
**“A STUDY ON OPERATIONAL EFFICIENCY AND CUSTOMER
SATISFACTION IN AIR FREIGHT SERVICE DEPARTMENT AT DHL
EXPRESS (INDIA) PVT. LTD.”**

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Article Received: 10 April 2026, Article Revised: 30 April 2026, Published on: 20 May 2026

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DOI: <https://doi-doi.org/101555/ijarp.2687>

ABSTRACT

In today’s competitive job market, organizations face challenges in attracting and hiring qualified talent. This study examines the current practices in talent acquisition, identifies key factors affecting recruitment, and suggests strategies for improvement. The study uses a mixed-method approach, including surveys, interviews, and case studies, to collect data from HR professionals. The findings highlight the importance of employer branding, use of social media, employee referrals, and enhancing candidate experience. It also emphasizes the need to measure key recruitment metrics such as time-to-hire, cost-per-hire, and quality of hire. Furthermore, the study reveals that adopting modern recruitment technologies can significantly improve hiring efficiency. It also highlights the importance of building a strong talent pipeline for future workforce needs. Effective communication and transparency throughout the hiring process enhance candidate trust and engagement. Continuous evaluation and improvement of recruitment strategies are essential to remain competitive. Overall, a strategic approach to talent acquisition can contribute to long-term organizational success.

INTRODUCTION

Air freight services play a vital role in modern logistics by ensuring fast and reliable transportation of goods across global markets. Unlike other modes of transport, air freight focuses on speed, efficiency, and timely delivery, which are critical for business success. In logistics organizations such as DHL, operational efficiency and service quality are key factors that determine customer satisfaction. The process involves various activities such as booking, documentation, cargo handling, customs clearance, and real-time tracking, all of which must be well-coordinated. Maintaining accuracy in documentation is essential to avoid delays and ensure smooth shipment processing. Advanced technologies such as automation and digital tracking systems help improve transparency and efficiency in operations. Effective communication between departments and stakeholders also plays a crucial role in minimizing errors and delays. Customer expectations for faster and more reliable services are continuously increasing in the logistics sector. Therefore, companies like DHL must continuously upgrade their processes to maintain high service standards and remain competitive.

INDUSTRY PROFILE

DHL is one of the world's leading logistics companies, providing international express, air freight, ocean freight, and supply chain management services. It operates under the Deutsche Post DHL Group, a German multinational corporation with a strong global presence. DHL has a wide network across more than 220 countries and territories, making it a key player in the global logistics industry. In India, DHL has established a strong presence with offices, warehouses, and service centres in major cities, ensuring efficient logistics operations. The company offers a wide range of services including express delivery, freight forwarding, and warehousing solutions. DHL focuses on providing fast, reliable, and cost-effective logistics services to its customers. With the use of advanced technologies such as real-time tracking and automated systems, DHL ensures transparency in its operations. The company also emphasizes customer satisfaction by maintaining high service quality standards. Additionally, DHL is committed to sustainability and innovation in the logistics industry.

LITERATURE REVIEW

1. Parasuraman, Zeithaml, and Berry (1988) developed the SERVQUAL model to measure service quality. The study identified five key dimensions: reliability, responsiveness,

assurance, empathy, and tangibility. According to the authors, reliability and responsiveness are the most important determinants of customer satisfaction in service organizations. In logistics services, timely delivery and prompt problem resolution significantly influence

customer perceptions and long-term loyalty.

2. Mentzer et al. (2001) examined logistics service quality and its impact on customer satisfaction. The study identified key dimensions such as order accuracy, timeliness, information quality, and condition of goods. The authors emphasized that reliable and responsive logistics operations strengthen customer trust. The findings suggested that higher logistics service quality leads to improved customer loyalty and long-term business relationships. Srinivasan et al. (2002) explored customer retention strategies in service-based sectors.

The study highlighted that relationship marketing, personalized communication, and effective service recovery mechanisms significantly enhance customer loyalty. The findings indicated that firms focusing on customer engagement strategies experience improved retention rates and profitability.

RESEARCH DESIGN STATEMENT OF THE PROBLEM

Logistics operations remain a significant challenge for many organizations in today's fast-paced global environment. In the case of DHL, ensuring timely delivery, efficient cargo handling, and error-free documentation is critical but often difficult due to increasing shipment volumes and complex supply chain requirements.

Delays in transportation, customs clearance issues, lack of coordination, and inefficient operational processes can lead to poor service quality, customer dissatisfaction, and increased operational costs. Furthermore, traditional logistics methods may not fully utilize modern technologies, resulting in reduced efficiency and competitiveness.

PRIMARY OBJECTIVE

1. To investigate the effectiveness of logistics operations and service quality in ensuring timely and reliable delivery of goods in DHL.

SECONDARY OBJECTIVES

- To identify the most effective logistics processes and transportation modes used for efficient delivery.

- To analyze the impact of service quality on customer satisfaction in DHL operations.
- To evaluate the effectiveness of logistics activities such as cargo handling, tracking systems, and delivery performance.

TOOLS FOR DATA ANALYSIS

- Percentage analysis
- Chi-square test
- One-way ANOVA
- Correlation

DATA ANALYSIS AND INTERPRETATION

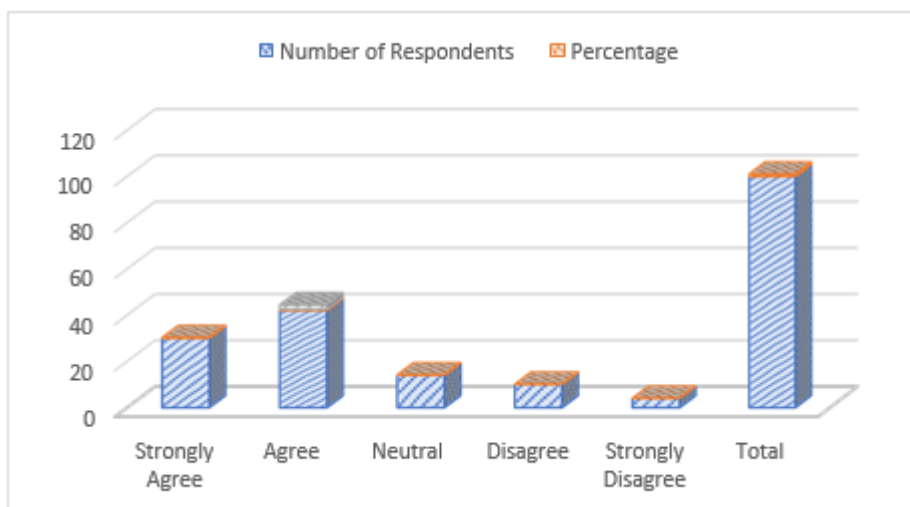
INTRODUCTION

Data analysis is a crucial step in any research study, as it helps in deriving meaningful insights from the collected information. This chapter focuses on the analysis and interpretation of both primary and secondary data to achieve the study's objectives.

PRIMARY DATA AND ANALYSIS SECONDARY DATA ANALYSIS

The primary data for this study was collected through a structured questionnaire, which was distributed to respondents. The questionnaire included multiple-choice questions and Likert-scale items to facilitate quantitative analysis. In addition to primary data, secondary data was gathered from credible sources such as journals, reports, books, and online publications. This information supports the study's theoretical framework and provides context for the findings.

Complaints are Resolved Effectively

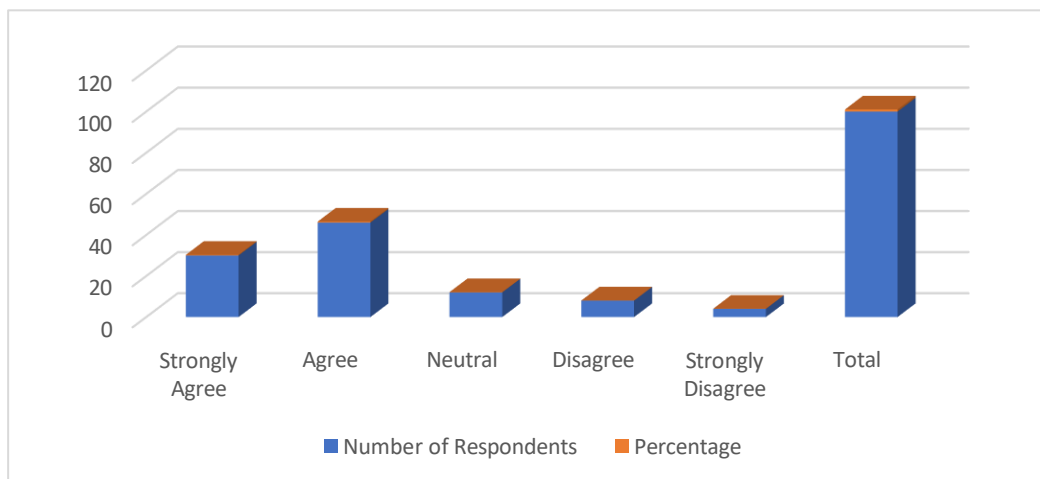


Interpretation

The table indicates that a majority of respondents (72%) have a positive opinion that complaints are resolved effectively, which reflects good customer service performance by DHL. Among them, 42% agree and 30% strongly agree, showing strong satisfaction levels. However, 14% of respondents remain neutral, which suggests that they may not have a consistent experience with complaint

handling. Additionally, 14% of respondents express dissatisfaction (10% disagree and 4% strongly disagree), indicating that some customers face issues in the complaint resolution process.

The Company Maintains Long-Term Customer Relationships



INTERPRETATION

The table shows that 76% of respondents (30% strongly agree and 46% agree) believe the company maintains long-term customer relationships. This indicates a strong level of customer trust and satisfaction. 12% of respondents are neutral, suggesting moderate or uncertain experiences. Meanwhile, 12% of respondents express dissatisfaction, showing that some customers are not fully satisfied

FINDINGS OF THE STUDY

- More than 70% of respondents are within the age group of 25–40 years, and over 75% have considerable experience, indicating a skilled workforce in DHL operations.
- Around 40% of respondents prefer internal processes and coordination, while nearly 30% rely on established logistics networks, showing dependence on internal systems.
- Nearly 20% of logistics operations are handled through internal networks,

indicating moderate internal efficiency.

- About **75% of respondents disagree** that DHL services are adequately promoted through online platforms, highlighting a lack of visibility in digital channels.
- Around **65% of respondents agree** that DHL provides good service quality through effective delivery, tracking, and customer support systems.

SUGGESTIONS

- DHL can improve digital presence by promoting its logistics services through websites, social media, and online platforms.
- The company should adopt advanced technologies like real-time tracking and automation to enhance operational efficiency.
- DHL can focus more on external logistics networks and partnerships to improve service reach and performance.
- Continuous process improvement and modernization should be implemented to meet current logistics trends.
- More awareness campaigns and service advertisements can be introduced to attract and retain customers.
- Employees and satisfied customers can be used as brand ambassadors to improve company image.
- DHL should continue to enhance customer service quality and communication to strengthen long-term relationships.

CONCLUSION

Logistics service quality and operational efficiency play a crucial role for organizations like DHL in delivering reliable and timely services in a highly competitive global market. This study aimed to analyze the current logistics operations, identify key challenges, and provide suggestions for improving service quality and customer satisfaction.

The study highlights the importance of maintaining efficient logistics processes, adopting advanced technologies such as real-time tracking systems, and ensuring effective coordination in transportation and delivery. It also emphasizes the need for improving digital presence, enhancing customer communication, and continuously monitoring performance metrics.

Overall, the study contributes to a better understanding of logistics operations in DHL and provides practical insights for improving service quality. By implementing these strategies,

DHL can enhance customer satisfaction, improve operational efficiency, and achieve long-term business success.

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