

The Customer's Satisfaction of DHL Express Services

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ABSTRACT

In 2020 to 2021, Covid-19 pandemic had attack all over the world and make the demand on courier services become higher and since then delivery services began to grow rapidly and more delivery companies began to emerge to meet the needs of customers. In courier services, the most important thing to emphasize is the customer's satisfaction because it's determined how good the services that they produce. To survive, DHL Express needs to design customer-value with marketing strategies that meet customer's needs. In the nutshell, this study aims to determine customer's satisfaction with DHL express services on how they deliver their services and examined the already services designed to improve it and make it better to meet the needs of customers. To obtain this information, we can find out by using the survey method through some questions distributed to DHL Express customers which contain their satisfaction on their performance of courier services and what are the shortcomings that need to be improve from the services provided. Therefore, as the result, people are satisfied with the services and the findings of this study suggest that DHL Express needs to tackle more the customer by giving a promotion of their services.

Keywords: Covid-19 pandemic, Customer Needs, Customer satisfaction, Marketing Strategies, Improvement on Shortcomings

INTRODUCTION

The Covid-19 pandemic had led to significant damage to human health and global economies and businesses that operate in various industries (Hu & Kee, 2022). The pandemic has affected the business communities and most of the people lost their jobs and struggle to survive. However, in that phase, some of the business still performing well. For example, food delivery and online business. The Covid-19 problem has limited people's engagement, making internet buying more convenient in their everyday lives (Organization for Economic Co-operation and Development, 2020). The online business and online shopping were rising in pandemic phase, and it's affected the courier services. During the pandemic, courier services become one of the sectors that very important because of the lockdown, people cannot go outside and buying stuffed as usual (Victoria Fryer, 2021). Thus, they will use courier services. Courier services is focusing on door-to-door delivery, and they have an app to keep people updated (Directorate, 2021). DHL Express services is the one of the companies that become busy during pandemic phase and it's also well-known courier company not just in Malaysia

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but also in other country. They are the one of global logistics company that involve international shipping that provide cargo and they also provide flexible import and export shipping (DHL Express Services, 2021). DHL has grown its company and cover in over 220 countries throughout the world. They also employ many people to reach their aims (DHL, 2022)

The existing studies provide how pandemic gives an impact towards DHL Express services because starting of pandemic, all the logistics companies start to be well known and people start to purchase online stuffs wisely (Baliyan et al., 2022). However, the researchers start to doubt with how people react towards the services that provided by DHL Express services by collecting all the information from public. This study will be based on how satisfied people to the services that the company provide by using the indicator of assurance, reliability, empathy, tangible, responsiveness, customer perceived value and customer's satisfaction. Therefore, this paper aims to study that the factors stated will be influenced people in keep using DHL Express services based on their experience using this company services.

LITERATURE REVIEW

Customer Satisfaction

Kotler (2012) as cited in Chaerudin et al (2021) customer satisfaction is a feeling of joy or disappointment for someone who looks to be dissatisfied after comparing their views or impressions of service falling below expectations. Customers are more likely to repurchase if the service fulfils their expectations. This feeling of satisfaction should surely be felt after consuming the product. According to Kotler (2010) as cited in Haifa and Aditya (2020), customer satisfaction may be measured using four methods: a complaints and recommendations system, a customer satisfaction survey, ghost shopping, and an analysis of lost customers.

Assurance

Alhkami and Alarussi (2016) in Singh et al (2021) defined assurance as personnel talents and competencies that acquire consumer trust and confidence. Competence, civility, outstanding communication, and a general attitude of effectively and efficiently serving consumers are all part of this.

H1: Assurance is positively associated with customer satisfaction

H7: Assurance is positively associated with customer perceived value

Reliability

Measurement consistency is called reliability. The reliability assessment looks at the temporal consistency of outcomes across multiple observers and portions of the test itself (Singh et al, 2021). Reliability may also refer to the level of confidence placed in supermarket staff and organisations, as well as the capacity to execute promised services consistently and precisely (Lu & Lukoma, 2011, as cited in Singh et al, 2021). The reliability factor shows the education sector's capacity to provide accurate and consistent service (Ali et al, 2021). Furthermore, dependability reveals that the education sectors deliver on their promises about attendance, tests, pricing policies, and service given (Ali et al, 2021).

H2: Reliability is positively related to customer satisfaction

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H8: Reliability is positively related to customer perceived value

Empathy

While providing relevant services, empathy demonstrates good communication skills and professional expertise (Ali et al, 2021). It refers to the company's dedication to provide its clients with caring and individualised service. Employees empathise with customers by recognising their requirements during business hours and convincing clients to satisfy those demands.

H3: Empathy is positively related to customer satisfaction

H9: Empathy is positively related to customer perceived value

Tangibility

The look of physical buildings, equipment, staff, and communication materials are classified as tangibles (Sabir et al. 2021 as cited in Ali et al, 2021). There is a tangible representation of the picture of the service offered by the client, which is used to assess quality, especially with new customers.

H4: Tangible is positively associated with customer satisfaction

H10: Tangible is positively associated with customer perceived value

Responsiveness

It displays an employee's eagerness to assist clients and give prompt service when required (Dewi, Oesman, & Sudjana, 2011 as cited in Singh et al, 2021). Ability, reaction, and skill are some characteristics of responsiveness. All client processes must be supported and completed by staff. They must reply rapidly to client inquiries and adhere to all normal operating procedures (Singh et al, 2021). It is important to meet the needs and expectations of customers. Otherwise, customer demands and needs become dissatisfaction with the quality of the services.

H5: Responsiveness is positively associated with customer satisfaction

H11: Responsiveness is positively associated with customer perceived value

Customer Perceived Value

Customer-perceived value is a source of competitive advantage and a key factor of an organization's growth. According to Zeithaml (1988) as cited in Liu et al (2021), perceived value refers to a complete evaluation of a product's or service's utility by consumers based on the trade-off between what is received and what is supplied. Woodruff (1997) as cited in Liu et al (2021) considers customer-perceived value to be an assessment of product qualities, performance, and user experience. Perceived value as a subjective consumer impression, a full review of products, services, and experiences on social commerce platforms is thus required.

H6: Customer perceived value is positively associated with customer satisfaction

Figure 1. illustrates our research model. There are 11 total of hypothesis formulated.

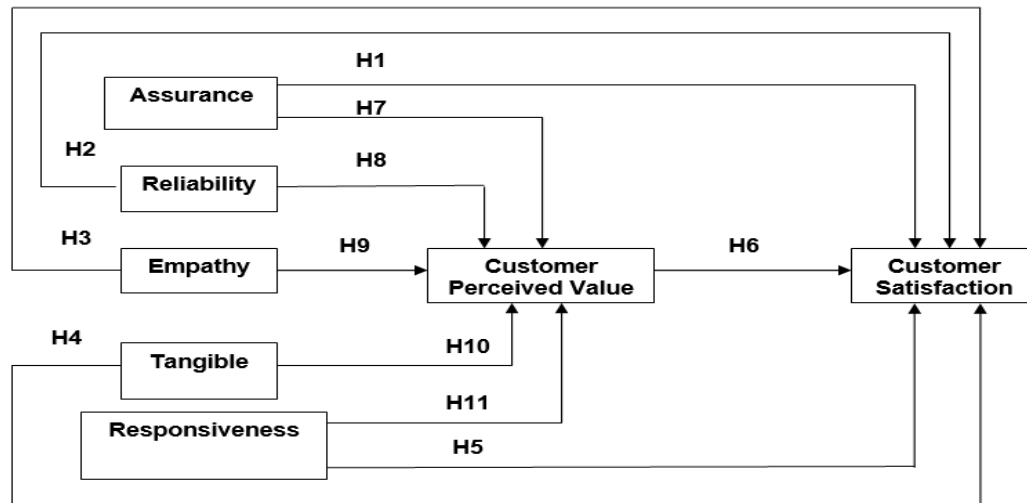


Figure 1: Our Research Model

RESEARCH METHOD

This chapter will discuss the methodology used in this study. This chapter will go over every aspect of conducting this research, including the samples, procedures, and measurements used to collect data. Furthermore, this chapter describes in detail the chosen mode of data collection.

Sample and procedure

This research is based on the qualitative method, which involves collecting data from a survey. To conduct a survey about their research, the researchers created a Google Forms questionnaire. Then distribute the survey on social media sites such as WhatsApp, Instagram, and Telegram. Because it places no restrictions on the respondent, using a Google Forms survey increases the effectiveness and efficiency of the data collection process. It can reach a response worldwide. Because it is online, the Google form is easier to access. So, many respondents can reach the survey easily without needing to make an appointment. The study's goal is to collect 150 responses from people who have used or experienced DHL service. The focus is to collect data about customer satisfaction with DHL services. The collected data on the respondent will be analyzed using IBM SPSS Statistics software to determine the frequency or value of the variable going to be analyzed.

Measures

We adapted the all-items form (German et al., 2022) and measures used a 7-point Likert scale range from 1 (strongly disagree) to 7 (strongly agree). We divided the questions into seven sections (section B to G).

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1. *Section B is assurance*

Assurance on the package courier that they known well with their job scope or not (Uzir et al., 2021). A sample questionnaire is “the package carrier personnel have experience in their job” ($\alpha = 0.961$) and “the package carrier personnel give complete answers to customer's questions” ($\alpha = 0.942$). Assurance also indicates whether the package courier response well with the customer or not (Mathong et al., 2020). For example, “the package carrier personnel have proper manners when providing services and communicating with customers” ($\alpha = 0.944$) and “The package carrier makes customers feel secure and confident when using the service despite the COVID-19 pandemic” ($\alpha = 0.963$)

2. *Section C is reliability*

Reliability on how the courier delivers the parcel (Uzir et al., 2021). A sample of questions are “the package carrier delivers the parcels at our convenient location during the COVID-19 pandemic” ($\alpha=0.938$), “the package carrier delivers our parcels at the time promised despite the COVID-19 pandemic” ($\alpha=0.935$) and “the package carrier maintains confidentiality and privacy of customers” ($\alpha=0.932$).

3. *Section D is empathy*

Empathy on how courier serve the customers (Uzir et al., 2021). The sample questions are “the operating hours of the package carrier is convenient for me despite the COVID-19 pandemic” ($\alpha=0.934$), “the package carrier understands the customer's specific needs and difficulties during the COVID-19 pandemic” ($\alpha=0.936$) and “the package carrier puts extra effort into serving our special requests despite the COVID-19 pandemic” ($\alpha=0.955$).

4. *Section E is tangible*

Customers rate the DHL on how they deliver their services (Mathong et al., 2020). The sample of questions are “the package carrier personnel look decent and well dressed” ($\alpha=0.890$), “the package carrier uses information and communications technology or an online system to track and update delivery status” ($\alpha=0.904$) and “the physical facilities or shops of the package carrier have up-to-date equipment to ensure customer service” ($\alpha=0.908$).

5. *Section F is responsiveness*

Customers react on how the courier response in every problem that they face (Uzir et al., 2021). The sample questions are “the package carrier arrived on the promised time despite the COVID-19 pandemic” ($\alpha=0.954$), “the package carrier is always willing to help promptly despite the COVID-19 pandemic” ($\alpha=0.942$), “the delivery services of the package carrier is always available despite the COVID-19 pandemic” ($\alpha=0.942$) and “personnel at the physical facilities or shop of the package carrier gives proper attention to their customer despite the COVID-19 pandemic” ($\alpha=0.942$).

6. *Section G is customer perceived value*

Its about how customers valuing the courier services (Uzir et al., 2021). The sample questions are The quality of service of package carrier is high during the COVID-19 pandemic ($\alpha=0.945$), I feel relaxed in receiving/sending parcels from

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a package carrier during the COVID-19 pandemic ($\alpha=0.959$), I feel delighted in receiving/sending the parcels from a package carrier during the COVID-19 pandemic ($\alpha=0.938$), and I feel trust and confidence in receiving/sending parcels from a package delivery/carrier during the COVID-19 pandemic" ($\alpha = 0.944$).

7. Section H is customer satisfaction

It indicates how satisfied the customers (Uzir et al., 2021). The sample questions are "the package delivery/carrier meets my expectations despite the COVID-19 pandemic" ($\alpha=0.952$), "I am satisfied with my decision to use a package carrier during the COVID-19 pandemic" ($\alpha=0.949$), "I think the package carrier has everything I needed to receive/send parcels during the COVID-19 pandemic" ($\alpha=0.954$), "I will recommend to others the use of a package carrier during the COVID-19 pandemic" ($\alpha=0.955$).

RESULTS

Table 1 shows the summarized respondents' demography. 64% of the respondents are female, and half of them are Malay (56.7%). Besides, most of them are from average age between 18-25 years old, and 84.7% of the total respondents were highly educated as their educational level is a bachelor's degree. Most of them were students and staying at city (50.7%). 40% of them purchasing online once every two weeks/ twice a month.

Table 1. Respondent Profile's Summary ($N=150$)

Response	Frequency	Percentage (%)
Gender		
Female	96	64.0
Male	54	36.0
Ethnicity		
Chinese	41	27.3
Christianity	7	4.7
Hinduism	17	11.3
Malay	85	56.7
Age		
18-25 years old	116	77.3
26-33 years old	14.7	14.7
34-41 years old	8	5.3
50 years old and above	4	2.7
Educational level		
Bachelor of degree	127	84.7
Master	7	4.7
PhD	3	2.0
Secondary school	13	8.7
Occupation		
-	2	1.3
Accountant	5	3.3
Banker	1	0.7

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Barista	1	0.7
Businessman	1	0.7
businesswoman	1	0.7
Businesswoman	1	0.7
By own	1	0.7
dentist	1	0.7
Employed	1	0.7
Factory	1	0.7
Housewife	1	0.7
Lecturer	1	0.7
police	1	0.7
students	1	0.7
students	1	0.7
Student	20	13.3
Student	63	42.0
STUDENT	28	18.7
students	3	2.0
teacher	1	0.7
Teacher	12	8.0
teachers	1	0.7
Unemployed	1	0.7
Living area		
City	76	50.7
Rural	25	16.7
Town	49	32.7
Frequency of purchasing online		
Everyday	6	4.0
Once a month	33	22.0
Once a week	51	34.0
Once every two weeks/ twice a month	60	40.0

Note: continued from table 1

Table 2 displays descriptive statistics, information on dependability and zero-order correlations between variables. All variables tested shows the strong reliability ranging from .93 to .97

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Table 2. Descriptive Statistics, Cronbach's Coefficients Alpha, and Zero-order Correlations for All Study Variables

Variables	1	2	3	4	5	6	7
1. Assurance	.965						
2. Reliability	.919**	.958					
3. Empathy	.935**	.930**	.961				
4. Tangible	.914**	.921**	.945**	.934			
5. Responsiveness	.925**	.934**	.939**	.936**	.958		
6. Customer Perceived Value	.908**	.890**	.927**	.935**	.942**	.960	
7. Customer's Satisfaction	.919**	.908**	.930**	.938**	.942**	.949**	.964
Number of Items	4	3	3	3	4	4	4
Mean	6.157	6.142	6.160	6.138	6.175	6.172	6.187
Standard Deviation	1.180	1.200	1.155	1.171	1.120	1.110	1.102

Note: N=150; *p<.05, **p<.01, ***p<.001. The diagonal entries represent Cronbach's coefficients alpha.

Based on Table 2, the Cronbach's coefficient alpha for tangible is 0.934 and for the reliability and responsiveness are both the same with 0.958, respectively. On the contrary, Cronbach's alpha coefficient for customer perceived value, empathy, customer's satisfaction, and assurance were 0.960, 0.961, 0.964, 0.965.

Table 3. Regression Analysis

Variables	Customer Satisfaction	Customer Perceived Value
1. Assurance	.132	.124
2. Reliability	.047	-.173*
3. Empathy	.040	.164
4. Tangible	.197*	.352***
5. Responsiveness	.184*	.505***
6. Customer Perceived Value	.392***	
R ²	.931	.916
F Value	322.656	314.977
Durbin-Watson Statistic	1.870	1.935

Note: N=150; *p<.05, **p<.01, ***p<.001.

Based on Table 3, customer's satisfaction is the dependent variable, while assurance, reliability, empathy, tangibles, responsiveness, and customer perceived value will be the independent variable. The hypothesis was generated using regression analysis and the output indicated that the responsiveness and customer perceived value are related to

customer's satisfaction. As a result, H4, H5 and H6 are proven. The R^2 value of the output is 0.931 and it shows that 93% of customer's satisfaction changes are affected by tangible, responsiveness, and customer perceived value. Customer perceived value shows the beta, β value of 0.392, which is the most influential factor that affect the dependent variable and following by tangible and responsiveness with 0.197 and 0.184 beta values that also affecting the customer's satisfaction but it's not too significant since its less than 0.05 of p-value. In contrast, assurance, reliability, empathy, and tangible are not significantly related to the dependent variable. Therefore, H1, H2, and H3 cannot be a supported hypothesis in this research.

Moreover, the output indicated that reliability, tangible and responsiveness could influence customer's satisfaction through the customer perceived value. Customer perceived value refers to the customer's own perception on the product or services (Kopp, 2020). The result shows that the dependent variable of customer perceived value and independent variables of reliability, tangible and responsiveness are significantly related with beta, β values of -0.173, 0.352 and 0.505 respectively. The beta, β value of reliability is negative (-0.173), means that every one unit of the independent variable increase will affect the dependent variable, in other word it will be decrease. Therefore, H8, H10 and H11 are supported. Tangible and responsiveness are the highest β value with 0.352 and 0.505, which means these two independent variables affect the most, followed by the reliability with -0.173. However, assurance and empathy are not significantly related to customer perceived value. Hence, H7 and H9 cannot be accepted. The summary of the output with the hypothesized model is shown below.

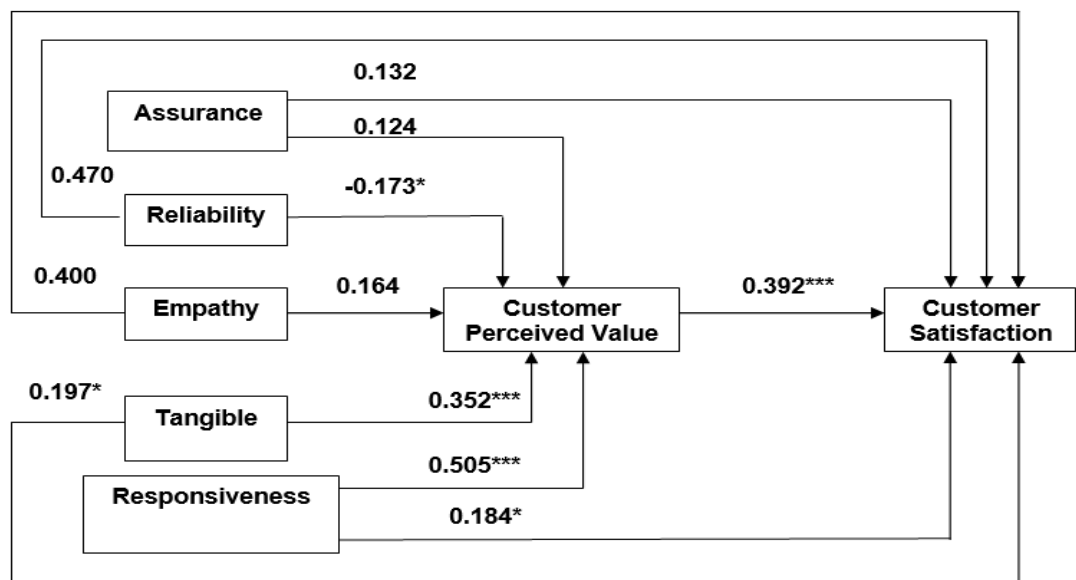


Figure 1. Hypothesized Model

DISCUSSION

This discussion is referring to the results of a study on customer satisfaction in relation to various factors such as tangibles, reliability, responsiveness, assurance, empathy, and customer perceived value. The study surveyed a group of respondents, the majority

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of whom were female, young, highly educated, and students living in the city. The results of the study, as presented in Table 2, show that all the variables tested had strong reliability. Table 3 shows the results of a regression analysis, in which customer satisfaction is the dependent variable and the other variables are independent variables. The results indicate that tangible, responsiveness, and customer perceived value are significantly related to customer satisfaction, while the other variables are not. The R^2 value of 0.931 suggests that 93% of the changes in customer satisfaction can be explained by tangible, responsiveness, and customer perceived value. The beta, β value for customer perceived value (0.392) indicates that it is the most influential factor affecting customer satisfaction, while the beta, β value for tangible (0.197) and responsiveness (0.184) indicate that it also influences customer satisfaction, but to a lesser extent. Customer perceived value is a concept that refers to the perceived benefits that a customer derives from a product or service, in relation to the costs they incur to obtain it. In other words, it is the value that a customer places on a product or service, based on their own personal perception of the benefits and costs involved. High customer perceived value can be an important factor in driving customer satisfaction and loyalty, as it indicates that a customer feels that they are getting a good deal or that the product or service is worth the price they are paying. On the other hand, low customer perceived value can lead to dissatisfaction and may cause customers to switch to a competitor's product or service. In the context of the study discussed earlier, the results suggest that customer perceived value is a significant factor in determining customer satisfaction, with a beta value of 0.403. This means that an increase in customer perceived value is likely to lead to an increase in customer satisfaction.

Based on several statistics, we suggest them to optimize their services according to customer needs. Secondly, they can provide different levels of services according to the ratio of male to female population and the ratio of educated population in each city. For example, if the frequency of shopping and the number of items purchased by women is generally higher than men, then they can increase the service supply to areas where more women live. In short, this set of statistics will allow DHL to optimize its services, make them more cost effective and efficient.

The goal of this analysis is to identify the factors that have the greatest impact on DHL customer satisfaction during the pandemic and use this information to optimize DHL's services. By analyzing the data collected through a survey or questionnaire, it is possible to identify patterns and trends that can inform the development of targeted strategies to improve customer satisfaction. For example, if the data shows that a particular group of customers (e.g., women or highly educated individuals) are more likely to be satisfied with DHL's services, it may be advisable to prioritize the needs of this group when designing and delivering services. Additionally, by analyzing the feedback provided by customers in the questionnaire, it is possible to identify specific areas where DHL's services can be improved to better meet the needs and expectations of its customers.

Moreover, the company can enhance their customer's satisfaction by providing a lot of advantages to the consumer. For example, give a discount to the respective weight of parcel or free shipping for a certain day, means people will be more interested on their promotion and will choose their services. DHL Express Services can joint venture with other online shopping platforms to promote their services. For example, in Malaysia, we have CJWOW Shop and Shopee that collaborated with the DHL company to ship their parcels. This will be increasing the customer's satisfaction because people love to have

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an online shopping and they found that they can use the DHL services variously and accessible. Therefore, DHL Express Services can enhance their customer's satisfaction by using the idea that provided in this research.

CONCLUSION

In conclusion, courier services are crucial during the pandemic phase, not just in Malaysia but all over the world. Consumers prefer purchasing and selling online products and receiving or sending them by courier services because during the pandemic phase, we need to obey the movement control order. Thus, consumers will choose the best courier services that meet their needs. This is related to our findings where assurance, reliability, empathy, tangible, responsiveness, and customer perceived value are the primary factors of customer satisfaction towards courier services which is DHL express services. DHL express services should know their target strategies and the hotspot of the consumer that may use their services most of the time to optimize their services. Therefore, they can improve their services and meet the needs of customers through assurance, reliability, empathy, tangible, responsiveness, and customer perceived value to ensure the consistency of customer needs for DHL express services meet their expectations.

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DECLARATION OF CONFLICTING INTERESTS

The authors have declared no conflicts of interest.

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