



**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE
DEPARTMENT OF MARKETING MANAGEMENT**

**FACTORS AFFECTING CUSTOMER SATISFACTION: IN THE CASE OF
DHL ADDIS ABABA**

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**JULY, 2021
ADDIS ABABA, ETHIOPIA**

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DHL ADDIS ABEBA**

BY

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**A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY SCHOOL OF
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DECLARATION

I, **Tigist Wubshet**, declare that this thesis is the result of my independent research work on "**Factors affecting customer satisfaction in the case of DHL**" in partial fulfillment of the requirement for the degree of masters of art in Marketing Management at Addis Ababa University School of Commerce. This work is original in nature and has not been presented for any degree in any University and all the references used are properly recognized.

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ENDORSEMENT

This is to certify that **Tigist Wubshet** has carried out this thesis on the topic entitled "Factors affecting customer satisfaction in the case of DHL" under my supervision. Accordingly, I here assure that her work is appropriate and standard enough to be submitted for the partial fulfillment of require for the award of the degree of Masters of Art in Marketing Management.

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Table of Contents

Acknowledgment	i
Table of Contents	ii
List of Tables	v
List of Figures	vi
Key to Acronyms	vii
<i>Abstract</i>	viii
CHAPTER ONE	1
1. INTRODUCTION	1
1.1 Background of the study	1
1.2 Background of the company	2
1.3 Problem statement.....	3
1.4 Basic research questions	4
1.5 Objective of the study	4
1.5.1 General Objective	4
1.5.2 Specific Objective	5
1.6 Definition of terms	5
1.7 Significance of the study.....	5
1.8 Scope of the study	6
1.9 Organization of the study.....	6
CHAPTER TWO	8
2. LITRATURE REVIEW	8
2.1 Theoretical review.....	8
2.1.1 Courier service	8
2.1.2 Operation of courier service.....	8
2.1.3 Customer satisfaction.....	9
2.1.4 Theory of customer satisfaction.....	10
2.1.4.1 The Dissonance Theory	10
2.1.4.2 The Contrast Theory	10
2.1.4.3 The Expectancy Disconfirmation Paradigm	11
2.1.5 Expected service quality	11
2.1.6 Perceived service quality	12
2.1.7 Brand Image.....	12

2.1.8 Perceived cost	13
2.1.9 Courier Service and Customer Satisfaction	13
2.1.10 The importance of customer satisfaction	14
2.2 Empirical Review.....	15
2.2.1 The relation between expected service quality and satisfaction	15
2.2.2 The relation between perceived service quality and satisfaction	16
2.2.3 The relation between brand image and satisfaction	16
2.2.4 The relation between perceived cost and satisfaction	16
2.3 Conceptual Framework of the Study.....	17
CHAPTER THREE	18
3. RESEARCH METHODOLOGY.....	18
3.1 Descriptions of the study area	18
3.2 Research approach	18
3.3 Research Design.....	18
3.4 Population and sample	18
3.5 Sampling techniques	19
3.6 Sample size	19
3.7 Data source and Type.....	20
3.8 Research instrument.....	20
3.9 Data collection procedure	20
3.10 Data analysis	20
3.11 Validity	21
3.12 Reliability.....	21
3.13 Ethical consideration.....	23
CHAPTER FOUR.....	24
4. DATA PRESENTATION, ANALYSIS & DISCUSSION	24
4.1 Introduction.....	24
4.2 Sample and response rate.....	24
4.3 Demographic profile of respondent	24
4.4. Descriptive Analysis	26
4.4.1 Customers response on Expected service quality	26
4.4.2 Customers response on perceived service quality.....	27
4.4.3 Customers response on brand image.....	28

4.4.4 Customers response on perceived service cost	28
4.4.5 Customers response on overall customer satisfaction.....	29
4.4.6 Mean score result	30
4.5 Correlation Analysis	30
4.6 Multiple Linear Regressions	32
4.6.1 Assumptions of Multiple Regressions	32
4.6.2 Model Summary.....	35
4.6.3 Model Fit.....	35
4.6.4 Beta Coefficient	36
4.7 Hypotheses test and findings.....	37
CHAPTER FIVE	40
5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	40
5.1 Introduction.....	40
5.2 Summary of major findings	40
5.3 Conclusion According to the research findings	42
5.4 Recommendation Based on the findings.....	42
5.5 Limitations and directions for future research	42
REFERENCE.....	44
APPENDIX-I	51
APPENDIX II	59

List of Tables

Table 3.1 Reliability Statistics	22
Table 3.2 Factor Analysis	22
Table 4.1 Demographic Data of the Respondents	24
Table 4.2 Descriptive statistics summary of respondents on number of use per year and how long they use DHL	26
Table 4.3 Criterion – referenced scale definitions	27
Table 4.4 respondents on expected quality related question	27
Table 4.5 respondents on perceived quality related question	28
Table 4.6 respondents on brand image related question.....	28
Table 4.7 respondents on perceived cost related question	29
Table 4.8 respondents on overall satisfaction related question.....	30
Table 4.9 Mean and Std. deviation result summary	30
Table 4.10 measures of association and Descriptive adjective.....	31
Table 4.11 Pearson Correlations between independent variables and customer satisfaction.....	33
Table 4.12 KMO and Bartlett's Test	33
Tale 4.13 Skewness and Kurtosis	34
Table 4.14 Multicollinearity test	35
Table 4.15 Model Summary	35
Table 4.16 ANOVA ^a	36
Table 4.17 Coefficients	36
Table 4.18 hypotheses test	38

List of Figures

Fig. 2.1 Conceptual framework adapted from Guoling L. 2020 and modified.....	17
Figure 4.1 Normality curve	60
Figure 4.2 Linearity Fig. 4.2 Linearity scatter plot of regression standardized residual	61
Figure 4.3 P-Normal P plot of Regression standardized residuals.....	61

Key to Acronyms

CS: customer satisfaction

EQ: Expected service quality

PQ: Perceived service quality

BI: Brand image

PC: Perceived service cost

Abstract

The purpose of the research was to identify factors affecting customer satisfaction in DHL Express. The questionnaire developed for this purpose was used to gather the data from 384 respondents. These respondents are selected using purposive sampling techniques. Explanatory research design was used to identify and examine factors that affect customer satisfaction. The data was collected using a questionnaire comprised of 31 close-ended questions with Likert scale. The data was analyzed using SPSS version 20, to compute the descriptive, correlation and regression analysis result. The finding of the research revealed that all the four independent variables (expected service quality, perceived service quality, brand image and perceived service cost) have a positive relationship with DHL customer satisfaction. From the four hypotheses tested in this study the last hypotheses (H4) has rejected. The multi regression analysis confirms that all the four factors have a positive and significant effect on customer satisfaction. From those factors brand image has the highest influence on customer satisfaction. In addition to this the analysis result indicates 73% variation of customer satisfaction is due to the combination effect of these four predictors. This means, there are other factors not included in this study that contribute on 27% variation of customers satisfaction. Based on the findings the researcher forwarded some recommendations to DHL.

Key words: *Customer satisfaction, expected quality, perceived quality, brand image and perceived cost.*

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the study

In past decades, logistics has always been a supporting function for production and consumption. For the traditional courier service companies, functions are only considered as a cost. However, since the 1990s, this perception started to change in the marketing principle to determine the capacity of courier service leading to greater customer satisfaction and loyalty. (Mentzer, J.T., Flint, D.J., and Hult, 2001). Research in Thailand by Suwimol P., 2017 indicates that the demand of express delivery services for consumers has grown rapidly because of the increased popularity of e-commerce. So to achieve competitive advantage and maintain the existing position express delivery industry must re-shape there service. The company must consider the current technology to satisfy the customer.

Today a high level of customer service within logistics has become the standard Saghiri et al. (2018). Improving service quality should be an ongoing focus for courier service providers and they should never refrain from becoming more and more proactive with customers' satisfaction by providing better and better courier services. Many researches show that service quality and satisfaction are main prerequisites for customer loyalty. Therefore, researchers and courier service providers look for better ways to understand how customers perceive the quality of service and how the perception of service quality translate into customer satisfaction and customer loyalty. (Anna Otsetov, 2017)

After the government liberalizes the courier business in Ethiopia, different international courier business serves the people by entering to Ethiopian market. DHL, FEDEX, UPS the leading express service provider that established affiliates in Ethiopia to capitalize on rapidly expanding demand for express courier services. The company use different methods to get competitive advantage and to satisfy the demand. (Belesty E. 2019)

In the service industry, customer satisfaction is a vital element which contributes heavily to customer loyalty (Sharma, A., Grewal, D., and Levy, M., 1995). Customer satisfaction that increases customer loyalty eventually leads to business profitability. Customer satisfaction is a

“result” of the “comparison between predicted service and perceived service while service quality refers to the “comparison between desired service and perceived service” (Parasuraman, A., 2004).

In this competing market offering the best service is very important to get the attention of the customer. If a customer’s satisfaction is earned, then it is sure that customer loyalty will also come along with it. Moreover, in the absence of the customer, a business organization would not exist. In order to increase the number of the customers, development of customer’s satisfaction is very important (Kabu K. & Soniya M., 2017).

Hence, this paper aims to determine the factors that influence customers’ satisfaction in courier service industry specifically in DHL focusing on: (1) expected service quality; (2) perceived service quality; (3) brand image and (4) perceived cost.

1.2 Background of the company

DHL began operating the first international door-to-door express delivery service in the world. When Adrian Dalsey, Larry Hillblom and Robert Lynn established DHL in 1969, they simultaneously invented the international air express industry. DHL are the first letters of the last names of the three company founders. The founders began to personally ship papers by airplane from San Francisco to Honolulu, beginning customs clearance of the ship’s cargo before the actual arrival of the ship and dramatically reducing waiting time in the harbor. At the beginning of 2002, Deutsche Post World Net became the major shareholder in DHL. By the end of 2002, DHL was 100% owned by Deutsche Post World Net. In 2003, Deutsche Post World Net consolidated all of its express and logistics activities into one single brand, DHL (<https://www.ukessays.com>).

On 1986 DHL starts services to the Cook Islands, Eritrea and Ethiopia. Now the numbers of Employees of DHL are around 285,000 with 6,500 offices. The numbers of Hubs, Warehouses & Terminals around the world are more than 450 With 240 Gateways. DHL have 420 Aircraft 76,200 Vehicles and it serves more than 220 Countries & Territories. The shipments per Year are more than 1.5 billion (<https://www.ukessays.com>).

1.3 Problem statement

Due to globalization, Postal and logistics companies have become one of the most basic parts of people's day to day activities. Postal service plays a significant role in the development as a leading commercial and financial region, providing communications between individuals, business and government. (Kujačić et.al, 2013)

Logistic companies are different from other businesses because delivery time with an accuracy to an hour, money back guarantee, receipt of the shipment, delivery to the addressee in door-to-door system, the ability to track the shipment in the tracking tracing system as the services they provide require high the specified levels of specialized ability to achieve the desired outcome and meet the customer's needs (Gulc, Aleksandra, 2017). When logistics outsourcing fails to fulfill customers' expectations, dissatisfaction might appear and result in losing a customer. (Świtła M., Cichosz M., Trzęsiok J., 2019).

Customer satisfaction is very crucial for logistics companies to seek competitive advantage, because they realize that if they do not satisfy the expectations of customers, their place will be taken by other companies whose activities will be more effective and efficient. (Ieva Meidute-Kavaliauskiene, Arturas Aranskis, Michail Litvinenko, 2014). Wirtz (2001) also stresses that customer satisfaction becomes the key element companies' focus on seeking to promote repeated business relationships and increase long term profitability.

DHL is one of the biggest logistic companies in the world, and one of the biggest postal and logistic service providers in Ethiopia. DHL is independent of delivery via passenger airplanes. As passenger flights were canceled due to closed borders and corona lockdowns other air cargo got delayed or canceled. Parcel carriers volume like DHL is also got increased due to those shifted cargo volumes. (Gruenwald, Hermann, 2020).

According to Noemi Delgado et.al (2015), DHL customers complaint regarding to delay in delivery times of shipments requested by customers, quality of shipments when they arrive at the hands of the recipient (packets arrive open), delays in response to complaints and service not provided due to lack of information. Due to this DHL express failed to satisfy its customers. In addition to this the annual Customer satisfaction survey of DHL 2019 report the average overall customer satisfaction decreased when compared to last year's level. Also for my best knowledge there are no research works that explain the satisfaction of DHL customer

in Ethiopia. Even the annual DHL customer satisfaction report only includes 40 countries from 220 countries.

According to DHL annual report, the customer satisfaction level of DHL decreases. This survey only include 40 countries Ethiopia is not included. Also there is no research work is found in Ethiopia based on customer satisfaction of DHL. This motivates the researcher to look at the factors affecting customer satisfaction of DHL is quality wins or price lead, in order to improve the service quality to get excellent customer satisfaction level.

From competition perspective, there are various courier business companies, which have been registered in Ethiopia since the country started to liberalize this sector. Due to this, competition in the courier and logistics business has gone tougher and tougher. (Belesty E., 2019). This calls for the postal and logistic companies to give attention for customer satisfaction so as to hold their existing customers and also to attract new ones.

Service quality is one aspect of customer satisfaction (Agbor, 2011). Several factors are responsible for customer satisfaction in postal and logistic industry. Both primary and secondary data will be used. Primary data will be collected through Survey by using questionnaires that are designed for this purpose. And the study delimits itself to DHL located in Addis Ababa airport branch. The improved CCSI model by Guoling Lang is adapted to explore the impact of independent variable on dependent variables. SPSS software will be used to analyze the data. So the study really helps the company to understand the satisfaction level of customer and to improve their service for better customer satisfaction.

1.4 Basic research questions

- How does expected service quality affect satisfaction of DHL customers?
- How does perceived service quality affect satisfaction of DHL customers?
- How does brand image affect satisfaction of DHL customers?
- How does perceived cost affect satisfaction of DHL customers?

1.5 Objective of the study

1.5.1 General Objective

The objective of the study is to assess and understand factors that influence customer satisfaction of DHL.

1.5.2 Specific Objective

- To explain the effect of expected service quality on satisfaction of DHL customers.
- To explain the relationship between perceived quality and satisfaction of DHL customers.
- To explain the relation between brand image and satisfaction of DHL customers.
- To explain the relationship between perceived cost and satisfaction of DHL customers.

1.6 Definition of terms

Brand image: a brand image is defined as a benefit to the customer, distinguishing emotions, and associations (Bivainiene & Sliburyte, 2008: 23).

Courier: “is an agent entrusted with delivering an item directly to the recipient, often by a specified time. The word comes from an ancient term meaning “to run” a courier is generally expected to make speedy deliver of an article that is urgently needed” (<http://acemlogistics.com>).

Customer satisfaction: “customer satisfaction can be defined as a marketing term that measure how product and services supply by the company to meet or surpass a customer’s expectation“(Rahman M. and Safeena P., 2016).

Customers: can be defined as person or organization who produce or the service offered by the given company (Rahman M. and Safeena P., 2016).

Expected service quality: is the need of consumer that feels a provider should offer (UK essays, 2018).

Perceived service cost: is defined as Value perception sets the price ceiling, while cost sets the price floor for what a company can charge for its goods or service (Kotler and Armstrong 2014, p. 295).

Perceived service quality: is defined as the customer's judgment of the overall superiority of the service (Zeithaml, 1988).

1.7 Significance of the study

The study helps the management of DHL to understand which factors have a significant effect on customer satisfaction and to identify the areas that need improvement so as to give good

quality service to satisfy their customers. It also helps them to create awareness on how and when to increase their resource to fill the gap between the customer expectation and the real performance so as to make better service. In addition to this the study assesses the weakness of the company on the customer service area so as to improve the quality of their facility and employers ability to get create good image. Also the study helps the management to know the current level of their customer satisfaction and take action for a better level.

The study is very important to future researchers in providing literatures on areas of factors affecting customer satisfaction in express service.

1.8 Scope of the study

Since DHL serves more than 200 countries and more than 6000 office in the world and more than 700 branches across the country, it is difficult to manage the size so the study is limited to DHL Company in Addis Ababa. Also the researcher believed that the natures of the target population are similar with other customer not targeted. So that it delimit on DHL express cargo terminal branch. Based on this the study will not focus on other branch or it will only consider customer that are locate on DHL cargo terminal branch.

The researcher believed that it was appropriate to conduct the study in wide range however; there are more than 10 express companies with more than 300 branches located in Ethiopia. Because of restriction on time and budget the study focuses only on DHL.

Conceptually the study focuses on perceived quality, expected quality, brand image and perceived cost as independent variable. The research will be conducted mainly to assess the factors that affect customer satisfaction and to give suggestions regarding improvement of service quality of the Company.

1.9 Organization of the study

The research work contains five chapters. The organization of each chapters are described below

Chapter one: introduction of the study and the company, statement of the problem, research question, purpose of the study, definition of terms and limitation of the study and organization of the work.

Chapter two: contain the theoretical and empirical literature review about customer satisfaction.

Chapter three: methodology of the study, sampling technique, sample size, data collection method and data analysis technique.

Chapter four: contain data analysis, testing the hypothesis and finding.

Chapter five: include summery, conclusion and recommendation.

CHAPTER TWO

2. LITRATURE REVIEW

2.1 Theoretical review

2.1.1 Courier service

The process of courier transport is taking place in very consistent and systematic way. Technology plays an important role to make this service effective and efficient. There are different ways to exchange information with courier services when we want to send goods. Some of the tools are text message, e-mail, website, telephone even by applications dedicated for mobile devices (smartphone, tablet) (Ramana et al., 2013).

Most courier services provider give similar service. The main focus is of this organization is improving logistic service. They transport goods and services such as documents, small samples, exported minerals, personal equipment and important spare parts from any place to the required destination.

2.1.2 Operation of courier service

Courier services carry parcel and documents using specific transportation program and logistic network with in fixed running time for the given goods. Parcel services are the one of the most standardized and automated of the express delivery services, with the fast delivery time and reasonable price (McKinnon, A., 2001).

“Around the world, courier companies operate in a similar way, regardless what means of transport they offer. The basis of their operation is night shuttle service. Every day, cars or airplanes from furthest company agencies go to destination, which is central sorting office. In a sort office there is transshipment of goods and then transport moves in opposite direction. In a distribution center - as in the middle of the circle - all express connections converge. Also international networks of courier companies (allowing over-night services) are based on such distribution centers and system of connections between them. Distribution centers task is to sort shipments and sent them to their destination. Within a few hours of the night, collective transports from terminals are unloaded and after automatic sorting of shipments according to their destination they are re-loaded. Then, also at night, they return to the terminals from they

came from with shipments to be distributed next day. Freight distribution begins around midnight” (Jacek K. et.al, 2016,).

2.1.3 Customer satisfaction

Customer satisfaction is one of the main goals of the organizations. It gives many advantages such as profitability, growth, good image and success. The success of organization’s directly related with the satisfaction of customers. Customers take the first place to get the top position in the market. The company that works to increase customer satisfaction in all stage can achieve its goal. In this competitive world success of the business highly depend on customer satisfaction that plays a significant role to expand the market value (Kabu Khadka & Soniya Maharjan, 2017).

Customer always expects something when they buy product or services the compared result between predicted service and perceived service is known as customer satisfaction (Parasuraman, A. 2004). (Fornell et al. 1996) also defined Customer satisfaction as the overall assessment of the product or service depending on their experience.

The future behavior of the customer can be predicted by the current customer satisfaction. Customer satisfaction is the base to get future sale, profit, competitive advantage, growth (Hill, Roche & Allen 2007). Satisfied customers usually make repeated purchase and visited the product or service frequently. In addition to this they attract other potential customer by sharing their experience (Hague & Hague 2016).

The idea “customer-centric” has vital role to improve satisfaction and customer trust. Conversely, if competitors improve customer satisfaction, then it may loss corporate customers. While improving customer satisfaction, customer expectations should be noticed. Product quality or service quality and value for money have a significant positive effect on customer satisfaction. Employee satisfaction is also significant to achieve customer satisfaction. Dissatisfy employees cannot work to achieve the goal of the company. If employees have a negative influence, then they can play a big role to increase the number of dissatisfy customer. Satisfaction is a vital, moving target that may evolve overtime, affected by a variety of factors. Particularly when product usage or the service experience takes place over time, satisfaction may be highly variable depending on which point in the usage or experience cycle one is focusing (Lovelock, C & Wright, L. 2007).

2.1.4 Theory of customer satisfaction

2.1.4.1 The Dissonance Theory

The Dissonance Theory suggests that a consumer who expected a high quality product but received a low quality product would recognize the difference and experience a cognitive dissonance (Cardozzo, 1965). For instance, if a difference exists between product performance and expected quality, customers may have psychological discomfort and they try to minimize this tension by changing their perception of the product (Yi, 1990). Based on this consumers try to minimize psychological discomfort by adjusting their perceptions of a certain product, in order to bring it closer to their expectations means they minimize level of dissatisfaction. But This theory can't gain much support from researchers, partly because it is not clear whether consumers are motivated or not motivate to adjust the discrepancy as the model predicts in every consumption situation. In his limitation of the Dissonance theory, Oliver (1977), for instance, argues that "Generally, it is agreed that satisfaction results from a comparison between X, one's expectation, and Y, product performance. Thus, it is the magnitude and direction of this difference, which affects one's post-decision affect level. X serves only to provide the comparative baseline. Moreover, consumers are under no particular pressure to resolve the X-Y difference. In fact, satisfaction or dissatisfaction is thought arise from recognition and acknowledgement of dissonance" (p. 206).

2.1.4.2 The Contrast Theory

This theory is the opposite of the dissonance theory. The Contrast theory maintains that a customer who receives low product valuable than expected, will exaggerate the difference between the products received quality and the product expected quality (Cardozzo, 1965). According to (Oliver R., 1997), The Contrast Theory assumes that "outcomes deviating from expectations will cause the subject to favorably or unfavorably react to the disconfirmation experience in that a negative disconfirmation is believed to result in a poor product evaluation, whereas positive disconfirmation should cause the product to be highly appraised" (p. 81).

The consumers exaggerate both the positive and the negative experience. If the perceived quality is less than the expected quality the product or the service would be rejected as a total unsatisfactory. If the perceived quality is high or as expected the product or the service would gain acceptance as a total satisfactory (Vavra, 1997).

2.1.4.3 The Expectancy Disconfirmation Paradigm

The Expectancy-Disconfirmation Paradigm (EDP) as the most promising theoretical framework for the assessment of customer satisfaction. The model explains that consumers purchase goods and services with pre-purchase expectations about the perceived performance. Then the product is judged against the expectation level. So that, once the product or service has been used, the perceived quality is compare with expected quality. If the perceived quality matches the expected quality confirmation occurs. Disconfirmation occurs where there is a difference between expected quality and perceived quality. Customers' satisfaction or dissatisfaction occurs against a positive or negative result between perceived quality and expected quality. Thus, if service quality is greater than expected quality, then positive disconfirmation between expectation and perception results in satisfaction. While, when service quality is as expected, there is a confirmation between perception and expectation that result satisfaction. On the other hand, if service quality is less than expected quality, then negative disconfirmation between expectation and perception results in dissatisfaction (Oliver R., 1980).

This model has found great degree of support from researchers in the field of job satisfaction and has been widely used to evaluate satisfaction with different products and services, like flu treatment (Oliver, 1980).

2.1.5 Expected service quality

American Customer Satisfaction Index (ACSI), customer expectations are evaluated by asking the customer to remind the level of quality they expected on the basis of their knowledge about service or goods and actual experience with a goods or services. According (Saif U, 2012) Perceived service quality and expected service quality are different but both are their own effect on customer satisfaction, service expectations are an integration of customer's predictions. Hamer, (2006) state that expectations and perceptions of service quality before use of service can be taken as equivalent. Perceptions before the use of service are expectations, based perceived performance, and become perceptions of quality after use of service. The authors also identify some disadvantages of low expectations. It is important to remember that it is better to meet high expectations than to exceed low expectations

2.1.6 Perceived service quality

Perceived service quality is consumers' judgment about a business's overall distinction or dominance. "Perceived service quality is therefore viewed as the degree and direction of discrepancy between consumers perceptions and expectations" (Parasuraman et al, 1988). Turel and Serenko, (2004) further argued that Perceived quality (PQ) is the actual experience of a customer about service. Jiang and Wang, (2006) defined it as the consumer's evaluation of the service performance received and how it compared with their expectation. Evaluations depend on a customer's feelings or memory not on service attributes. So, the pleasure that the customers get from the service will help them to determine the service quality. To concluded perceived service quality has its own role on customer satisfaction but the condition under different dimension the effect will or will not affect service quality evaluation and customer satisfaction (Jiang Y. and Wang C., 2006).

Customer perceived quality can be increased by minimizing the gap between expected quality and actual received service by the raising of expectations instead of trying to maximize the gap between delivered service and expectations. The difference between expectation and perceived performance can be taken as a measure of perceived service quality. The difference between perceived quality and expected quality can be well measured by SERVQUAL (Hamer, (2006).

2.1.7 Brand Image

"A brand is a term, design, name, symbol or any other features that distinguish one company's product to the others" (American Marketing Association, 2013). According to Kotler (2001), organizational success is a direct consequence of brand image and which is measured as a significant feature of current marketing strategy. The product differentiation is associated with the symbolic value of a brand. The corporate image is influenced by service quality and customer satisfaction which in turn influence customer loyalty (Schulz & Omweri, 2012). Eiiilm University, 2001: 58) prove that knowledge about the brand image is crucial for long term management of a brand. The relationship of customers with the brand, the willingness to accept the brand, the mining they give and how the consumers formed the brand is very important. Understanding the attachment between consumers and brands can help a company to create good image successful relationship with its customer and to increase

efficiency of advertising. To conclude good knowledge and awareness is used to measure the success of the brand is very important for the growth and success of the company.

2.1.8 Perceived cost

Customers have to pay the set-price in recompense for the total benefits they receive from the goods or services bought, which also allows the seller to recover input-costs and make a profit (Kramer, 2011). For services, customers must experience good quality in the service received in order to perceive it as good value for money (Abu-Salim T., Onyia O., Harrison T. & Lindsay V. 2017). The value so perceived has been conceptualized as the difference between total benefits and total costs of service (Kotler et al, 2012). Total benefit has also been defined by Lee and Cunningham (2001) to include economic benefit (the lower-price paid compared to alternatives); functional benefit (the good service performance that satisfies the desired need); and psychological benefit (the good feeling of satisfaction after service experience).

Matzler et al, (2006) argued that customer value is high if perceived quality is more than perceived costs and customer value is low if perceived quality is less than perceived cost. Also state another important dimension of consumer action: Consumers are not willing to pay if they think the price is unfair. So firms must focus on the quality of their service rather than their competitor. This helps them to provide the right quality with reasonable price

2.1.9 Courier Service and Customer Satisfaction

Customer satisfaction is very important and a key success factor for modern courier providers. Particularly identifying the current levels of satisfaction is the main determinants of customer satisfaction that allow the courier service provider to focus and improve their service to better satisfaction level. Reduction in number of customers can be identified by measuring the level of customer satisfaction. And also this information helps to get potential market opportunities and to provide more advantages. The positive impacts of customer satisfaction on courier business can be: increment of sales, realization of follow-purchases, better corporate image, decreasing of customer complaints, minimization of marketing costs, and minimization of business risk (Anna O. 2017).

Most of the time definitions of service quality pointed that the relation between services, customer need and expectation must meet and is interpreted as a difference of terms of service provision and customers' expectations of perceived service. There are two approaches in

conceptualization of the logistic service quality. The first approach define logistic service quality as being composed of physical distribution aspects of service, here the focus is only on service providers, but not on customers. The second approach proposes that quality is based on customers' evaluation and perceptions (Anna O. 2017).

Grönroos (1984) divide service quality into technical quality that refers to the service outcome and functional quality refers to the process of service deliver. The author point out the technical service parameters includes all the physical aspects use to facilitate the distribution and the functional service parameters include all customer service aspects in the company.

2.1.10 The importance of customer satisfaction

According to LaBarbera and Mazursky (1983), "satisfaction influences repurchase intentions whereas dissatisfaction has been seen as a primary reason for customer defection or discontinuation of purchase". Customer satisfaction affect business in different way so achieving customer satisfaction can lead to a lot of advantages. In addition to this JochenWirtz (2003) also state that customer satisfaction may lead customers to come back and repurchase product or service. It also generated customer loyalty and it motivates them to introduce the product to their friends and people around them. This helps the company to get new customer and to increase its profit.

On the other hand, Hoyer and Mac Innis (2001) stated the effect of dissatisfaction. The negative word of mouth communication, short time purchasing or stop purchasing the goods or service and complain to the company to other people sometimes returning the item back to the shop are the decision of dissatisfied consumers. These lead the company to loss its customers and its profit.

Based on the above theory customer satisfaction has a vital effect on the growth and profitability.

Positive word of mouth creates awareness and attract new customer this helps the company to grow and increase its market share. Frequent purchase also one advantage of satisfaction that lead the company to get high profit. Satisfaction also helps to maintain the current customer and increase repurchase.

2.2 Empirical Review

Phan Thanh H., Mai Thi T., (2016) by their work state that business manager and service providers in the logistic sectors must pay attention on their capacity to meet the expectation of customer in order to increase customer satisfaction. Amine Ghomrassi, Gabriela Tigu, (2017) also prove logistic management system affect customer satisfaction.

There have been a large number of empirical studies about customer satisfaction. Based on this there are a lot of approaches about customer satisfaction and different ways are developed to measure customer satisfaction. According to Bel and Chiao (2001) product quality, service quality and price are the main factors that affect the customer satisfaction. But Zeithaml and Bitner (2000) proved that there are additional factors that influence customer satisfaction other than product, service quality and price. They add situation factors and personal factors to measure customer satisfaction. Guoling L., (2020) also develops a model based on the Chinese Customer Satisfaction Index model. Here perceived service quality, expected service quality, brand image and perceived cost are the main factor that influences customer satisfaction of logistic service.

2.2.1 The relation between expected service quality and satisfaction

Based on (Parasurama 1988) “Customer satisfaction = perceived service – expected service” this equation easily show the difference between perceived and expected service quality and explain the relationship with customer satisfaction.

(Szymanski and Henard, 2001) divided the functions of expectations in satisfaction into two: one is the anticipation of satisfaction; the other is the role of expectations as comparative referents. When we discuss expectations as anticipation, the customer thinks that expectations have a direct influence on satisfaction levels. Concept of expectations is the standard against performance outcomes (Szymanski and Henard, 2001). Therefore, if consumer’s actual outcomes exceed expectations, the consumer will be considered as satisfied otherwise if expectations exceed outcomes, consumer will be considered as dissatisfied (Szymanski and Henard, 2001). Dagger and Sweeney, (2007) argued that due to intense competition in the service sector, service providers are laying more emphasis on service quality to achieve market leadership.

H1: Expected service quality has significant and negative effect on customer satisfaction.

2.2.2 The relation between perceived service quality and satisfaction

According to the framework of the ACSI theory and research it was explained that perceived quality is considered as one of the major determinant of overall customer satisfaction and research strongly recommends that expectation and experienced services have a significant effect on overall customer satisfaction (Fornell et al., 1996, p. 9). Jamali, (2007) and Iglesias and Guille'n, (2004) revealed that perceived quality has a direct and positive influence on the level of customer satisfaction.

H2: Perceived service quality has positively and significant relationship with customer satisfaction.

2.2.3 The relation between brand image and satisfaction

Lin Chien-Hsiung (2011) pointed out that, with the construction of good brand image, customers were likely to increase the satisfaction of usage, and would like to recommend to others. Brand image is correlated to customer satisfaction. Improvement in brand image has resulted in increased customer satisfaction. Malik, Ghafloor & Iqbal (2012). Researcher such as Ahmed (2013) and Neupane R., (2015) confirm that brand image had positive influence to customer satisfaction.

In order to attract new customers and retain the existing customers for any organization, the brand image is very important because of the fact that the customers always seek for branded products or services in this current competitive market environment. It is therefore, the companies are facing challenges in maintaining and enhancing customer satisfaction, brand image and customer loyalty (Neupane R., 2015).

H3: Brand image has significant and positive effect on customer satisfaction.

2.2.4 The relation between perceived cost and satisfaction

Price is one indicator of product quality, which results in better expectations from the product or service and determines higher satisfaction. Research shows that price perception has significant effect on satisfaction judgment (Herrmann et al. 2007). Price reasonability has a considerable relation to customer satisfaction. If there is a favorable price from another cellular

service provider, the customers may switch to this provider. This shows that giving a reasonable price for customers holds them for a longer period (Ali et al. 2010).

H4: Perceived service cost has significant and negatively effect on customer satisfaction.

2.3 Conceptual Framework of the Study

Based on the overall review of theoretical framework and empirical study the following conceptual framework is developed. The study focus on perceived service quality, expected service quality, brand image and perceived cost. The study determines the influence of these variables on customer satisfaction is either positive or negative direction. Based on this the conceptual framework of the hypothesis is summarize below.

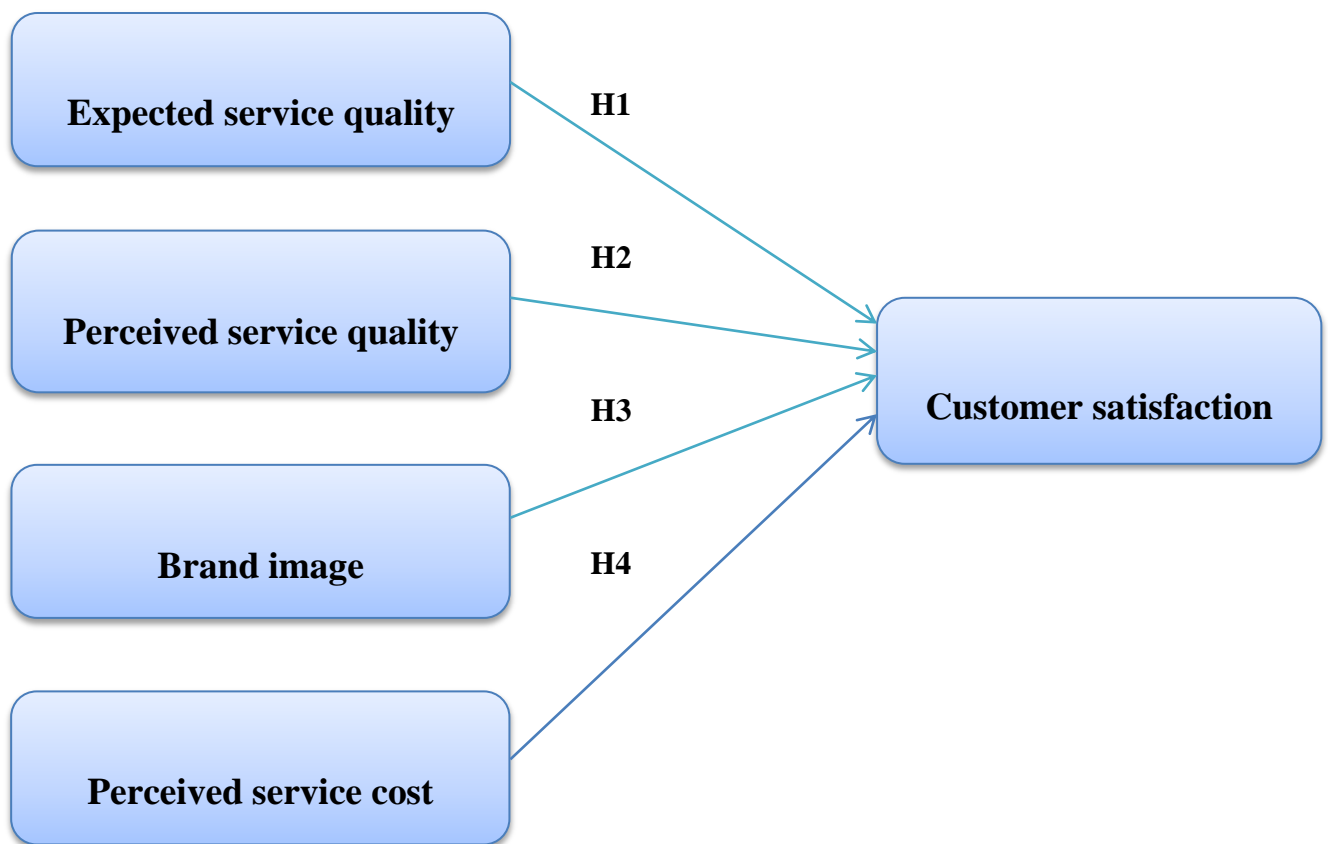


Fig. 2.1 Conceptual framework adapted from Guoling L. 2020

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Descriptions of the study area

The study is conducted in Addis Ababa which is the capital city of Ethiopia and the head office of DHL. Addis Ababa city was chosen as the study area because of the following reasons. First, the demand of the express delivery has grown rapidly and the people in the city are very familiar with this service compared to the people living in the rural area. Second, all international express delivery service providers head quarter is located in Addis Ababa. Third, also all international flight departs from Addis Ababa Bole international airport which makes it easy to find customers that uses the service of DHL.

3.2 Research approach

According to Creswell (2003), Quantitative research approach is a research approach that generates numerical data and use statistics to improve numerical data. Also he states that the quantitative research is critical to show the cause and effect relationship between dependent and independent variables. Based on this quantitative research approach will be used as a research approach to quantify the satisfaction level of DHL customers. Also due to the nature of the research question this approach is suitable to quantify the magnitude of the impact of each independent variable on dependent variable.

3.3 Research Design

In this study explanatory research design and partially descriptive research design method was used to identify factors that affect customer satisfaction of DHL. Close ended questionnaires were used to get the required information. The study explains the relationship and the effects of independent variables on the dependent variable. This method is also useful in measuring casual relations among the independent and dependent variable.

3.4 Population and sample

A population is a set of individuals, objects or data from where a statistical sample can be selected (Saunders et al., 2007). The population of this study is the customer of DHL located in Addis Ababa airport cargo terminal. The researcher believes that the customers in the Addis

Ababa airport have similar behavior with other branch customer and each other. Therefore there is no category that separates the customer in the study.

3.5 Sampling techniques

A non-probability sampling technique was used due to the large number of sample units, and time and cost constraints. From the different methods of non-probability sampling purposive sampling was used. The researcher contacted study participants in Addis Ababa Bole Cargo Terminal, which were willing to participate and that use DHL service at least once.

3.6 Sample size

Sampling is selecting any portion of a population as representative of that population or universe (Osuala E., 2007). So the sample size must be managed. Too small and too large sample sizes have their own effect on the research. Therefore, in this study the simplified formula used to calculate infinite number of population is

$$n_0 = \frac{z^2 pq}{e^2}, \text{ where}$$

n_0 - Sample size

Z – Z score or z value at specified confidence interval, e.g. z score=1.645 at 90%, z score=1.96 at 95% and z score= 2.326 at 99%

p – Degree of variability (0.5)

q – 1-p or 1-0.5

e – Desired level of precision ($\pm 5\%$)

Here the result by assuming 95% confidence level, 0.5 standard deviation and a margin of error (confidence interval) of $\pm 5\%$

$$= 1.96^2 * 5(0.5) / 0.05^2$$

$$= 3.8416 * 25 / 0.0025 = 0.9604 / 0.0025$$

$$= 384.16 \approx 384$$

So the sample size is 384 to conduct the research.

3.7 Data source and Type

According to O'Leary, (2009) Using both primary and secondary data is very important. Therefore this paper collects information from primary and secondary sources. The primary data were collected through questionnaires which contained close ended questions. The CCSI model improved by Guoling L., (2020) which is suitable for this study is adopted. The model has five latent variable and thirty one measurement items. The five point likert scale was adapted to measure the latent variables. The secondary data mainly collected from magazine, journals, newspaper and relevant documents of DHL are downloaded from websites.

3.8 Research instrument

The data is gathered by distributing questionnaire that was earlier developed by Lang 2020 and modified to fit the context of the study. Some of the questions are self-developed. The questionnaire has two parts. The first part is about demographic characteristic of the respondent. The second part contain questions related to independent variable and dependent variable with 5 point linker scale weighing as 1= Strongly Disagree, 2=Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree. The questionnaire was distributed to the customers of DHL that are willing to give their response. In this study a pilot study was be conducted to determine the reliability of data collection instrument. 25 questionnaires were used for the pre-test phase of the research.

3.9 Data collection procedure

Survey is a research method that a sample taken from the population is asked in some form and the response is monitored and analyzed in some technique (Zikmund et al. 2013). It is the popular method to get quick response, inexpensive, efficient, and accurate information. So this study use survey in collecting data from respondents who has experience in using a service of DHL in Addis Ababa.

3.10 Data analysis

The statistical package for social science (SPSS) software was used to analyze the data that is collected from the customers of DHL through questionnaires. Descriptive analysis was used to describe the demographic factors such as gender age and occupation. This descriptive

information of the survey was analyzed by using percentage, frequency, mean and standard deviation.

Correlation analysis was used to assess the relation between the independent variables and dependent variable. The researcher used correlation analysis to test the hypothesis and illustrate a conclusion on the significant effect of independent variables on dependent variable in the study area.

To examine influence of independent variable on dependent variable multiple regression analysis was used. Kaiser-Meyer-Olkin (KMO) test method was carried out to check sample adequacy. ANOVA test was used to examine the regression model overall fitness.

3.11 Validity

Validity explains how well the collected data covers the actual area of investigation (Ghuri and Gronhaug, 2005). The researcher conducts a pre-test by distributing 25 questionnaires to the respondent who are the customers of DHL. Constructive comments were collected from the respondent in the pilot test activity. And the questionnaire was modified to get the intended information that is critical for the investigation. Base on this the researcher confirms the validity of the instrument.

3.12 Reliability

Testing for reliability is important as it refers to the consistency between the parts of a measuring Instrument (Huck, 2007). No absolute rules exist for internal consistencies, however most agree on a limit of internal consistency coefficient of .70 (Robinson, 2009). Cronbach's Alpha is the most common measure of the reliability of the internal consistency. The model has five latent variables and thirty-one measurement items the factor loading of both are greater than 0.7 and the Average Variance Extracted (AVE) of each variable is greater than 0.5. The table shows Cronbach's Alpha value of the five latent variables and the secondary level measurement. The value is (0.712) and (0.806) respectively, which means the internal consistency between the measurement indicators of the variable in the model, is good. So based on this the reliability and validity of the model is good to get acceptable result.

Table 3.1 Reliability Statistics

	Cronbach's Alpha	N of Items
Latent variable	0.712	5
secondary level measurement	0.806	34

Source: SPSS output of Own survey, (2021)

Table 3.2 Factor Analysis

Latent variable	secondary level measurement	Extraction
Expected service quality	EQ1	.782
	EQ2	.856
	EQ3	.658
	EQ4	.767
	EQ5	.812
	EQ6	.682
	EQ7	.773
	EQ8	.769
	EQ9	.812
Perceived service quality	PQ1	.822
	PQ2	.824
	PQ3	.842
	PQ4	.865
	PQ5	.848
	PQ6	.671
	PQ7	.783
	PQ8	.810
	PQ9	.881
Brand image	BI1	.880
	BI2	.810
	BI3	.829
	BI4	.772
	BI5	.905
	BI6	.692
	BI7	.908
	BI8	.734
	BI9	.905

Perceived cost	PC1	.854
	PC2	.820
	PC3	.805
Customer satisfaction	CS1	.903
	CS2	.863
	CS3	.902
	CS4	.891

Source: SPSS output of Own survey, (2021)

3.13 Ethical consideration

“Ethics refers to the appropriateness of your behavior in relation to the rights of those who become the subject of your work or are affected by it”. Saunders, L. and Thornhill (2001, p.130)

The data was collected by distributing questionnaire to customers without any unethical behavior or forceful action in cargo terminal branch office of DHL. The result of the study was used for academic purpose only. The response of the customer was used without any change and the result is analyzed using the raw data. Finally the researcher respects the previous study and cited works of other that are used as a source.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS & DISCUSSION

4.1 Introduction

This chapter interprets, explain and present the finding obtained from the respondents that are considered in this study. The chapter also tries to answer the research questions by using the data collected from the respondent. .

4.2 Sample and response rate

The total questionnaires distributed to respondents were 384 from those questionnaires 355 were returned back with full information so it accepted as valid questionnaires. The other 29 questionnaires were invalid because some questions were not answered. After excluding the invalid questionnaires the response rate represents 92.45% from the target population size.

4.3 Demographic profile of respondent

Table 4.1 Demographic data of the respondent

Variable	Value	Percent	Cumulative Percent
Gender	Male	57.5	57.5
	Female	42.5	100
	Total	100	
Age	18-29	49.9	49.9
	30-39	36.3	86.2
	40-49	9.3	95.5
	above50	4.5	100
	Total	100	
Monthly Income (birr)	5000 and below	35.8	35.8
	5001-7500	9.9	45.6
	7501-10000	23.1	68.7
	10000 and above	31.3	100
	Total	100	
Education Level	Certificate and below	17.2	17.2
	Diploma	27	44.2
	Bachelor degree	35.2	79.4
	Masters and above	20.6	100
	Total	100	

Source: SPSS output of Own survey, (2021)

The above table shows us the demographical profile of respondents. Based on table 4.1, 57.5% of the respondents are males and 42.5% of the respondents are female. This shows majority of the respondents are male.

Regarding to age, majority of the respondents fall in 18-29 years old that is 49.9% of the total respondents. 36.3% of the respondents are between the ages of 30-39. The rest 9.3% and 4.5% of the respondents fall in to 40 - 49 years and above 50 years respectively.

Monthly income of majority of the responders is 5000 birr and below that is 35.8%. And 31.3% have above 10,000 birr monthly income and the rest 23.1% and 9.9% have 7501 - 10,000 birr and 5001 - 7000 birr monthly income respectively.

According to academic qualification of the respondents the majority 35.2% are bachelor degree holders, 27.0% have got diploma, 20.6% has a Master's degree and the rest of 17.2% has certificate or below. It is expected that the academic qualification of the respondents enhance the data quality since they fairly understand the questions and answer accurately. Based on this, the users of DHL are people whose income is above 5000.

Table 4.2 Descriptive statistics summary of respondents on number of use per year and how long they use DHL

Variable	Value	Percent	Valid Percent
Number of use per year	1-10times	49.6	49.6
	11-20times	19.4	19.4
	21-30times	3.4	3.4
	above30	27.6	27.6
	Total	100	100
How long respondent use DHL	1-4years	61.7	61.7
	5-7years	13.8	13.8
	8-10years	19.4	19.4
	above 10years	5.1	5.1
	Total	100	100

Source: SPSS output of Own survey, (2021)

Based on the above table from the total respondents 49.6% of the respondents used DHL 1-10 times per year. 27.6% of the respondents use more than 30 times per year. The rest 19.4% and 3.4% of the respondents uses 11-19 times and 21-29 times per year respectively.

Majority of the respondents (61%) of the total respondents have 1-4 year of experience with DHL. 19.4% of the respondents use DHL for 8-10 years. 13.8% of the respondents have 5-7 years of experience and 5.1% use DHL for more than 10 years.

4.4. Descriptive Analysis

This sub topic tries to assess and describe the customers satisfaction level of DHL based on customers responses by using five point likert scales. This section first takes each variable one by one to explain the satisfaction level. Here nine item are used to represent each independent variables expected service quality, perceived service quality and brand image. Whereas three items are used to represent the independent variable perceived service cost. Finally four items are used to represent the overall customer satisfaction. After this the section tried to explain the findings of the descriptive statistic of each statement of independent variables mean score by using the criterion-referenced scale.

Criterion-reference scale is used to measure the score of respondents. To do so the mean rating is discussed on table 4.3.

Table 4.3 Criterion – referenced scale definitions

Mean rating	Description of respond	Agreement level
1.00 - 1.49	Strongly disagree (SD)	Very low (VL)
1.50 - 2.49	Disagree (D)	Low (L)
2.50 - 3.49	Neutral (N)	Medium (M)
3.50 - 4.49	Agree (A)	High (H)
4.50 - 5.00	Strongly agree (SA)	Very high (VH)

Source; (MacEachron, 1982)

4.4.1 Customers response on Expected service quality

The question under this section tries to test the attitude of customers on expected service quality of DHL customers. Nine items are listed and the respondents are expected to rate their level of agreement for each item. The table show below present the average reaction of respondents based on expected service quality issues.

Table 4.4 respondents on expected quality related question

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	18	5.1	5.1	5.1
Disagree	159	44.8	44.8	49.9
Neutral	178	50.1	50.1	100.0
Agree	0	0.0	0.0	
strongly agree	0	0.0	0.0	
Total	355	100.0	100.0	

Source: SPSS output of Own survey, (2021)

As it can be seen from the above table, the average response of the respondents on expected service quality related question of nine different statements, the result indicate 5.1% were strongly disagreed on the status based on public reputation, their personal need and past experience of the respondents. Also 44.8% of the respondents were disagreed on it. The other 50.1% of respondent response was neutral. So the majority of the respondents were neutral (moderate) about the status of public reputation, personal need and past experience performance of DHL.

4.4.2 Customers response on perceived service quality

The question under this section tries to test the attitude of customers on perceived service quality of DHL customers. Nine items are listed and the respondents are expected to rate their level of agreement for each item. The table below shows the average reaction of respondents based on perceived service quality issues.

Table 4.5 respondents on perceived quality related question

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	0	0.0	0.0	0.0
Disagree	10	2.8	2.8	2.8
Neutral	151	42.5	42.5	45.4
Agree	179	50.4	50.4	95.8
strongly agree	15	4.2	4.2	100.0
Total	355	100.0	100.0	

Source: SPSS output of Own survey, (2021)

From the table 4.5 it can be seen that 50.4% and 4.2% of the respondents agreed and strongly agreed respectively about the current quality of information service, after sale service performance and accurate service delivery. On the other hand 42.5% of the responses were neither agree nor disagree on the above issues. The rest 2.8% of the respondents were disagreed on the current ability of quality information service, after sale service and delivery service. So base on this the majority of the respondents (54.6%) confirm DHL perceived service quality was good.

4.4.3 Customers response on brand image

The question under this section tries to test the attitude of customers on brand image of DHL customers. Nine items are listed and the respondents are expected to rate their level of agreement for each item. The table show below present the average reaction of respondents based on brand image issues.

Table 4.6 respondents on brand image related question

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	0	0.0	0.0	0.0
Disagree	16	4.5	4.5	4.5
Neutral	67	18.9	18.9	23.4
Agree	250	70.4	70.4	93.8
strongly agree	22	6.2	6.2	100.0
Total	355	100.0	100.0	

Source: SPSS output of Own survey, (2021)

Table 4.6 shows that 70.4% respondents agreed about the good cognitive image, service image and social image performance. It indicates the majority of the respondents accepts the brand and perceived it in the right and good manner. Here 6.2% of the respondents strongly disagreed on the questions that focus on the positive facts on brand image. The other 18.9% and 4.5% were neutral and disagreed respectively.

4.4.4 Customers response on perceived service cost

The question under this section tries to test the attitude of customers on perceived service cost of DHL customers. Three items are listed and the respondents are expected to rate their level of agreement for each item. The table show below present the average reaction of respondents based on perceived service cost quality issues.

Table 4.7 respondents on perceived cost related question

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	3	0.8	0.8	0.8
Disagree	58	16.3	16.3	17.2
Neutral	225	63.4	63.4	80.6
Agree	69	19.4	19.4	100.0
strongly agree	0	0.0	0.0	
Total	355	100.0	100.0	

Source: SPSS output of Own survey, (2021)

As it can be seen from table 4.7, the respondent's response on the questions based on perceived cost shows that 0.8% and 16.3% strongly disagreed and disagreed respectively. This indicates the respondents perceived that the price to send goods, price to return goods back to its origin and the total cost of DHL is unfair. On the other hand 19.4% of respondents oppose the above statement. It means these respondents perceived that the service is cost effective, fair cost to return goods to their origin and rapid price change. The other 63.4 % were neither agree nor disagree on the total cost reasonability.

4.4.5 Customers response on overall customer satisfaction

The question under this section tries to test the attitude of customers on overall satisfaction based on the above four independent variables. Four items are listed and the respondents are expected to rate their level of agreement for each item. The table show below present the average reaction of respondents based on the overall satisfaction issues.

Table 4.8 respondents on overall satisfaction related question

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	0	0.0	0.0	0.0
Disagree	48	13.5	13.5	13.5
Neutral	79	22.3	22.3	35.8
Agree	159	44.8	44.8	80.6
strongly agree	69	19.4	19.4	100.0
Total	355	100.0	100.0	

Source: SPSS output of Own survey, (2021)

The overall satisfaction of the respondents as of table 4.8 shows that 44.8% and 19.4% of the respondents agreed and strongly agreed respectively. This indicates more than half percent of the respondents were satisfied on the current accurate information service, fast after sale service, good delivery service and good overall performance. Based on the data 13.5 did not agree on the above performance and 22.3 were neutral. According to the finding the overall satisfaction level of the respondent was 64.2%.

4.4.6 Mean score result

the following table shows the average mean score of each variables and the level of agreement of the variable based on criterion-referenced scale by referring table 4.3.

Table 4.9 Mean and Std. deviation result summary

	Mean	Std. Deviation	Criterion-referenced scale agreement level
Expected quality	2.4507	.59158	L
Perceived quality	3.5606	.62311	H
Brand image	3.7831	.62050	H
Perceived cost	3.0141	.62646	M
Overall satisfaction	3.7014	.93330	H

Source: SPSS output of Own survey, (2021)

As it can be seen from table 4.9 the mean score result of the respondents is 2.45, 3.56, 3.78, 3.01 and 3.70 for expected service quality, perceived quality, brand image, perceived cost and overall satisfaction respectively.

The mean of perceived quality, brand image and overall satisfaction was high based on criterion referenced scale agreement level. This shows that each questions for this variables were answered agreed. On the other hand perceived cost based on criterion reference scale agreement level is medium which is moderate. The mean of expected quality was low based on criterion referenced scale agreement level. This shows that each question for this variable was answered disagreed.

4.5 Correlation Analysis

One type of inferential statistic correlation is used to assess the relationship between one variable to the other variable. The objectives of this research is to explore whether the independent variables (expected service quality, perceived service quality, brand image and

perceived service cost) have a significant effect on customer satisfaction level in the case of DHL express. Here the researcher used correlation analysis to test the hypothesis and illustrate a conclusion on the significance effect of independent variables on dependent variable in the study area. In addition to this it used to explain and give conclusion about the association between the independent variable.

Pearson’s correlation coefficient measure correlation and explains the strength of the relationship of variables. Here “R” stands for Pearson’s correlation coefficient. The following table briefly explains the measurement and the description.

Table 4.10 measures of association and Descriptive adjective

Measures of Associations	Descriptive Adjective
> 0.00 to 0.20 ; < -0.00 to – 0.20	Very weak or very low
> 0.20 to 0.40; < -0.20 to – 0.40	Weak or low
> 0.40 to 0.60; < -0.40 to – 0.60	Moderate
> 0.60 to 0.80; < -0.60 to – 0.80	Strong or high
> 0.80 to 1.0; < -0.80 to – 1.0	Very high or very strong

Source: (MacEachron, 1982)

Based on the survey the Pearson’s correlation of the independent variables (expected service quality ‘EQ’, perceived service quality ‘PQ’, brand image BI and perceive service cost ‘PC’) with the dependent variable (customer satisfaction ‘CS’) is indicated on table 4.11. The other issue discussed here is that the Correlation of the independent variables with each other. Table 4.12 clearly explains the person correlation of independent variables with each other.

Table 4.11 Pearson Correlations between independent variables and customer satisfaction

		overall customer satisfaction
	Pearson Correlation	-.313 ^{**}
Expected service quality	Sig. (2-tailed)	.000
	N	355
	Pearson Correlation	.692 ^{**}
Perceived service quality	Sig. (2-tailed)	.000
	N	355
	Pearson Correlation	.771 ^{**}

Brand image	Sig. (2-tailed)	.000
	N	355
	Pearson Correlation	-.123*
Perceived service cost	Sig. (2-tailed)	.020
	N	355

Source: SPSS output of Own survey, (2021)

According to the above correlation table, expected service quality has statistically negative and strong significant correlation with customer satisfaction. The result show ($R = -.313^{**}$) and calculated p value .000 which is < 0.05 level of P value. Similarly perceived service quality and customer satisfaction also has a positive and strong significant correlation with ($R = .692^{**}$) and calculated p value .000 which is < 0.05 level of P value, brand image and customer satisfaction with ($R = .771^{**}$) and calculated p value .000 which means $P < 0.05$. Perceived service cost and customer satisfaction has negative and statistically significant relation, with ($R = -.123^*$) and $P < 0.05$. These results indicate all the independent variables are statistically significant relation with customer satisfaction at $P < 0.05$.

4.6 Multiple Linear Regressions

In this section first the basic assumption test for the model is conducted before multiple linear regression analysis. The tests are sample size test, normality of the distribution, linearity between independent variables and dependent variable and multi collinearity tests. Each taste is explained one by one.

4.6.1 Assumptions of Multiple Regressions

Assumptions 1: Sample size

The first assumption checks the adequacy of the sample to apply factor analysis. Kaiser-Meyer-Olkin(KMO) testing method was carried out to check sample adequacy. In Kaiser-Mayer-Olkin Test (KMO) the result exceeded the minimum standard value 0.6 is accepted as good sample. Saif Ullah, Malik, (2012). From the table KMO result is 0.654 which is greater than 0.6 so the sample is adequate with .000 significance level.

Table 4.12 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.657
Bartlett's Test of Sphericity	Approx. Chi-Square	640.456
	Df	10
	Sig.	.000

Source: SPSS output of Own survey, (2021)

Assumptions 2: Normality Distribution test

The second assumption in multiple regressions is the normality distribution of independent variables. Here the independent variables should be normally distributed. There are two statistical tools that enable researchers to check whether the data is normally distributed or not. These tools are skewness and kurtosis. Skewness is a measure of degree of asymmetry. (<https://itl.nist.gov>). “Kurtosis is a measure of whether the data are heavy tailed or light tailed to a normal distribution”. (<https://itl.nist.gov>). According to George D. and Mallery M., 2010 the accepted range of skewness and kurtosis test is (-2.0 to +2.0). Tale 4.13 shows the result of skewness and kurtosis to test the normality distribution of data.

Table 4.13 Skewness and Kurtosis

	N	Std. Deviation	Skewness		Kurtosis	
			Statistic	Std. Error	Statistic	Std. Error
EQ	355	.59158	-.549	.129	-.621	.258
PQ	355	.62311	-.055	.129	-.257	.258
BI	355	.62050	-.959	.129	1.543	.258
PC	355	.62646	-.218	.129	.256	.258
CS	355	.93330	-.379	.129	-.682	.258
Valid N (list wise)	355					

Source: SPSS output of Own survey, (2021)

The above table shows that all the variables skewness and kurtosis value is between (-2.0 to +2.0). This indicates that all variables skewness and kurtosis value fall in the acceptable range for normality. Based on this all the variables are normally distributed, this means the second assumption is fulfilled.

Assumption 3: Linearity Test

Linearity test is the third assumptions to compute multiple regressions analysis. Here the linearity of independent variables and dependent variable has been tested. Appendix 2 clearly shows that there exists a linear relationship between independent variables (EQ, PQ, BI and PC) and dependent variable CS.

Assumption 4 – Multicollinearity Test

“Multicollinearity refers to the situation in which the independent/predictor variables are highly correlated. When independent variables are multicollinear, there is “overlap” or sharing of predictive power. This may lead to the paradoxical effect, whereby the regression model fits the data well, but none of the predictor variables has a significant impact in predicting the dependent variable.” (Belesty E., 2019). To test multicollinearity statistical tools Tolerance values and variance inflation factor (VIF) are used. Tolerance measure how much the variability of one independent variable is not explained by other independent variable. According to Pallant, 2007, the value of tolerance less than 1 indicates the existence of multicollinearity and the value of variance inflation factor (VIF) is equal to 1 divided by tolerance. Based on this VIF values above 10 indicate the existence of multiCollinearity. Table 4.14 shows the tolerance value and VIF. The tolerance value of the variables is (EQ = 0.896, PQ = 0.622, BI = 0.688 and PC = 0.909) also the VIF value is 1.116, 1.607, 1.453 and 1.100 respectively. This result confirms the fulfillment of the forth assumption.

Table 4.14 Multicollinearity test

variables	Collinearity Statistics	
	Tolerance	VIF
Expected service quality	.896	1.116
Perceived service quality	.622	1.607
Brand image	.688	1.453
Perceived service cost	.909	1.100

Source: SPSS output of Own survey, (2021)

Summary on assumption: All four assumptions of multiple linear regressions are fulfilled. There for the next step is doing the multiple regression analysis. This analysis helps to

determine the model summary, the model fit and the beta coefficients. Finally the regression model was developed.

4.6.2 Model Summary

The model summary is explained by the value of R and R². Table 4.15 shows the value of R and R². The multi correlation coefficient shows the relation between predictors and dependent variable. The table show there is a positive relationship of .844 between customer satisfaction and four independent variables. The value of adjusted R² can explained the question how much the variation of dependent variable (customer satisfaction) is due to the variation of predictors (independent variables). There for adjusted R square indicate 73% variation of customer satisfaction is due to the combination effect of the four predictors. And the remaining 27 % of variation is not explained by these factors.

Table 4.15 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.853 ^a	.727	.724	.49058	1.888
a. Predictors: (Constant), EQ, PQ, BI, PC					
b. Dependent Variable: CS					

Source: SPSS output of Own survey, (2021)

4.6.3 Model Fit

ANOVA helps to examine the regression model overall fitness. If the value of P<0.05 we can say the model is fit. On the other hand if the value of F is large there is a probability to reject the null Hypothesis. Here the null hypothesis is that the independent variables (EQ, PQ, BI and PC) have no significant effect on customer satisfaction. Table 4.16 shows F is 232.808 at .000 sig. value this indicate that regression model is fit and the null hypothesis is rejected.

Table 4.16 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	224.116	4	56.029	232.808	.000 ^b
	Residual	84.233	350	.241		
	Total	308.349	354			

a. Dependent Variable: CS
b. Predictors: (Constant), EQ, PQ, BI, PC

Source: SPSS output of Own survey, (2021)

4.6.4 Beta Coefficient

Here the following coefficient table explained the level of effect each independent variables have on the dependent variable. And the degree of importance each variable has on the dependent variable.

Table 4.17 Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.572	0.272		-2.102	.036
	EQ	-0.183	0.047	-0.116	-3.93	.000
	PQ	0.493	0.053	0.329	9.301	.000
	BI	0.883	0.051	0.587	17.428	.000
	PC	-0.124	0.044	-0.083	-2.845	.005

a. Dependent Variable: CS

Source: SPSS output of Own survey, (2021)

From the above table unstandardized beta value of brand image is 0.883, which is a very large value compared with the other variables. This indicates that brand image has relatively a strong degree of importance for customer satisfaction than any other variables in this study. The second high degree of importance variable is perceived service quality with beta value (0.493). The third and fourth degree of importance are expected service quality and perceived cost with beta value (-0.183 & -0.124) respectively. The variables are statistically significant for predicting customer satisfaction at ($P < 0.05$).

The interpreted base on the table is that from the total variance occurred in customer satisfaction, 11.6% is because of expected service quality, 32.9% is because of perceived service quality, 58.7% is because of brand image and 8.3% is reflection of perceive service cost. The regression equation to measure customer's satisfaction is as follow

$$Y = \beta^{\circ} + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \varepsilon^{\circ}$$

$$CS = -0.572 - 0.183EQ + 0.493PQ + 0.883BI - 0.124PC + .49058$$

The Y intercepts a point that the regression line crosses the Y axis. This value can be calculated from the above equation by making x value 0. The result is -0.572 which means the expected value of customer satisfaction is -0.572 when assuming the other variables zero value. The equation indicates a unit changes in expected service quality (the expectation of customers increase in one unit) results 18.3% decrease in customer satisfaction. Also the coefficient of PQ, BI and PC is equals to 0.493 and 0.883 respectively. This indicates a unit change in perceived quality results 48.5% increase in customer satisfaction. A unit changes in brand image results 88.4% improvement in customer satisfaction. This indicates brand image has great influence to increase customer satisfaction in this study. The last factor with low influence on customer satisfaction compared to other variables is perceived cost. For one unit change in PC (one birr) add on the total cost results 12.4% decrease in customer satisfaction.

4.7 Hypotheses test and findings

This section discusses the obtained results on hypotheses test. The results from the beta coefficient confirm all four factors considered in this study are supported. Table 4.19 summarizes the result of each hypothesis.

Table 4.18 hypotheses test

Hypotheses	Test value	Result
H1: Expected service quality has significant and negative effect on customer satisfaction.	B = -0.183	
	T = -3.93	Supported
	P <0.05	
H2: Perceived service quality has positively and significant relationship with customer satisfaction.	B = 0.493	
	T = 9.301	Supported
	P <0.05	
H3: Brand image has significant and positive effect on customer satisfaction.	B = .883	
	T = 17.428	Supported
	P <0.05	
H4: Perceived service cost has significant and negatively effect on customer satisfaction.	B = -.124	
	T = 2.845	Supported
	P <0.05	

Source: SPSS output of Own survey, (2021)

H1: Based on the finding the mean comparison of the four customer satisfaction factors, expected service quality ranked fourth. The mean value of this factor is 2.45 this indicates the respondents disagreed on the statements related to expected quality issue. This variable also has positive and significant correlation with customer satisfaction. Also $R = -.313^{**}$ and $P < 0.05$ this means, EQ has positive and significant relation with depended variable. Expected quality is statistically significant predictor of customer satisfaction, with beta value $-.183$ at $P < 0.05$. This implies the dependent variable CS is statistically dependent on this significant independent variable. The model show one unit change in expected service quality can cause 18.3% decrease in customer satisfaction. Sarah S. (2019), revealed that high expectations will lead to low customer satisfaction. Also Ieva M., Artūras A., Michail L., 2014, confirmed expectation directly affect customer satisfaction.

H2: This study established that perceived service quality positively affect customer satisfaction. The finding shows 50.4% of the respondents agreed on the availability of quality information service, fast after sale service and great quality in delivery service. The finding was also consistent with the mean value 3.56 the second highest score from the four variables. This means, respondents were on average agreed with the relationship between customer satisfaction and perceived service quality. Based on the correlation result $R = .692^{**}$ with $P < 0.05$, this indicates there is a strong and statistically significant association between perceived quality and customer satisfaction. The finding of beta coefficient shows perceived quality is statistically significant predictor of customer satisfaction with beta coefficient of 0.493 at $P < 0.05$. The implication of this coefficient is that a one unit change in perceived service equality can cause 49.3% improvement in customer satisfaction. Malik, Saif Ullah, (2012) confirms the positive influence of perceived service quality on customer satisfaction. Bigne E., Moliner M.A and Sanchez J., 2003 also revealed that perceived quality positively affect customer satisfaction.

H3: The study finds that the brand image specifically (cognitive, service and social brand image) of DHL positively affect customer satisfaction on a great extent. In this study on average 70.4% of the respondents agreed with a good service, cognitive and social brand image of the company. Based on the mean value brand image scores 3.78, which is the highest value,

this indicate customer satisfaction positively influenced by the independent variable brand image in this study. Also it has a positive and significant correlation with customer satisfaction at $R=.771^{**}$ ($P < 0.05$). This variable is statistically significant predictor of customer satisfaction with beta coefficient of 0.883 at $P < 0.05$. This indicates one unit change in brand image results 88.3% increase in customer satisfaction. This result also support by researcher finding Malik, Ghafloor & Iqbal (2012) and Nazir, Ali & Jamil (2016). They confirm the improvement in brand image will increase customer satisfaction.

H4: Here the researcher's assumption that perceived cost negatively affect customer satisfaction was supported. From the mean comparison of the four factors the mean value of perceived cost is 3.01. Based on Criterion-referenced scale agreement level the mean value indicates PC has a moderated effect on customer satisfaction. This variable is positively & significantly correlated with customer satisfaction at $R= -.123^*$ ($P < 0.05$) which shows the existence of association and relationship between the perceived cost and customer satisfaction. From the beta coefficient finding this variable is statistically significant predictor of customer satisfaction with beta coefficient of -0.124 at $P < 0.05$. This means, for one unit change in PC (one birr) add on the total cost results 12.4% decrease in customer satisfaction. Researcher like Ali et al. 2010, confirm that reasonable price for customers increase customer satisfaction and holds them for a longer period .Also Tanyaporn K., and Sirion C., (2014) revealed cost has a moderate significant relationship with customer satisfaction.

CHAPTER FIVE

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the results and based on the findings give conclusion and recommendations. Also the limitations are discussed and some suggestion forwarded for further researches.

5.2 Summary of major findings

The study was conducted to investigate factors affecting customer satisfaction of DHL in Addis Ababa. From the total 384 questionnaires 355 (92.4%) were returned back with full information the rest 29 were invalid. Both descriptive and inferential statistical the techniques were used to explain the result.

- The demographic characters showed majority of the respondents were male representing 57.5% the rest 42.5% of the respondents are female. Majority of the respondents (86.2%) were between the ages of 18-39. The rest 9.3% and 4.5 % of the respondents fall in to 40 - 49 years and above 50 years respectively. 31.3% of the respondents income were above 10,000birr and 68.7% of the respondents income was between 0-10,000. Based on educational background 55.8% of the responders were first degree and Master's degree holders. 27.0% have got diploma and 17.2% have got diploma or below.
- Regarding the usage of DHL service, 49.6% of the respondents used DHL 1-10 times per year. 27.6% of the respondents used the service more than 30 times per year. The rest 19.4% and 3.4% of the respondents used 11-19 times and 21-29 times per year respectively. Based on the experience 61% of the respondents have 1-4 year of experience with DHL. From the total respondents 33.2% were experience the DHL service DHL 5-10 years and 5.1% use DHL for more than 10 years.
- From the mean comparison of four variables, expected service quality ranked third with the mean value 2.45 this indicates, respondents has low expectation. The correlation analysis also confirm this variable have significant negative association with customer satisfaction at $R = -0.313$ ($P < 0.05$). Based on the regression analysis EQ

is statistically significance predictor of customer satisfaction with beta coefficient - 0.183 at significant level of .000. This implies customer satisfaction is statistically dependent to expected service quality.

- From the mean comparison perceived service quality ranked second with the mean value 3.56. This indicates, respondents were agreed that perceived quality can affect customer satisfaction. The correlation analysis also confirm this variable have significant positive correlation with customer satisfaction at $R=.692$ ($P < 0.05$). Based on the regression analysis PQ is statistically significant predictor of customer satisfaction with beta coefficient 0.493 at significance level of .000. This implies customer satisfaction is statistically dependent to perceived service quality.
- Based on the descriptive result, brand image ranked first with the mean value 3.78. This implies that, brand image highly influence the customer satisfaction level. Also the correlation analysis revealed that brand image has strong, positive and significant correlation with customer satisfaction at $R=.771$ ($P < 0.05$). The output result from regression analysis brand image is statistically significant predictor of customer satisfaction with beta coefficient value 0.883 at significance level .000. This means, the dependent variable is statistically dependent to brand image.
- The descriptive mean score of perceived service cost is 3.70; this implies perceived service cost has a moderate impact on customer satisfaction. Statistically significant negative correlation is found between the independent variable perceived service cost and the dependent variable customer satisfaction was found with $R = -0.123$ ($P < 0.05$). The output result from regression analysis perceived service cost is statistically significant predictor of customer satisfaction with beta coefficient value -0.124 at $P < 0.05$. This implies, customer satisfaction is statistically dependent to perceived cost.
- From the ANOVA test F is equal to 232.808 at .000 sig value. This indicates that regression model is fit for the study. According to the model summary result 73% variation of customer satisfaction is due to the combination effect of the four predictors. Therefore, it can conclude that there is a relation between dependent and independent variables.

5.3 Conclusion According to the research findings

In this study expected service quality, perceived service quality, brand image and perceived service cost were considered as independent variables and customer satisfaction dependent variable. All the factors considered in this study have a significantly significant with $P < 0.05$ confidence level. From those factors brand image has the highest influence on customer satisfaction. The next one is perceived service quality followed by expected service quality. The last one is perceived service cost. Therefore, the conclusion is that brand image has a large effect on customer satisfaction in this study.

5.4 Recommendation Based on the findings

Based on, the significant and positive effect of independent variables (expected service quality, perceived service quality, brand image and perceived service cost) on the dependent variable customer satisfaction, the recommendation are forwarded to improve the performance and customer satisfaction level.

- Researcher recommends that the manager should determine the right quality of their services by assessing their customers' service expectations and cost perceptions, and contrasting them with the customers' satisfaction ratings.
- According to the study result the researcher suggests, the company should create easy way to access information and after sale service for its customer to improve the perceived quality performance of the company.
- Quality delivery one indicator of perceived service quality in this study. To improve and differentiate it service from others, the researcher recommends that the company should carefully control the quality of the package and compensate their customer for any damage caused by the movement process.
- The company should promote its product service in different communication channel
- Finally, researcher recommends the company to develop easy internet based service for the customers to minimize contacts for preventing the spread of COVID-19.

5.5 Limitations and directions for future research

The study has the following limitation. First this study was conducted by using only DHL customers. The result depends on only the opinion of these customers. The finding didn't consider other customer who uses similar service from other company. Second, the study used

non probability sampling method so finding cannot be generalized to the population. If resource allows it, it suggested that future researchers to use probability sampling that will help to make generalization and comparison to other companies. Third, this research focused only four factors that affect customer satisfaction and hence, the researcher suggest future researchers to add more factors that might help to understand factors affecting customer satisfaction.

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APPENDIX-I

Addis Ababa University

School of Commerce

Department of Marketing Management

Post graduate program

Dear respondents, this Questionnaire is prepared to conducting a research on a topic “Factors Affecting Customers’ Satisfaction of postal and logistic company (The case of DHL)” in a partial fulfillment of the requirements for the award of an MA degree in Addis Ababa university. I kindly request you to spend some minutes of your time in answering the questionnaire designed to assess the satisfaction level of DHL customers”. Your responses will be used only for academic research and the information you provide will be kept confidential. Your genuine response will have significant effect on the result of the study. Don’t write your name on the questionnaire. I thank you very much for your willingness & your time.

Part I: General Information Instruction:

Please put a tick (“√”) mark in the space provides relating to the opinion that identifies your response.

1. Age

A. 18-29

B. 30-39

C. 40-49

D. 50 years and above

2. Gender

A. Male

B. Female

3. Monthly income

A. 5,000 and below

B. 5001 – 7,500

C. 7,501 – 10,000

D. 10,000 and above

4. Education level

- A. Certificate and below B. Diploma
 C. Bachelor's Degree D. Masters & above

5. How many times did you use DHL express per year?

- A. 1 -10 times B. 11-20 times
 C. 21-30 times D. Above 30 times

6. How long did you use DHL express?

- A. 1- 4 years B. 5-7 years
 C. 8-10 years D. Above 10 years

Part II: factors affecting customers' satisfaction

Instruction: Please respond to each item by putting a tick (“√”) mark on the space provide relating to the opinion that identifies your level of agreement:

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	Expected Service Quality (EQ)					
<i>EQ₁</i>	The service of DHL is nice and easy to access.					
<i>EQ₂</i>	Using internet is easy way to access DHL service					
<i>EQ₃</i>	DHL Promote it is service to the society					
<i>EQ₄</i>	I choose DHL because it is fast					
<i>EQ₅</i>	I choose DHL because it is good quality of delivery					
<i>EQ₆</i>	I choose DHL because it deliver goods at the right time and at the right place					

<i>EQ₇</i>	I have experience with other logistic service better than DHL					
<i>EQ₈</i>	The service of DHL is better than other logistic service provider					
<i>EQ₉</i>	Only DHL is my choose					
Perceived Service Quality (PQ)						
<i>PQ₁</i>	DHL employees are willing to give information					
<i>PQ₂</i>	It is easy to get accurate and updated information from DHL					
<i>PQ₃</i>	The system of DHL helps to know the delivery time of goods					
<i>PQ₄</i>	DHL employees solve any errors very fast					
<i>PQ₅</i>	DHL compensate for the damage					
<i>PQ₆</i>	It is easy to return goods back to its departure.					
<i>PQ₇</i>	The delivery service of DHL is very fast					
<i>PQ₈</i>	DHL deliver goods with a good quality					
<i>PQ₉</i>	DHL record the exact location of the receiver accurately					
Brand Image (BI)						
<i>BI₁</i>	DHL is very known company in Ethiopia					
<i>BI₂</i>	DHL is safe so i trust the company					
<i>BI₃</i>	DHL is my choice from other logistics company					

<i>BI₄</i>	The employees are very friendly and well dressed					
<i>BI₅</i>	DHL packaging is safe and up to its standard					
<i>BI₆</i>	DHL physical facilities are visually appealing					
<i>BI₇</i>	The current service of DHL is Nice					
<i>BI₈</i>	DHL upgrade its service every time					
<i>BI₉</i>	The goods arrive to its destination without contamination					
Perceived Service Cost (PC)						
<i>PC₁</i>	The price of DHL is fare					
<i>PC₂</i>	The price of DHL to return good back to its origins is reasonable.					
<i>PC₃</i>	The price of DHL increase through a time					
Customer satisfaction (CS)						
<i>CS₁</i>	I am satisfied by the information service of DHL					
<i>CS₂</i>	I am satisfied by after-sales service of DHL					
<i>CS₃</i>	I am satisfied by the delivery service of DHL					
<i>CS₄</i>	I am satisfied by the overall service of DHL					

አዲስ አበባ ዩኒቨርሲቲ

የንግድ ስራ ትምህርት ቤት

ማርኬቲንግ ማኔጅመንት ዲፓርትመንት

ድህረ ምረቃ ፕሮግራም

ውድ የመጠይቁ ተሳታፊዎች ይህ መጠይቅ “ በፖስታ እና ሎጂስቲክ ድርጅት ደንበኞች አገልግሎት እርካታ ላይ ተፅዕኖ የሚያደርጉ ነገሮች” (በዲኤችኤል ድርጅት) በሚል ርዕስ በ አዲስ አበባ ዩኒቨርሲቲ ለድህረ ምረቃ ዲግሪ ማሟያ የተዘጋጀ ነው። ይህን የዲኤችኤል ደንበኞች እርካታ ለማወቅ የተዘጋጀውን መጠይቅ በዐግባቡ ተመልክታችሁ ዕንድትሞሉልኝ በትህትና ዕጠይቃለው። ይህ የምትሞሉት መጠይቅ ለመማር ማስተማር ተግባር የሚውል ዕና መረጃው በሚስጥር የሚያዝ ይሆናል። የምትሰጡት ጥራት ያለው መረጃ ለዚህ ምርምር ከፍተኛ ዐስተዋፅኦ አለው። ለሚያደርጉልን ትብብር በቅድሚያ ከልብ አመሰግናለው። ስም መጻፍ አያስፈልግም።

ክፍል I: ጠቅላላ መረጃ

መመሪያ: እባክዎትን በሚስማሙበት ሃሳብ ለያንዳንዱ ጥያቄ የራይት (“√”) ምልክት በማድረግ ይመልሱ

1. እድሜ

A. 18-29

B. 30-39

C. 40-49

D. 50 እና በላይ

2. ጾታ

A. ወንድ

B. ሴት

3. ወርሃዊ ገቢ

A. 5,000 እና ከዛ በታች

B. 5001 – 7,500

C. 7,501 – 10,000

D. 10,000 እና ከዛ በላይ

4. የትምህርት ደረጃ

A. ስርተፍኬት እና ከዛ በታች

B. ዲፕሎማ

C. የመጀመሪያ ዲግሪ

D. ሁለተኛ ዲግሪ እና ከዛ በላይ

5. በዓመት ውስጥ ዲኤችኤልን ምን ያህል ጊዜ ይጠቀማሉ?

A. 1 -10 ጊዜ

B. 11-20 ጊዜ

C. 21-30 ጊዜ

D. ከ 30 ጊዜ በላይ

6. ለምን ያህል ጊዜ የዲኤችኤል ተጠቃሚ ነበሩ?

A. 1- 4 ዓመት

B. 5-7 ዓመት

C. 8-10 ዓመት

D. ከ 10 ዓመት በላይ

ክፍል II: የደንበኞች እርካታ የሚያስተዳጉሉ ነገሮች

መመሪያ: እባክዎትን በሚስማሙበት ሃሳብ ለያንዳንዱ ጥያቄ የራይት (“√”) ምልክት በማድረግ ይመልሱ

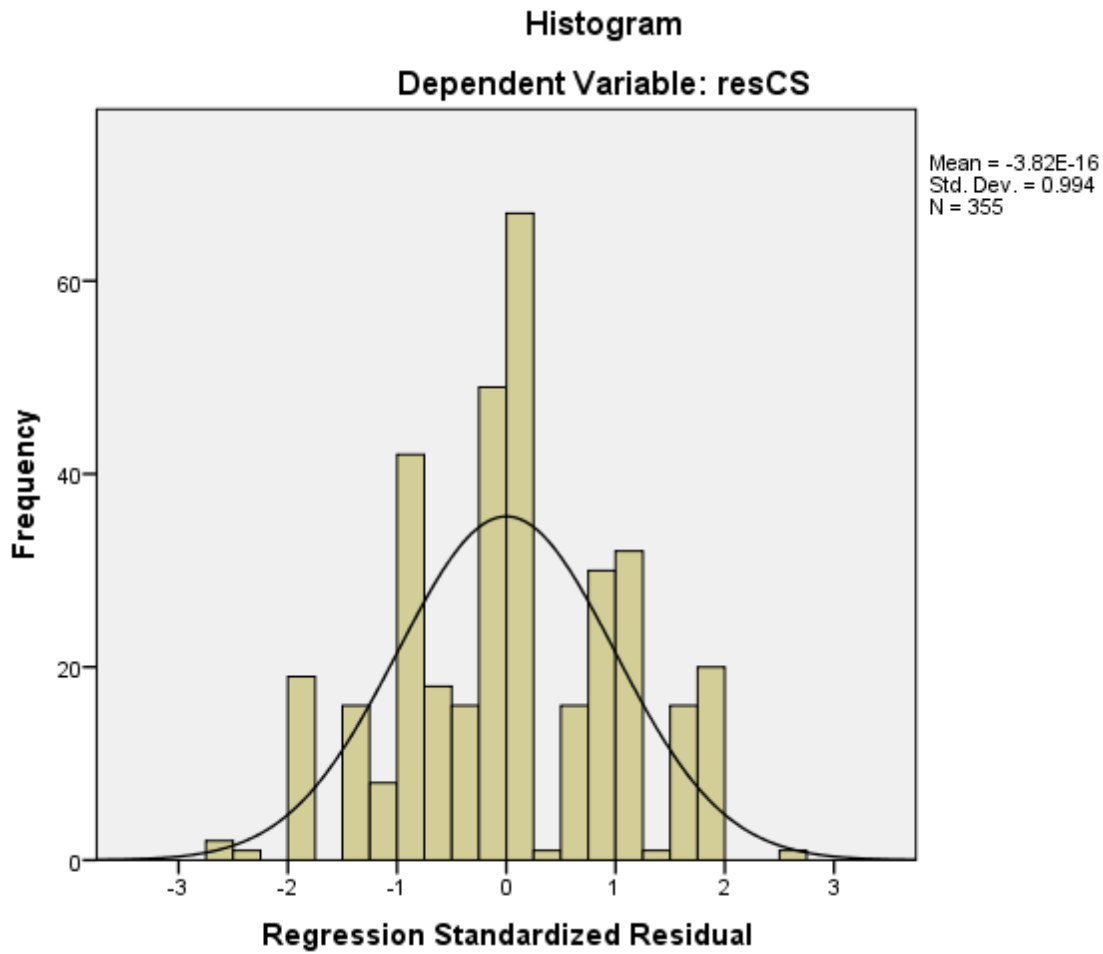
		በፍጹም	አልስማማም	ምንም	አይልም	እስማማለው	በጣም	እስማማለው
		አልስማማም	አልስማማም	አይልም	እስማማለው	እስማማለው	እስማማለው	እስማማለው
	የሚጠብቁት የአገልግሎት ጥራት							
EQ ₁	የ ዲኤችኤል አገልግሎት ጥሩ እና ላጠቃቀም ቀላል ነው							
EQ ₂	ዲኤችኤል ለመጠቀም ኢንተርኔት የተሻለ አማራጭ ነው							
EQ ₃	ዲኤችኤል ለማህበረሰቡ ተደራሽ እንዲሆን እራሱን ያስተዋውቃል							
EQ ₄	ዲኤችኤልን የመረጥኩት ፈጣን ስለሆነ ነው							
EQ ₅	ዲኤችኤልን የመረጥኩት በጥራት እቃው ስለሚደርስ ነው							
EQ ₆	ዲኤችኤልን የመረጥኩት እቃውን በጊዜ ወድትክክለኛ ቦታ ስለሚያደርስ ነው							
EQ ₇	ከ ዲኤችኤል የተሻለ አገልግሎት የሚሰጥ ድርጅት አቃለው							
EQ ₈	ከማቃቸው ሁሉ ዲኤችኤል የተሻለ ነው							
EQ ₉	ከ ዲኤችኤል ሌላ ድርጅት ተጠቅሜ አላቅም							
	ያገኙት የአገልግሎት ጥራት							
PQ ₁	የ ዲኤችኤል ሰራተኞች መረጃ ለመስጠት ፈቃደኛ ናቸው							

PQ ₂	ከ ዲኤቸኤል ጊዜው የጠበቀ እና ትክክለኛ መረጃ ይገኛል					
PQ ₃	የ ዲኤቸኤል አሰራር እቃው የሚደርስበትን ጊዜ ለማወቅ ያስችላል					
PQ ₄	የ ዲኤቸኤል ሰራተኞች ችግር ሲፈጠር በፍጥነት ያስተካክላሉ					
PQ ₅	ዲኤቸኤል በጉዞ ለተጎዱ እቃዎች ካሳ ይሰጣል					
PQ ₆	በ ዲኤቸኤል እቃን ወደመጣበት ለመመለስ ቀላል ነው					
PQ ₇	ዲኤቸኤል ፈጣን የማጓጓዝ አገልግሎት ይሰጣል					
PQ ₈	ዲኤቸኤል በከፍተኛ ጥራት እቃዎችን ያጓጉዛል					
PQ ₉	ዲኤቸኤል የተረካቢዎቹን አድራሻ በጥንቃቄ ይይዛል					
	የድርጅቱ እውቅና					
BI ₁	ዲኤቸኤል በኢትዮጵያ ታዋቂ ነው					
BI ₂	ዲኤቸኤል ታማኝ ድርጅት ነው					
BI ₃	ዲኤቸኤል ተመራጭ ነው					
BI ₄	የዲኤቸኤል ሰራተኞች ጥሩ አለባበስ እና አቀራረብ አላቸው					
BI ₅	የዲኤቸኤል አስተሳሰብ እና አያያዝ ጥራቱን የጠበቀ ነው					
BI ₆	ዲኤቸኤል አገልግሎት የሚሰጥበት ቦታና ዕቃዎች ማራኪ ናቸው					
BI ₇	በአሁን ሰዓት ዲኤቸኤል ጥሩ አገልግሎት ይሰጣል					

BI ₈	ዲኤችኤል ያገልግሎት ጥራቱን በየጊዜው ያሳድጋል					
BI ₉	ዲኤችኤል የእቃዎቹ ጥራት ጠብቆ ወደሚፈለገው ቦታ ያደርሳል					
የአገልግሎት ክፍያ						
PC ₁	የዲኤችኤል ዋጋ ተመጣጣኝ ነው					
PC ₂	የዲኤችኤል እቃዎችን ወደመጡበት ለመመለስ የሚከፈለው ዋጋ ተመጣጣኝ ነው					
PC ₃	የዲኤችኤል ዋጋ በየጊዜው ይጨምራል					
የደንበኞች እርካታ						
CS ₁	በ ዲኤችኤል የመረጃ አሰጣጥ ደስተኛ ነኝ					
CS ₂	ዲኤችኤል ከአገልግሎት በሁሉ ለሚፈጠሩ ችግሮች በሚሰጠው መፍትሄ ደስተኛ ነኝ					
CS ₃	ዲኤችኤል በሚሰጠው የእቃ መላክ እና መቀበል አገልግሎት ደስተኛ ነኝ					
CS ₄	በ ዲኤችኤል አጠቃላይ አገልግሎት ደስተኛ ነኝ					

APPENDIX II

Figure 4.1 Normality curve



Source: SPSS output of Own survey, (2021)

Figure 4.2 Linearity scatter plot of regression standardized residual

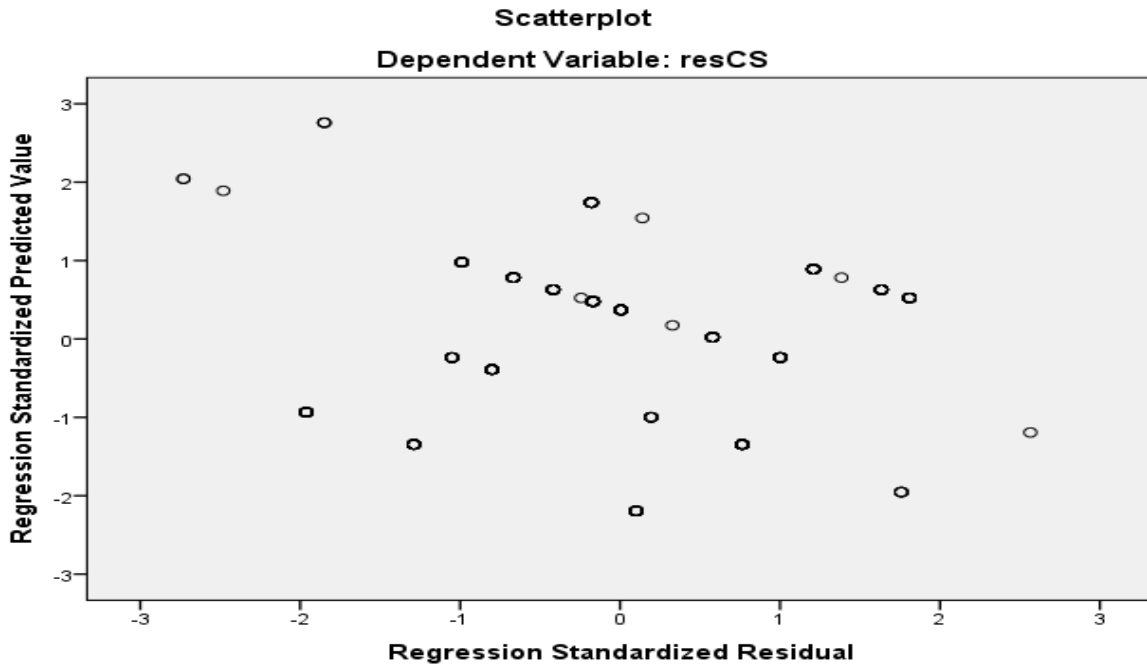
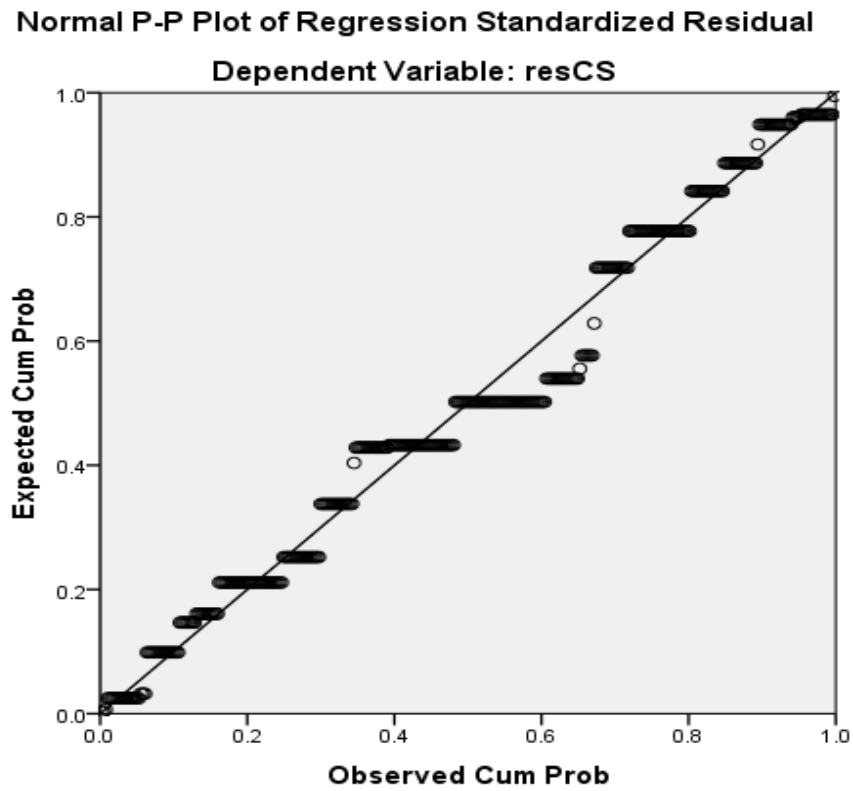


Figure 4.3 P-Normal P plot of Regression standardized residuals



Source: SPSS output of Own survey, (2021)