THE IMPACT OF PERFORMANCE AND CUSTOMER RELATIONSHIP MANAGEMENT ON CUSTOMER SATISFACTION: A CASE STUDY OF BEIJING DANMASHI LOGISTICS COMPANY

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ARTICLE HISTORY
Received: 14 March 2025 **Revised:** 28 March 2025 **Published:** 8 April 2025

ABSTRACT
The purpose of this study was to analyze the impact of performance management and customer relationship management (CRM) on the Using a case study of Beijing Danmashi Logistics Company, the study used a quantitative method by collecting data from a sample of 400 people through questionnaires and analyzing the data. The results of the study showed that the factors affecting customer satisfaction were innovation, safety, Lead Time, and market competitiveness. In addition, it was found that personal factors such as education level and income Influences customer satisfaction levels. This research has practical suggestions for companies to develop. Tailor service strategies to suit each customer segment and invest in AI and Big Data technologies to increase efficiency and competitiveness. Meanwhile, policy recommendations point to the need for development. Quality standards of logistics services and support green logistics for sustainability. This research fills an academic gap on the role of performance management and CRM in the logistics industry and can be used as a guide for organizations looking to improve service quality to increase customer satisfaction.
Keywords: Performance Management, Customer Relationship Management, Customer Satisfaction, Logistics Innovation, Market Competitiveness

CITATION INFORMATION: Zeng, G., & Plaikaew, S. (2025). The Impact of Performance and Customer Relationship Management on Customer Satisfaction: A Case Study of Beijing Danmashi Logistics Company. *Procedia of Multidisciplinary Research, 3*(4), 6.

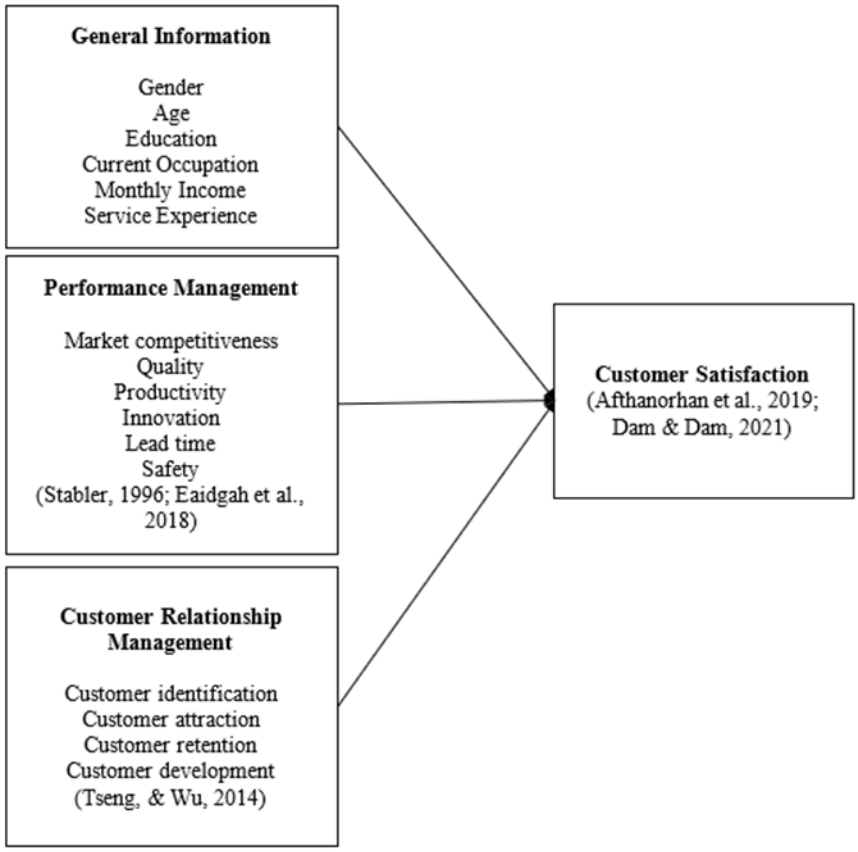
INTRODUCTION

In recent years, customer satisfaction with Beijing Danmashi Logistics Company has been declining, reflecting the issues of service efficiency and competitiveness in China's highly competitive logistics market (Cokins, 2012; Carmen & Marius, 2016). In the logistics industry, performance management and customer relationship management (CRM) are important strategies that play a role in promoting customer satisfaction (De Menezes & Escrig, 2019). Performance management improves work efficiency, reduces errors, and promotes service quality, while CRM focuses on building strong relationships with customers, resulting in trust and loyalty (Kang, Alejandro, & Groza, 2015). Although many organizations have adopted both strategies, there are still questions about the effectiveness of each strategy in affecting customer satisfaction levels in the logistics industry in particular (Mitrea-Curpanaru, 2021; Tyukhtenko et al., 2021). This study therefore focuses on examining the influence of performance management and CRM on customer satisfaction, focusing on the case study of Beijing Danmashi Logistics Company, to obtain findings that can be applied in the industrial sector.

Currently, there are a lot of studies that study the relationship between performance management and CRM and customer satisfaction. However, most research in the logistics industry focuses primarily on cost and operational efficiency. In addition, existing research often focuses on small sample studies or is limited to region-specific contexts, which may prevent the results from being extended to the broader logistics business. In addition, very few studies have analyzed the synergistic impact of the two strategies on customer satisfaction (Dixit, 2021).

Furthermore, Beijing serves as a vital logistics and economic hub within China, making it an ideal location to explore how management strategies influence customer satisfaction in a competitive and service-driven environment. Beijing Danmashi Logistics Company, as a case study, offers a compelling context due to its scale, customer diversity, and challenges in retaining satisfaction amidst growing market demands. While past research often isolates performance management or CRM, this study seeks to integrate both concepts to better understand their synergistic effects. Additionally, this research responds to the call for more context-specific, empirical investigations in service-heavy industries like logistics, which are undergoing digital and structural transformation. The study's insights are thus expected to provide practical and theoretical contributions that extend beyond the case organization. .In accordance, the purpose of this study was to 1) analyze the personal factors that affect customer satisfaction, 2) study the influence of performance management on customer satisfaction, and 3) analyze the impact of CRM on customer satisfaction. The expected result is to provide insights that can be used to improve the company's operational strategy, as well as guide other logistics organizations in developing a customer-oriented management approach that will lead to competitive advantage and long-term business success.

Conceptual framework and hypothesis



Hypothesis

H1: Customer's personal factors influence customer satisfaction towards Beijing Danmashi Logistics Company.

H2: Performance management influences customer satisfaction towards Beijing Danmashi Logistics Company.

H3: Customer relationship management influences customer satisfaction towards Beijing Danmashi Logistics Company.

LITERATURE REVIEWS

Performance Management

Performance management is a strategic process that aims to measure, monitor and develop practices to improve organizational efficiency. Especially in the logistics industry, there are many important factors such as market competitiveness that help organizations adapt and differentiate in service (Walters et al., 2020). Productivity determines the efficiency of operational processes and resource management to reduce costs and increase productivity (Dixit, 2021). Innovation enables companies to adopt new technologies such as artificial intelligence and internet of things to improve logistics processes and increase competitiveness (Kuncoro, 2021). Lead time is a key variable in improving delivery efficiency and reducing delays in the supply chain (Mwandotto & Muli, 2023). Safety in transportation and operations is a factor that affects the reliability of an organization and reduces accidental losses (Sandora et al., 2023). From the perspective of Service-Dominant Logic (Vargo & Lusch, 2004), performance management should not only aim at enhancing operational efficiency but also facilitate value co-creation between service providers and customers. This perspective emphasizes the importance of intangible assets such as customer experience, innovation, and trust in driving long-term value. In logistics, integrating this approach into performance

strategies means going beyond cost and time efficiency to include service personalization, responsiveness, and technological adaptability. Such a multidimensional approach is particularly relevant as customer expectations evolve with digitalization and increased market competition. Studies have shown that when logistics firms incorporate customer-centric metrics—such as perceived service value and innovation—into performance management, customer satisfaction and loyalty tend to increase significantly. Most logistics performance management approaches focus primarily on cost and operational efficiency. It ignores the potential impact on the customer experience and long-term sustainability. An effective approach must integrate customer dimensions, technology, and sustainable development into the performance management strategy to be competitive and create sustainable added value.

Customer Relationship Management

Customer relationship management (CRM) is a key strategy that helps organizations build and maintain long-term relationships with customers, which is a critical factor for business success in a competitive environment (Tseng & Wu, 2014). Customer identification, which uses data on customer behavior and needs to identify potential audiences (Cvijović et al., 2017). Customer attraction is a critical step that involves using proactive marketing strategies and effective communication to meet customer needs in depth (Suryaningsih, 2022). Customer development involves strategies to add value throughout the customer lifecycle, such as offering additional products and building loyal customers who become brand advocates (Mishra, 2008). Incorporating Expectation-Confirmation Theory (ECT), CRM strategies play a critical role in aligning service delivery with customer expectations, thereby increasing satisfaction and loyalty. When customer expectations are met or exceeded through personalized and timely engagement, satisfaction levels rise accordingly (Oliver, 1980). Recent research also highlights the importance of dynamic and responsive CRM systems in building emotional connections with customers, particularly in service-oriented industries like logistics (Chen & Popovich, 2019). Key CRM dimensions—such as proactive communication, responsiveness, and trust-building—are strongly correlated with long-term customer commitment. Moreover, the integration of CRM with performance management enables better prediction of customer needs and personalized service offerings, enhancing the overall experience. In the logistics context, where competition is high and switching costs are low, CRM becomes a strategic necessity rather than just an operational tool. CRM development should focus on technology integration. It provides in-depth customer data analysis and sustainable relationship management to achieve the most effective results for both the organization and its customers.

Customer Satisfaction

Customer satisfaction is an important metric that reflects the level of expectations and actual customer experience with an organization's products and services (Bill, 2022). Factors influencing customer satisfaction include service quality, which emphasizes service reliability and the ability to meet customer needs (Ferrentino & Boniello, 2020), timeliness, which reflects operational efficiency, such as the accuracy of product delivery in the logistics business (Wiradendi, Wolor & Efendy, 2017), and customer support that helps solve problems and build customer confidence (Rahmah & Silitonga, 2023). Instead, it is considered qualitatively and emotionally in the customer, which is a key factor that drives long-term loyalty (Muslim et al., 2023). Grounded in Expectation-Confirmation Theory, customer satisfaction results from the comparison between pre-service expectations and post-service perceptions (Oliver, 1980). In the logistics industry, this process is influenced not only by service quality and timeliness but also by emotional and relational factors such as trust, reliability, and personalization. Studies suggest that satisfaction is not solely a rational evaluation but also a subjective emotional response that shapes future loyalty and advocacy (Parasuraman et al., 1988). Furthermore, the concept of value co-creation from Service-Dominant Logic (Vargo & Lusch, 2004) emphasizes the active role of customers in assessing

service experiences, especially in digitally enabled logistics environments. Thus, customer satisfaction in this sector requires continuous adaptation to customer expectations, technological integration, and responsiveness to feedback. Customer satisfaction management should take into account changes in consumer behavior, especially in the digital age where customers can freely compare services and express their opinions. An effective strategy should focus on creating a valuable experience. Continuous improvement of service quality and management of customer relationships to maintain long-term competitive advantage.

RESEARCH METHODOLOGY

The study focused on analyzing the impact of performance management and customer relationship management on customer satisfaction. The population used in the study was a group of customers who used Beijing Danmashi Logistics Company's services in the past 12 months, consisting of individual customers and business customers. The sample size was based on the table of Krejcie and Morgan (1970) using a sample size of 400 people to achieve statistical accuracy. Although this study employed a convenience sampling method to allow for efficient and practical data collection from active service users, this approach comes with inherent limitations. Convenience sampling may introduce selection bias, as the sample may not fully represent the broader population of logistics customers. Therefore, caution must be exercised when generalizing the findings beyond the sample group. However, for an exploratory case study focused on gaining insights into real customer experiences, this method is appropriate and justified. The Beijing context, being highly competitive and digitally advanced, provides rich ground for understanding customer satisfaction dynamics. Future studies could enhance external validity by using stratified or random sampling methods to obtain a more representative sample across different regions and customer segments. The selection of the sample uses a convenience sampling method, which allows for fast data collection and reflects the actual experience of customers using the company's services. The study focuses on Beijing, China, which is an important economic and logistics hub, allowing the study to reflect customer behavior in a highly competitive market.

The research tool used in this study is a questionnaire, which is designed to cover 4 main areas: general information of the respondents, performance management, customer relationship management, and customer satisfaction. To check the quality of the instrument, a reliability test was conducted using the Cronbach's Alpha coefficient, which must be greater than 0.70, to ensure that the instrument is consistent in measurement. In addition, the index of item objective congruence (IOC) was used, with three experts assessing whether each question was sufficiently aligned with the objectives of the study. The appropriate score should be 0.50 or higher.

The data collection is carried out by distributing questionnaires to Beijing Danmashi Logistics Company customers through online and offline channels. The data obtained will be checked for completeness before being imported into the statistical analysis process. The data analysis was divided into two parts: descriptive statistics, which used frequency, percentage, mean, and standard deviation. In summarizing the general data of the sample and inferential statistics, which used Test t-test, ANOVA and multiple regression analysis to determine the relationship between independent variables (performance management and customer relationship management) and dependent variables (customer satisfaction).

RESEARCH RESULTS

General Information of Respondents

From the study, it was found that the majority of respondents were male, accounting for 203 individuals (50.75%). Most respondents were aged 31-40 years, totaling 135 individuals (33.75%). In terms of education level, the majority held a bachelor's degree, with 236

individuals (59.00%). The most common monthly income category was above 5,001 CNY, reported by 183 individuals (45.75%). Additionally, the predominant occupation among respondents was company employees, with 183 individuals (45.75%). Furthermore, most respondents had 1-5 years of experience in using the service, with 174 individuals (43.50%).

Opinion level on Performance Management, Customer Relationship Management, and Customer Satisfaction

Table 1 Performance Management, Customer Relationship Management, and Customer Satisfaction

Variables	Mean	S.D.	Opinion Level
Performance Management			
Market competitiveness	4.04	0.80	High
Quality	3.65	0.92	High
Productivity	3.89	0.83	High
Innovation	3.96	0.78	High
Lead time	3.71	0.95	High
Safety	3.78	0.84	High
Overall	**3.84**	**0.53**	**High**
Customer Relationship Management			
Customer identification	4.03	0.91	High
Customer attraction	3.68	0.89	High
Customer retention	3.83	0.89	High
Customer development	4.00	0.86	High
Overall	**3.88**	**0.60**	**High**
Customer Satisfaction	3.67	0.93	High

From Table 1, it is found that performance management has been evaluated at a high level (Mean = 3.84, S.D. = 0.53). Market competitiveness received the highest average score of 4.04, while quality had the lowest score of 3.65, and customer relationship management (CRM) had an overall average score of 3.88 (S.D. = 0.60), with customer identification having the highest score of 4.03, reflecting the importance of customer data analysis in creating effective marketing strategies. last Customer Satisfaction scored an average of 3.67 (S.D. = 0.93), which is high. It shows that customers are satisfied with the services of Beijing Danmashi Logistics Company, but also have opportunities to improve the quality of service to increase satisfaction.

Hypothesis Testing

H1: Customer's personal factors influence customer satisfaction towards Beijing Danmashi Logistics Company.

Table 2 Hypothesis testing results of personal factors on customer satisfaction

General Information	Statistics and p-value	Results
Gender	t-value = 0.386, Sig. = .700	Rejected
Age	f-value = 1.075, Sig. = .369	Rejected
Education	f-value = 5.277, Sig. = .005	Accepted
Current Occupation	f-value = 3.123, Sig. = .026	Accepted
Monthly Income	f-value = 1.141, Sig. = .338	Rejected
Service Experience	f-value = 1.325, Sig. = .267	Rejected

From Table 2, it was found that personal factors that influence statistically significant customer satisfaction with Beijing Danmashi Logistics Company were based on education (f-value =

5.277, Sig. = .005) and current occupation (f-value = 3.123, Sig. = .026) shows that people with different higher education and occupations may have different levels of expectations and perceptions of service quality. However, other factors such as gender, age, monthly income, and service experience did not statistically affect customer satisfaction (sig. >.05). There is no significant difference in the level of satisfaction.

H2: Performance management influences customer satisfaction towards Beijing Danmashi Logistics Company.

Table 3 Hypothesis testing results of performance management on customer satisfaction

Performance Management	**b**	**Std. Error**	**B**	**t-value**	**Mr.**	**Tolerance**	**VIF**
Constant	.085	.300		0.283	.777		
- Market competitiveness	.164	.054	.142	3.066	.002**	.854	1.171
- Quality	.111	.050	.111	2.228	.026*	.741	1.349
- Productivity	.100	.053	.090	1.884	.060	.804	1.243
- Innovation	.210	.057	.176	3.703	.000***	.808	1.238
- Lead time	.156	.046	.160	3.360	.001***	.812	1.232
- Safety	.190	.051	.172	3.683	.000***	.843	1.186
$R = 0.529$, $R^2 = 0.280$, Adjusted $R^2 = 0.269$, SEEST = 0.791, F = 25.514, Sig. = .000***							

*** Statistically significant at the .001 level.

** Statistically significant at the .01 level.

* Statistically significant at the .05 level.

From Table 3, it was found that performance management in the aspects of market competitiveness, quality, innovation, lead time, and safety had a statistically significant impact on customer satisfaction with Beijing Danmashi Logistics Company, with significant levels ranging from 0.000 to 0.002. The predictive power of the model was 26.9% (Adjusted R^2 = 0.269), with a standard error of estimate (SEEST) of 0.372. Additionally, the multicollinearity test results indicated that the Tolerance values ranged between 0.741 and 0.854, exceeding the threshold of 0.100, while the variance inflation factor (VIF) values ranged between 1.171 and 1.349, remaining below the threshold of 10.000. Since both criteria fall within acceptable limits, there is no issue of multicollinearity in the model. Among the performance management factors, the strongest influence on customer satisfaction with Beijing Danmashi Logistics Company was observed in innovation (β = 0.176), followed by safety (β = 0.172), lead time (β = 0.160), market competitiveness (β = 0.142), and the least influential factor was quality (β = 0.111). This relationship can be expressed in unstandardized forms:

$$\hat{y} = .085 + .164_{\text{Market competitiveness}} + .111_{\text{Quality}} + .210_{\text{Innovation}} + .156_{\text{Lead time}} + .190\ _{\text{Safety}}$$

H3: Customer relationship management influences customer satisfaction towards Beijing Danmashi Logistics Company.

Table 4 Hypothesis testing results of performance management on customer satisfaction

Customer Relationship Management	b	Std. Error	B	t-value	Mr.	Tolerance	VIF
Constant	1.030	.272		3.787	.000***		
- Customer identification	.174	.050	.172	3.496	.001***	.834	1.199
- Customer attraction	.233	.051	.224	4.611	.000***	.852	1.174
- Customer retention	.185	.050	.177	3.707	.000***	.883	1.133
- Customer development	.093	.054	.086	1.733	.084	.812	1.232
$R = 0.452$, $R^2 = 0.204$, Adjusted $R^2 = 0.196$, SEEST = 0.830, F = 25.338, Sig. = .000***							

*** Statistically significant at the .001 level.
** Statistically significant at the .01 level.
* Statistically significant at the .05 level.

From Table 4, it was found that customer relationship management in the aspects of customer identification, customer attraction, and customer retention had a statistically significant impact on Customer Satisfaction with Beijing Danmashi Logistics Company, with significance levels ranging from 0.000 to 0.001. The predictive power of the model was 19.6% (Adjusted R^2 = 0.196), with a Standard Error of Estimate (SE_{EST}) of 0.830. Additionally, the Multicollinearity test results indicated that the Tolerance values ranged between 0.812 and 0.883, exceeding the threshold of 0.100, while the variance inflation factor (VIF) values ranged between 1.133 and 1.232, remaining below the threshold of 10.000. Since both criteria fall within acceptable limits, there is no issue of multicollinearity in the model. Among the customer relationship management factors, the strongest influence on customer satisfaction with Beijing Danmashi Logistics Company was observed in customer attraction (β = 0.224), followed by customer retention (β = 0.177), and the least influential factor was customer identification (β = 0.172). This relationship can be expressed in unstandardized forms:

$$\hat{y} = 1.030 + .174_{\text{customer identification}} + .233_{\text{Customer attraction}} + .185_{\text{Customer retention}}$$

DISCUSSION OF RESULTS

Personal Factors on Customer Satisfaction in Beijing Danmashi Logistics Company

The findings of this study indicate that personal factors, particularly education level and income, significantly influence customer satisfaction with Beijing Danmashi Logistics Company (BDL). The statistical significance of the results, ranging from 0.005 to 0.026, suggests a strong relationship between these demographic characteristics and customer satisfaction. This is consistent with existing research emphasizing the role of consumer demographics in shaping perceptions of service quality and satisfaction (Zeithaml, Bitner, & Gremler, 2018). Regarding education level, the results reveal that customers with lower education levels (below a bachelor's degree) reported significantly higher satisfaction compared to those with higher education levels. Specifically, customers holding a bachelor's degree exhibited greater satisfaction than those with education levels above a bachelor's degree, with statistical significance at the 0.002 and 0.010 levels. This finding aligns with the expectation-disconfirmation theory (Oliver, 1980), which posits that satisfaction is determined by the gap between expectations and actual service performance. Customers with lower education levels may have more modest expectations regarding logistics services, leading to greater satisfaction when the service meets or exceeds their expectations. Conversely, highly educated customers are likely to have more sophisticated expectations related to service

efficiency, technology integration, and customer relationship management, making them more critical of service quality (Parasuraman, Zeithaml, & Berry, 1988). This trend is supported by previous studies in the logistics and service industries. For instance, Lin and Nguyen (2020) found that highly educated consumers tend to evaluate service quality based on stricter criteria, resulting in lower satisfaction scores when their high expectations are not met. Similarly, research by Wang and Hu (2019) on Chinese logistics firms suggests that education level influences customer perceptions of reliability and responsiveness, both of which are key determinants of satisfaction in service industries.

In addition to education, the study found significant differences in customer satisfaction based on income levels. Respondents earning less than 3,000 CNY per month reported higher satisfaction compared to those earning between 3,001-4,000 CNY and those earning above 5,001 CNY. Furthermore, customers in the 3,001-4,000 CNY income bracket expressed lower satisfaction than those earning between 4,001-5,000 CNY. These findings suggest that lower-income customers perceive greater value in BDL's logistics services, possibly due to their reliance on cost-effective and efficient logistics solutions. The relationship between income and satisfaction can be explained through the Price-Value Perception Model (Dodds, Monroe, & Grewal, 1991), which suggests that lower-income customers are more likely to perceive a service as valuable if they consider it both cost-effective and accessible. Higher-income customers, on the other hand, may have different expectations, placing greater emphasis on premium services, customization, and advanced technological solutions. Prior research supports these findings in the logistics and service industries. Wu and Deng (2021) found that lower-income customers are more likely to appreciate fundamental service efficiency, while higher-income customers tend to expect superior customer relationship management, fast-tracking services, and innovative logistics solutions. Similarly, a study by Zhang et al. (2018) highlights that wealthier consumers prioritize digitalization in logistics services, including real-time tracking, AI-driven service enhancements, and greater operational transparency. These findings suggest that income disparities create varying expectations, ultimately shaping customer satisfaction levels based on the perceived value of the service relative to cost and accessibility.

The Impact of Performance Management on Customer Satisfaction in Beijing Danmashi Logistics Company

The findings of this study indicate that Performance Management, as measured by market competitiveness, quality, innovation, lead time, and safety, has a statistically significant impact on Customer Satisfaction at Beijing Danmashi Logistics Company, with significant levels ranging from 0.000 to 0.002. The predictive power of the model, at 26.9%, suggests that while performance management plays a crucial role in determining customer satisfaction, additional external and internal factors may also contribute to overall satisfaction levels. Among the performance management dimensions examined, innovation exerted the strongest influence, followed by safety, lead time, market competitiveness, and quality. In addition to the main findings, it is important to consider the potential moderating and mediating variables that may shape the relationship between management strategies and customer satisfaction. Factors such as customer digital literacy, employee engagement, or organizational technological capabilities may amplify or diminish the effectiveness of performance management and CRM strategies. For instance, customers with higher digital literacy may respond more positively to innovations in real-time tracking or personalized service platforms. Likewise, an engaged workforce can better execute CRM initiatives, leading to improved customer outcomes. Future research could explore these interactive effects using statistical techniques such as hierarchical regression or structural equation modeling to capture the complexity of these relationships and provide more nuanced insights. Innovation emerged as the most influential factor in shaping customer satisfaction, underscoring the importance of technological advancements and process

improvements in logistics service quality and efficiency. Previous studies highlight that firms that continuously invest in innovation—whether through digital transformation, automation, or artificial intelligence driven logistics solutions—experience higher levels of customer satisfaction due to enhanced service efficiency and accuracy (Wang & Wang, 2019). Safety was identified as the second most significant factor impacting customer satisfaction, reflecting the importance of cargo security, accident prevention, and risk management in logistics services. Research by Lai et al. (2018) indicates that customers highly value logistics providers that ensure the safe transportation and handling of goods, particularly in high-value or perishable supply chains. BDL's investments in safety protocols, compliance with international shipping standards, and implementation of advanced monitoring systems have likely enhanced customer confidence in its services. Lead time, which refers to the speed and efficiency of order fulfillment, is ranked as the third most influential performance management factor. This finding aligns with prior research indicating that timely and reliable deliveries are central to customer satisfaction in logistics services (Yang et al., 2021). Market Competitiveness also plays a significant role in influencing customer satisfaction, as logistics firms must continuously differentiate themselves through cost-effective solutions, superior service quality, and unique value propositions to attract and retain customers. Given the highly competitive nature of Beijing's logistics industry, BDL's strategic focus on customer-centric policies, pricing structures, and service differentiation has likely contributed to its ability to maintain high satisfaction levels. Prior research by Porter and Heppelmann (2019) highlights that logistics firms investing in competitive intelligence and differentiation strategies gain a sustainable advantage by offering superior service experiences, further supporting the importance of market competitiveness in driving customer satisfaction. Although quality ranked lowest among the five performance management factors in terms of its influence on customer satisfaction, it remains a fundamental determinant of service excellence. Studies by Parasuraman et al. (2018) indicate that logistics service quality—defined by reliability, responsiveness, and accuracy—directly impacts customer retention and brand loyalty. The relatively lower rate of quality in this study suggests that other factors, such as innovation and safety, may have played a more prominent role in shaping customer satisfaction at BDL.

The Impact of Customer Relationship Management on Customer Satisfaction in Beijing Danmashi Logistics Company

The findings of this study demonstrate that customer relationship management (CRM) has a significant impact on customer satisfaction at Beijing Danmashi Logistics Company, with statistical significance ranging from 0.000 to 0.001. The CRM dimensions analyzed—customer identification, customer attraction, and customer retention—exhibited a predictive power of 19.6%, suggesting that while these factors play a crucial role in shaping customer satisfaction, other external influences also contribute to overall satisfaction levels. Among these dimensions, Customer Attraction exerted the strongest influence, followed by customer retention, while customer identification had the least impact. Customer identification, which involves recognizing and categorizing key customer segments, was rated positively by respondents but had the least impact on overall satisfaction compared to the other CRM dimensions. The highest-rated aspect within this dimension was the company's ability to analyze and compare consumer data to understand customer characteristics, followed by its capacity to identify high-profit customers. However, the weakest aspect was its ability to utilize consumer segmentation and classification techniques effectively in developing tailored marketing strategies. This finding aligns with previous studies, which indicate that while customer identification is a fundamental step in CRM, it primarily serves as a foundation rather than a direct driver of satisfaction (Chen & Popovich, 2019). In other words, customer identification alone does not necessarily enhance the customer experience unless it is strategically leveraged through personalized engagement and relationship-building efforts

(Rahimi & Kozak, 2017). Meanwhile, customer Attraction emerged as the most influential CRM factor in determining customer satisfaction, highlighting the importance of digital accessibility and the overall shopping experience. Respondents agreed most with the statement that the company has developed a user-friendly website, allowing customers to access product information, success stories, and other relevant details. This finding aligns with modern digital marketing principles, where online engagement serves as a critical touchpoint in consumer decision-making (Lemon & Verhoef, 2016). Customer retention was identified as the second most influential factor affecting customer satisfaction, underscoring the significance of continuous engagement and value-driven service offerings. The highest-rated aspect within this dimension was the company's ability to provide goods and services that meet customer needs and expectations, followed by its efforts in fostering close relationships to build long-term loyalty. This supports existing literature, which asserts that consistent, high-quality service and meaningful interactions enhance customer commitment (Morgan & Hunt, 2017). However, the lowest-rated aspect was the company's effectiveness in ensuring repeat purchases, suggesting that while customers appreciate its engagement strategies, they may not feel a strong enough commitment to return consistently. Research indicates that customer loyalty programs, proactive service recovery mechanisms, and emotional branding can significantly improve retention rates (Zeithaml, Bitner, & Gremler, 2018).

Suggestions from the study

1) Managerial Recommendations

According to the results of the study, Beijing Danmashi Logistics Company should develop a differentiated service strategy by focusing on low-income customers with cost-effective logistics services. While customers with higher income and higher education. The company should invest in artificial intelligence technology and automation to reduce delivery times and increase accuracy, innovation, as well as real-time tracking systems that enhance efficiency and build customer trust and safety. The use of predictive analytics and route optimization technology will reduce lead time and increase the company's competitiveness. However, assessment of market trends and competitor strategies will help the company maintain its leading position in the logistics industry while developing customer feedback mechanisms to improve service quality.

2) Academic Recommendations

This research provides insights into the influence of education level and income on customer satisfaction. It found that highly educated and high-income customers tend to have greater expectations for services. This shows that logistics companies should adapt their communication and service strategies to meet the expectations of each customer group. In addition, the research reinforces the role of innovation, security, and lead time in performance management shows that the development of digital technologies such as automation and artificial intelligence can help optimize service and customer experience. In terms of customer relationship management (CRM), the research shows that customer attraction through the use of artificial intelligence in product recommendations and niche marketing is a key strategy that affects customer loyalty. It also points out that the importance of security and digital platforms is a key factor affecting customer satisfaction in the logistics industry.

3) Policy Recommendations

At the policy level, government agencies should promote the use of digital technologies in the logistics industry, such as the powered goods tracking system. Artificial intelligence and digital infrastructure improvements to increase the efficiency of transportation companies' operations. Green Logistics policies, such as the use of clean energy vehicles and the reduction of waste from packaging, to ensure that the business sector is in line with the government's sustainable development guidelines. In addition, there should be a national logistics service quality standard that sets guidelines on safety, transparency, and the use of

digital technology to increase the efficiency and reliability of the logistics business in the long term.

4) Suggestions for future research

This study focuses on the impact of performance management and customer relationship management on customer satisfaction in the context of Beijing Danmashi Logistics Company. First, the scope of the study should be extended to other logistics companies, both in China and internationally, to reach conclusions that can be used in a broader context. Second, qualitative research methods such as in-depth interviews or focus group discussions should be used to better understand the behavioral and emotional factors of customers. Thirdly, Future research may focus on the role of digital technologies such as artificial intelligence, big data, and blockchain in optimizing logistics and enhancing customer satisfaction. In addition, the impact of environmental and sustainability factors, which is becoming an important issue in the logistics industry, should be studied. Lastly, future research should further investigate the interactive roles of mediating and moderating variables, such as customer trust, digital platform usage, or service recovery strategies, in shaping satisfaction outcomes. For instance, customer trust may mediate the impact of CRM on loyalty, while digital adoption could moderate the effect of performance innovation on perceived quality.

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Data Availability Statement: The raw data supporting the conclusions of this article will be made available by the authors, without undue reservation.

Conflicts of Interest: The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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