

# A Study of the Relationship between Customer Expectations and Feelings of Quality and Satisfaction Gap

–Take the Four Logistics Companies in China for Example

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**Abstract**—The purpose of this study is to enable a business engaged in a flow industry fully feel the quality and key factors of customers they serve in the competitive logistics industry and to enable that service quality is the quality that the customer pays attention to and the quality of the customers who deliver goods. Do customers' perceptions of the service quality of logistics industry come from their original expectations and actual perceived differences? Is the difference in perception is the key factor in satisfaction? In addition, is domestic customer service to foreign logistics industry similar to domestic counterparts? This study tries to find out its relevance and difference. And this paper uses Parasuraman, Zeithaml and Berry et al. (2015) to put forward the cross industry structure of quality and customer satisfaction, then applies it to the logistics industry as the main axis of this research and finds out how it is suitable.

**Keywords**—Customer expectations; Satisfaction gap; Case study; Logistics

## I. INTRODUCTION

With the advent of personalized consumption and speed efficiency era, the continuous progress of e-commerce information technology, the role of logistics industry providing goods delivery services is more and more important, from the market of large and small logistics operators, and the bulk material material distribution of freight companies to individual parcels of delicate distribution of the house that is It can be seen.

In the era of e-commerce, the logistics industry, including the management and outsourcing business, is the focus of the enterprise, because it is not only the root of the low cost strategy in the business operation, but also the important strategic link of the enterprise to get "elasticity" and "speed" in the uncertain environment.

However, for logistics, in today's fierce competition environment, in order to survive, a good quality is a necessary condition, and the consumer's expectation of quality is no longer limited to the tangible quality of the product, but the overall quality of the inclusion, production, sale, after-sales service and the overall image of the enterprise. In fact, many enterprises also realize that "customer satisfaction" is the

source of long-term competitive advantage. One of the key factors for "customer satisfaction" is the "quality" of the service products provided by the enterprise, whether there is a relationship, or what kind of relationship between the two, and how the "quality" is determined by the consumer [1]. Therefore, knowing and grasping customers is the lifeblood of enterprises.

## II. RESEARCH METHOD

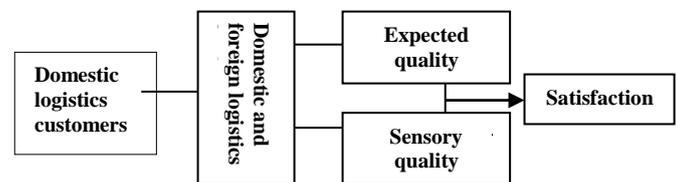


Fig. 1 Questionnaire design

Based on the 22 project of the scholar Parasuraman, Zeithaml and Berry, reference to the previous research on logistics services (LaLonde and Zinszer 2016; Christopher 2015; Chen Mingcai 2015), and reference (Lin Shangrui 2016) questionnaire design.

The content of the questionnaire is divided into three parts

(1) The first part of the survey of the quality of the customers' expected quality and the actual feelings of the customers of the logistics industry, divided into five aspects, each of which is a measure of 1-7, used to understand the customer's expectations and feelings.

(2) Following the five overall satisfaction of five facets, the scale is 1-7, and customer satisfaction surveys are conducted.

(3) The final subjects' basic information includes two items of gender and age.

### Statistical method

1. Reliability analysis: reliability and accuracy of the findings of the study.

The 2. Factor analysis: using this technology to extract customer expectations and actual load values as a recording structure.

### The weighted value of the surface

3. T verification: check whether there is any difference between the expected quality and perceived quality of each aspect of the customer.

4. Variance analysis: the gap and satisfaction of customer expectations and actual feelings based on One way ANOVA.

#### Research hypothesis

Hypothesis 1: there is no significant difference between the expected service quality and the actual quality of the domestic customers.

Hypothesis 2: domestic customers have no significant difference in the expected service quality and actual quality of foreign businessmen.

Hypothesis 3: there is a significant difference between customer expectation and actual perceived quality and satisfaction.

Hypothesis 4: there is no significant difference between domestic customers' expectations and actual perceived quality and their satisfaction.

Hypothesis 5: there is no significant difference between the expectation and perceived quality of foreign customers and their satisfaction [5].

#### Research Restrictions

(1) In the field of research restrictions, the logistics industry has flourished in recent years, and there are many logistics operators in the market, and its service range is quite heterogeneous. Some families have only B to B and B to C, but there are also vendors with two kinds of business. This research is only aimed at B to C services and rules. A questionnaire survey was conducted among the customer groups of the very big entrepreneurs.

Domestic part: for DAE wing freight and Hsinchu passenger transport customers.

Foreign parts: customers for DHL and FedEx

(2) Due to the limitation of time funds, this questionnaire is one stage. It is expected and actual feeling to be answered at the same time, instead of taking two times as a document (PZB) for large-scale testing.

(3) The sampling method of this study

In order to facilitate the sampling, the questionnaire was distributed to the students in the University Continuing Education Department, only some of them were real business users.

(4) The questionnaires used in this study are integrated and revised, so the inclusion and inclusion problems will differ from the original PZB, and the facets of the empirical analysis will be different.

(5) Respondents do not know much about the service attributes and contents of the logistics providers, so the answers to their choices may affect the results.

#### Literature discussion

### Service quality

There are many different definitions of service quality, such as scholars Sasser, Olsen and Wyckoff [2], which define service quality with materials, personnel and equipment, and Gronroos [3] cut into service quality from technical and functional aspects. But there are also scholars who take or transcend customers' expectations as a service quality view, and this is almost the most commonly used definition at the present stage; Buzzeland Gale, 1987; Bitner, 1990; Bolton and Drew, 2016; Reeves and Bednar, 2015) [6].

Parasuraman, Zeithaml and Berry believe that most commodities can not be measured, calculated, tested and verified before they are sold. In addition, the identification of service quality between customers and employees is also different. It is urgent for enterprises to measure the quality of service effectively.

Quelch Takauchi (2015) [4] believes that the quality of service needs to be measured in three paragraphs, because the behavior before, when, and after consumption is different, and there are different factors in each stage.

#### (1) Before consumption

Company brand and image, past experience, customer reputation, store reputation and so on.

#### (2) Consumption

Performance measurement, evaluation of service personnel, warranty clauses, service and maintenance policies, etc.

#### (3) After consumption

Use the convenience of installation, maintenance and customer complaints and warranty disposal, parts acquisition, service effectiveness, reliability, relative performance.

#### Measurement of service quality

Parasuraman, Zeithaml and Berry (2016) [7], the definition of the quality of service is the gap between the customer's expectation of service and the actual perception to the service after the customer receives the service.

Service quality = expected service - cognitive sensory service.

If the perceived service level is expected, the quality of the service is high; the quality of the service is low if the level of service is less than the desired level of service.

Lin Yang (min 85) [8], a comprehensive number of scholars, put forward the definition of service quality: first, the quality of service refers to the customer's evaluation of the quality of the service as a whole, which is a cognitive quality different from the customer's quality; and two, the quality of service is due to the customer's comparison between the desired service quality and the cognitive service performance. Therefore, service quality is not only a result, but also includes the way of providing services. Service quality is composed of expected services and cognitive services, and the gap between them represents the quality of service.

In the past, many scholars have proposed a conceptual model of service quality, among which three professors of University of Cambridge, Parasuraman, Zeithaml, and Berry (2015) [9], put forward the most complete concept of service quality. On the one hand, they conducted in-depth interviews with managers of four service industries, such as banking, credit card companies, securities brokers, and product maintenance industry. On the other hand, they also conducted collective interviews for customers in four industries, exhibiting a complete "service quality concept model", generally known as the "PZB" model.

The service quality has five gaps (GAP), and the five gaps are the reasons for the service industry's quality of service that can't meet the needs or expectations of the customers. If the industry wants to achieve a satisfactory level of customer needs, the gap between the five gaps must be narrowed. Of these five gaps, the first four gaps are the main barriers for service providers to provide service quality. The fifth gap is made up of customer cognitive service and expected service, and the fifth gap is the function of the first four gaps.

Gap five is the gap between customers' expectation of pre service and cognition after service.

This gap is the gap between customers' perceived service level before receiving service and the level of service perceived after receiving service. The customer is satisfied with the service quality provided by the customer if the ex post cognition is greater than the expectation of the pre event. If the ex post cognition fails to reach the expectation, the customer is dissatisfied with the service quality provided by the industry, and the past experience of word of mouth and personal needs will affect the customer's expectations. Therefore, we know that to make the customer satisfied with the service quality, it must be said that the gap is small, because the gap between the customer's expectation and cognition of service determines the degree to which the customer is satisfied with the service quality.

In addition, Parasuraman, Zeithaml, and Berry separate the gap from the customer's expectation service and cognitive gap to measure the customer's perceived service quality, and summarize the ten determinants of the quality of service, as shown below, and to five service companies (electrical maintenance companies, banks, and banks in 2016) An empirical study of telecom companies, securities brokers and credit card companies found that some of the facets can be merged into a new facet, which reduces the ten facets of the quality of service into five facets.

For:

(1) Reliability (Reliable)

The company can carry out the promised service correctly, and the customer thinks it is reliable.

(2) Reactivity (Responsiveness)

The company will help customers solve problems and provide prompt service.

(3) Assurance (Assurance)

The company will think of customers everywhere and take customer interests as a priority.

(4) Care (Empathy)

The company has modern equipment and pays attention to the company's appearance and clothing.

(5) Tangible (Tangibles)

Company service personnel have good professional knowledge and friendly attitude.

The scale of service quality was SERVQUAL (SerVice Quality).

In this study, PZB (2016) [10] defines service quality as an attitude, and uses its developed scale model to measure the service quality through the customer's expectation of service and the difference of actual perception. Although it is not for the five types of companies targeted by Parasuraman, Zeithaml, and Berry scholars, Parasuraman, Zeithaml, and Berry, they also say the beam table has good reliability and validity and can be used in different service industries.

There are two different views on the quality of service, one is to measure the gap between the customer perception service and the expected service, and one is based on the customer perception service. PZB (2015) considered a considerable number of quality literature, referring to the concept of disagreement between expectation and cognition [eg Sasser, Olson&Wyckoff1978; Lehtinen &Lehtinen1982; Bolton&Drew2016].

Therefore, this study uses this model to measure service quality.

### III. CONCLUSION

#### Questionnaire results

The questionnaire was released from April 2018 to May.

A total of 200 copies were issued, and 134 valid questionnaires were distributed, 74 in China and 60 in foreign countries. The students of Zhaoqing University were distributed on the spot to make the spot recycling.

TABLE I RESEARCH RESULTS

Facet	Questionnaire
reliability	1 delivery of goods can reach the destination within the agreed time limit. The 6 trader will keep confidential your transaction information and will not be released or abused. The 24 industry has a perfect information system to improve delivery. The damage rate of goods delivered by the 25 operators is very low The 31 industry can deliver the right goods and quantities to the destination. 38 the distributor can handle the delivered goods with care.
Assurance	9 operators build up an information system to track the whereabouts of goods at any time. 11 providers provide complete after-sales support services 12 logistics providers can assist in return refunds 15 operators provide sales analysis, accounting system and other related services. 17 operators often have special schemes or discounts 19 demand for the delivery period of the designated goods 20 providers provide night delivery services The 21 industry has the payment service 35 the goods delivered are damaged or undelivered, resulting in additional costs borne by the trucking operator.
有形性	2 the sending point and the receiving station will facilitate your delivery. 3 the formalities required for sending goods 4 there is no minimum delivery limit for delivery of goods 5 the delivery of goods can not be limited in time The 8 industry accepts many different ways of payment (invoice, remittance, etc.). 10 before the arrival of the goods, the operator may ask to cancel the delivery. The 13 industry has limited conditions for not accepting delivery. 18 delivery can be made directly on the operator's network 29 provide an electronic web search engine for you to inquire about distribution services / products. 37 there is a clear stipulation and a claim for compensation for damages caused in the course of handling.
Responsiveness	14 industry service friendly personnel The 16 operator for your inquiry will immediately reply 22 industry to delay delivery can advance notice and remedial measures of compensation The 26 industry can quickly handle customer complaints The 27 industry has the ability to accept emergency orders and delivery The 30 industry can quickly handle the error on the order of delivery 33 industry attention and finishing FAQ for your query
Caring	7 operators provide related value-added services, such as packaging and beautification. 23 operators can tailor your services to your needs. The 28 industry can provide reports and information about your industry. The 32 industry will send you messages through the webpage and contact you. The 34 operator can give you a discount for different orders and orders. 36 operators have professional staff to answer your questions on the Internet and on the phone.

From the above research, we know that in the five aspects of this study, reliability, assurance, tangible, reactive, and caring, there is a so-called gap between the customer expectation and the actual feeling quality (GAP). The logistics customers not only have the first quality expectation of the logistics industry, but also the actual quality of the logistics industry. There is a significant difference between perception and this expectation, which is true for both domestic and foreign logistics providers. The logistics providers can explore the areas where their services are still insufficient to improve

and improve in view of the structure and questionnaire items. In addition, we also find that the reference Parasuraman, Zeithaml, and Berry, which measure the quality of service, are an important and influential facet to the customers of the logistics industry, and provide a cornerstone for further efforts to study the future of this field.

This study also shows that the gap between the customer expectations and the actual perception of quality has a significant impact on the satisfaction of the industry. For any enterprise in a customer-friendly and customer first era, the

satisfaction of the customer is not the second way to the sustainable business of the business, so the business people are in order to be satisfied with the customers. Be committed to reducing this GAP.

At the end of the study, we also find that the difference between domestic and foreign logistics providers in domestic and foreign logistics industry is not significantly different to the domestic logistics industry, the domestic customers' differences in the GAP and their satisfaction are not significant, but there are significant differences for the foreign logistics industry. Whether the customer's satisfaction with the service of the domestic industry is determined by other factors, such as whether the customer has basically identified the differences in the domestic and foreign logistics industry so that this phenomenon is a place where the domestic logistics industry is worthy of observation and attention.

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