

The influence of customer service quality and customer satisfaction on organizational performance: Meta-analysis

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ABSTRACT: *The main purpose of this study is to understand the impact of customer service quality and customer satisfaction on the organizational performance of Taiwan's listed catering industry. The collection of data is based on past studies by scholars at home and abroad, and the data collected will be analyzed using the Meta analysis. The results show that: (1) Customer service quality in Taiwan's listed catering industry has a significant positive impact on its "Organizational performance"; and (2) Customer satisfaction in Taiwan's listed catering industry has a significant positive impact on its "Organizational performance" respectively. These findings can be provided for the business reference of Taiwan listed catering industry.*

KEYWORDS - *Customer service quality, Customer satisfaction, Organizational performance*

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I. INTRODUCTION

With the rapid changes of social patterns, the population of foreign food has increased year by year, in the highly competitive catering market, the consumer demand for catering is not only to eat full, but also to emphasize the process of dining in the catering industry, the overall quality of service, therefore, products not only to have accurate positioning, to provide good service quality, in order to improve customer satisfaction The restaurant industry is a service-oriented industry, and customers are often affected by physical and intangible subjective feelings. Identify the importance of each service touch point, develop a detailed process, and gain insight into customer behavior, ideas, and feelings from previous perspectives to understand the important points of contact between the entire service process and the customer.

And understand that the services provided meet customer expectations and explore new strategies to address them [1]. And service quality is the degree to which customer expectations can be met. service quality is the cornerstone of customer satisfaction and loyalty, and the quality of service has repeatedly been proven to be related to customer satisfaction, so service quality has become the management focus of service organizations [2].

Therefore, to improve the quality of service as the core value, strengthen the quality of customer service, and for different customers to provide a variety of services, improve customer satisfaction, but also improve organizational performance. In addition, Venkatraman & Ramanujam [3] believed that the resources available to any organization are limited, and in order for the organization to be most effective, performance evaluation is an important subject of organizational management. Through a performance evaluation of the Organization, the Organization's overall performance of past resource operations is assessed on the one hand to enhance understanding of the organization. On the other hand, the results of performance evaluation can be used to guide the future business strategy and resource allocation direction. Therefore, an organization's performance evaluation is the ultimate criterion for assessing the functionality of an organization. The ultimate main purpose of all kinds of activities in enterprises is to improve performance, and the improvement of performance is the core of strategy management.

Organizational performance is one of the most important issues in enterprise management, with good organizational performance, in order to enhance the competitiveness and profitability of the Organization, in order to maintain the sustainable management and development of enterprises. Therefore, this study takes Meta-analysis as a research tool, and expects to understand the impact of customer service quality and customer satisfaction on the organizational performance of Taiwan's listed catering industry. This is the main purpose of this study.

II. LITERATURE REVIEW

In order to understand the general situation of the relevant literature research with this topic, we hereby review the literature related to the subject of this study as follows:

2.1 Service quality

The conceptual definition of Service quality in this study refers to the customer's evaluation of the extent of the overall service, resulting from the customer's comparison between the expected service and the cognitive service performance, and it is also the degree of meeting customer demand expectations. And the conceptual definition of the above is summed up from the following literature.

Over the years, many scholars have made different definitions of the service quality. Grönroos [4] believed that the quality of service can be divided into two categories: (1) Technical quality: It refers to the quality of what the customer will eventually get after the end of a service process and (2) Functional Quality: It refers to the quality of the delivery service process, that is, the good or bad service process. Sugimoto [5] pointed out that five service quality of service quality: (1) Internal quality: Quality not visible to users, such as: food hygiene, etc.; (2) Hardware quality: Visible quality of the user, Such as: commodity quality, service premises interior decoration, layout, etc.; (3) Software quality: The user can see the quality of the software, such as: ordering, checkout, such as correct or not, whether the advertisement is exaggerated or not; (4) Real-time response: Service time and speed; and (5) Psychological Quality: The attitude of service personnel to cope, etc.

Parasuraman, Zeithaml & Berry [6] deemed that the quality of service is a holistic evaluation or attitude towards the superiority of service and superiority is the difference that the actual service performance is higher than the consumer's expectation.

Etzel, Walker & Stanton [7] pointed out that the quality of service is measured by customers, and that consumers measure the quality of service in terms of the services they expect than they actually feel.

Chen & Xie [8] believed that the quality of service is a customer's assessment of the whole thing, is a subjective perception of the quality, that is, the quality of service is determined by the customer subjective, rather than objective evaluation.

Cai [9] pointed out that the measure of service quality judgment depends on customer cognition, and if the customer is satisfied with its service and has reached the expectation, the better the quality of service, the more satisfied the customer is naturally.

Fan [10] pointed out that the quality of service is the rational perceptual evaluation of the service expected and actually accepted by the customer from the subjective standpoint, which will be affected by internal and external factors such as environment and differences.

Zhang [11] believed that the quality of service can be divided into internal quality, hardware quality, software quality, real-time response and psychological quality, and service quality is the degree of consumer satisfaction with receiving services, which depends on the gap between actual feelings and expectations.

Lin [12] pointed out that the awareness of service quality is related to customer satisfaction to a certain extent, and the quality of service is the previous variable of customer satisfaction, because the psychological attitude of consumers to a new product is based on expectation, while the consumption experience is adjusted to the degree of satisfaction or dissatisfaction.

2.2 Definition of Customer satisfaction

The conceptual definition of Customer satisfaction in this study refers to the degree to which a customer feels satisfied or disappointed with the goods or services provided by the enterprise, which is the attitude of the itinerary after the consumption process, and the evaluation after receiving the service after the purchase of the goods, which can reflect the customer's aversion to the preferences after the consumption, And enough to affect customers' future consumer behavior and decision-making. And the conceptual definition of the above is summarized from the following literature.

Fornell [13] proposed to include pre-purchase expectations, post-purchase awareness, satisfaction, complaints and loyalty.

Ostrom & Grayson [14] pointed out product value, service efficiency, service attitude, enterprise performance and expectation gap. Ostrom & Iacobucci [15] also considered the measurement of customer satisfaction to be multiple projects.

It measures the structure of: (1) Product price; (2) service efficiency; (3) Service personnel attitude; (4) Overall performance of the company; and (5) the degree of proximity to its ideal company.

Fournier & Mick [16] proposed that satisfaction has been identified as a single transaction or as an assessment of a series of interactions resulting from the passing of a product over time.

Zeithaml & Bitner [17] pointed out that customer satisfaction is mainly affected by three factors (1) Product factors are satisfactory; (2) situational factors are satisfactory, and (3) customer personal factors are satisfied.

Zeithaml, Bitner and Gremler [18] believed that customer satisfaction is a customer's assessment of whether a product or service meets its needs and expectations.

Zhuang, Chen & Chen [19] believed that customer satisfaction refers to the degree to which customers feel satisfied or disappointed with the goods or services provided by the enterprise.

Wu [20] believed that satisfaction refers to the evaluation of the product after purchase, the response and assessment of the consumer's previous expectations and actual differences after the purchase.

Guo [21] believed that customer satisfaction is the result of customers' accumulation of time, the degree of product or service is in line with the psychological value of customers, and is formed by non-single.

Zhang [22] pointed out that customer satisfaction is one of the most important concepts defined by consumer behavior.

Customer satisfaction will arise when consumers derive real value from their experience in purchasing a product or service that matches the expected value or even gets better than expected.

2.3 Definition of Organizational performance

The conceptual definition of organizational performance in this study is the definition of organizational performance in this study as a guideline for examining the overall competitiveness of an enterprise, and also a measure of the achievement of corporate strategy objectives. The above definition is a synthesis of the following literature.

Borman & Motowidlo [23] considered that organizational performance refers to all activities that are closely related to the objectives of the enterprise, and that the extent to which these activities contribute to the objectives of the enterprise can be measured through quantitative pointers, and the effectiveness of the activity and the achievement of the objectives are judged.

Zheng, Wang & Zeng [24] pointed out that Performance, the original meaning refers to the degree of performance, including efficiency and effectiveness of two levels of significance. Efficiency is measured by the ratio of output to input, while Xie [25] pointed out that effectiveness refers to the achievement of organizational goals. As far as organizational management is concerned, what is pursued is the overall performance of both efficiency and effectiveness, and in the theory of incentive in management, it is interpreted as "the completion of a work by an employee" in organizational behavior, performance refers to "efficiency, effectiveness (Efficacy)". The overall performance of the three aspects. Venkatraman & Ramanujam [3] put forward a complete organizational performance measurement structure, divided into: (1) Financial performance: refers to the use of traditional strategies of the basic guidelines, generally in the study of the more commonly used pointers include interest rate, investment rate of return and sales growth rate, etc.; (2) Operational performance: In addition to the financial performance indicators, the way to measure operational performance can be divided into market share, new product introduction and product quality and other non-financial indicators; and (3) Operational effectiveness: In terms of operational effectiveness, refers to the non-financial guidelines and stakeholders related to the guidelines, for the relationship to achieve the goal of satisfaction. In addition, Ling & Hong [26] pointed out that in order to take into account the "financial" and "non-financial" constructs of Organizational performance, and to measure the impact of job satisfaction and internal service quality on organizational performance more correctly, "Financial performance" refers to the output of financial accounting, which is measured by the use of growth and profitability indicators, such as: The company's surplus per share (EPS) above the interbank average; the net after-tax rate (ROS) above the interbank average; and the "non-financial performance" is "Innovation performance" to measure organizational performance, in which the measurement of innovation performance, the adoption of a pluralistic perspective of organizational innovation, including technological innovation and management innovation, in which technological innovation refers to the organization of the production of products or the provision of services required technology, management innovation occurs in the organization of social systems, and employment, management processes and organizational structure and other related Ling & Hong [26] and Liao [27] pointed out that the five characteristics of organizational performance are as follows: (1) Mutable: Different criteria at different stages of life; (2) Comprehensive: including different dimensions; (3) Divergent: Different relationships with members of the Organization; (4) Transitive: The level of analysis does not have to change the relevant standards at the same time; and (5) Complex: The degree of dimension cannot be easily simplified or eliminated [28].

Wu [29] proposed that organizational performance is divided into two structural factors of financial performance and non-financial performance as a measure of organizational performance, and defines financial performance as: "A kind of performance that the organization shows on the financial pointer, the main measure of the variable is operating net profit, sales interest rate, operating cash flow, return on investment, operating costs, etc., "; And non-financial performance is defined as: "Organizational performance is not easy to see in the financial statements, or financial indicators of a performance, its main changes include sales growth rate, market share, new product development, market expansion, research and development results, employee career development, political and public relations and so on."

2.4 Relationship between service quality and organizational performance and hypothesis inference

Xin [30] showed that service quality and customer relationship management have significant positive effects on organizational performance.

Guo [31] believed that there is a significant positive correlation between employee service quality and organizational performance.

Chen [32] found that the higher the sense of responsibility of small and medium-sized accounting firms, the higher the quality of service, the higher the organizational performance.

Chen [33] showed that improving the overall quality of service satisfaction of ERP system suppliers and external consultants can have a positive impact on organizational performance.

Yang [34] pointed out that the quality of service within human resources management has a significant positive impact on organizational performance.

Chen [35] believed that the quality of service will positively and significantly affect organizational performance.

From the above analysis, the object of discussion belongs to different industries or scale, but there are still similar views, so this study can still deduce the following hypotheses:

Hypothesis (H₁): The quality of customer service in Taiwan's listed catering industry has a positive and significant impact on organizational performance.

2.5 Relationship between customer satisfaction and organizational performance and hypothesis inference

Jian [36] pointed out that it has a positive impact on improving customer satisfaction and improving organizational performance.

Chen [35] believed that customer satisfaction will positively and significantly affect organizational performance.

Pan [37] showed that customer satisfaction after service remediation in commercial banks has a significant positive impact on organizational performance.

From the above analysis, the object of discussion belongs to different industries or scale, but there are still similar views, so this study can still deduce the following hypotheses:

Hypothesis (H₂): Customer satisfaction in Taiwan's listed catering industry has a positive and significant impact on organizational performance.

III. RESEARCH METHOD

Based on the above research motivation, purposes and literature review, the research hypothesis is deduced respectively, and the conceptual research framework of the following research models is established, as shown in Figure 1.

3.1 Research Framework

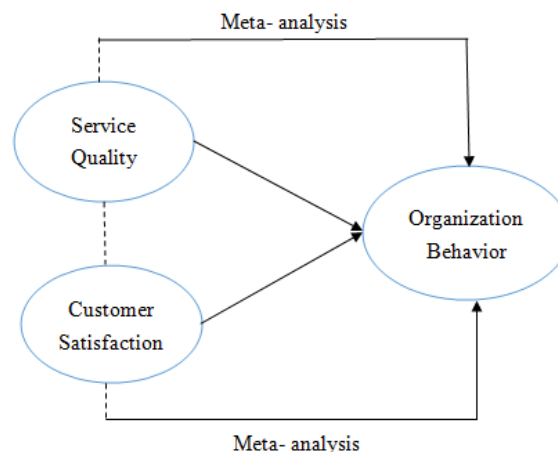


Figure 1 Research Framework of this study

3.2 Collection and method of data

The data collection in this study came from the Taiwan economic Journal, TEJ Taiwan database. Because this research model is Meta-analysis and uses software for Stata. This study assumes that the estimation parameters are consistent with Normal Distribution, N.D., and when its standard error is large, the use of Random Effects is preferable to the Fixed Effects, so the Random Effects to compare multiple effects.

3.3 Theoretic Foundation for Meta-analysis 【38】

1. The Highlight of DerSimonian & Laird Method (Random effect method)

- (1) For binary or continuous outcomes
- (2) Effect size q_i for study i could be In(OR),In(RR),RD, difference in means or standardized mean difference.
- (3) Note that the effect sizes for OR and RR are logged.
- (4) Assumption that there is a single true answer that all studies are trying to estimate is relaxed.
- (5) Now assume that each study has a different true answer that they are trying to estimate.
- (6) Assume true effect sizes θ_i have normal distribution with mean θ and variance τ^2 .
- (7) τ^2 is the between-study variance.
- (8) Between study variance:

$$\tau^2 = \frac{Q - (k - 1)}{\sum_i w_i - \left[\frac{\sum_i w_i^2}{\sum_i w_i} \right]}$$

Where:

w_i are weights from the fixed effect inverse-variance method

Q is the heterogeneity test statistic form before (either form inverse-variance method or Mantel-Haenszel method)

K is the number of studies, and

τ^2 is set to zero if $Q < k - 1$

- (9) Random effect pooled estimate is weighted average:

$$\theta_{DL} = \frac{\sum_i w'_i \theta_i}{\sum_i w'_i}$$

- (10) Weights used for the pooled estimate are similar to the inverse-variance, but now incorporate a component for between-study variation:

$$w'_i = \frac{1}{SE(\theta_i)^2 + \tau^2}$$

- (11) When there is little heterogeneity, so Q is smaller than k-1, $\tau^2 = 0$ and the weights are the same as the inverse-variance method.
- (12) When $\tau^2 > 0$ the weights are smaller and more similar to each other than in a fixed effect model.
- (13) Because the weights are smaller, the sum of weights will be smaller, and so the SE will be bigger, CIs wider, and p-values less significant.
- (14) Small studies will have relatively greater influence.
- (15) Advantages:
 - a. As widely applicable as the inverse-variance fixed effect model
 - b. Incorporates heterogeneity into the model

2. Confidence interval for pooled estimate

A 95% CI for the pooled estimate θ is:

$$\theta - (1.96 * SE(\theta)) \text{ to } \theta + (1.96 * SE(\theta))$$

For ratios, θ is the log-transformed estimate.

3. Test for overall effect

Overall significance test for whether the pooled estimate is significantly different from zero (no effect):

$$z = \frac{\theta}{SE(\theta)}$$

Look up z in tables of the normal distribution to get the p-value.

For ratios, θ is the log-transformed estimate.

4. Test for heterogeneity

- (1) Look up Q in tables of the chi-squared distribution on k-1 degrees of freedom. The null hypothesis is that the true effect size is the same for all studies.
- (2) A statistically significant result means that there is strong evidence against there being one common effect

size, so we take it that there is heterogeneity.

5. Getting Data into Stata

- (1) Easier to enter into Excel then cut & paste into Stata's data editor
- (2) Ensure each numeric column contains only numbers
- (3) Leave cells empty if data missing
- (4) One row per study

IV. RESULTS AND ANALYSIS

Random Effects analyses with Meta-analysis are shown in Tables 1 and 2 below, respectively:

From the above analysis, the object of discussion belongs to different industries or scale, but there are still similar views, so this study can still deduce the following hypotheses:

Hypothesis (H₁): Customer service quality in Taiwan's listed catering industry has a positive and significant impact on Organizational performance. (H₁ is valid, See Table 1)

Hypothesis (H₂): Customer satisfaction in Taiwan's listed catering industry has a positive and significant impact on Organizational performance. (H₂ is valid, See Table 2)

Table1: Random Effects (Service quality to Organizational performance)

Study	WMD (95% CI)	Weight	%
Xin [30]	7.13 (7.01, 7.36)	16.54	
Guo [31]	7.17 (6.92, 7.30)	16.51	
Chen [32]	7.42 (7.10, 7.51)	16.74	
Chen [33]	7.31 (7.00, 7.42)	16.61	
Yang [34]	7.43 (7.11, 7.54)	16.78	
Chen [35]	7.23 (6.98, 7.41)	16.82	
Overall (I-squared=63.1%, p=0.00)	7.28 (7.03, 7.43)	100.00	
NOTE: Weights are from random effects analysis			
Scale Range	3 4 5 6 7 8		

From the above report Overall I-squared=7.28 and p-value=0.00, we can know that the first independent variable of this research model has a positive and significant effect on the dependent variable.

Table2: Random Effects (Customer satisfaction to Organizational performance)

Study	WMD (95% CI)	Weight	%
Jian [36]	7.18 (7.01, 7.35)	31.84	
Chen [35]	7.23 (6.92, 7.30)	33.57	
Pan [37]	7.42 (7.10, 7.53)	34.59	
Overall (I-squared=63.1%, p=0.00)	7.27 (7.03, 7.43)	100.00	
NOTE: Weights are from random effects analysis			
Scale Range	3 4 5 6 7 8		

From the above report Overall I-squared=7.27 and p-value=0.00, we can know that the second independent variable of this research model has a positive and significant effect on the dependent variable.

V. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

From the above, Customer service quality and Customer satisfaction in Taiwan's listed catering industry have a significant positive impact on their Organizational performance, respectively.

5.2 Contribution of this study

The results of this study can also be provided as a reference for the sustainable development of Taiwan's listed catering industry, so these findings are of practical reference value.

In addition, looking back at the relevant literature in the past, most of the use of regression analysis to do exploratory research; rarely using Meta-analysis as a research method. So this study using Meta-analysis research methods is more innovative.

5.3 Future Research Directions

As mentioned earlier, this study is aimed at the head of Taiwan's listed catering industry as the main research goal, and the past domestic and foreign relevant literature, the use of integrated analysis to understand the impact of its customer service quality and customer satisfaction on the organizational performance, it is suggested that subsequent researchers may consider trying to study other industries, or other research methods such as SEM or compares whether there are differences in the suitability of various industries in the same mode.

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