

The Impact of Online Shopping Logistics Service Failure Severity, Service Recovery and Customer Participation on Customer Satisfaction

Xuejiao Wang^{1, a}

¹School of Economics and Management, Chongqing University of Posts and Telecommunications, Chongqing 400065, China.

^a1009278124@qq.com

Abstract

The online shopping service failure in the context of logistics has attracted the attention of the parties concerned, although not entirely logistics service provided by the online shop, but when logistics service is unable to meet customer expectations, customers will still blame the online shop, and reduce their satisfaction. If the online shop can correctly identify logistics service failure, and take measures to recovery, it is possible to enhance customer satisfaction to some extent. Customers participate in logistics service, will also have a positive impact on their satisfaction. This study explores the impact of online shopping logistics service failure severity, online shop recovery and customer participation on customer satisfaction. Finally, the corresponding recommendations were put forward.

Keywords

Online shopping logistics service failure; severity; online shop recovery; customer participation; service failure.

1. Introduction

The online shopping service has changed from the traditional “interpersonal interaction” to “human-computer interaction”. The logistics service has become the only opportunity for online merchants to directly contact customers[1], and its service quality will have a great impact on customers' psychology and consumption behavior. Mistakes in logistics service will become the basis for customers to give "bad reviews"[2]. Most of previous studies are based on traditional situation, the environment of e-retailing is more complex comparing with traditional retailing environment. It is of great practical significance to study the relationship between logistics service failure and customer satisfaction in the context of online shopping.

Many studies have shown that effective service recovery can solve customer complaints and have a significant impact on customer satisfaction[3], loyalty[4], and positive and negative verbal communication[5]. If customers who have suffered from service failures accept sincere recovery and eventually reach customer satisfaction, there may even be a “recovery of paradox” phenomenon[6], that is, these customers will be more loyal to the company than those who have never experienced service failure.

Under the service-led logic, the importance of customer participation is increasing. Research on customer participation focuses on how to manage customers as half of employees, in order to improve the efficiency and effectiveness of service delivery[7]. But these studies did not consider the situation of service failure[8]. Therefore, this study analyzes the customer participation process in a comprehensive customer and corporate perspective, with a view to better understanding customer behavior.

Based on the above background, this study explores the impact of online shopping logistics service failure severity, online shop recovery and customer participation on customer satisfaction.

2. Research Reviews

2.1. Online Shopping Logistics Service Failure Severity

Under the online shopping situation, the logistics service itself has the basic attributes of service, namely, intangibility, production and consumption synchronization, perishability and heterogeneity[9], which determines the inevitable logistics service failure. Qiu Li[10] studied the quality of service failure recovery as one of the dimensions of customer perceived logistics delivery service quality. Feng Jiadong[11] investigated the attribution of customer's service failure after the third-party logistics enterprise's mistakes through questionnaire survey. Zheng Chundong[12] designed the express cannot arrive within the promised time as a virtual scene, discussing the impact of service recovery on the express users' repurchase intention. Based on the mental accounting theory and attribution theory, Zhang Shengliang and Tao Nengming[13] used scenario method to estimate the impact of the type of service failure of the express delivery company and the selection source of the express delivery company on the online store customer satisfaction and loyalty. Kelly et al.[14] considered the severity of service failure is an important factor in the cause of service failure. Richins[15], Gilly[16] found in their research that customer satisfaction is inversely proportional to the severity of service failure. The greater the degree, the less satisfied the customer is. However, in the context of online shopping, the impact of the logistics service failure severity on customer satisfaction is not clear.

2.2. Service Recovery

Service recovery is the action taken by service providers on service failure[17]. In contrast to service failure, improper service recovery response is a key factor in causing customers to switch[18].

Previous studies have focused on both the service recovery dimension and the recovery output effect. Kelley et al.[19] classified service recovery into psychological recovery and substantive recovery. Smith et al.[20] classified service recovery into tangible compensation, response speed, apology, and recovery initiative, and have been most widely accepted to date[21, 22]. The new features of online retailing have created the special nature of service recovery[23]. Forbes et al.[24] pointed out that the recovery commonly used by online stores include refunds, exchanges, discounts, correction errors and apologies. Parasuraman et al.[25] proposed three recovery strategies for compensation, response and communication for the e-commerce environment. Othman et al.[1] conducted research on China's online retail industry, pointing out that quick, polite and patient explanations and communication can help reduce customer dissatisfaction due to service failure. Chang Yaping[6] shows that "compensation" is the most effective way to improve customer satisfaction.

2.3. Customer Participation

Silpakit and Fisk[26] defined customer participation as the physical and mental effort and commitment of customers to the production and delivery of service. File et al.[27] pointed out that customer participation is the customer's role and status by participating in the service. Peng Yanjun[28] believes that customer participation refers to all specific behaviors in terms of spiritual and material aspects. Ennew and Binks[29] divided customer participation into information sharing, responsibility and interpersonal behavior, which is the most widely used classification method.

Bendapudi and Leone[30] believe that customers have self-attribution bias when participating, and when the results are good, they will attribute the satisfaction results to themselves and are

not satisfied with the performance of the business. However, when the service result is not good, the customer will also attribute part of the responsibility to himself, and will not be so dissatisfied with the business. Dong et al.[31] have pointed out the role of high-definition when the customer involved in the service recovery, can experience the high level of service value, improving the degree of satisfaction with the service recovery. Zhang Shengliang and Tao Nengming[32] pointed out that when customers participate in the selection of express delivery companies, customers will have the transfer of failure attribution and change their satisfaction and loyalty. Some scholars have also pointed out that customer participation is affected by contextual factors[33]. Kellogg[34] constructed two models to verify the impact of customer participation in production on customer satisfaction, and pointed out that participation behavior at different stages will affect customer satisfaction to varying degrees. Chen Ke and Tu Ping[8] studied the impact of customer participating in service recovery on their overall satisfaction by constructing MOA model, and concluded that customer independent participation behavior had no significant effect on overall satisfaction, and co-participation behavior had significant positive towards overall satisfaction.

2.4. Customer Satisfaction

Oliver's "Expectation-Disconfirmation" theory laid the foundation for customer satisfaction research. Oliver[35] believes that customer satisfaction is the difference between the actual performance of the product or service and the customer's expected expectations. Satisfied when actual performance exceeds expectations, and dissatisfied when lower than expected. In this regard, customer expectations become the key to affect customer satisfaction[36, 37].

In the online shopping environment, the customer satisfaction of the online store is obviously compound. Customer satisfaction in online stores is influenced by various factors such as product quality, price, service personalization and convenience, network security and interactivity, website features and logistics service[38, 39]. Among them, although the impact of logistics service on customer satisfaction in online stores is particularly prominent, online stores are difficult to control it[23]. Because in most cases, online express delivery service are provided by third-party logistics companies, which further magnifies the natural defect for online shopping compared to traditional retail industry, because it is difficult to reach consumers in real goods, so that online stores more difficult to achieve customer satisfaction.

3. Hypothesis

3.1. Online Shopping Logistics Service Failure Severity and Customer Satisfaction

Previous studies have shown that the seriousness of service failure is not only an important factor causing service failure, but also an important factor affecting customer satisfaction[40, 41]. In the online shopping situation, logistics service is an important part of online shopping. If the logistics service fails, although the responsibility may not belong to the online store, the customer will think that the logistics service failure is within the controllability of the online store, so it is still will affect the customer's satisfaction with the online store. Therefore, the paper makes the following assumptions:

Hypothesis 1 The more serious the online shopping logistics service failure, the lower the customer satisfaction.

3.2. Online Shop Service Recovery and Customer Satisfaction

From the customer's point of view, sincerely apologize to the customer, and patiently explain rather than cover up their responsibilities, make up for the psychological loss caused by the service failure, and thus improve customer satisfaction[42]. Tangible compensation for customers, both make up the economic loss caused by failure to customers may also increase

customer satisfaction[43]. From the perspective of social resources, resource compensation can be divided into symbolic and utilitarian dimensions[44]. Symbolic dimension refers to psychological and social resources such as respect and sympathy, while utilitarian dimension refers to economic resources such as money and commodities. Both represent different needs of customers, and any effective compensation can bring corresponding satisfaction. Therefore, this study proposes the following assumptions.

Hypothesis 2 Online shop substantial recovery has a positive impact on customer satisfaction.

Hypothesis 3 Online shop psychological recovery has a positive impact on customer satisfaction.

3.3. Customer Participation and Customer Satisfaction

Based on attribution theory, when a service failure occurs, the customer will look for the reasons[45-47]. Customers who participate in product production and service delivery have a deeper awareness and understanding of products and service providers due to their higher involvement, which leads to a relatively high degree of satisfaction and commitment[48]. The deeper the customer participation, the easier it is for them to connect unsatisfactory service results with themselves and reduce dissatisfaction with service providers[26]. This study believes that in the context of online shopping service failures and recovery, if customers have higher participation and initiative, customers will be internally attributed, blaming themselves or attributable to third-party factors. Thereby reducing the degree of dissatisfaction caused by service failure. Therefore, the paper makes the following assumptions.

Hypothesis 4 In the context of online shopping logistics service failure, customer participation in online shopping logistics service has a positive impact on customer satisfaction.

3.4. Conceptual Model

In summary, the conceptual model of this study is derived:

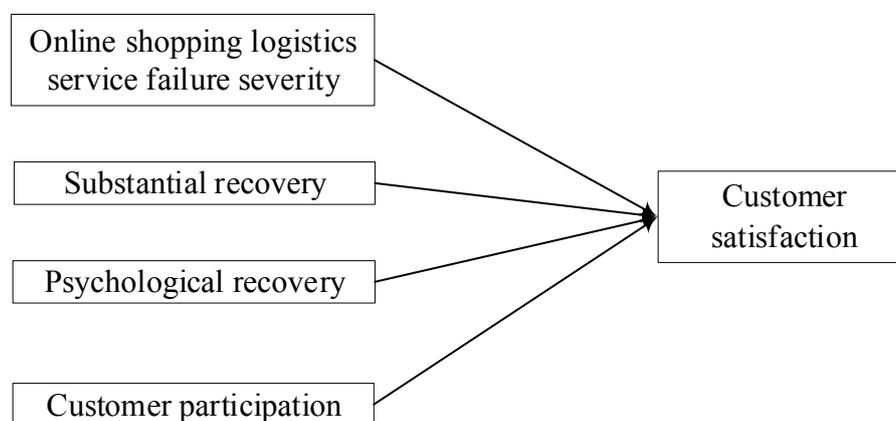


FIG 1. Conceptual Model

4. Empirical Research

4.1. Sample

This study conducted research and collected data through the “Wen Juan Xing” website. The respondents are required to have the online shopping logistics service failure and recovery experience. In the survey, the respondents firstly recalled the unsuccessful or failed logistics service experience encountered in the online shopping process in the past period of time, and answered the follow-up questions accordingly. A total of 400 questionnaires were distributed in this survey, and 400 copies were collected, of which 358 were valid questionnaires, and the effective recovery rate was 89.5%. The statistical analysis tool used in this study is SPSS23.

4.2. Definition and Measurement of Variables

4.2.1. Online Shopping Logistics Service Failure Severity

The logistics service failure severity refers to the subjective perception of the customer's seriousness of logistics service failure. The scale used in the study was mainly based on the study of Mattila et al.[49] and was modified according to the context of this paper.

Table 1. Items for the online shopping logistics service failure severity

variable name	Items content	references
Failure severity (LSF)	LSF1 For you, what is the severity of the online shopping logistics service failure?	Mattila et al.[49]
	LSF2 The experience of the online shopping logistics service failure made me very angry.	
	LSF3 The experience of the online shopping logistics service failure was not pleasant.	
	LSF4 The experience of the online shopping logistics service failure caused me a lot of inconvenience.	

4.2.2. Service Recovery

This paper defines the online shopping logistics service recovery as the remedial measures provided by the online shop after the customer encounters the logistics service failure, which is specifically divided into substantive recovery and psychological recovery. Service recovery scale mainly refers to the research of Smith et al.[20], and also refers to the research of Yang Qiang et al.[21], Tang Xiaofei et al.[50], Jian Zhaoquan et al.[43]

Table 2. Items for service recovery

variable name	Items content	references
Substantial recovery (PHY)	PHY1 The online shop provided me with compensation methods such as return, refund and other compensation.	Smith et al.[20], Yang Qiang[21], Tang Xiaofei et al.[50], Jian Zhaoquan et al.[43]
	PHY2 The online store offered me discounts, giveaways, coupons, red envelopes and other compensation.	
	PHY3 The online store bears the return shipping cost.	
Psychological recovery (PSY)	PSY1 For my complaint, the response speed of the online store is fast.	
	PSY2 For my complaint, the solving speed of the online store is fast.	
	PSY3 The online shop will not entangle me with the responsibility of the logistics service failure and delay time.	
	PSY4 For my complaint, the online store will admit that the logistics service is not in place.	
	PSY5 For my complaint, the online store will explain why the logistics service is not in place.	
	PSY6 The online shop will apologize to me after I report that the logistics service is not in place.	
	PSY7 I reported that the logistics service was not in place and the online store took the initiative to take remedial measures.	

4.2.3. Customer Participation

In this article, customer participation refers to the way the customer involved in the online shopping logistics service process and the extent of participation. Customer participation is measured mainly in three aspects, information sharing, responsible behavior and interpersonal interaction. The scale mainly refers to Ennew[29] et al., Kellogg et al.[34], Peng Yanjun[28] research results.

Table 3. Items for customer participation

variable name	Items content	references
Customer participation (CP)	CP1 I will take the initiative to inform the online store when the online shopping logistics service is not in place.	Ennew et al.[29], Kellogg et al.[34], Peng Yanjun[28]
	CP2 I think the completion of logistics service requires customer cooperation.	
	CP3 I am happy to cooperate with the completion of logistics service	
	CP4 I will take relevant actions to ensure that logistics service are completed as expected	
	CP5 In order to ensure the completion of logistics service, I will actively communicate with the online store customer service.	
	CP6 I am friendly and courteous to express deliver and online shop customer service.	

4.2.4. Customer Satisfaction

In this paper, customer satisfaction is defined as the psychological reaction of a certain pleasure or disappointment generated by the customer after weighing the perceived performance and expected performance of the goods or service provided by the online store. The scale mainly refers to the researches of Oliver et al.[35], Zha JinXiang et al.[38], Qiu Li[51].

Table 4. Items for customer satisfaction measurement

variable name	Items content	references
Customer satisfaction (CS)	CS1 I am satisfied with the goods and service provided by the online store.	Oliver et al.[35], Zha JinXiang et al.[38], Qiu Li[51]
	CS2 I think it's wise to shop at this store.	
	CS3 The shopping experience makes me feel happy.	
	CS4 In general, I am satisfied with the online store.	

4.3. Reliability Analysis

Using the internal consistency coefficient Cronbach's α to test the reliability of the scale, it is generally believed that the Cronbach's α value should reach 0.7. The results of the reliability analysis of this study are shown in Table 5. The Cronbach's α of all the scales exceeded 0.7, indicating that the internal consistency reliability was good.

Table 5. Reliability analysis

variable name	Cronbach's α	Number of items
Error severity	.898	4
Substantial recovery	.744	3
Psychological recovery	.874	7
Customer participation	.815	6
Customer satisfaction	.913	4

4.4. Validity Analysis

As shown in Table 6, the KMO value is 0.885, BARTLETT spherical significance test significant, indicating better validity of data for factor analysis. KMO and spherical data BARTLETT significant test results shown in the following table.

Table 6. KMO and Bartlett test

KMO sampling suitability	.885
Approx. chi-square	4437.775
Bartlett sphericity test	df
	276
	Significant
	.000

4.5. Factor Analysis

The paper is aimed at exploratory factor analysis by using principal components analysis and varimax rotation via SPSS23. Five factors were extracted, and 65.428 % of the total variance was explained. The degree of interpretation met the requirements. Exploratory factor analysis results as shown in Table 7, it can be seen a load factor of each indicator were more than 0.5, in line with expectations scale design.

Table 7. Rotating component matrix a

	ingredient				
	1	2	3	4	5
LSF1				.867	
LSF2				.892	
LSF3				.864	
LSF4				.800	
PHY1					.816
PHY2					.682
PHY3					.817
PSY1	.770				
PSY2	.718				
PSY3	.661				
PSY4	.769				
PSY5	.729				
PSY6	.640				
PSY7	.658				
CP1			.516		
CP2			.671		
CP3			.786		
CP4			.750		
CP5			.697		
CP6			.713		
CS1		.778			
CS2		.842			
CS3		.870			
CS4		.875			

Extraction method: principal component analysis.

Rotation method: Caesar normalized maximum variance method.

a. The rotation has converged after 6 iterations.

4.6. Regression Analysis

When the customer satisfaction as the dependent variable, the regression analysis shown in Table 11. It can be seen from the table that the online shopping logistics service failure severity significantly affects customer satisfaction ($\beta = -.250$, $p < 0.01$), hypothesis 1 is established. Substantial recovery significantly positively affects customer satisfaction ($\beta = .118$, $p < 0.05$), hypothesis 2 is established. Psychological recovery significantly positively affects customer satisfaction ($\beta = .367$, $p < 0.01$), hypothesis 3 is established. The customer participation significantly positively affects customer satisfaction ($\beta = .171$, $p < 0.01$), hypothesis 4 is established.

Table 8. Inter-factor correlation

		LSF	PHY	PSY	CP	CS
LSF	Pearson correlation	1	.087	.047	.321 **	-.166 **
	Significant (two-tailed)		.099	.374	.000	.002
	Number of cases	358	358	358	358	358
PHY	Pearson correlation	.087	1	.583 **	.285 **	.360 **
	Significant (two-tailed)	.099		.000	.000	.000
	Number of cases	358	358	358	358	358
PSY	Pearson correlation	.047	.583 **	1	.376 **	.502 **
	Significant (two-tailed)	.374	.000		.000	.000
	Number of cases	358	358	358	358	358
CP	Pearson correlation	.321 **	.285 **	.376 **	1	.261 **
	Significant (two-tailed)	.000	.000	.000		.000
	Number of cases	358	358	358	358	358
CS	Pearson correlation	-.166 **	.360 **	.502 **	.261 **	1
	Significant (two-tailed)	.002	.000	.000	.000	
	Number of cases	358	358	358	358	358

** . At the 0.01 level (two-tailed), the correlation is significant.

Table 9. Model summary

model	R	R2	Adjusted R2	Standard estimated error	Change statistics				
					R2 change	F change	df 1	df 2	Significant F change
1	.585 a	.342	.313	1.16461	.342	11.839	15	342	.000

a. Predictors: (constant), CP, outcome failure, daily , edu, gender, fre, age, PHY, time, special , LSF, inc, PSY, process failure , purchase

Table 10. ANOVA

model	sum of square	Degree of freedom	Mean square	F	Significant
return	240.861	15	16.057	11.839	.000 b
1 Residual	463.857	342	1.356		
total	704.718	357			

a. Dependent variable: CS

b. Predictors: (constant), CP, result error , daily , edu, gender, fre, age, PHY, time, special , LSF, inc, PSY, process error , purchase

Table 11. Regression result

model	Unnormalized coefficient		Standardization coefficient	t	Significant
	B	Standard error	Beta		
(constant)	.961	.710		1.353	.177
Gender	.130	.131	.046	.994	.321
Age	.017	.006	.130	2.679	.008
Edu	.157	.199	.038	.790	.430
Fre	.124	.133	.044	.929	.354
Inc	-8.674E-6	.000	-.018	-.340	.734
Time	-.083	.145	-.028	-.570	.569
Daily use	.250	.490	.089	.511	.610
1 Purchase	.055	.495	.019	.111	.911
special	.183	.528	.035	.346	.729
Process error	.040	.289	.014	.138	.890
Result error	.085	.301	.028	.281	.779
LSF	-.249	.050	-.250	-4.961	.000
PHY	.112	.052	.118	2.147	.033
Psy	.429	.067	.367	6.418	.000
CP	.229	.069	.171	3.339	.001

a. Dependent variable: CS

4.7. Summary of Hypothesis Test Results

The summary of the hypothesis test in this paper is shown in Table 4.12.

Table 12. Hypothesis test results

Hypothesis	Content	Test result
1	The more serious the online shopping logistics service failure, the lower the customer satisfaction.	support
2	Online shop substantial recovery has a positive impact on customer satisfaction.	support
3	Online shop psychological recovery has a positive impact on customer satisfaction.	support
4	In the context of online shopping logistics service failures, customer participation in online shopping logistics service has a positive impact on customer satisfaction.	support

5. Conclusion

Based on the findings, in the context of online shopping, logistics service failure will have an impact on customer satisfaction. The more serious the customer- perceived logistics service failure, the lower the customer satisfaction. Although not entirely logistics service provided by the online store, but it also could have caused huge losses. However, if the online store could correctly identify the logistics service failure occurred, and take appropriate recovery measures, it is possible to recover some losses by increasing customer satisfaction. In addition, customers participate in logistics service will improve customer satisfaction, therefore, online stores should be appropriate to increase the involvement of customers in online shopping logistics

service, such as allow customers to choose their own courier service provider, before providing logistics service let customers know about the store's logistics service policy, encourages customers to feedback logistics service failure and actively communicate with customers.

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