

## E-commerce Entrepreneurs' and Customers' Satisfaction with Parcel Delivery Services of Bangladesh Post Office

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### Abstract

*The rapid growth of e-commerce in Bangladesh has created unprecedented demand for reliable parcel delivery services. The Bangladesh Post Office (BPO), with its extensive national network and affordable pricing, has the potential to serve this market. However, little is known about how e-commerce stakeholders perceive BPO's service quality. This mixed-methods study aimed to assess and compare the satisfaction of e-commerce entrepreneurs and customers with BPO's parcel delivery services across multiple dimensions, identify key determinants of future use, and explain divergences between stakeholder groups. A convergent parallel mixed-methods design was employed to conduct the study. Quantitative data were collected from 100 e-commerce entrepreneurs and 100 e-commerce customers using a structured questionnaire that measured satisfaction across 10 dimensions. Qualitative data were gathered through semi-structured interviews with 15 entrepreneurs and 15 customers to explore the reasons behind quantitative ratings. Data were analyzed using descriptive statistics and thematic analysis. Quantitative findings revealed two clear strengths of BPO: affordable delivery charges and parcel security. However, catastrophic failures emerged on nearly all other dimensions: delivery time satisfaction, complaint handling, insurance/penalty system, staff e-service, and website quality. Overall satisfaction remained critically low (7–10% positive). Qualitative findings explained these divergences: entrepreneurs experience daily operational friction with BPO staff and systems, while customers primarily suffer from slow delivery and a lack of tracking transparency. Entrepreneurs and customers require fundamentally different service improvements: entrepreneurs need staff efficiency and digital e-service integration; customers need faster*

*delivery and real-time tracking. Without urgent, stakeholder-segmented interventions, BPO will continue to lose e-commerce market share to private couriers.*

**Keywords:** E-commerce logistics, parcel delivery service, customer satisfaction, Bangladesh Post Office, service quality

## I. INTRODUCTION

In the last ten years, e-commerce in Bangladesh has expanded swiftly due to widespread digitization in several industries (E-cab., 2022). Individuals of all ages have become accustomed to online shopping and communication (Karim & Xu Qi, 2018). Younger generations have become significantly engaged in online entrepreneurship and in procuring essential goods (Rashed, 2017). Consequently, the e-commerce sector has arisen as a lucrative economic prospect. Courier services are crucial in this industry, as dependable product delivery is the foremost requirement for e-commerce to operate effectively (Shipping Tools, 2021). The Bangladesh Post Office is a longstanding organization that has effectively served the people for decades (Achievement of Post e-Center, 2021). In 1971, amid the liberation war, the Mujibnagar government instituted the first field post offices, assuming authority of existing post offices in the conquered regions and subordinating the postal system to the Ministry of Transport and Communication (Postal Communication, 2021). On 29 July 1971, it released 8 definitive stamps (History and Services of Bangladesh Post Office, n.d.), the first stamps of Bangladesh, simultaneously from the Mujibnagar secretariat, the Bangladesh diplomatic missions, and the House of Commons in London (Bangladesh Post Office, 2021). With the surrender of the Pakistani armed forces in Dhaka on 16 December 1971, the postal administration of the Mujibnagar government closed all the field post offices and merged with the existing postal administration in Bangladesh (Bangladesh Post Office, 2021). Today, the Bangladesh postal service serves the public through around 10,000 post offices (Postal Communication, 2021). Bangladesh is believed to have one of the most structured postal systems, along with other developed and developing countries. Along with the extensive postal services, the Bangladesh postal service offers a variety of other services, including modest savings banking and financial services (Amin, 2019). However, certain changes are required to keep up with the current business trend. Specifically, the integration of e-logistics is essential for achieving significant enhancements in product delivery and for making substantial contributions to the e-commerce sector (EMS, 2018). Neglecting to comply would certainly lead to the erosion of competitive advantage and adversely impact the e-commerce business (Siali et al., 2018). It is reasonable to suppose that the postal services, e-commerce, and e-logistics industries are connected to a wide range of issues. In the current era of e-commerce, postal services are significantly reliant on the accessibility of e-logistics. Hence, this study will focus on these areas: e-commerce, postal services, and e-logistics. The specific goal of the research is to determine how satisfied stakeholders are with postal services, particularly the BPO's parcel delivery services for this nation's e-commerce industry.

## II. LITERATURE REVIEW

The e-commerce industry is now experiencing significant growth (E-cab., 2022). The convenience of purchasing and the variety of items available are drawing customers to online enterprises (Amin, 2019). The primary catalyst for the development of e-commerce enterprises is an efficient product delivery system (Transport Intelligence Ltd, 2018). Such efficiency can enhance consumer faith, trust, and dependability (Transport Intelligence Ltd, 2018; Global E-commerce Logistics, 2018). The Bangladesh Post Office (BPO) has traditionally functioned as a fundamental logistics provider nationwide and has recently been reorienting itself within the digital economy (EMS, 2018). A significant advancement has been the introduction of Nagad,

a digital banking service governed by the Bangladesh Post Office, which has enhanced BPO's significance within the e-commerce landscape (E-services (2021)). These days, Nagad's mobile financial service integrates with shopping, energy bills, e-commerce platforms, and courier services (Amin, 2019). Several studies have examined how satisfied customers and merchants are with Nagad's services (Function of Postal Department, 2021). BPO has been striving to improve its parcel delivery system along with its financial services (Karim & Xu Qi, 2018). A research project created a mobile app idea dubbed "Digital Mail" for the Bangladeshi postal service (Electronic Money Transfer, 2021). The app would let users request and verify mail delivery. The post office has launched this app as a pilot project in several areas. This project observed that the traditional postal service experienced low customer satisfaction, whereas the "Digital Mail" project earned customer satisfaction related to time and capacity demands for mail delivery (Rashed, 2017). Research on Bangladeshi e-commerce SMEs indicates that logistical operations, including the Bangladesh Post Office and other courier firms, are regarded as traditional and linked to low consumer satisfaction (Function of Postal Department, 2021). Research on Union Digital Centers (UDCs) evaluated the efficacy of e-service delivery, encompassing services associated with the Bangladesh Post Office's newly launched dynamic digital platforms (Karim, 2025). The study determined that addressing current issues in service breadth, dimensions, and delivery status might markedly enhance results (E-center at a glance, 2018). A comprehensive examination of e-commerce prospects and obstacles in Bangladesh revealed that, although customers express considerable satisfaction with e-commerce platforms, the logistics and delivery sector, in which BPO is involved, continues to be a significant worry (Function of Postal Department, 2021). The extensive initiative for e-governance in Bangladesh has established a policy framework designed to enhance public service delivery, encompassing postal services (Bangladesh Post, 2018). Research indicates a favorable correlation between effective e-governance implementation and customer happiness, implying that the continuous digital transformation of BPO may result in enhancements (Achievement of Post e-Center, 2021). The Bangladesh Post Office has been integral to the logistics chain; nevertheless, the nation saw only a rudimentary form of e-commerce logistics delivery in the late 2020s, and the sector has since been striving to catch up (Karim, 2025). Entrepreneurs have progressively utilized private courier services in conjunction with BPO to fulfill delivery expectations. It's crucial to remember that there aren't many directly pertinent academic sources in this field, and most of them simply discuss BPO's package delivery satisfaction in passing rather than as a main subject of study. Hence, a thorough study, especially assessing customer and entrepreneur satisfaction with BPO parcel delivery, using standardized tools, is essential.

### III. RESEARCH OBJECTIVE

The research sought to examine the present condition of parcel delivery services provided by the Bangladesh Post Office (BPO) for the e-commerce industry and the satisfaction levels of stakeholders about these services.

### IV. RESEARCH METHOD

The Mixed Method (MM) technique was selected as a suitable framework for the current investigation due to its efficacy in fulfilling the research goals. The study employed a combination of quantitative and qualitative methodologies throughout the phases of collecting data and analysis. In-depth interviews were used to get qualitative data, while a questionnaire was used to gather quantitative data. The current study employed "Simple Random Sampling" for respondent selection. It chose 100 e-commerce entrepreneurs from 60 well-known e-commerce companies to take part in the study. Seventy percent of e-commerce institutions were selected from Dhaka city, while thirty percent were from outside Dhaka city. In addition, 100

frequent e-commerce consumers were chosen to carry out the survey. Diversity was considered while picking the e-commerce institutions. The questionnaires, which were for e-commerce business owners and customers, asked about their thoughts about BPO parcel delivery services, how happy they were with them, and what they expected from them. The researchers created the questionnaires based on the goals of the current study. The questions on the questionnaires were clear, and the language of each question was rather basic. But they were translated into Bangla so that the people who answered could comprehend them. The team did 20 in-depth interviews with key informants, such as BPO authorities, trade leaders, e-logistics service providers, e-commerce merchants, and e-commerce users. Most of the people that were interviewed were also those who filled out the questionnaire. In-depth interviews were performed in person with e-commerce entrepreneurs and electronically with e-commerce users. Initially, a qualitative analysis of the in-depth interview data was performed for data analysis. The studies employed the constant comparative approach (Bogdan & Biklen, 1998) for data classification. The researcher employed inductive reasoning to discern and classify emergent themes, viewpoints, and occurrences from a substantial body of narrative material. Second, quantitative analyses were done, which included frequency counts (and/or percentages per category), descriptive statistics, and the following inferential statistical procedures: Test for independent samples (T-Test). The data in this study were analyzed with SPSS 26.0 for Windows.

## V. FINDINGS OF THIS STUDY

The section below will discuss the findings from the questionnaire survey and the in-depth interview. We will also present the findings in charts and tables based on data analysis.

### Finings Related to Quantitative Data

The study conducted a questionnaire survey for collecting quantitative data from the leading e-commerce merchants and their customers. The section below will explain the findings of the quantitative data collected from them.

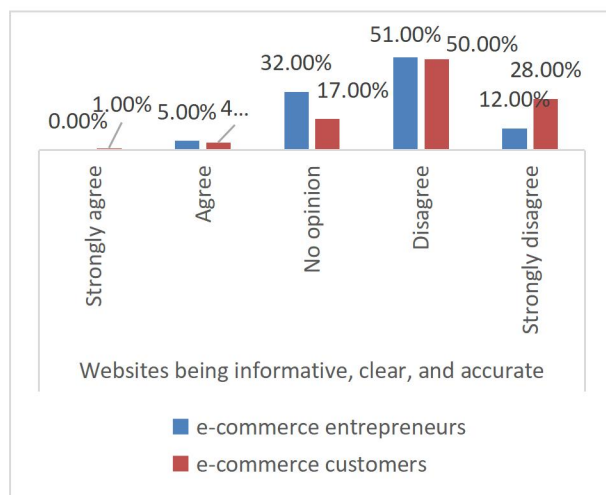


Chart One

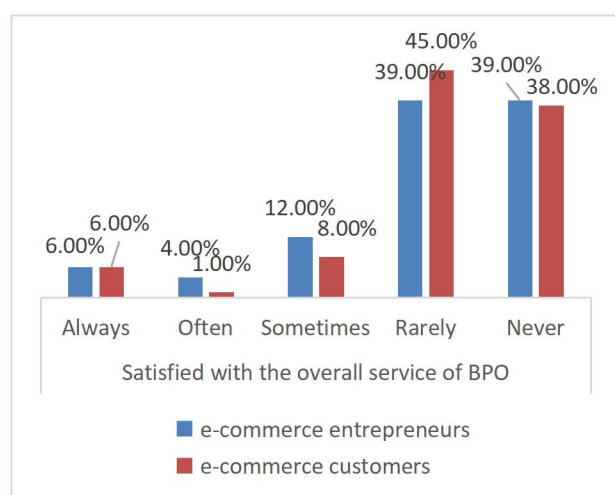
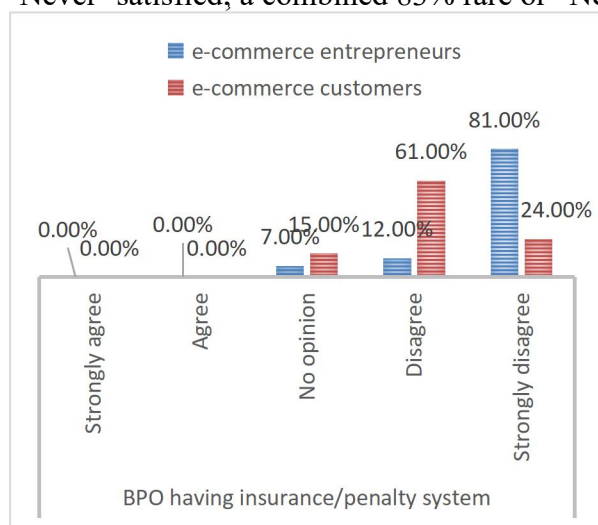


Chart Two

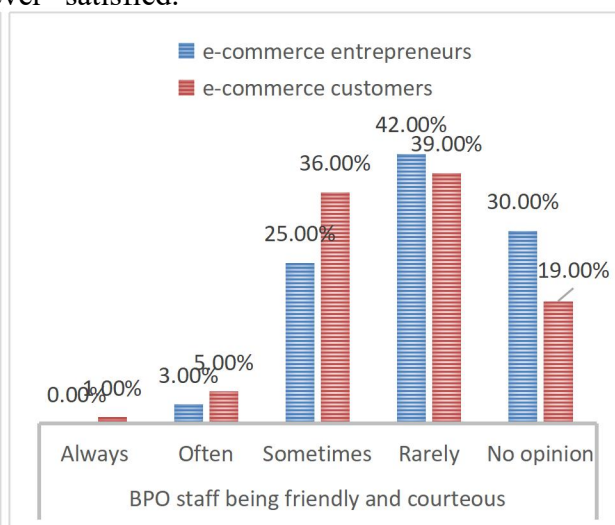
The survey asked both e-commerce entrepreneurs and e-commerce customers to rate whether they agreed that “Websites of BPO related to e-commerce are informative, clear, and accurate.” The responses reveal a striking convergence between the two groups, both indicating strong dissatisfaction with the quality of BPO’s e-commerce websites. Among e-commerce entrepreneurs (n=100%), Only 5% agreed that the websites were clear, informative, and accurate. On the other hand, 51% disagreed, and 12% strongly disagreed, which means together, 63% expressed negative views. Among e-commerce customers (n=100%), 1% strongly agreed, and 4% agreed, so only 5% total positive responses. Conversely, 50% disagreed, and 28% strongly disagreed, indicating a combined 78% negative. It should be mentioned that 32% of

entrepreneurs vs. 17% of customers had no opinion. It means entrepreneurs and customers may be less reliant on BPO's websites, or they may be unaware of BPO's dedicated e-commerce web pages.

Respondents were further asked to rate their overall satisfaction with BPO's parcel delivery services using a frequency-based scale (Always, Often, Sometimes, Rarely, Never). The results reveal critically low satisfaction levels among both e-commerce entrepreneurs and customers, with no meaningful difference between the two groups. Among e-commerce entrepreneurs (n=100%), only 6.0% reported being 'always satisfied', and 4% 'Often satisfied', a combined 10% positive response. On the other hand, 39% were 'Rarely' satisfied, and another 39.0% 'Never satisfied'; together, 78% expressed rare or no satisfaction. Among e-commerce customers (n=100%), only 6% were 'Always' satisfied (identical to entrepreneurs), but only '1% were 'Often' satisfied; a total 7% positive. Conversely, 45% were 'Rarely' satisfied, and 38.0% 'Never' satisfied; a combined 83% rare or 'Never' satisfied.



**Chart Three**

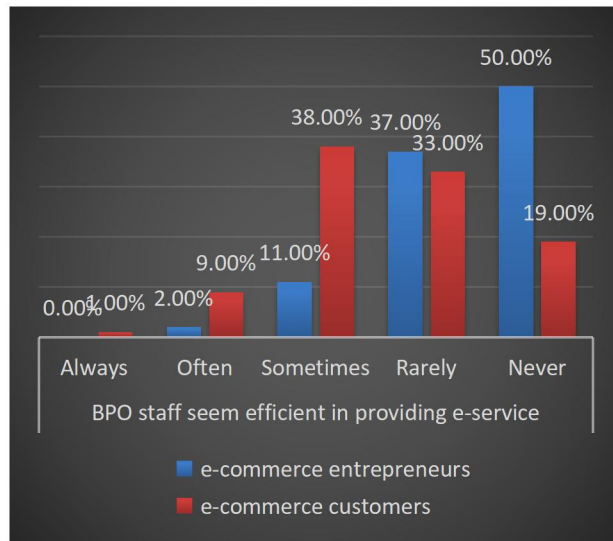


**Chart Four**

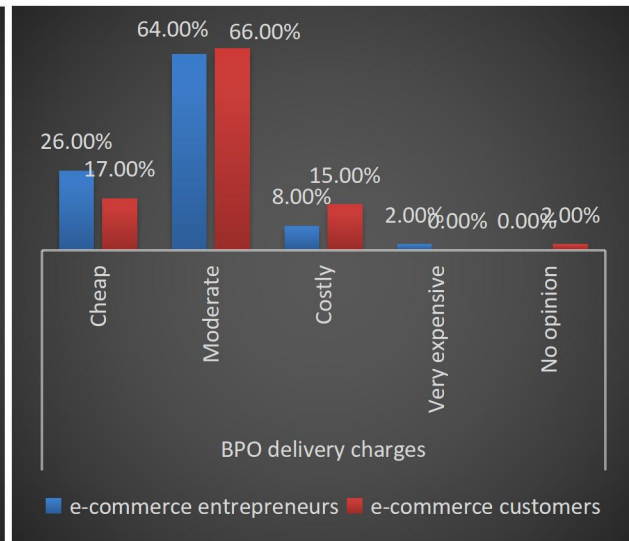
Respondents were also asked whether they agree that "BPO has an insurance/penalty system if e-commerce-related parcels are lost." The responses reveal a striking divergence between e-commerce entrepreneurs and customers, though both groups overwhelmingly reject the existence of such a system. Among e-commerce entrepreneurs (n=100%), 0% strongly agreed or agreed, which means not a single entrepreneur affirmed the existence of an insurance/penalty system. On the other hand, 12% of the respondents disagreed, and 81% strongly disagreed; a combined 93% rejecting the statement. This near-unanimous rejection (93%) suggests that entrepreneurs are highly confident that no such system exists. Among e-commerce customers (n=100%), similarly, 0% strongly agreed or agreed; no customers affirmed the system's existence. This indicates either that the system genuinely does not exist or that it is so poorly communicated that no stakeholder believes it exists.

Besides, the respondents were asked to rate how often "BPO staff are friendly and courteous while delivering and receiving e-commerce parcels" using a frequency scale (Always, Often, Sometimes, Rarely). A "No opinion" option was also provided. The results reveal moderately low satisfaction with staff behavior, with notable differences between entrepreneurs and customers. Among e-commerce entrepreneurs (n=100%), 0% reported 'Always', which means not a single entrepreneur consistently experiences friendly and courteous staff. On the other hand, 25% of the respondents reported 'Sometimes' (inconsistent/neutral), and 42% reported 'Rarely', which is the largest single category. Notably, 30.0% had 'No opinion', suggesting either limited interaction with staff or reluctance to judge. Among e-commerce customers (n=100%), similarly, 36.0% of the respondents reported 'Sometimes', and 39% reported 'Rarely'.

This suggests that staff behavior is unpredictable, neither consistently courteous nor consistently rude, but leaning toward the negative side.



**Chart Five**



**Chart Six**

Respondents were asked to rate how often "BPO staff seem efficient in providing e-service regarding e-commerce parcel" using a frequency scale (Always, Often, Sometimes, Rarely, Never). The results reveal a dramatic divergence between e-commerce entrepreneurs and customers, with entrepreneurs expressing far more negative views on staff efficiency. Among e-commerce entrepreneurs (n=100%), 0% of the respondents reported 'Always', which means no entrepreneur consistently finds staff efficient. On the other hand, 37% of the participants reported 'Rarely', and 50% reported 'Never', indicating that half of all entrepreneurs believe staff are never efficient. This suggests that entrepreneurs, who rely on BPO for regular, high-volume e-commerce operations, experience systemic inefficiency that customers may not fully encounter. Among e-commerce customers (n=100%), 38% reported 'Sometimes', indicating the modal response for customers. Conversely, 33% of the respondents reported 'Rarely', and 19% reported 'Never', forming a total negative of 52%. This suggests that the lack of efficiency among the BPO staff is a more severe problem than the lack of courtesy, particularly for entrepreneurs.

Respondents were asked to rate whether BPO delivery charges are "Cheap," "Moderate," "Costly," "Very expensive," or to indicate "No opinion." The results reveal remarkable agreement between e-commerce entrepreneurs and customers, with both groups overwhelmingly perceiving BPO's pricing as affordable. Among e-commerce entrepreneurs (n=100%), 26% of the respondents rated charges as 'Cheap', and 64% rated charges as 'Moderate' which shows the clear majority. Among e-commerce customers (n=100%), 17% of the respondents rated charges as 'Cheap', and 66% of them rated charges as 'Moderate' which also constitutes the majority. Hence according to the table, 90% of entrepreneurs and 83% of customers consider BPO's delivery charges to be cheap or moderate. This is the most positive finding across all six tables and represents a clear competitive advantage for BPO.

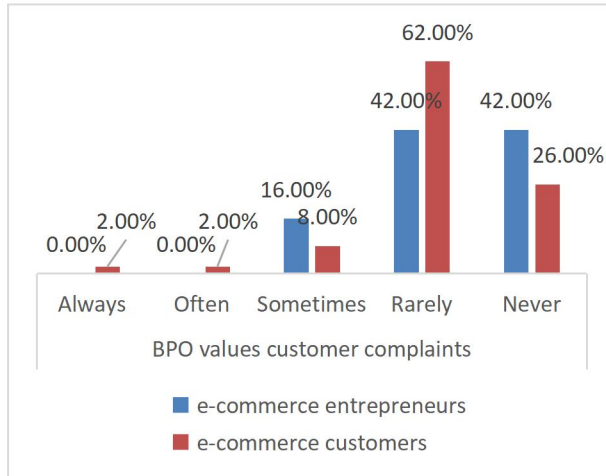


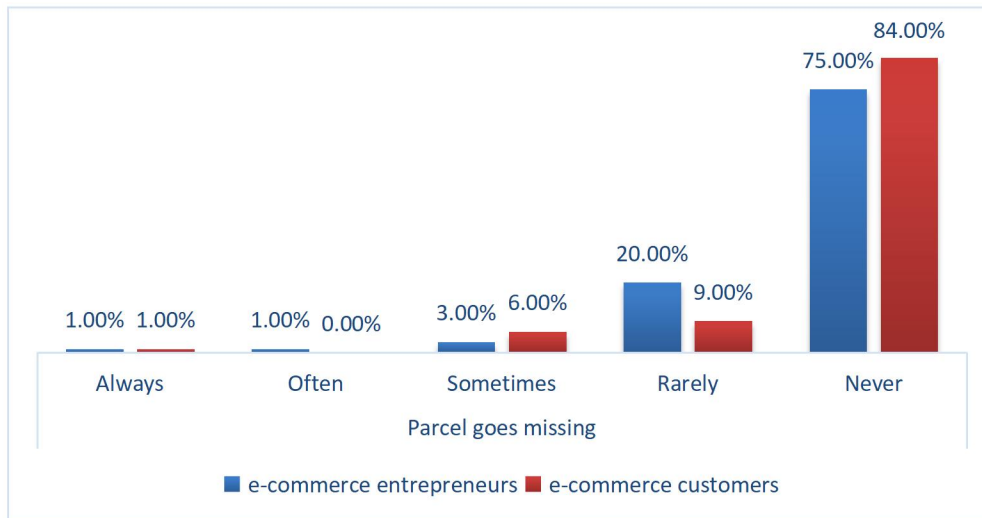
Chart Seven



Chart Eight

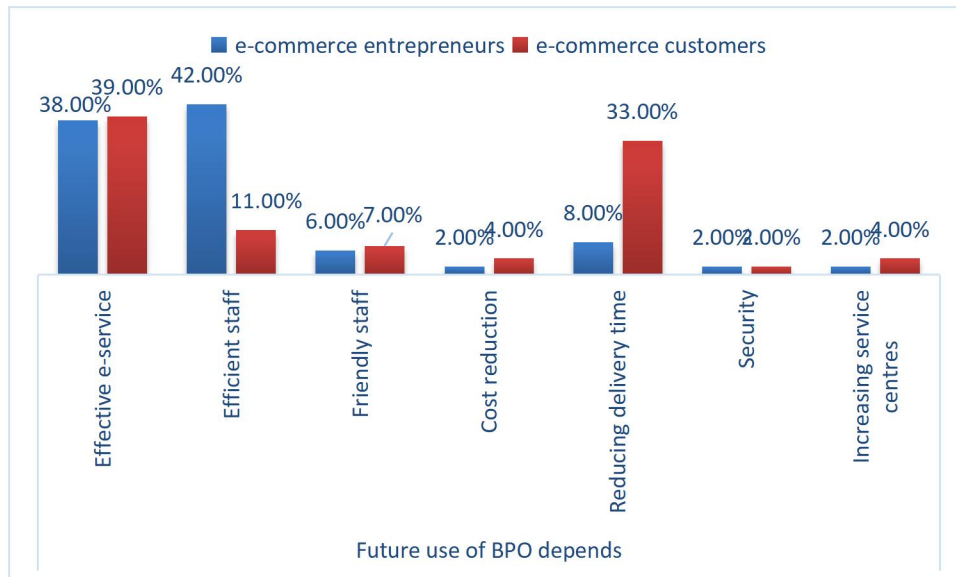
Respondents were asked to rate how often "BPO values e-commerce customer complaints" using a frequency scale (Always, Often, Sometimes, Rarely, Never). The results reveal overwhelmingly negative perceptions across both groups, with entrepreneurs expressing slightly more extreme dissatisfaction than customers. Among e-commerce entrepreneurs (n=100%), 0% reported 'Always' and 'Often', indicating not a single entrepreneur believes BPO consistently values complaints. On the other hand, 42% reported 'Rarely,' and another 42% reported 'Never,' which indicates that the majority of them believe BPO never values complaints. Zero percent of entrepreneurs selected 'Always' or 'Often'. This is a striking finding indicating not even a tiny minority believes BPO values their complaints. Among e-commerce customers (n=100%), 2% reported 'Always' and 'Often', indicating very few customers believe BPO consistently values their complaints. On the other hand, 62% of the respondents reported 'Rarely,' and another 26% reported 'Never,' which indicates that the majority of them believe BPO never values customers' complaints. The percentage of the customers' selection of 'Always' or 'Often' indicates that not even a tiny minority believes BPO values their complaints.

Respondents were also asked to rate how often "The delivery time of BPO related to e-commerce parcels is satisfactory" using a frequency scale (Always, Often, Sometimes, Rarely, Never). The results reveal catastrophically low satisfaction with delivery speed across both groups, with customers expressing even greater dissatisfaction than entrepreneurs. Among e-commerce entrepreneurs (n=100%), 0% reported 'Always'; no entrepreneur is consistently satisfied with delivery time. On the other hand, total negative response (Rarely + Never) 87% indicates that entrepreneurs, who depend on predictable delivery times for cash flow, customer satisfaction, and return business, find BPO's delivery speed completely unacceptable. Among e-commerce customers (n=100%), 2% reported 'Always'; very few customers are consistently satisfied with delivery time. On the other hand, a total negative response (Rarely + Never) 86% indicates that end-recipients experience the worst delays, possibly because entrepreneurs may receive preferential handling for bulk shipments.



**Chart Nine**

Respondents were asked to rate how often "E-commerce Parcel goes missing" using a frequency scale (Always, Often, Sometimes, Rarely, Never). The results reveal a remarkably positive finding, as both groups report that parcel loss is rare, with the vast majority stating that parcels never go missing. Among e-commerce entrepreneurs (n=100%), 1% reported 'Always' and another 1% reported 'Often' indicating a tiny minority experience consistent parcel loss. On the other hand, 75% of entrepreneurs and 84% of customers report that parcels 'Never' go missing. This is a strong positive finding, and represents BPO's second-best performance after pricing (Table 6: 83–90% affordable). The data demonstrate that parcel security is a relative strength for BPO. This finding contradicts the common assumption that postal services are prone to high theft or loss rates



**Chart Ten**

Respondents were asked to identify what their "Future use of BPO e-commerce related services depends" upon, selecting from seven factors: Effective e-service, Efficient staff, Friendly staff, Cost reduction, Reducing delivery time, Security, and Increasing service centres. The results reveal a stark divergence in priorities between e-commerce entrepreneurs and customers. Among e-commerce entrepreneurs (n=100%), efficient staff is the top priority (42%), and effective e-service is second (38%). On the other hand, among e-commerce customers (n=100%), effective e-service is the top priority (39%), and reducing delivery time is second (33%). Over four-fifths (80%) of entrepreneurs say their future use depends on Efficient staff (42%) and Effective e-

service (38%). This reflects their role as high-volume shippers who need reliable, fast, and system-integrated logistics. Efficient staff\* (11% vs. 42% for entrepreneurs). This suggests customers care about outcomes (tracking, timely delivery) rather than the operational competence of staff they rarely see.

### **Findings from the Key informant interviews**

For collecting data, the researchers interviewed several key informants. We asked them several questions to have deeper insights into their research project. Sometimes they asked them a lot of follow-up questions for clarification of any issue. All the questions were very much related to the research objectives. The summary of the findings of the in-depth interview has been discussed below.

#### **E-service**

BPO Respondents were asked whether BPO provided satisfactory e-services regarding parcel delivery or not. The majority of the e-commerce entrepreneurs and e-commerce customers said that they did not get the minimum e-service from BPO. They mentioned that there was no option of online parcel booking, an e-quotation system to get information regarding parcel charges online, and no online tracking system to know the update about the location of the parcel. They added that several private courier services provide e-services completely. They also mentioned that, still, Post Offices were using their pre-existing manual process, like keeping a journal entry and providing a manual number, which was actually a backdated system, not even followed by any start-up courier services in recent times. Several entrepreneurs commented that, as there was no coding system during parcel delivery of BPO, providing any tracking system was surely impossible for Post Offices. Another linked issue came from them that the whole tracking system was generated by a coding system where a link was to be provided and the customer needed to insert the code to that link, which could lead them to the tracing system of the deliverable product, but it was a fact that there was no such system of BPO while delivering any e-commerce products.

One of the e-commerce entrepreneurs said, "I am used to using private couriers for receiving and delivering parcels because BPO seems outdated from the e-service perspective".

#### **Delivery Time**

BPO customers were asked to share their opinion regarding the delivery timing of the parcel to have a deep insight into the tenure of parcel delivery of BPO. Most of the e-commerce entrepreneurs and the e-commerce customers mentioned that BPO took a very long time to deliver their parcels in most of the cases, and they were completely disappointed in some cases due to the significant delay in parcel delivery by BPO. Some of the customers said that they stopped using the parcel delivery service of BPO because it took a very long time. One of the e-commerce entrepreneurs said, "I do not prefer BPO for delivering parcels yet; instead, I am using a private courier because with BPO, I am not sure about the delivery timing". An e-commerce customer mentioned, "I think there are several unsatisfactory issues of BPO causing people to use private service and taking much more time for delivery is the core of them."

#### **Parcel Return and Missing**

E-commerce entrepreneurs and the e-commerce customers were also asked about the issues of parcel returning and missing in BPO, where several entrepreneurs mentioned that due to the carelessness of the BPO staff, parcels were returned to them sometimes without being delivered to the customers, and sometimes went missing. In case of parcel returning, they said that BPO staff did not get to the customers at the given addresses, and they did not provide solutions in case of parcel missing. An e-commerce entrepreneur said, "A notable number of parcels returned

to us instead of being delivered to the customers, though all the customers' details were given properly." One of the e-commerce customers mentioned, "One of my parcels got missed from BPO, and even I was not given any valid answer from the respective authority." Another BPO customer said, "BPO should have a penalty system for missing or any harm to the parcels.

### **Payment System**

BPO customers were asked if they were satisfied with the payment system of BPO. Most of the e-commerce entrepreneurs and e-commerce customers said that there was no digital payment system at BPO, and that's why they were unable to make payment through card or mobile-banking services, which was completely unexpected in the era of digitalization. Specifically, e-commerce entrepreneurs mentioned that they were used to using a digital payment system for paying and receiving the necessary amount of money, as the e-commerce entrepreneurs thought BPO did not have such a system, causing them to do manual transactions.

### **BPO Websites**

BPO customers were asked whether BPO websites were updated, accurate, and informative or not. Almost all the e-commerce entrepreneurs and e-commerce customers said that they did not get updated, clear, and accurate information on BPO websites. They mentioned that BPO did not update their websites on a regular basis, and there was very insufficient information that could not provide the customers with details of their complete service. One of the BPO customers said, "I was searching for the pricing for a specific parcel delivery, but I did not get that on the BPO websites."

### **Customer Care Service**

Regarding the customer care service of BPO, the majority of the BPO customers commented that BPO did not have both online and offline customer care services. Although BPO has some offline customer care services, they are not smooth, fast, and friendly. Some of the customers said that BPO needed to introduce a twenty-four-hour online customer care service. One of the e-commerce entrepreneurs said, "I went to BPO's offline customer care center with a complaint regarding the long delay of my parcel delivery, but the staff did not cooperate with me professionally." An e-commerce customer mentioned, "I went to a customer care center of BPO several times for a parcel that was missing from mine, but I did not get the expected service there."

### **Service Hour**

BPO customers were asked whether the BPO's service hours were sufficient for them or not. All the e-commerce entrepreneurs said that e-commerce is like a twenty-four-hour business where customers may order anytime and they like to get the delivery within the shortest period of time after the order. They also said that they normally took the order at any time and made the daily parcels ready before evening, and then processed the delivery procedure. In that regard, they failed to book their parcel at BPO after 5.00 pm as the BPO offices only provided services from 9.00 am to 5.00 pm. They also added that they had to book parcels every day, but BPO offices are closed on Friday and Saturday every week, which is a big obstacle for them. On the other hand, private courier services book parcels till 8.00 pm to 10.00 pm every day. Most of the e-commerce customers also commented that they expected the extension of BPO's timing and keeping BPO open every day so that they could receive their parcel in convenient time.

### **Distance of BPO Offices**

BPO customers were interviewed about whether the distance of the post offices was convenient. Several e-commerce entrepreneurs said that though there were area-wise post offices, it was not

convenient for them to deal with them because of traffic jams. They thought that if the post office had a sub-office or any other form in every crowded area, it would help them a lot. Similarly, most of the e-commerce customers said that they needed a postal service near their community.

### **Door-to-Door Delivery and Pickup Service**

BPO customers were asked whether BPO had door-to-door parcel delivery and pickup service. Almost all the e-commerce entrepreneurs said that BPO did not have a door-to-door parcel pickup service, and that's why most of the time they had to take the service of private couriers, as they did not have this service. Similarly, most of the e-commerce customers mentioned that BPO did not have door to door parcel delivery service. So, they had to collect their parcels from BPO offices, which was very inconvenient for them most of the time, resulting in a loss of time and money. One of the e-commerce entrepreneurs said, "We have a contract with a private courier for our product delivery. We prefer their service because they receive parcels from our office and give very swift delivery, which we cannot get from BPO."

## **VI. DISCUSSION OF THE FINDINGS**

The present study investigated e-commerce entrepreneurs' and customers' satisfaction with parcel delivery services of the Bangladesh Post Office (BPO) across ten distinct dimensions. The findings reveal a paradoxical profile: BPO possesses two clear strengths, affordable pricing and parcel security, yet fails catastrophically on nearly all other service quality dimensions, including delivery time, complaint handling, staff efficiency, website quality, and overall satisfaction. Furthermore, the two stakeholder groups, while similarly dissatisfied overall, exhibit markedly different priorities for future service improvement. This discussion interprets these findings in light of service quality theory, the Bangladeshi e-commerce logistics context, and BPO's strategic positioning relative to private courier competitors. Perhaps the most striking finding is the coexistence of two positive attributes with overwhelmingly negative satisfaction ratings. 90% of entrepreneurs and 83% of customers perceive BPO delivery charges as cheap or moderate, while 75–84% report that parcels never go missing. These are objectively strong performance indicators. Yet only 7–10% report being always or often satisfied overall, and 86–87% are dissatisfied with delivery time.

This paradox can be explained by the expectations and requirements of e-commerce logistics. Unlike traditional postal services, where low cost and basic reliability may suffice, e-commerce logistics demands speed, transparency, and accountability. A parcel that arrives cheaply and safely but takes two weeks to deliver, or arrives with no ability to track it or complain about delays, fails the core value proposition of e-commerce. As one entrepreneur respondent might reason: "What use is a cheap, safe parcel if my customer receives it long after they have cancelled the order?" This finding aligns with Parasuraman et al.'s (1988) SERVQUAL model, which identifies reliability (delivering as promised), responsiveness (timely service), and empathy (customer-centric handling) as critical service quality dimensions. BPO scores well on tangibles (low price) and basic reliability (parcel security) but fails catastrophically on responsiveness (delivery time) and assurance/complaint handling. Delivery time satisfaction recorded the most uniformly negative results across both groups. In the Bangladeshi e-commerce context, private couriers such as Sundarban, RedX, Paperfly, and Pathao typically offer intra-city delivery within 24–48 hours and inter-city delivery within 3–5 days. BPO, by contrast, is perceived as taking 5–14 days or longer. While BPO's extensive rural network gives it a unique reach, urban and semi-urban e-commerce customers have come to expect next-day or two-day delivery as standard. BPO's failure to meet these expectations, compounded by the absence of real-time tracking, makes it non-competitive for time-sensitive e-commerce.

Delivery time operates as a hygiene factor in Herzberg's two-factor theory. Its absence causes extreme dissatisfaction, but its presence alone does not guarantee satisfaction if other factors (tracking, complaint handling) remain poor. BPO has not even achieved the hygiene level in delivery time. Complaint handling recorded the second most severe failure. Data indicates that BPO has no functional mechanism for acknowledging, investigating, compensating, or learning from service failures. For entrepreneurs, who ship high volumes and face financial losses from delayed, lost, or damaged parcels, the absence of complaint accountability is a deal-breaker. For customers who may receive a damaged or misdelivered parcel with no recourse, the experience is equally frustrating. The 2020s e-commerce consumer expects not only delivery but also the right to redress. BPO currently offers neither. Private couriers in Bangladesh increasingly offer compensation for delayed or lost parcels (e.g., Sundarban's "Delivery Guarantee" scheme). BPO's complete absence of such a system places it at a severe competitive disadvantage, despite its low loss rate. Perceived risk, not actual loss frequency, drives stakeholder behavior. The belief that "if something goes wrong, nothing will be done" is sufficient to deter use. Staff e-service efficiency also showed a dramatic gap. Entrepreneurs interact with BPO staff for bulk pickups, digital booking, tracking inquiries, return handling, and payment reconciliation. Any inefficiency multiplies across hundreds of parcels daily. An entrepreneur who waits 30 minutes at a post office or struggles with a non-functional online portal loses money directly. Hence, 42% of entrepreneurs state that efficient staff is the single most important factor for future use, far exceeding customers' 11%. This finding supports role theory in service encounters. Different roles (entrepreneur as logistics manager vs. customer as end-recipient) create different evaluation criteria. BPO cannot adopt a one-size-fits-all service improvement strategy; it must segment its interventions by stakeholder type.

## VII. RECOMMENDATIONS

- a) Bangladesh Post Office should incorporate a complete ERP system into the parcel/article processing system. It means the organization needs to develop software to manage day-to-day business activities such as input, information storage, accounting, management, and the whole supply chain operations.
- b) BPO should integrate a digital money transaction system for any sort of payment.
- c) More training academies should be established, and long-term training facilities on technology use should be introduced.
- d) BPO should recruit technology-skilled manpower for all types of e-service operations.
- e) A postal app should be developed to make the whole parcel processing procedure user-friendly.
- f) BPO should introduce a special service for e-commerce. In each office, a different section should be set up for e-commerce dealing. Special sections regarding e-commerce should be active seven days in a week and 365 days in a year as e-commerce product delivery needs services every day of the year.

## VIII. CONCLUSION

The role of the Postal Services in Bangladesh is diminishing, but that does not mean that Bangladeshis should neglect its role in society and in the communication equilibrium. Technology has brought forth faster communication media and devices such as e-mail, websites, mobile phones, and social networking services, which have replaced paper and accelerated the trend. Many private courier services are giving prompt and effective services with the help of these e-services. As e-commerce is an emerging and prospective economic sector in Bangladesh, the postal Department should integrate e-logistics to ensure prompt parcel delivery services to this emerging sector.

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