

## **Determinants of logistics customer service: A Case Study in a service Company in West Pomeranian Voivodeship, Poland\***

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### **Abstract**

Logistics customer service is one of the key elements of supply chain management. It usually includes activities related to ensuring timely and in the quality required by the customer of the executed orders, starting from the moment of contact with the customer, through the delivery of the product or service, to after-sales service. Its essence is to strive to maximize customer satisfaction. Studying the reaction of enterprises to customer requirements resulting from the socio-economic conditions of the implementation of the logistics customer service process is a constant scientific challenge. This is indicated by the behaviour of the stakeholders of the examined process, focused on the practice of the business represented by the entrepreneur specializing in comprehensive services in the field of waste disposal and processing, as well as on the behaviour of its customers. The survey conducted using the survey technique (CAWI) was conducted on a random sample of residents of a municipality served by a service company. The identification, analysis and assessment of the key determinants of the implementation of the customer service process showed, on the one hand, the level of service quality expected by the surveyed customers, and on the other hand, the lack of modern customer service tools (e.g. mobile application, electronic requests). The results of the research indicate that a service company does not take full advantage of its opportunity for development in the modern information economy, because limited presence in social media and traditional forms of concluding contracts may constitute barriers for younger customers and affect the level of their satisfaction with the implementation of the logistics service process.

**Keywords:** logistics, logistics customer service, availability of information, customer preferences, mobile tools.

### **Introduction**

Logistics and customer service are key elements in managing a modern enterprise. Its task is to ensure an efficient flow of information, products and services between the company and the recipient, which directly affects the level of customer satisfaction and brand loyalty<sup>1,2</sup>. The process of logistics customer service usually includes activities carried out on three levels: pre-transaction, transactional and post-transaction<sup>3</sup>. Its efficient and effective

<sup>1</sup> Leuschner, R., Charvet, F., & Rogers, D. S. (2013). Meta-analysis of logistics customer service. *Journal of Supply Chain Management*, 49(1), 47-63. <https://doi.org/10.1111/jscm.12000>, p. 47.

<sup>2</sup> Dyczkowska J. Logistics Customer Service Management, *Scientific Papers of the University of Szczecin, Problems of Management, Finance and Marketing* No. 41, Szczecin, 2015, p. 448, SSN: 1509-0507 eISSN: 2353-2874 OAI DOI: 10.18276/pzfm.2015.41/2-36

<sup>3</sup> Kauf S., Tłuczak A., *Logistic customer service*, PWN Scientific Publishing House, Warsaw, 2018, p. 11, ISBN/ISSN: 978-83-01-19804-6

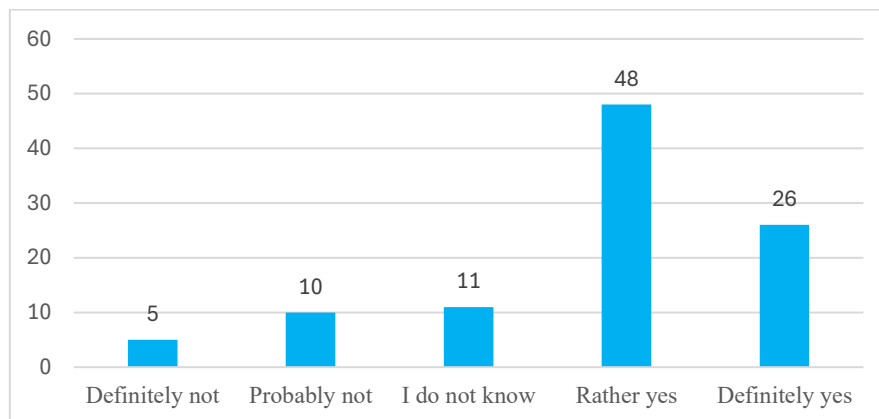
implementation requires a well-organized internal structure, appropriate management tools and high employee commitment to achieve a quality of service acceptable to the recipient<sup>4</sup>.

## Methodology

The research area of the article focuses on the logistics of a service company, in particular, customer service logistics, which is a key element of supply chain management. Customer service logistics contains activities related to ensuring timely, at the required quality, order fulfillment, from the moment of contact with the customer through delivery of a product or service to after-sales service<sup>5,6</sup>. The research aimed to identify and assess the conditions for implementing the logistics customer service process in a service company. In solving the main research problem, the question was addressed: what were the key conditions for implementing the logistics customer service process in the surveyed service company? The subject of the research was a company that carried out tasks related to waste management and operated in the West Pomeranian Voivodeship in Poland. The company specializes in comprehensive services for individual and institutional customers in the field of waste disposal and processing. The research focused on the logistics customer service process in a service company. Research methods used in the research process: literature analysis and a diagnostic survey conducted using the questionnaire technique. The survey was conducted on a random sample of 100 respondents (62 women, 38 men), residents of the municipality served by the company under survey, using the CAWI online survey method (the questionnaire consisted of 16 closed-ended single- and multiple-choice questions using the Likert scale).

## Research results

The assessment of the flow of information in the company-customer relationship was based on respondents' answers regarding availability, message clarity, and the efficiency and effectiveness of clarifying disputable issues related to the implementation of logistics customer service (Fig. 1).



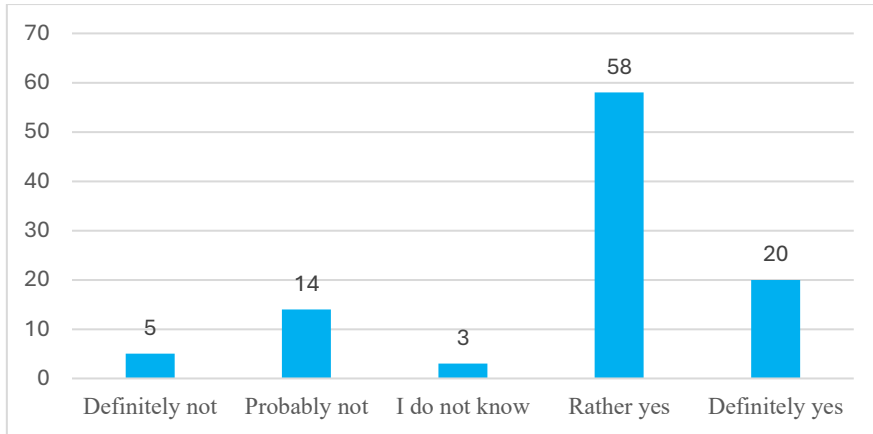
**Fig. 1. Assessment of the flow of information in the company-customer relationship**

74 respondents were satisfied with the availability and level of information relations with the company, and 15 expressed a negative opinion. The assessment of the speed of response to reports and complaints and the flexibility of residents' service in collecting waste from their property (Fig. 2) indicates a positive response from respondents (78 positive opinions, 19 negative opinions, 3 indifferent opinions).

<sup>4</sup> Zwolinska D., Determinants of the development of sustainable supply chains: Logistic customer service in the supply chain, University of Economics Press, Katowice, 2021, p. 85, in: Zowada Krzysztof Marek (ed.): Determinants of the development of sustainable supply chains. Selected Issues, Scientific Work, 2021, Katowice, Publishing House of the University of Economics in Katowice, 117 pp., ISBN 978-83-7875-766-5

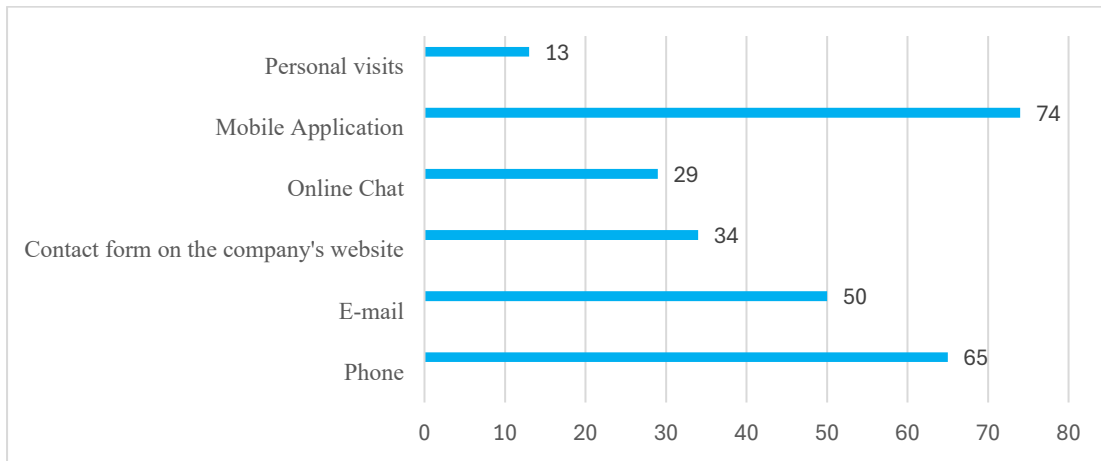
<sup>5</sup> Majchrzak-Lepczyk J., Logistic service for e-commerce customers, Poznań University of Economics, Poznań, 2020, p. 5, ISBN: 978-83-66199-26-2, e-ISBN: 978-83-66199-82-8

<sup>6</sup> Walasek J. Logistic customer service on the example of a logistics operator, Scientific Papers of the Silesian University of Technology, series: Transport z.82, Gliwice 2014, pp. 281,282, ISSN 0209-3324, e-ISSN 2450-1549



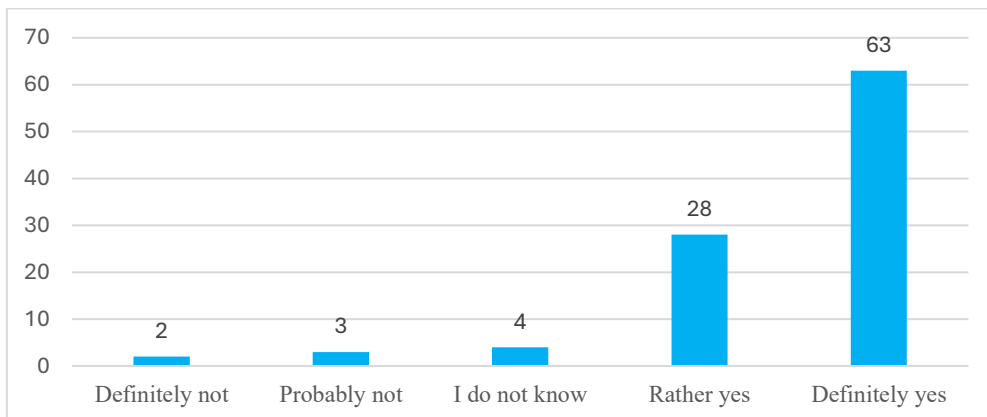
**Fig. 2. Evaluation of the speed of response to requests and complaints and the flexibility of customer service**

In identifying the key determinants of the logistics customer service process, respondents answered a question about the most convenient form of contact with the company (respondents could choose up to four options). The most significant number – 74 indicated a mobile application as their preferred form of contact, 65 – telephone contact, 65 – e-mail, 34 – contact form on the company's website, 29 respondents online chat (Fig. 3).



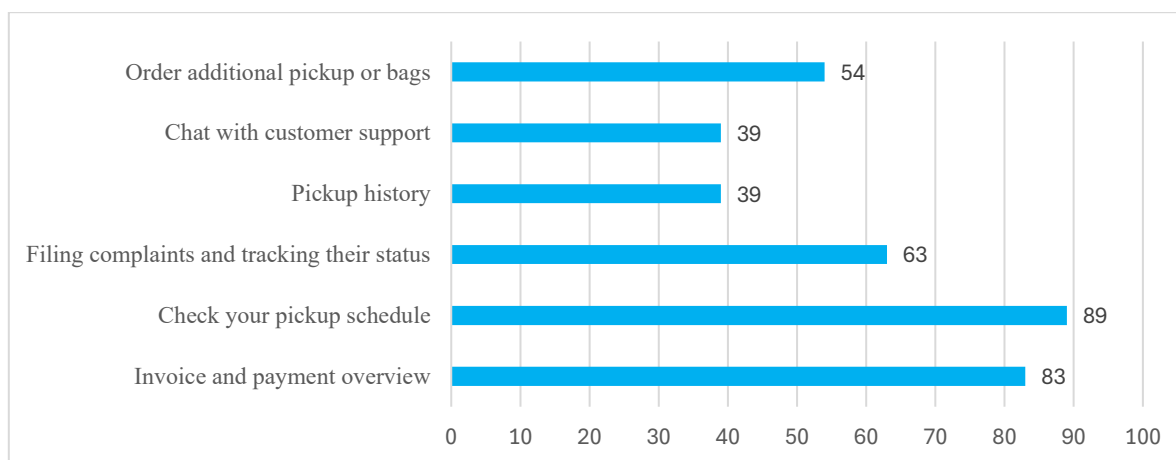
**Fig. 3. Assessment of preferences for contact forms in the customer-enterprise relationship**

Readiness to use an application on a phone to manage the municipal waste collection service online was expressed by 91 respondents; 5 respondents expressed a negative opinion, and 4 chose "I don't know" (Fig. 4).



**Figure 4. Degree of readiness to use the mobile application**

Identifying the key functions of the mobile application, respondents indicated that the most important is to check the waste collection schedule – 89, review invoices and payments – 83, file complaints and track their status – 63, order additional collection or bags – 54, chat with customer service and collection history – 39 indications (Fig. 5)



**Figure 5. Key features in the customer support panel**

## Conclusion

The survey found that the majority of respondents positively assess the overall quality of service, including the transparency of information and the delivery of logistics customer service. The identified lack of modern customer service tools (mobile application, electronic tickets, self-service customer panels) indicates that, despite being firmly rooted in the local community and having a high level of trust, the surveyed company does not fully exploit the potential of digitization. The lack of integrated online solutions, including customer satisfaction surveys, limited social media presence, and traditional forms of contracting, can pose barriers for younger customers and affect the level of satisfaction with the service.

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