



ABAC ODI JOURNAL Vision. Action. Outcome

ISSN : 2351-0617 (print)

ISSN: 2408-2058 (electronic)

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ABAC ODI JOURNAL Vision. Action. Outcome Vol. 10 (1) pp. 235-250

www. <http://www.assumptionjournal.au.edu/index.php/odijournal>

Published by the

Organization Development Institute

Graduate School of Business and Advanced Technology Management

Assumption University Thailand

ABAC ODI JOURNAL Vision. Action. Outcome

is indexed by the Thai Citation Index and ASEAN Citation Index

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Received: 10 February 2022

Revised: 29 April 2022

Accepted: 5 June 2022

Abstract

The main objective of this study is to examine the factors that influence the service quality of CaiNiao Courier Station. The independent variables are tangibility, reliability, responsiveness, empathy and assurance and the dependent variable is customer satisfaction. Strategies are designed based on the results aspects to improve the service quality of CaiNiao Courier Station. This study used mixed method using qualitative and quantitative research. Interviews were conducted with three employees from CaiNiao Courier Station and questionnaires were administered to 228 residents using the courier service in the surrounding area. The data collected was collated and analyzed through content analysis for qualitative data obtained from interviews and multiple linear regression for quantitative data obtained from survey questionnaires. The results obtained through data analysis suggest that the company needs to enhance staff training and upgrade the physical environment to increase customer satisfaction.

Keywords: tangibility, reliability, responsiveness, empathy, assurance, customer's satisfaction, service quality

Introduction

With the development of the global e-commerce industry and the increase in international foreign trade transaction activities, the various demands for the express delivery industry in various industries around the world have also increased (Global Express Development Report, 2019)

The Development Research Center of the State Post Bureau (2018) reported that Asia's express business accounts for 70% of the global volume, the North American market is close to 20%, Europe nearly 10%, and China's global business accounts for a gradual increase. (Global Express Development Report, 2019)

Organization Background

Cai Niao Courier Station is a community and campus-oriented logistics network service platform that provides parcel collection services for online shoppers and provides customers with a user-friendly last "kilometer" service. Positioned as a "socially collaborative, data-driven platform", it has five clear strategic objectives: express delivery, warehousing and distribution, cross-border, rural and postal. (Global Express Development Report, 2019)

SWOT Analysis

The internal and external competitive environment and the situation under competitive conditions, lists the S (strengths), W (weaknesses), O (opportunities) and T (threats) of the object of study, arranges them in the form of a matrix, and uses the idea of systematic analysis for Cai Niao Courier Station.

Strengths

Digital management of information: Matching management system for customer personal information and parcel storage information

Weaknesses

Lost parcels: Parcels lost due to staff error or incorrect reporting of customer information

Customer privacy cannot be guaranteed: Parcels lost due to staff error or incorrect reporting of customer information

Cannot be delivered to the door: Cannot balance the earnings of employees, resulting in psychological imbalance of employees

Lack of storage space: Insufficient storage space due to too many parcels and piles of parcels

Threats

Honeycomb smart delivery cabinets: Honeycomb intelligent courier cabinet is to puts customers' parcels into the designated cargo compartment, and customers can pick up their parcels by themselves with the code received

Difficulty in balancing the interests within logistics companies: Cannot balance the earnings of employees, resulting in psychological imbalance of employees

The emergence of e-commerce brands' own logistics: Jingdong, Vipshop and other companies have their own courier departments

Statement of the Problem

The increased demand for community courier collection points, unregulated operation and management can create a bad experience for customers and staff, which may include issues such as customer pick-up rates, staff motivation, courier loss and courier carton recycling. This research aims to determine how service quality factors influence customer satisfaction.

Research Objectives

1. To determine the influence of five service quality dimensions towards customer satisfaction
2. To explore how company incentive motivates employee to render good service quality and customer satisfaction .
3. To design recommendations to improve service quality based on the findings

Literature Review

Service in service quality is an activity, a specific activity of doing something for others, a tangible or intangible product or a specific form, such as the education sector, the communications sector, transport, insurance products. It is everything that a person or a group provides (Tjiptono & Gregorius, 2012) Quality, on the other hand, is an overall characteristic or property in a service or product, the ability to satisfy the needs of the person being served. (Tjiptono & Gregorius, 2012)

Service quality is a standard for evaluating an activity or a set of activities. It is generated by the interaction between a company's employees and its customers in order to help them solve the problems they encounter. Service Quality can be measured by the following dimensions which are: reliability, responsiveness, assurance, empathy and tangibles (Rossanty et al.,2021).

Good service quality leads to customer satisfaction, increases customer satisfaction and ultimately causes and enhances customer loyalty to the company and determines whether the customer will continue to choose it or not. (Pratiwi et al., 2019) Therefore, service quality is a measure of the extent to which a particular service can meet customer expectations (Pratiwi et al.,2019)

Tangibles include environmental facilities, staff, work equipment and communication systems. (Cahyani & Sujana, 2018) This can include the company's buildings, warehouses, physical facilities; the appearance of the staff; the equipment and technological devices used. Tangibles are the ability to show a company's presence to customers, and the appearance and performance of its environmental facilities and physical facilities depends on the physical condition of the surroundings, which is the most visible evidence of the company's service provider offering This is the most visible evidence of the services offered to the customer as a service provider of the company (Pratiwi et al.,2019).

Tangibility is one of the most important predictors of customer satisfaction with the services given to customers by the company and according to Tjiptono and Gregorius (2012) , the important factor of personal grooming of employees also becomes a differentiator of service quality between companies in the courier service industry. Therefore, in this study, employees' professional appearance and clean and tidy attire have an impact on service quality.

Pratiwi, Fauzi and Sembiring (2019) obtained a beta value equal to 0.198, which would indicate that the relationship between tangibles and customer satisfaction occurs in a positive tangential direction. This indicates that the higher the quality of the services provided by Tangibles, the higher the satisfaction of the customers. This means that if the company is able to provide a service that brings customer satisfaction, then this will have a positive impact on

increasing customer satisfaction (Pratiwi et al.,2019). The better the customer feels about the Tangibles that the company constructs, then the higher the customer's interest will be. Conversely, if customers feel poorly about the Tangibles constructed by the company, then customer interest will subsequently decrease. (Cahyani & Sujana, 2018).

Reliability is the ability of a company to take responsibility and solve problems when they arise or are faced with them. They can provide customers with very accurate and service to their satisfaction, providing information in a timely manner. The company's service meets the expectations of the customer and provides the same service to all customers, without errors, with responsibility and with a high degree of accuracy to the customer. (Pratiwi et al.,2019)

The Reliability dimension of service quality is the dimension that affects service quality the most in comparison to other dimensions of SERVQUAL. All things being equal, Reliability has the greatest impact in SERVQUAL compared to other dimensions. Not only do employees need to perform quick service, but they also need to keep their promises to customers (Prakoso et al.,2017).

Reliability has a significant positive impact on customer satisfaction with the service of the company. The study revealed that the relationship between reliability and customer satisfaction is positive and univocal and comparable ($\beta=0.237$) (Pratiwi et al.,2019).

So, it is said that when a company's Reliability increases, it shows a positive response from the customers which will lead to an increase in customer satisfaction with the company. This shows that reliability has a significant impact on customer satisfaction.

Developing a professional team of staff to deal with customers face-to-face and building good teamwork to meet customer needs to achieve customer satisfaction is an important way to build a company's reliability (Cahyani & Sujana, 2018). Reliability is the core of a company's ability to demonstrate service quality, and a service that does not convince or satisfy the customer is not a good service, even if it is promised. The consequence of this situation is that customers perceive this company's service as unreliable, which may be a sign of incompetence on the part of the service provider, i.e., the company, and they will then give up and switch to another service provider (Cahyani & Sujana, 2018).

Responsiveness refers to the willingness of the company's employees to help customers and to provide quick and accurate service and is accompanied by clear messaging. (Rossanty .2021) Responsiveness includes how responsive a company's employees are when helping customers and providing quick and accurate service, how prepared they are to provide service to customers, how quickly employees handle things. This demonstrates the company's ability to provide the promised services to customers in a reliable and accurate manner (Cahyani & Sujana,2018).

When a company's responsiveness increases, it gets a positive response, which leads to an increase in customer satisfaction. By keeping its promises to customers, helping them with enthusiasm and patience and not letting them wait or face problems alone. The company does not let the quality of its services bring down customer satisfaction. For the customers, the company's employees maintain a good attitude to help the customers enthusiastically and solve their problems quickly, which becomes one of the factors for the customers to become loyal

customers of the company (Pratiwi et al.,2019).

The company needs to improve the variable of responsiveness to improve the quality of service (Pratiwi,2019).The perceptiveness and responsiveness of employees in providing services to customers affects the level of customer satisfaction with the services. The more responsive the employees are to the customers, the faster and more comprehensive the service is, the better the quality of the service they provide and the more willing the customers are to choose their company's services (Rossanty et al.,2021.)

Empathy is the need to try to explore the feelings that the customer possesses so that one can put themselves in the shoes of the customer's most real needs (Cahyani & Sujana, 2018). By understanding the actual needs of the customer, the company gives genuine attention to the customer and provides personalized service performance in relation to the actual situation. This allows employees who have good empathy for their customers to receive higher satisfaction ratings from them and motivates other employees to do their job to the best of their ability. (Rossanty et al.,2021)

Empathy is a way to make the relationship between the customer and the company easy, to have good communication, to have the customer's attention and the company's understanding of the customer's needs (Tjiptono, 2006). When customers' needs are identified in a timely manner and the company can provide a quick and effective service, this greatly increases the customer's perception of the company as being able to provide the service they need, making it feel more like a personal service, which increases customer satisfaction.

In one study, it was shown that the more attention a particular hotel manager paid to the customer when providing service to them, the better the quality of service they provided to them. (Rossanty et al.,2021). This behavior has a positive impact on customer satisfaction with the services provided by the company and motivates the manager to do a better job, which is a virtuous circle. The more customers perceive the Empathy they receive from the company, the higher the customer satisfaction will be. If customers have a low perception of Empathy, they perceive it as a bad company and customer satisfaction decreases (Cahyani & Sujana, 2018).

Assurance is the expertise of the company's employees, the courtesy with which they treat customers, the ability of the employees themselves to do their job and the resulting trust and confidence that the customers have in them. (Prakoso .2017) The quality of service shown by assurance fosters a sense of trust in the company and thus the customer can rely more on the services brought by the company.

When a company has good assurance and safety, customers will be satisfied with the company's services (Rossanty et al.,2021). If an employee has improved his or her own competence, he or she will seek more "assurance" support and thus do a better job. (Rizal et al.,2021)

Research has shown that the dimension of assurance is a way of providing assurance to customers, first and foremost through the confidence of the employees themselves and allowing them to feel safe in receiving services from the company. Employees are polite when dealing with customers and have extensive expertise in answering or solving customers' problems. The assurance factor is to give customers a sense of security and trust in the company's services

(Hamdani.2006). The better the service provided by the company to the customer, the more assured it is, the better the service provided by the company, and this can have a positive impact on customer satisfaction (Rossanty et al.,2021). If the customer thinks that the Assurance of the company is not good, then the customer satisfaction will also decrease. (Cahyani&Sujana,2018)

The explanation for service quality is customer satisfaction, which is defined as a gap in service quality by tangible, reliability, reliability, empathy, assurance. From this gap the type of service that the customer expects can be obtained. And the company provides quality services to meet the customer's needs and follow the customer's expectations. If the company provides a service that does not follow the customer's expectations, then the customer satisfaction is poor. (Silitonga ,2021)

Customer preferences are diverse; therefore, companies need to improve the quality of their services to meet customer requirements to increase customer satisfaction, which plays an important role in the sustainability of the company. (Tuan & Linh, 2014)

Expectancy Theory-Customer Satisfaction:

Expectancy is the result of the customer's process of seeking expectations. Customers choose services with uncertain outcomes, which are based on the preference for the desired outcome of a particular service and the probability that this thing may happen after receiving the service. The same can be said for the outcome of having experienced the company's service and having it meet their expectations (Ali et al.,2021).

The services provided by the company meet the Expectancy of the customer and influence the satisfaction of the customer. Companies need to choose strategies to meet customer needs and expectations to improve customer satisfaction (Ali et al.,2021).

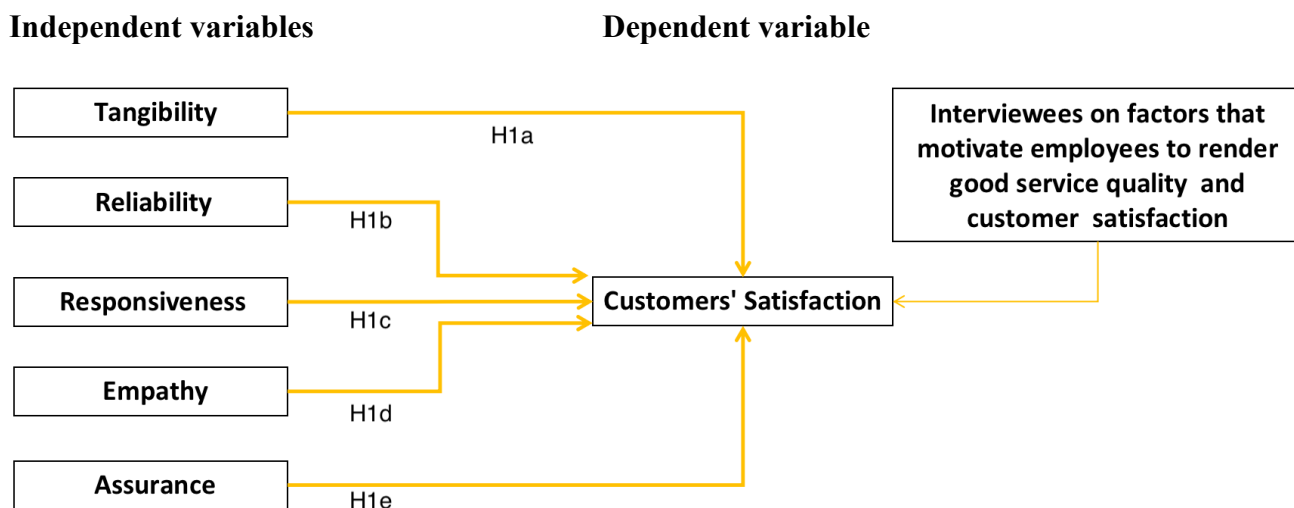
Service Quality Theory:

Service quality is the service that a company provides to its customers to meet their needs and expectations and to be able to measure how good the service is (Anwar & Louis, 2017). In the service industry, the key to being able to compete successfully is to provide high quality services (Andavar, et al, 2020).

In this study, the objective is to examine five characteristics of service quality as five factors that affect customer satisfaction, they are Tangibles, Reliability, Responsiveness, Empathy, Assurance (Ali et al.,2021) as independent variables and customer satisfaction as dependent variable.

Conceptual Framework

Figure 1
Conceptual Framework



Source: Developed by this researcher for this study.

The independent variables are tangibility, reliability, responsiveness, empathy, and assurance. The dependent variable is customers' satisfaction.

This study determines the influence of tangibility, reliability, responsiveness, empathy, and assurance on customer satisfaction. It also determines how company incentive motivates employee to render good service quality and customer satisfaction.

Research Methodology

This research used a mixed method. Qualitative data was collected through face-to-face interviews with employees. Quantitative data was collected through questionnaires administered to community residents who use the Courier service. The study aims to determine the service quality factors that influence customer satisfaction at the community courier collection point and the motivating elements that make the employees render quality customer service (CaiNiao Courier Station)

Table1

Respondents

Respondents	Population	Sampling Size
Residents (Quantitative survey)	492	228
Staff (Qualitative interview)	3	3

The target population for this study is the residents living in Huayangnian community who used the Courier service. As this is a brand-new community, according to the property management staff, there are now 492 residents in the community, of which 84 are elderly people, a group that rarely uses the courier service, so the final target population is 492 people (Table 1). The questionnaire was distributed online to the residents of Huayangnian community, approximately 228 people, based on Krejcie and Morgan table(1970) for determining sample size at 95% confidence level.

Quantitative Research

The quantitative research in the study used a structured questionnaire to collect data. The questionnaire was divided into two parts. The first part of the survey asked respondents about their perception on the factors influencing the service quality of the community courier collection points (CaiNiao Courier Station), namely tangibility , reliability, responsiveness, empathy, assurance and customer satisfaction. The second section asks respondents for personal data such as gender, age and frequency of courier use.

This questionnaire was designed in Chinese. As the questionnaire allows a certain amount of data to be collected in a short period of time and the ability to present the questionnaire information data in an Excel table, combined with data analysis tools. (Zheng,2020)

Qualitative Research

This study used face-to-face conversations with employees at community courier collection points. The interview questions are:

Tangibility

- 1.What features of your shop make your customers feel satisfied with your courier shop?
- 2.What do you like most about your working environment in this shop that makes you motivated to work here in this company?

Reliability

1. What types of questions from your customers can you answer immediately?
2. What kind of Job security does the company provides you and that motivates you in your

job?

Responsiveness

1. What kind of personalized services do customers usually ask you for?
2. What are the company's incentives that motivate you to deliver good customer service?

Empathy

1. What do you do to show that you understand the needs of customers?
2. What are the ways in which the company shows that it understands your needs that motivates you to work here?

Assurance

1. Why do you think that customers trust your company's services?
2. What are the ways in which the company meets its commitments to you?

Customer's Satisfaction

1. What are the strengths of your shop that make customers choose your services again?
2. What impact will customers' comments about your shop have on your staff?

Hypotheses of the Study

H1a: Tangibility has a significant influence on customers' satisfaction.

H1b: Reliability has a significant influence on customers' satisfaction.

H1c: Responsiveness has a significant influence on customers' satisfaction.

H1d: Empathy has a significant influence on customers' satisfaction.

H1e: Assurance has a significant influence on customers' satisfaction.

Results and Discussion

The Cronbach's alpha, introduced by Lee Cronbach in 1951, is the most used reliability analysis method in social science research today. According to general exploratory studies suggesting Cronbach's alpha coefficients above 0.6 indicate and accepted reliability and above 0.8 is more reliable, according to Nunnally (1978). Based on the results of the data, the results for each variable were above 0.8, which indicates a high reliability of the questions. (Table 2)

Table 2

Cronbach's Alpha Results (n=30)

Variables	Number of Items	Cronbach's Alpha	Interpretation
Tangible	4	0.961	Reliable
Reliability	4	0.939	Reliable
Responsiveness	4	0.936	Reliable
Empathy	3	0.934	Reliable
Assurance	3	0.936	Reliable
Customers' Satisfaction	3	0.939	Reliable

Multiple Linear Regression

In this study, the researcher used multiple linear regression to test the level of significant influence of the five independent variables on customer satisfaction. All data were obtained from 228 residents of the Huayangnian Community using the courier service.

Table 3

R square results

Model Fit Measures

Model	R	R ²	Adjusted R ²
1	0.887	0.787	0.782

Predictors: Tangible, Reliability, Responsiveness, Empathy, Assurance.

Table 3 shows that the independent variables tangibility , reliability, responsiveness, empathy, and assurance can explain 78.7% the change in the dependent variable customer satisfaction. The other variables not included in this study explain 21.3% of the variables that can influence customer satisfaction.

Table 4

Results of Multiple Linear Regression

Independent Variables	Stand. Estimate	P-value
Tangibility	0.647	0.003
Reliability	0.757	0.328
Responsiveness	0.816	0.128
Empathy	0.847	<.001
Assurance	0.850	<.001

P value <.05 is significant

Table 4 shows that the p-values of the three independent variables, namely tangibility, assurance, and empathy are less than 0.05, which indicates the significant influence of these three independent variables towards the dependent variable - customer satisfaction. Two other independent variables, namely reliability, and responsiveness have p values which are more than .05 and therefore have no significant influence on customer satisfaction.

Table 5

Common Themes of Qualitative Data Results

Questions	Coder 1	Coder 2	Coder 3	Final Code
1.1 What features of your shop make your customers feel satisfied with your courier shop?	Service to customers	Patience in solving customers' problems	Very little chance of losing customers' parcels	Good service attitude and conscientiousness
1.2 What do you like most about your working environment in this shop that makes you motivated to work here in this company?	Advanced working equipment	Operates via internet	Working digitally	Intelligent equipment and information digitized
2.1 What types of questions from your customers can you answer immediately?	How to send a parcel, how to find a parcel	How to find a parcel	Questions about sending and receiving parcels	Receiving and finding parcels

2.2 What kind of Job security does the company provides you and that motivates you in your job ?	Paying bonuses	Paying bonuses based on performance ratings	Paying bonuses	Payment of bonuses
3.1 What kind of personalized services do customers usually ask you for?	Packing parcels on request	Home delivery	Packing packages for customers	Packing parcels on request
3.2 What are the company's incentives that motivate you to deliver good customer service?	Paying bonuses	Reward	Paying out benefits	Giving out benefits
4.1 What do you do to show that you understand the needs of customers?	Do things that respond accordingly	Doing things to satisfy customers	Doing things that customers don't disagree with	Doing things that make customers happy
4.2 What are the ways in which the company shows that it understands your needs that motivates you to work here?	Take suggestions from employees	Take care of employees	Gathering staff views and suggestions regularly	Valuing staff's idea
5.1 Why do you think that customers trust your company's services?	Customers do not choose other companies' services as an alternative	No complaints from customers	Customer's choice	Customers continue to choose the company's services
5.2 What are the ways in which the company meets its commitments to you?	Wages are paid on time	Bonuses are paid regularly	Paying wages	Regular payroll and bonuses
6.1 What are the strengths of your shop that makes customers choose your services again?	Service attitude	The company is well equipped	Staff attitude	State of the art equipment and good attitude of staff
6.2 What impact will customers' comments about your shop have on your staff?	Bonuses	Performance rating	Commission	Influences performance ratings and therefore bonus amounts

Table 6

Level of Influence of the Variables with Significant Influence

Independent Variables	Stand Estimate	P-value	Result
Tangibility	0.647	.003	Tangibility is the third most important factor influencing customer satisfaction
Empathy	0.847	<.001	Empathy is the second most important factor influencing customer satisfaction
Assurance	0.850	<.001	Assurance has the greatest impact on customer satisfaction

Table 6 shows the three significant factors that influence customer satisfaction. Assurance has a standardized estimate of 0.850 and a P-value of <0.001. It means that for every one unit of change in assurance, there is a corresponding 85% change in customer satisfaction. Customers perceive that the expertise of their employees allows them to do their job well and have trust in them. When a company has good assurance and security, customers are satisfied with the company's services.

Empathy is the second factor influencing customer satisfaction with a standardized estimate of 0.847 and a p-value of <0.001. It means that for every one unit of change in empathy, there is a corresponding 84.7 % change in customer satisfaction. Customers believe that the more attentive the company's employees are in providing services to customers, the better the quality of services will be and the higher the customer satisfaction will be.

Tangibility is the third factor affecting customer satisfaction with a standardized estimate of 0.647 and a p-value of 0.003. It means that for every one unit of change in tangibility, there is a corresponding 64.7% change in customer satisfaction. Customers believe that companies should provide a good physical environment, including professional equipment and an overall ambience. A good environment allows employees to be more engaged in their work, which enhances the overall feeling of customers and therefore increases customer satisfaction.

Table 7

Qualitative Results based on Interviews

Questions	Common Themes
1.1 What features of your shop make your customers feel satisfied with your courier shop ?	Diverse services and good service attitude
1.2 What do you like most about your working environment in this shop that makes you motivated to work here in this company?	Friendly workmates and good company benefits
2.1 What types of questions from your customers can you answer immediately?	Problems with receiving and dispatching couriers and helping customers find packages

2.2 What kind of Job security does the company provides you and that motivates you in your job ?	Payroll benefits
3.1 What kind of personalized services do customers usually ask you for?	Packing and delivery according to customer requirements
3.2 What are the company's incentives that motivate you to deliver good customer service?	Commissions and allowances based on business ability
4.1 What do you do to show that you understand the needs of customers?	Practical ways to meet customer requests
4.2 What are the ways in which the company shows that it understands your needs that motivates you to work here?	Assistance to staff according to actual needs
5.1 Why do you think that customers trust your company's services?	Good service
5.2 What are the ways in which the company meets its commitments to you?	Payment of wages and bonuses Continued/.
6.1 What are the strengths of your shop that makes customers choose your services again?	Low rate of lost parcels and staff errors
6.2 What impact will customers' comments about your shop have on your staff?	Linked to performance appraisal and affects bonus payments

Table 7 shows the common themes of the qualitative findings on customer satisfaction in the interviews.

1. The current state of customer satisfaction is that company employees believe that a high level of customer satisfaction means that they can have a stable income and be rewarded with commission, so this motivates employees to work harder to improve customer satisfaction.
2. The better the environment, the more motivated the staff and the higher the customer satisfaction.
3. Customers also perceive that they are satisfied with the service they receive from their employees. Customer satisfaction also affects employee performance ratings, which motivates them to work harder; and a good working environment leads to higher customer satisfaction.

Table 8

Summary of Descriptive Statistical Analysis (Highest Mean)

Tangibility	N	Mean	Std.Deviation
Q.3The post has good technical facilities necessary for delivery.	228	4.61	1.03
Reliability	N	Mean	Std.Deviation
Q.1Customer service is provided as promised.	228	4.77	1.06
Responsiveness	N	Mean	Std.Deviation
Q.2Staff are willing to help customers.	228	4.79	1.07
Empathy	N	Mean	Std.Deviation
Q.2Staff can treat customers courteously.	228	4.72	1.07
Assurance	N	Mean	Std.Deviation
Q.2The staff comply to the service standard.	228	4.75	0.986
Customer’s Satisfaction	N	Mean	Std.Deviation
Q.2Customers are willing to continue to receive services from staff.	228	4.89	1.01

Table 8 shows that means of the variables tangibility, reliability, empathy and assurance are in between slightly agree and agree. While responsiveness and customer's satisfaction have the highest mean and standard deviation. From the above data, the customers are satisfied with the company's services and are at the level between agree to strongly agree.

Conclusions and Recommendations

According to the results of the research, the three variables that influence customer satisfaction are empathy, assurance, and tangibility

In general, the customer expects each employee to have the expertise and to be able to do the job according to the customer's needs. To do so without errors or mistakes. Building trust between the company and the employees, the employees, and the customers, and having a good assurance and security for the company, makes the employees more willing to work for the company and makes the customers trust the company more.

When employees are at work, their needs and difficulties are addressed immediately; when providing services, employees can focus on the customer's feelings and improve their attention to the customer, so that the customer feels valued.

It is important to provide a professional and good working environment for your staff. A good physical environment for both staff and customers promotes a better engagement of the staff and a good feeling of the customer, which improves the overall impression of the company.

According to the results of the qualitative study, employees and customers are mutually beneficial and symbiotic, and employees are the drivers of the relationship between the company and its customers. Companies need to deliver on their promises to their employees. The state and mood of the employees affects the customer's perception of the experience.

Therefore, the working conditions of employees are influenced by the company, the environment, bonuses. This has a direct impact on the customer. The quality of the company's service depends on the employees, and this affects customer satisfaction.

Based on the results of the quantitative findings, the researcher makes the following recommendations.

1. Provide induction training for staff and regular training in professional skills and empathy.
2. Create a cleaner and tidier environment for customers.
3. Provide a better environment, such as upgrading the staff's work facilities and equipment.

Recommendations based on qualitative findings

1. The company should pay attention to the feelings of its employees and develop a feedback mechanism for them.
2. Regularly collect, summarize and study employees' suggestions and give specific solutions.
3. Establish an incentive mechanism to reward employees for their performance.

The researcher presented the findings and recommendations to the company's employees, who said they agreed with the results and agreed with the recommendations and reported them to their superiors in the hope that improvements could be made.

Overall, the study was relatively successful and beneficial to this community courier service.

Recommendations for Future Research

In future studies, the variables of employee motivation, employee rewards, and work environment as intermediate variables to influence customer satisfaction may be conducted. Applying the findings of this study to other areas may lead to new findings.

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