



Customer Satisfaction

Case Study: HR Transport Agency

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<p>The objective of this research was to measure and assess the level of customer satisfaction for HR Transport Agency, to reveal problems that customers have come across and seek ways to improve products and services for this transport company. The theoretical framework focuses on Relationship marketing, customer satisfaction, the gap model, the kano model, Customer attraction, customer, retention, customer loyalty, Customer service quality model of Grönroos. The research was conducted by using questionnaires that were sent online to the Customers. The author was limited in data collection due to the Covid-19 situation. Out of a possible 8 participants the response rate was 62,5 %. The questionnaire consisted of 8 questions all of which were open-ended and required customer feedback. Previously There have not been any survey or studies regarding the product or services of the company. Even HR Transport Agency has never tried to identify the satisfactory level of their customers about their product or services through any survey or study. It is therefore not possible to mention any previous study in this context. The survey results indicated that the level of customer satisfaction for HR Transport Agency's customers was good but not excellent and revealed inefficient customer service as the most likely cause for dissatisfaction. Customers suggested that more action be taken to improve customer service.</p>	
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1 INTRODUCTION

Customer relationship and satisfaction are important as the logistics business is emerging now a days and becoming more competitive. There is high level of competition in the market. Customer Relationship is vital in term of maintain a business efficiently. Without proper relationship it is hard to ensure proper satisfaction for the customers, almost an impossible task.

A business is unimaginable without customer. Customer needed to be deal with great care unless it could result into the demolition of a company. Success in business vastly related to customer satisfaction and it is proportional to customer satisfaction as well. When the business is much more challenging and competitive, companies' benefit is relatively higher from customer satisfaction. (Jobber 2010 p. 3). Companies are eying on customers requisites to confirm better services to keep customers. So, nowadays companies are much more concerned about customers' expectations and what they are providing to customers. (Kotler and Armstrong 2008 p. 218)

In the research paper, the author will investigate one Bangladeshi Company that is in logistics sector as a case study to identify the level of Customer Satisfaction. The name of this company is HR Transport Agency.

1.1 Background & Context Description

HR Transport Agency is a logistics company based in Bangladesh. With a highly competitive and growing market of logistics and supply chain management. It is an undeniable fact to take consideration of the level of customers satisfaction.

HR Transport Agency has gained popularity in Bangladeshi market as a logistics support provider and supplier as well. It was an interesting choice for the author who has worked with the company as an employee previously. The overall collection of data and survey has been carried out for approximately four months.

1.2 Previous Research

Previously there has not been any survey or studies regarding the product or services of the company. Even HR Transport Agency have never tried to identify the satisfactory level of their customers about their product or services through any survey or study. It is therefore not possible to mention any previous study in this context.

1.3 Relevancy & Motivation

Logistics is becoming more and more important now a days in modern business world. With the effective planning and execution companies can gain competitive advantages over their competitors both in the form of revenue and customer satisfaction. A very good product with competitive advantage and good pricing can bring disastrous situation just because of unavailability. Logistics ensures that availability.

Amazon relying heavily on product availability, to guarantee rapid and dependable fulfilment to its customers. (Voigt, Buliga and Michl 2017 p. 70). As an example of a successful online business platform, they also rely greatly on their suppliers to ensure the product availability.

1.4 Research Questions

The aim of this study is to identify the customer satisfaction level of HR Transport Agency and the ways to attract new customer and keeping the old ones. Questions for getting result in this case are:

- Are the customers satisfied with the services provided by HR Transport Agency?
- How to enhance customer satisfaction level?

1.5 Limitations

During the preparation of this study the author had to work remotely. There were plans to visit the customers physically, however that was not possible due to the Covid-19 situation. A face-to-face communication is a more effective way to carry out an interview

because there are chances to identify the respondent's attitudes and ask to follow up questions or make conclusive observations on consumers- on whom the research is based. The research is limited to HR Transport Agency as a case study that is a limitation. This will mean that the material to be collected during the survey should be only from HR Transport Agency customers.

1.6 Expected result

The expected result of this thesis is to identify the overall customer satisfaction level of HR Transport Agency. This includes the identification of both positive and negative factors. Finding out some working ways to gain customer loyalty and identifying ways to keep the present customers is important since creating new customers is time consuming and difficult as well.

1.7 Structure of the Thesis

The structure of the thesis will be as following:

Introduction: The introduction chapter will cover topics like Background, context description, previous research, Relevancy, and motivation, Research questions, Limitations, expected results, Structure of the thesis.

Theoretical background: This section will cover theories like customer, Customer satisfaction, customer loyalty, customer retention, The Gap model of service quality, Grönroos service model, customer service etc.

Research Method: In the method chapter the researcher will demonstrate the research method, the source of the data and its validity.

Empirical studies: In this section the findings of the research will be presented and will also be analyzed.

Conclusion and recommendation: This part will cover the suggestion or the solutions of the founded problems.

2 LITERATURE REVIEW

2.1 Customers

The first topic to consider when thinking of relationship with customers might be “who is a customer?” A first glance, the answer to the question is quite straightforward as “The customer is an actual or potential purchaser of a product or services”. The author went forward to present the definition made by Swift: “The customer is the focal point of marketing, sales, contracts, products, services, time, resource allocations, profitability and long-term growth and strength of enterprising organizations.” (Swift 2001 p. 1)

The subject customer was introduced in the early twentieth century and for companies it took nearly hundred years to understand it properly. In the 1990s, roles of buyers and suppliers were reversing: customers changed from being “the hunted” to being treated as special. Previously, suppliers played the part of the “hunter”. Global brand leaders decided who the customer was and into what category that customer best fit. (Swift 2001 p. 2)

Previously suppliers used to be the deciders and the controller of the market but now customers have started to lead the business and the market. Customers is the driving forces for function like purchase as well. Now a days we have a saying “Customers are always right”. Since in every sector there is immense competition and possibility of losing customer, suppliers and service providers always try to follow the customer. “That said if one individual is dissatisfied, odds are he’ll tell a collection of other individuals. One widely accepted marketing rule- of- thumb claims the average unhappy customers tells eights other potential customers about his negative experiences. Such spreading of consumer disapproval turns the world of viral marketing, which depends on word- of-mouth from true believers, upside down” (Dyché 2001 p. 12).

2.2 Relationship Marketing

Relationship marketing is a vital working process and one of the principal aspects of marketing. “all marketing activities directed toward establishing, developing, and maintaining successful relationships” was Morgan and Hunt (1994).

The primary function or agenda to nurture relationship marketing is combination of certain process which can be demonstrated as follow.

Relationship Marketing (RM) is:

- to find a customer
- get to know him
- keep in touch with him
- try to ensure that he gets what he wants from the company in every aspect of the company’s dealings with him
- check that he is getting what the company has promised him

(Stone et al 2000 p. 43)

The essential objective of relationship marketing is to fabricate and keep up a base of clients who are productive for the organization. For accomplishing this objective, the firm will zero in on the fascination, maintenance, and improvement of client relationships. To begin with, the firm will try to draw in clients who are probably going to turn out to be long haul relationship clients. Whenever they are pulled in to start a relationship with the firm, clients will be bound to remain in the relationship when they are continually provided with quality items and administrations and great incentive after some time. Long haul relationship clients become steadfast clients, which will habitually help to pull in (through verbal) new clients with comparable relationship possibilities. To attain continuous improved services, customer satisfaction survey ought to be carried out on a continuous basis for the sake of creating long-term relationships with customers as well as long-lasting solutions to improve services. (Gerson 1993,32-39).

2.3 Customer Attraction

The ever-increasing competitive market always focuses on gaining new customers. “Marketing managers should develop creative ways to attract new customers and keep them in the long run.” (Kumar and Petersen 2005 p. 43)

Attraction is the utilization of marketing procedures explicitly intended to instruct the customer what the organizations are doing and how a help or item will profit them before they buy it. Attraction as a driver of customer commitment means something that makes the service provider interested to a given customer or the other way around, thus attraction can be based on financial, technology or social constructs. (Grönroos 2000 p. 80)

It is an obvious solution for attracting customers by cutting price of existing product or services. It is rapid and powerful as well. On the other hand, this action can bring about an equal and opposite reaction which will also be quick and strong as well. Amusement projects, for example, shows, groups and games can draw in new customers to the club. Additionally, promotions like "Get one dress, you will get dress FREE!" are exceptionally compelling. Word "Free" is exceptionally ground-breaking, offering something choice without a doubt stand out. Huge promotions with eye catchy colour (red, blue, black, yellow) are also effective ways to attract new customers. We should always bear in mind that people or customers see only those what they want to see. And similarly notices what they want to notice. Only noticeable promotion can attract their attention. “Since relationship marketing includes all activities directed towards the establishment, development, and maintenance of exchange relationship the activities of a relational strategy comprise the next objectives (Kumar and Petersen, 2005 p. 245)

2.4 Customer Retention

Customer retention alludes to an organization's capacity to transform customers into re-hash purchasers and keep them from changing to competitors. As a presentation metric, it gives setting around how well a business is keeping its current customers happy with their item and the general nature of administration. Keeping our present customers cheerful is commonly more practical than obtaining new or first-time customers. Held customers can be simpler to change over than first-time purchasers since, as of now they have an

establishment of trust with the organization on the off chance that they have bought from them beforehand. "Companies can boost profits by almost 100 % by retaining just 5 % more customers." (Carrol 1991 p. 4)

Customer retention is more than providing the attributes a customer wants, or cherish, it is about to go beyond that expectation to convert them into loyal customer pf the company. Loyalty has a positive effect on profit margin of every business.(Yoo and Bai 2013 p. 166-177)

2.5 Customer Loyalty

Customer loyalty is the consequence of reliably certain enthusiastic experience, actual characteristic based fulfilment and saw estimation of an encounter, which incorporates the item or administrations. The attempt to satisfy customers is a necessary first step in building customer loyalty, but it is only a start. However, satisfaction alone does not necessarily lead to loyalty (Little and Marandi 2003 p. 48).

The understanding that brings loyalty in different situations are hardly developed in marketing. Loyalty can be defined in two ways:

- A state of mind, a set of attitudes, beliefs, and desires. This can be called “emotional” loyalty.
- Loyalty is also a behavioural inclination. A customer can be loyal to more than one competing supplier. This could be called “rational” loyalty since it makes sense for dome types of situation.

Prominent marketers deal with both ways in different situation or sometime as a blend of two process as well, as different approaches fit in different customer situation.

Loyal state of mind

- “I trust you more than I trust your competitors.”
- “I feel at home with you more than with your competitors.”
- “I want to know what you can do for me, but I do not want to know what your competitors can do.”
- “I believe you treat me as special because I am a good customer of yours.”

Loyal behaviours

- Buying from you.
- Buying more from you.
- Paying attention to your information- in the media, face-to-face contact and so on.
- Recommending or even publicly advocating you to other potential customers.

Loyalty is a physical and emotional commitment given by customers in exchange for their needs being met (Stone et al. 2000 p. 102). However, loyalty does not really a term always guaranteed by the presence of satisfaction. There are few other elements need to be present to ensure proper functionality. Elements such as trust and commitment are crucial.

Loyal Customer

It is crucially important to identify loyal customer. As a matter of fact, all customers are not loyal, thus special consideration is required to be given for the identification. It is quite familiar for loyal customers to expect better service and recognition. It often becomes hard to serve the loyal customers properly as loyal customers not only buys for themselves but also, they can advocate for the product or services to other customers. They additionally give less consideration to serious brands. To keep clients cheerful, fulfilled, and faithful the organizations give them incitements, for example, limits, free items, or loyalty. Loyal customers buy more, more regularly, and the cost of selling to them is low and they will recommend that product to others (Reinart & Kumar 2002).

2.6 Customer Satisfaction

Customer satisfaction is an equivocal and conceptual idea and the genuine sign of the condition of satisfaction will fluctuate from individual to individual and item/administration to item/administration. The condition of satisfaction relies upon various both mental and actual factors which connect with satisfaction practices, for example, return and suggest rate. The degree of satisfaction can likewise fluctuate contingent upon different alternatives the customer may have and different items against which the customer can analyse the association's items. (Chakrapani 1998 p. 3). has defined this as the fulfilment a customer gets when a product or service that enhances customer enjoyment consistently

meets customer needs and expectations “A customer is satisfied once his/her needs, real or perceived are met or exceeded.” (Gerson 1993 p. 13)

The level of customer satisfaction relies on the relation between the expectation and experience of the customer. Noriaki Kano’s model could explain further about customer satisfaction.

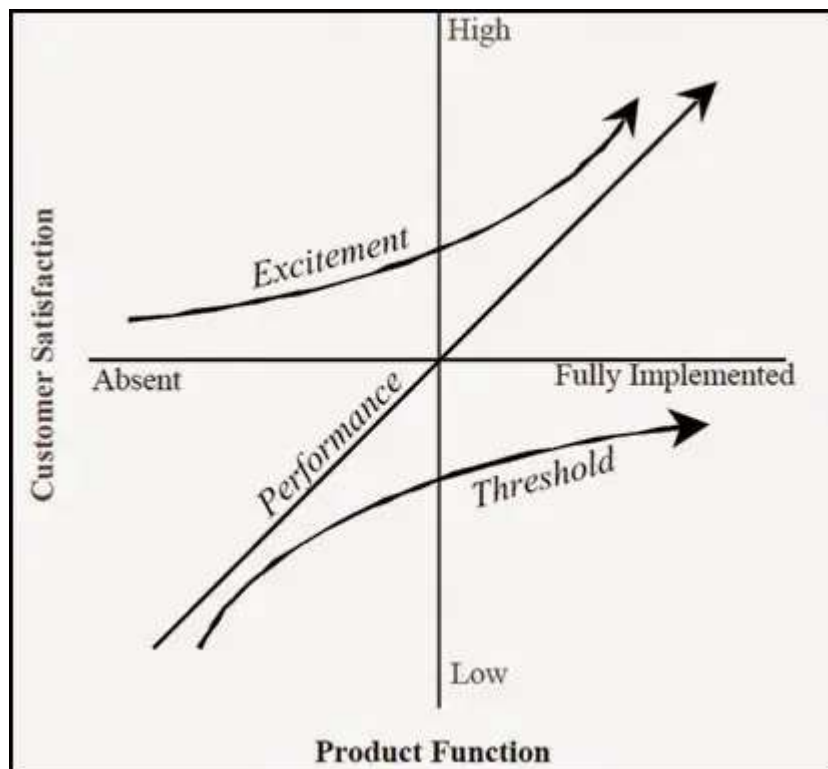


Figure 1 The Kano model of Customer satisfaction

Customer satisfaction is influenced by different factors such as service quality and product quality and price as well as personal factors that include customers’ attitude and their emotional state. (Zeithaml & Bitner, 1996 p. 124)

As per Kano, the rudiments needs are required to be met by the customer and most likely the customer will not be fulfilled if just the essential necessities are satisfied. The normal requirements are portrayed as the exhibition in the model outlined in figure 1. These expected necessities are those that the customer knows about and would want to be satisfied in any case, not generally a prerequisite. Finally, the exciting experiences that even the customer cannot imagine and are delightful surprises to them like for instance offering excellent customer services. (Bergman & Klefsjö 1994 p. 282-283).

2.7 The Gap model

The Gap model of service quality is a comprehensive framework through which it is possible to identify customer satisfaction. The model emphasises on the five major gaps which organizations must address to meet the desired service quality. The model was first proposed by Parasuraman, Zeithaml, and Berry in 1985. The Gap model deals with the in-depth analysis of the relationship between customers expected and experienced service. It consists of a total of five gaps as illustrated in figure 2.

- *Gap 1: Knowledge Gap*

The knowledge gap is the gap between the customers expectation about the service and the company's provision of that service. This gap arises due to the ignorance of management about the expectation of customers. Relationship marketing could be the ideal approach to remove this problem. Relationship could build opportunity for firms to know about customers properly. Firms that create strong relationships with their customers are less likely to have this kind of gaps occurring. (Zeithaml & Bitner 1996 p. 40)

- *Gap 2: The policy gap*

The policy gap is the gap which resulted due to the difference of management's understanding of the customers need and the transition of that understanding into services delivery policy. To close this gap Zeithaml advised "Companies should maintain important customer satisfaction barometers into their measurement system for maintaining desired quality. "Companies need measurement systems that incorporate and align measures of customer perceptions and satisfaction with pivotal operational and performance indicators." (Zeithaml & Bitner 1996 p. 43)

- *Gap 3: The delivery Gap*

The delivery gap is basically the difference between service delivery policies and standards and the actual delivery of the service towards customers. It results from generally absence of cooperation and saw control which in turn achieve helpless worker and innovation work fit just as strife of jobs also, job equivocalness among

the administration subsequently awkward help conveyance that is not in accordance with administration quality determinations. Setting up the important assets expected to accomplish administration quality is unquestionably a decent method to close this hole. For administration organizations, synchronization of request and limit is significant because such organizations are confronted with circumstances of over-request and under-request. With lack of adequate resources to deal with over-demand of customer needs, companies face losses in sales and in other cases in “slow periods” company’s resources are underutilized. (Zeithaml & Bitner 1996 p. 45)

- *Gap 4: The communication Gap*

This gap is basically the difference between the promise made during the promotion of the product with the actual delivery of the product itself. This gap emerges because of insufficient correspondence among activities, promoting and sales reps. An inclination to overpromise in commercials drives customers to see items/administrations as great subsequently the gap appears. By ensuring proper communication and promoting clearer info about the service quality to be delivered will work as an assistant for the employee to remove this gap. “Creating systems that coordinates the service delivery department together with the external marketing departments to reduce this gap. (Zeithaml & Bitner 1996 p. 47)

- *Gap 5: The customer Gap*

The customer gap is the contrast between customer desires and customer discernments. This gap happens in ignorance of the fact that customers do not normally comprehend what the service has accomplished for them or they confound the service quality. “Judgement of high and low service quality depend on how consumers perceive the actual service performance in the context of what they expected.” (Berg & Klefsjö 1994 p. 274)

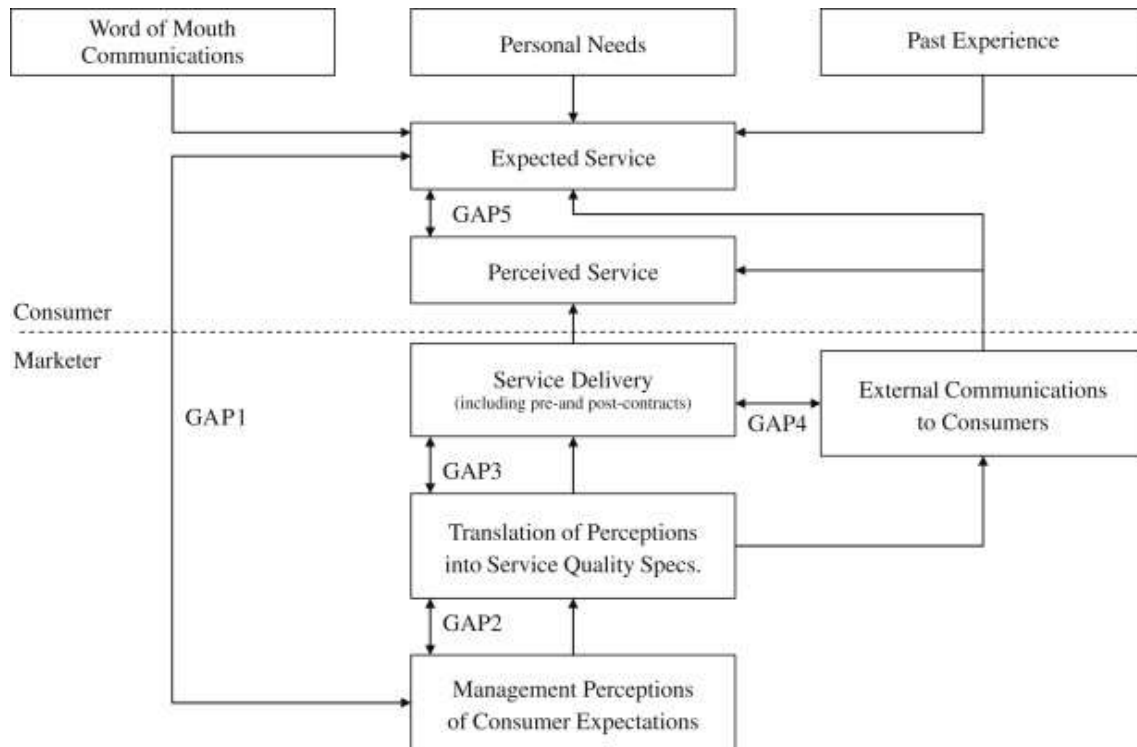


Figure 2 The Gap model of service quality.

2.8 Customer Service

The author decided to write about customer service as HR Transport Agency provides services to its customers in different form and ways. Commitment is a crucial matter in terms of industrial marketing and service providing. To maintain customer loyalty in the field of customer service, a supplier must enhance all four aspects of relationship quality, which are: trust, commitment, satisfaction, and service quality (Rauyrue 2005)

2.9 Service Quality

To remain standout from other competitors what company can do is offer services in high quality. This will assist the company to start a close bonding with customers and buyers. Grönroos (2000) described service quality in terms of seven perceived scales:

- *Professionalism and skills:* The professionalism and skill of the service provider is the first topic to be considered in terms of providing quality service.

- Attitudes and behaviour: Positive Behaviour and attitude can create competitive advantage for the service provider as it becomes a psychological fact to believe in the service provider for the customer.
- Accessibility and flexibility: The nature of the service or service provider can provide positive vibe to the customer. As if the accessibility is easy and it has flexibility in service providing customers start to feel special.
- Reliability and trustworthiness: Trustworthiness is crucial in terms of raising customer satisfaction as well as for converting general customers into loyal ones.
- Service recovery: Service recovery is a way for the customers through which they could feel safe and relaxed and it enhances the level of satisfaction as well.
- Servicescape: The servicescape should be subsumed as a dimension within service quality conceptualizations or whether it is a unique construct which precedes service quality evaluations and behavioural intentions.
- Reputation and credibility: Building an image of the company in terms of the other four sub-dimensions are related to process and therefore correspond to the functional quality dimension for reputation and credibility.

3 METHOD

This research is a combination of analysing primary and secondary data from different sources. Primary data was collected through qualitative method. Qualitative research is an exploratory research method based on a rather small sample size intended to provide insight and understanding a problem setting. (Sim 2018 p. 630)

Qualitative research aims on collecting qualitative data/ information and understanding of the denoted reasons attitudes and motivation of users. Basic example for qualitative study is in-depth interviews and focus group. Quantitative exploration is mathematically orientated and is pointed toward qualifying the information in measurable examination. Information is ordinarily represented with outlines and diagrams. It is engaged on countless delegate cases and ordinarily includes an enormous example size. Quantitative methodology is set to answer research questions such as what, where, how often or how much.

It is carried out through questionnaires that in most cases have predetermined answers as well as through survey. (Malhotra 2005 p. 43)

3.1 Sample selection

For this study, the researcher picked to use qualitative research methodology. The process started by providing questionnaires to the present and previous customers. A total of 8 companies were contacted in this study but unfortunately only 5 companies responded. The researcher who is based in Finland had plan to visit the company in person however due to the Covid-19 situation that could not be done. It would have been a better choice to visit and get into conversation with those authorities in face-to-face conversation. The researcher offered to make a Skype/Zoom meeting with the respondents of respective companies but could not be performed due to unwillingness of the respondents. The questionnaires were sent online using Gmail which were provided by the HR Transport Agency. This process proved out to be very efficient as it did not involve a lot of movement. The respondents were mainly urban based. All the responses came through the same channel as Gmail communication.

The author also used secondary data in this research from books and the Internet to source out the information essential for this study.

3.2 Investigation process and material

In the chapter one, the research question for this study were identified. The principal focus of this thesis was mentioned as to identify the satisfaction process of HR Transport Agencies customers. The research question mentioned in the beginning are as follow:

- Are the customers satisfied with the services provided by HR Transport Agency?
- How to enhance customer satisfaction level?

For answering those question, the chapter two of this thesis will cover the literature review. Relationship marketing, customer satisfaction, the gap model, the kano model, Customer attraction, customer, retention, customer loyalty, Customer service quality model

of Grönroos were discussed in those part. Based on the literature review, the driven forces for customer satisfaction in Transportation industry were identified.

Then, A qualitative research was conducted to study the satisfaction level of HR Transport Agency's customers. The research population is the target group of the research whose opinions the study aims to understand (Mäntyniemi, Heinonen & Wrangé 2008 p. 130).

A questionnaire consisting of eight questions (ref. 4.1) were send to the customers which were open ended questions (short answer). And those responses also came through the same channel.

3.3 Data analysis

The responses came in written format which must be translated from Bengali to English. Analysis of information is a cycle of reviewing, purging, changing, and displaying information with the objective of finding helpful data, recommending ends, and supporting the procedure. The responses were categorized first into bigger issues and secondly combined by the correlating phases. A classical content analysis was conducted for the collected data to interpret the data correctly and comprehensively.

3.4 Research Validity and Reliability

Crowther describes validity as the extent to which the data collection method measures what it is supposed or expected to measure. Failure for ensuring valid research could lead to collection of data that is meaningless or misleading for the research in question. (Crowther & Lancaster 2005 p. 80). The survey was performed to investigate the Satisfaction level of HR Transport Agencies customers. It is a matter of fact the responses of those customers were collected through survey and all of them were actual reflection of customers reliability or satisfaction level. The responses could be considered as reliable as more than five customers have responded (out of 8). Considering the total number of respondents, it could be identified as sufficient as it represented a large portion of the customers that the researcher was looking for.

4 RESULT

For the research purpose a questionnaire consisting eight questions were sent to the customers through Gmail. All of those questions were open ended. There was no limitation for the answer. As the researcher could not get into a face-to-face conversation with the participants, thus tend to leave the questions open ended in search of some brief answer. The questions which were sent to the customers were as follow:

4.1 Survey Questions

- What is your thought about customer satisfaction?
- In your opinion how significant is customer satisfaction?
- How satisfied you are about the service of HR Transport Agency?
- What factors should HR Transport Agency improve to ensure better customer satisfaction?
- What are the facts about HR Transport Agency makes you feel satisfied as a customer?
- Does complaint management play's an important role in your opinion to ensure customer satisfaction?
- What are the factors that affect your organization's customer satisfaction?
- Do you maintain "The Customer is Always Right" thought to enhance customer satisfaction of your organization?

The researcher send those questionnaires to eight customers of the organization. We could only manage to collect five responses from the customer and all those five responses came from the existing customers. The responses were as follow:

Table 1 question no 1 response.

Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
Truly, a matter need to be taken seriously.	Important matter to run the business properly	Good to hear but does not really exist.	Important for organizational growth	A matter need more emphasise to ensure smooth business process.

Question no 1: What is your thought about customer satisfaction?

Table-2 question no 2 response.

Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
Important fact but not the most important one.	Significant but the significance depends on other factors.	Not significant at all.	Very important to expand business and ensure profitability.	Immensely significant to ensure proper business environment.

Question no 2: In your opinion how significant is customer satisfaction?

Table-3 question no 3 response.

Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
It's hard to say, but still satisfied. Need to improve.	Fairly satisfied with the services.	No comment.	May be 70% satisfied and improvement needed.	Need to improve the standard but not the worst service provider.

Question no 3: How satisfied you are about the service of HR Transport Agency?

Table-4 question no 4 response.

Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
Reporting process, Fair communication.	Rapid reporting, Practising truth.	Reporting, communication, safety, fair pricing etc.	Communication speed improvement.	Reporting process improvement.

Question no 4: What factors should HR Transport improve to ensure better customer satisfaction?

Table-5 question no 5 response.

Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
Service quality and availability.	Working speed and friendliness.	Vehicle quality.	Availability and friendliness.	Quality of service, friendliness, vehicle quality.

Question no 5: What are the facts about HR Transport Agency makes you feel satisfied as a customer?

Table-6 question no 6 response.

Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
It plays if organizations take necessary actions.	It could play good role but not many give importance to it.	Not really, as it is there just to mention.	It might play but our experience about the fact is not good in terms of HR Transport Agency.	It plays better role if everyone care about the complaint.

Question no 6: Does complaint management play's an important role in your opinion to ensure customer satisfaction?

Table-7 question no 7 response.

Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
Truthful reporting and service quality	Working speed and service quality in contrast with price.	Reporting, communication process, safety, fair pricing etc.	Service pricing, safety, and work process.	Service quality and reporting process.

Question no 7: What are the factors that affect your organization's customer satisfaction?

Table-8 question no 8 response.

Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5
Depending on the situation and process.	Yes, we maintain this process in our organization.	No Comment.	Not every time but sometime depending on the customer.	No, we do not practice this within our organization.

Question no 8: Do you maintain “The Customer is Always Right” thought to enhance customer satisfaction of your organization?

5 DISCUSSION

All the questions which were used in the interview process were open ended question, Which, allowed the customers to provide their response in more own ways. The question were focused on general understanding of customer satisfaction, the overall feel about HR Transport Agency’s customer satisfaction, things to like, suggestion on things to be improved and customers own organizations dealing process about customer satisfaction.

5.1 Things they like about HR Transport Agency

In response to the topic of satisfaction level, only one customer replied with “fairly satisfied”, two customers added that the quality of the service need to be improved. One customer added that 70 % satisfied with the service while one customer avoided the question by putting No comment. The respondents added topics like service quality, availability, working speed, friendliness, and vehicle quality as the facts that they find satisfactory.

5.2 Things they dislike about HR Transport Agency

The customers raised few topics which they dislike about HR Transport Agency or need to improve some facilities or attributes of them. But there were one topic common within

the responses of all the customers, that is reporting or process of reporting. The communication process were also raised by three customers. And one customer introduced the fact of fair pricing in the answer.

5.3 Suggestions

Most of the respondents or customers were frank about their responses. In the way of answering those questions they not only spoke about the satisfaction level but also raised the facts which they like and discussed the issues which needs to be developed or improved to gain higher level of customer satisfaction. On the topic that HR transport need to emphasise is the reporting process and communication level with their customers in dealing. Beside this they need to keep up the quality of services as well as other functions like working speed and availability. Customers also have given positive attitudes about the vehicle quality which also needed to be continued.

6 CONCLUSIONS

It is essential for organizations to measure and remain well informed about the satisfaction level of their customers. High satisfaction level can bring about competitive advantages over other competitors as well as the transition can also be profitable. Dissatisfied customers could turn in favour of the competitors as well. Now a days in business bringing new customer is time consuming and costly whereas keeping old one is cost effective and profitable in every sense.

The main objective of this investigation was to identify the level of customer satisfaction and according to the findings the customers are quite satisfied with the services they get from HR Transport Agency. It is immensely crucial for an organization to maintain sound communication with customers by meeting and clearing confusion as well as developing satisfaction.

However, there are some topic which the customers are not fully joyful about. It is arguably impossible to make every customer fully satisfied. But HR Transport Agency is trying to keep up the good work as well as confident enough to develop certain facts to ensure the minimal level of dissatisfaction among its customers.

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