who continue to use the service. These phenomena encompass a broad spectrum of interrelated activities, ranging from the processing of raw materials and semi-finished products to the intricate choreography of logistics services. Logistics processes, as extensively explored in works by Kuo and Chen [11], Mentzer, et al. [13], Riliandini, et al. [14], hold critical sway not only on operational efficiency but also on an organization's image and subsequent performance. Notably, research by Riliandini, et al. [14], Wallin Andreassen and Lindestad [15], Walsh and Beatty [16], and Wepener and Boshoff [17] highlights the mediating role of organizational image, bridging the gap between logistics service quality (LSQ) and firm performance.

The Cold Chain Logistics industry in Thailand is experiencing sustained expansion, fueled by the booming food and beverage sector, particularly the fresh, chilled, and frozen fruit industry, a crucial export and domestic product group. Essentially, Cold Chain Logistics manages temperature-controlled storage and transportation throughout the supply chain to maintain product quality, ensure consumer safety, and minimize losses, utilizing both freezing and chilling methods [18]. While traditionally B2B-centric, the Cold Chain Logistics landscape witnessed a remarkable shift towards B2C during the COVID-19 pandemic. The e-commerce sector, catering to consumers' growing appetite for online fresh, chilled, and frozen food purchases, thrived. Additionally, restaurants adapted by expanding online channels and home delivery services. Kasikorn Research Center predicts a significant value of 2.9-3.0 billion baht for B2C temperature-controlled shipping in 2022, representing a 15-20% year-on-year growth. Further expansion of 40-45% is anticipated, driven by both the high base effect and the temporary surge post-lockdowns. However, sustained consumer demand remains a key driver [19].

This case study evaluates the effectiveness of XYZ (Group) Holdings Company Limited in providing

comprehensive, high-quality temperature-controlled logistics services. The assessment encompasses warehousing, cold storage, and freezer transportation, all powered by XYZ's modern and efficient technologies. To cater to diverse customer needs, XYZ boasts a diverse fleet of temperature-controlled vehicles. This includes (1) Flexible urban transport: 1-ton trucks with high and low roofs, ideal for maneuvering within cityscapes. (2) Large trucks: Optimized for efficiently transporting bulk quantities of temperature-sensitive goods. XYZ further distinguishes itself by its extensive logistics network, enabling them to design and execute efficient delivery plans throughout Thailand, tailored to specific customer requirements. Background: XYZ was established in 2018 through a joint venture between two industry leaders: XYZ with MK Restaurant Group Public Company Limited: Renowned for its excellence and established network in the Thai food industry. This strategic partnership leverages the strengths of both entities to provide XYZ with a robust foundation for success in the temperature-controlled logistics sector.

XYZ, a prominent leader in Japan's transportation and logistics industry, extends its reach globally with over 500 distribution centers in strategically chosen locations including the US, South Korea, China, Central Asia, and ASEAN. Through a balanced 50/50 investment model, they offer comprehensive logistics solutions encompassing warehousing, transportation, import-export services (forwarding), and product trading. This caters to both B2B and B2C segments, anticipating future customer needs. In Thailand alone, XYZ's impressive delivery network covers 682 MK Group branches, highlighting its substantial potential, market compatibility, and customer appeal as a preferred logistics provider. Consequently, we hypothesize that a strong Logistics Service Quality (LSQ) offered by providers plays a significant role in shaping customer perceptions of their organizational image and ultimately influencing firm performance.

Objective to study

To analyze the direct, indirect, and total impact of logistics service quality through perceived organizational image on the performance of cold chain logistics provider. Using an evaluation perspective from customers who use services with cold chain logistics company in Thailand.

2 Literature review

2.1 Previous studies on logistics service quality and theoretical basis

The logistics service perspective provides a unique approach to building a customer-centric foundation by tailoring traditional service quality models to incorporate specific logistics characteristics. This aligns with established frameworks for assessing logistics service quality and serves as a springboard for integrated marketing and logistics activities [13,20]. The research

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highlights the complexity of pinpointing key drivers of service quality, customer retention, and consistent delivery, emphasizing their significant value for service organizations. Service quality demonstrably fosters customer retention, impacting perceptions and response behaviors, Zeithaml [21], Zeithaml, et al. [22], Zeithaml [23], as supported by multi-organizational studies.

From the existing literature on Logistics Service Quality (LSQ) measurement, key aspects emerge. First, LSQ is not simply a singular activity; it encompasses facets of facility management, transportation, and responsiveness to third-party needs. Second, delivering good logistics involves a combination of desirable service features; diverse offerings, short order cycles, dependable and cost-effective deliveries, lean inventory levels with rapid turnover, and accurate, immediate information readily available [24, 25]. These align well with the classic dimensions of timeliness, availability, and condition outlined by Mentzer et al. [13] for physical logistics operations.

While LSQ and customer satisfaction are closely linked, they are distinct concepts. High-quality logistics service boosts customer satisfaction, but external factors can also influence consumer satisfaction beyond logistics providers' control [5,26,27]. Research primarily focuses on internal factors within LSP to enhance service delivery and customer satisfaction [13,28]. Theoretical frameworks, such as Gupta et al. [29] emphasis on operational quality, support this focus, showing that optimizing operational elements leads to more satisfied customers [5,24,29]. Recognizing LSQ as a multifaceted concept encompassing internal and external factors, we can better understand its relationship with customer satisfaction and develop more effective strategies for delivering excellent logistics service.

Leong et al. [30] define service quality as the gap between expected and perceived service performance, with the SERVQUAL and SERVPERF models identifying key dimensions for measuring this gap. Beyond these models, LSQ extends to creating value through timely, accurate, and condition-specific delivery [31]. The "Seven Rs" framework captures this notion, emphasizing crucial aspects of service quality [13,32]. LSQ goes beyond the physical delivery of goods, encompassing intangible elements like customer care, marketing, and consumer services, contributing to customer satisfaction [31]. Bienstock et al. [32] further refine this concept by differentiating physical distribution service quality, logistics process quality, and logistics outcomes quality. The research draws inspiration from Mentzer et al. [13], emphasizing relational competence and the role of organizational learning in improving LSQ and achieving consistent performance [33]. Understanding how LSQ influences performance within the B2C context and across industries is crucial [26,34-36]. Service quality characteristics identified in models like SERVQUAL hold potential for enhancing customer satisfaction, particularly

in B2C logistics. Moreover, Service quality characteristics identified in models like SERVQUAL hold potential for enhancing customer satisfaction, particularly in B2C logistics [5,37].

2.2 *The relationship between logistics service quality and perceived organizational image*

The integration of service quality concepts, as defined by Zeithaml, et al. [22], Zeithaml [23], Parasuraman, et al. [38], along with logistics quality dimensions, including touch quality, order fulfillment accuracy, information clarity, and efficient ordering processes [13], has significantly enriched the study of logistics service quality development and performance evaluation in service-oriented businesses. This enrichment is particularly relevant in cold supply chains, emphasizing the importance of meticulous care, maintenance, and protection of temperature-sensitive goods throughout the entire supply chain [11,12].

Preserving shipment integrity for customer receipt is crucial, as it directly influences their decision-making and purchasing behavior. Moreover, maintaining consistent delivery of professional service, social and environmental responsibility, and ethical business practices over time establishes a lasting positive impression and favorable attitude in customers' minds. Aligning a company's services with customer expectations in terms of characteristics, values, and operational efficiency results in a clear and positive organizational image. This positive image is associated with various benefits, including increased customer satisfaction and behavior intention [39-42], enhanced brand reputation, and market share [43-45], as well as stronger customer loyalty and repeat business intentions, and superior service and logistics experiences ultimately lead to more positive customer perception, fostering trust and reliability as well as positive word-of-mouth recommendations for quality logistics services (e.g., Fu, et al. [46], Alam and Noor [47]).

The following hypothesis is proposed:

Hypothesis 1 (H1): There is a positive impact of logistics service quality on perceived organizational image.

2.3 *The relationship between logistics service quality and performance*

High-quality logistics services exhibit responsiveness to customer needs, demonstrated through readily available employees and transparent solutions [4,26,34,48]. Promptness, encompassing lead time minimization and proactive communication, ensures swift and accurate delivery [4,26,35,48,49]. Availability involves clear and accurate delivery notes, accessible inventory, and efficient delivery services [4,26,34,36]. Condition refers to comprehensive support services, including proper packaging and product protection measures [4,36,48]. Flexibility entails adapting to variations in customer needs, while assurance involves transparent reporting,

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certifications, and professional conduct [4,10,50]. Assurance signifies reliability in service delivery, featuring transparent reporting of quality discrepancies, product and service certifications, and courteous and professional employee conduct, adhering to ethical guidelines and regulations [25,27]. Price competitiveness ensures service costs align with customer budgets [22,51,52]. Ultimately, high-quality logistics services aim to create a positive emotional experience for customers, fostering lasting loyalty and sustainable success [53,54].

Empirical evidence consistently demonstrates the positive impact of high-quality logistics services on a company's performance [55]. This impact manifests in several key areas: (1) Delivery efficiency refers to streamlined logistics processes ensure quicker turnaround times and reduced delivery costs (e.g., Fernandes, et al. [49], Fugate, et al. [55], Wang [56]), (2) Timely delivery of orders refer to consistent on-time deliveries enhance customer satisfaction and build trust (e.g., Liu and Lyons [50], Forslund [57]), (3) Product and packaging safety refer to Reliable logistics protocols protect products from damage, ensuring their safe arrival in customers' hands (e.g., Huma, et al. [51], Li [52]), (4) Product and packaging suitability refer to Appropriate packaging and handling methods prevent product deterioration and maintain quality (e.g., Tran [34], Huma, et al. [51]), and (5) Availability of products refer to Efficient logistics systems keep inventory levels optimized, minimizing stockouts and maximizing sales opportunities (e.g., Fernandes, et al. [49], Fugate, et al. [55]).

Enhanced customer satisfaction, a direct consequence of these benefits, further bolsters a company's performance: (1) Positive customer experience refers to timely and accurate deliveries, coupled with safe and suitable packaging, reinforce customer satisfaction and loyalty (e.g., Tran [34], Fernandes, et al. [49], Huma, et al. [51]), (2) Brand advocacy refers to satisfied customers become brand advocates, promoting the company and its products through positive word-of-mouth and willingness to try new offerings (e.g., Tran [34], Huma, et al. [51]), (3) Increased customer retention refers to strong logistics capabilities fostering customer loyalty, leading to repeat business and sustained revenue growth, and (4) Improved brand reputation refers to the consistent delivery of excellent customer service strengthens a company's brand image and credibility [58].

Thus, by prioritizing quality logistics, companies can reap significant rewards in terms of operational efficiency, enhanced customer satisfaction, and ultimately, a more competitive and thriving business.

The following hypothesis is proposed:

Hypothesis 2 (H2): There is a positive impact of logistics service quality on performance.

2.4 The relationship between perceived organizational image and performance

The corporate image formed through service provision significantly influences the purchasing decisions of current and potential customers, playing a crucial role in maintaining customer loyalty and engagement [44]. A positive organizational image is associated with higher customer satisfaction [1,34,47,59]. and stronger behavioral intentions [34,59]. This positive image acts as a competitive advantage, making it challenging for competitors to replicate [47,60].

Organizational image is a multifaceted concept shaped by tangible and intangible factors like product variety, service experience, company information, reputation, communication quality, and customer interactions [44,61]. This overall impression ultimately influences customers' perceptions of firm performance [13,62]. A strong organizational image increases brand preference and customer loyalty, reducing marketing risks [63]. It positively impacts customer satisfaction and loyalty evaluations, [15,44], and contributes to positive customer satisfaction and service continuation intentions [46,54,64].

Consistently positive customer experiences serve as a key driver of a positive image, creating a sense of specialness and positive feelings [46,64,65]. Customers with a positive organizational image are more likely to consider its products and services as reliable and of reasonable quality [46,65].

The formation of this image involves both direct experiences and indirect exposure, such as word-of-mouth [1,44,59]. It is closely linked to the organization's reputation, including employee support for marketing and service activities [65,66] and commitment to social responsibility, ethics, and the environment [24,35,67]. A strong, positive image benefits the organization beyond customer loyalty, enhancing market position, building stakeholder confidence, and translating into financial success [65,67]. It also fosters a favorable public opinion through positive customer attitudes and recommendations. The above literature supports a positive link between perceived organizational image and key performance indicators, including efficiency in delivery, customer satisfaction customer retention, and intention to continue using the logistics service.

The following hypothesis is proposed:

Hypothesis 3 (H3): There is a positive impact of perceived organizational image on performance.

2.5 The mediating effect of perceived organizational image logistics service quality and performance

Organizational image is not just a snapshot, but a dynamic picture built from past experiences, emotions, and perceptions of an organization's name, reputation, and service quality [44]. Attributes like name, reputation, and service quality collaborate seamlessly, shaping customers'

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overall impressions through a constellation of feelings, thoughts, attitudes, and experiences. This constellation, etched in the minds and hearts of consumers, forms the very essence of a brand, evoking a specific sense of meaning and feeling, this perspective is in harmony with Keller's concept, underscoring the significance of holistically managing brand image by considering all facets of the organization [63,68,69].

The previous study, Abd El Salam, et al. [70] research emphasizes the powerful link between exceptional supplier service quality, customer satisfaction, and loyalty towards both the organization and its distributors, especially those with strong reputations. Satisfied and loyal customers become vocal brand advocates, sharing positive experiences and post-purchase feelings and experiences are crucial [71]. As, Özkan, et al. [72], Choi [73], Hossain, et al. [74] show how customer satisfaction, influenced by service quality and organizational image, impacts overall satisfaction, influencing future behavior, and repurchase intent.

In addition, Chien and Chi [1] supports the idea that organizational service quality enhances supplier service quality, fostering organizational satisfaction, and loyalty. Service quality and organizational image mediate between service quality and satisfaction. Logistics service quality

influences company performance directly (logistics efficiency, customer satisfaction) and indirectly through the enhanced organizational image [47]. Investing in superior enterprise service quality will raise the level of supplier service quality, helping to drive greater organizational satisfaction and loyalty with service quality and the corporate image it serves. Important bridges are like a domino effect [1]. Logistics service quality has a powerful impact on firm performance, as evidenced by studies from Alam and Noor [47], Özkan, et al. [72], Hossain, et al. [74]. This impact occurs through both direct and indirect influences.

The following hypothesis is proposed:

Hypothesis (H4): There is a positive mediation of perceived organizational image on the relationship between logistics service quality and performance.

These reviews encapsulate valuable recommendations for both research and practical applications. The articles featured in this special issue not only complement the existing reviews but also offer additional insights derived from the realms of marketing, logistics service quality, performance evaluations, and related fields. We present the organizing framework in Figure 1.

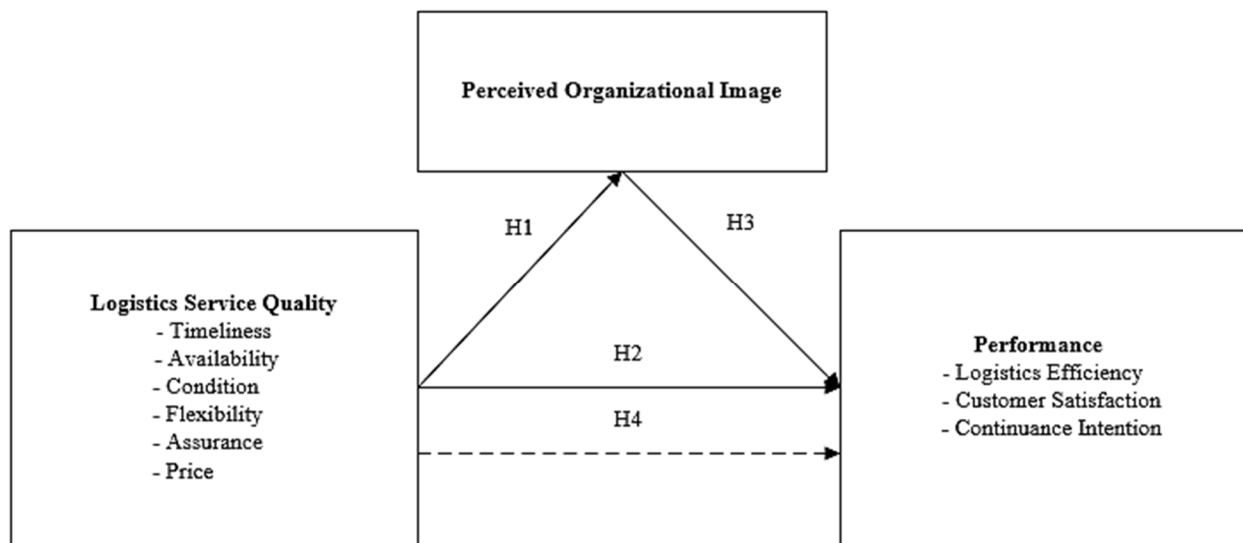


Figure 1 Conceptual frame work

3 Methodology

As an empirical research, we focus on using questionnaires as a data collection tool, focusing on customers who The group of customers within the MK company's network utilizes the cold chain supply logistics services provided by XYZ Company. Statistical analysis uses structural equation modeling techniques to answer research objectives and research hypotheses.

3.1 Research instruments

Logistics service quality measures were adapted from Mentzer et al. (1999) and Mentzer et al. (2001). The last one is composed of 12 items. The data collection instrument consists of questionnaires, consisting of quantitative attitude and demographic data questionnaires, which measure 3 latent and manifest variables Logistics Service Quality (LSQ), Perceived Organizational Image (POI), and Performance (PER). We use the Likert scale, in which a 6-point scale was scored as 1 = strongly disagree,

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2 = disagree, 3 = somewhat disagree, 4 = somewhat agree, 5 = agree, and 6 = strongly agree. In addition, the test results for the validity of each variable had an alpha Cronbach coefficient of .938-.979 (n = 541), appropriate for cognitive tests such as intelligence tests.

3.2 Sampling method and data collection

We chose to use a simple random sample to estimate the population proportion. Data collection was carried out using a questionnaire. The questionnaire data analyzed were used to determine the size of the sample data collected from the population consisted food cold chain companies, MK Restaurant Group Public Company Limited = 443 branches, Yayoi Restaurant = 182 branches, Laem Charoen Seafood = 32 branches, GRAM & PABLO = 15 branches, and Sushiro GH (Thailand) Ltd. = 10 branches, total 682 branches.

Set the sample size programmatically. G*Power 3.1.9.4 is equal to 497 samples, which is sufficient for analysis of the Structural Equation Model. Questionnaires were sent to all branches and were returned and completed for 541 respondents, these branches are already being serviced by XYZ Company, which provides logistics services for constant-temperature food products. The number of complete questionnaires from respondents, including MK Restaurant Group Public Company Limited = 356 branches (65.80%), Yayoi Restaurant = 145 branches (26.80%), Laem Charoen Seafood = 25 branches (4.62%), GRAM & PABLO = 8 branches (1.48%), and Sushiro GH (Thailand) Ltd. = 7 branches (1.29%), total 541 branches (100.00%).

4 Data analysis

4.1 Descriptive statistics

Descriptive statistics on demographic profile. Among all the respondents (n = 541), only 69.69 percent are female, the average age is 34, 448 respondents (82.81%) in Gen Y, Completed a bachelor's degree 65.62%.

4.2 Structural equation model analysis results

The analysis of the Structural Equation Model (SEM) required a simple model with large samples should be held to strict fit standards [75]. We take precautions given the large sample size used for structural equation model analysis. The test of consistency between the goodness of fit measures in the model was found to be in harmony with the fit of the model, with result: Chi-square (χ^2) = 72.971, df = 55, $CMIN/DF$ (χ^2/df) = 1.327, p -value = .053, GFI = .981, $AGFI$ = .963, CFI = .998, NFI = .994, $TLII$ = .997, $RMSEA$ = .025, and $HOELTER$ (.05) = 543 (Table 1 and Figure 2).

It could be concluded that the form of the structural equation of the variables affecting performance was consistent with the empirical data. Accordingly, the statistics of Goodness of fit as shown in Table 1.

Table 1 Statistics Goodness of fit

Relevant Statistics	Criteria	Test Value
Relative Chi-square	$\chi^2/df < 2.00$	1.327
p -value	$p > .05$.053
Goodness of Fit Index	$GFI > .95$.981
Adjusted Goodness of Fit Index	$AGFI > .95$.963
Comparative Fit Index	$CFI > .95$.998
Normed Fit Index	$NFI > .95$.994
Tucker-Lewis Index	$TLII > .95$.997
Root Mean Square Error of Approximation	$RMSEA < .05$.025
Default model, HOELTER	$HOELTER (.05) > 200$	543

4.3 Results of testing of the hypotheses

Hypothesis testing shall provide the same as the Structural Equation Modelling by considering the C.R.(t-value) and p -value used for the test of the hypothesis. The hypothesis analysis (Table 2) was executed using the IBM SPSS AMOS software [76,77]. It indicates that values higher than 1.96 for all hypotheses of statistical significance. It can be concluded that the results support all assumptions and that the results of they are shown in Table 3 and Table 4, and the final model Figure 2.

Hypothesis 1: Logistics service quality has a direct effect on perceived organizational image. The hypothesis testing is concerned with standardized effect =.867, that supports a statistically significant hypothesis at $p < 0.001$.

Hypothesis 2: Logistics service quality on performance. The hypothesis is concerned with standardized effect =.203, that supports a statistically significant hypothesis at $p < 0.001$.

Hypothesis 3: Perceived organizational image has a direct effect on performance. The hypothesis testing is concerned with standardized effect =.807, that supports a statistically significant hypothesis at $p < 0.001$.

Hypothesis 4: The mediating effect of perceived organizational image on the relationship between logistics service quality and performance. The hypothesis testing is concerned with standardized effect =.700, that supports a statistically significant hypothesis at $p < 0.001$.

The results of the Structural Equation Modeling analysis equations were formed (1), (2):

$$Perceied\ Organizational\ Image = .867(Logistics\ Service\ Quality), R^2 = .976 \quad (1)$$

$$Performances = .203(Logistics\ Service\ Quality) + .807(Perceied\ Organizational\ Image), R^2 = .600 \quad (2)$$

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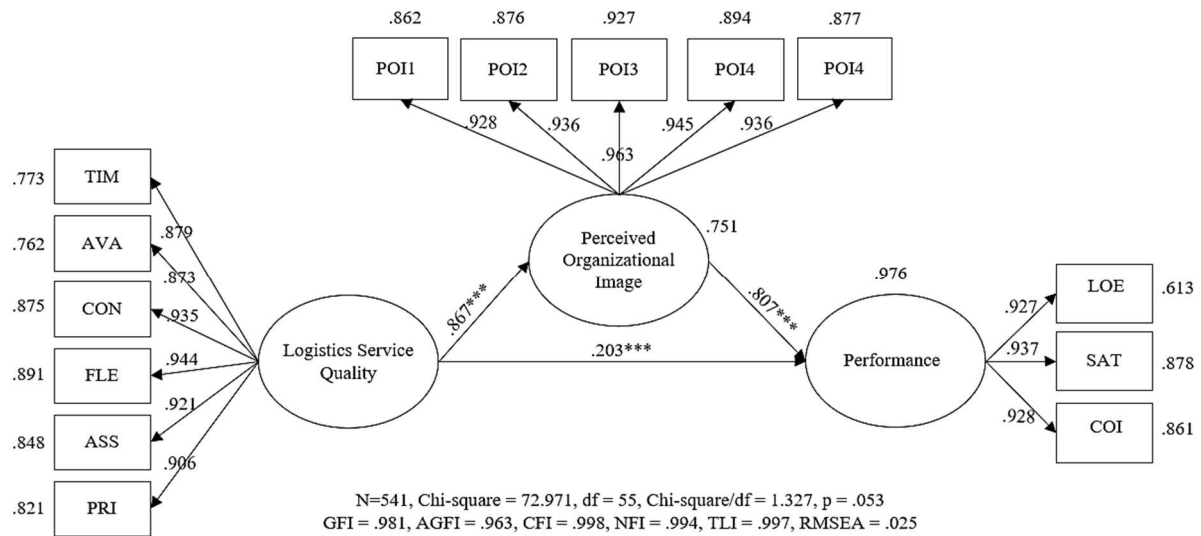


Figure 2 Final model

Table 2 Analysis on the relationship of the variables

Relationship of Variables			Standardized Regression Weights	S.E.	C.R.	p-value	Squared Multiple Correlations
LSQ	---	POI	.867	.035	25.583	p<.001	.751
LSQ	---	PER	.203	.032	6.446	p<.001	.976
POI	---	PER	.807	.045	17.618	p<.001	.861
LSQ	---	TIM	.879	- ^a	- ^a	- ^a	.773
LSQ	---	AVA	.873	.026	35.665	p<.001	.762
LSQ	---	CON	.935	.027	34.426	p<.001	.875
LSQ	---	FLE	.944	.028	35.105	p<.001	.891
LSQ	---	ASS	.921	.028	33.084	p<.001	.848
LSQ	---	PRI	.906	.028	31.623	p<.001	.821
POI	---	POI1	.928	- ^a	- ^a	- ^a	.862
POI	---	POI2	.936	.022	46.494	p<.001	.876
POI	---	POI3	.963	.021	46.749	p<.001	.927
POI	---	POI4	.945	.023	43.306	p<.001	.894
POI	---	POI5	.936	.024	41.737	p<.001	.877
PER	---	LOE	.927	- ^a	- ^a	- ^a	.613
PER	---	CSAT	.937	.036	26.520	p<.001	.878
PER	---	COI	.928	.037	26.182	p<.001	.861

Note: Logistics Service Quality = LSQ, Perceived Organizational Image = POI, Performance = PER, Timeliness = TIM, Availability=AVA, Condition = CON, Flexibility = FLE, Assurance = ASS, Price = PRI, Logistics Efficiency = LOE, Satisfaction = SAT, Continuance Intention = COI.

-^a; Fixed parameter does not display the Standard Error (S.E.), Critical Ratio (C.R.)

Table 3 Hypothesis test results

Hypothesis	coef.	Results
H1: Logistics Service Quality ---> Perceived Organizational Image	.867***	Supported
H2: Logistics Service Quality ---> Performance	.807***	Supported
H3: Perceived Organizational Image ---> Performance	.203***	Supported
H4: Logistics Service Quality ---> Perceived Organizational Image ---> Performance	.700***	Supported

Note: * = p<.05; ** = p<.01; *** = p<.001

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Table 4 Standardized direct, indirect, and total effects of the factors test results

Effects	Total	direct			Indirect		
		LSQ	POI	PER	LSQ	POI	PER
Variables	LSQ	LSQ	POI	PER	LSQ	POI	PER
POI	.867	.867	-	.807	-	-	-
PER	.903	.203	.807	-	.700	-	-

5 Discussion and implementation

This comprehensive research study provides valuable insights into the critical role of perceived organizational image in mediating the relationships between logistics service quality and key performance outcomes in the cold chain logistics provider sector industry.

5.1 Management implications

This study analyzes the restaurant industry in Thailand by surveying 541 branches of reputable restaurant companies. It examines the impact of logistics service quality and perceived organizational image on the Performance of transportation and logistics providers. Employing structural equation modeling, our analysis unveils a robust causal pathway ($p < .001$) where superior logistics service quality (LSQ) directly boosts both perceived organizational image (PIO) and firm performance. This connection is demonstrably mediated by the resulting improved image acting as a key driver of performance gains. As shown in Tables 3 and Table 4, a one-unit increase in LSQ leads to a significant 86.7% increase in PIO (.867) and a subsequent 80.7% improvement in firm performance (.807). Interestingly, the mediating effect of PIO explains 70% of the total impact of LSQ on performance (.700), highlighting its crucial role in this relationship. While LSQ exerts a direct effect on performance (.203), the indirect effect through PIO is significantly stronger. The findings of this study may assist the marketing business and organizations of the cold chain logistics providers:

Prioritizing exceptional logistics: Our research demonstrates the profound impact of superior logistics service quality (LSQ) on both brand perception and the bottom line. Investing in efficient, reliable, and customer-centric logistics strategies is not just an operational concern; it's a strategic driver of competitive advantage.

Building image through excellence: The analysis reveals that improved PIO acts as a powerful mediator between LSQ and customer satisfaction, continuance intention, and logistics efficiency, which are crucial determinants of firm performance. By exceeding customer expectations through seamless deliveries and responsive service, businesses can cultivate a positive brand image that fosters trust, loyalty, and ultimately.

Direct and indirect pathways to success: While LSQ directly influences performance, its most significant impact comes through the indirect pathway of enhanced PIO. This underscores the importance of focusing on holistic logistics improvements that not only ensure timely

deliveries but also prioritize customer satisfaction and brand building.

The findings highlight the importance for logistics providers to focus on both service excellence and cultivating a positive organizational reputation. Investing in service quality and brand management can maximize customer satisfaction, continuance intention, and overall logistics efficiency performance.

Logistics Service Quality and Customer satisfaction

The results demonstrate that higher logistics service quality, encompassing factors such as flexibility, conditions, guarantees, price, timeliness, and service availability, directly leads to greater customer satisfaction and continuance intention, efficient logistics operations that reduce costs and lead times also positively impact customer satisfaction and continuance intention.

The mediating role of perceived organizational image

Crucially, the study found that perceived organizational image plays a significant mediating role in the relationships between logistics service quality, customer satisfaction, continuance intention, and logistics efficiency. A positive organizational image enhances the perceived value of the logistics services, driving higher customer satisfaction and retention.

Actionable insights: Managers can leverage these findings to:

Quantify the ROI of logistics investments: Demonstrate the direct and indirect financial benefits of improving LSQ.

Prioritize customer-centric initiatives: Design logistics processes that deliver exceptional service experiences, fostering positive brand perceptions.

Align logistics with marketing and branding efforts: Leverage the positive spillover effect of superior logistics on brand image.

Monitor and measure key performance indicators (KPIs): Track LSQ, PIO, and their impact on firm performance to identify areas for continuous improvement.

By embracing a strategic approach to logistics, businesses can unlock its potential as a powerful tool for boosting both brand image and financial success. Finally, companies should support the development of reskills and upskills, and knowledge of employees in the quality of logistics services and the use of technology to support socio-economic changes, and for business sustainability [78-80].

5.2 Research implications

This research is a cross-sectional study. Therefore, longitudinal studies should be conducted so that changes can be more accurate and their application in studies to

look for other predictors, second precaution is concerned with the small sample size used for multivariate statistics analysis, and finally the sample size should be collected in consistency with the parameters in the research model.

6 Conclusions and limitations

6.1 Conclusions

This comprehensive research study provides valuable insights into the critical role of perceived organizational image in mediating the relationships between logistics service quality and key performance outcomes in the cold chain logistics provider sector industry.

This research establishes a significant link between logistics service quality (LSQ) and both perceived organizational image (POI) and Performance, confirming findings from previous investigations. We demonstrate that improved LSQ directly enhances POI, leading to positive performance outcomes like customer satisfaction, continuance intention, and efficient logistics. These findings inform cold chain supply logistics managers of the strategic importance of prioritizing LSQ improvements to attract and retain customers.

6.2 Limitations

These findings emphasize the need for logistics providers to prioritize both service quality and organizational image to maximize customer satisfaction, continuance intention, and overall logistics efficiency performance.

While offering valuable insights, this study acknowledges certain limitations:

Scope: The focus on MK restaurant customers and a single logistics provider in Thailand restricts the generalizability of findings. Future research should continue to study populations and samples in a variety of adjacent sectors and industries to gain a broader perspective.

Predictor variables: Exploring additional factors beyond this study's scope, such as trust, perceived value, risk, and relationship marketing, could enrich our understanding of performance influences.

Performance measurement: Expanding beyond traditional metrics to include sustainability indicators would provide a more holistic evaluation of operational success.

Future research directions

Addressing these limitations in future investigations can unlock a deeper understanding of the intricate relationship between LSQ, POI, and operational results across various contexts. Additionally, incorporating new predictor and performance measurement variables can enhance the practical implications and decision-making value of future research efforts.

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Review process

Single-blind peer review process.