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## Enhancing Customer Satisfaction of a Graphic Design Firm in Chengdu, China

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### Abstract

This research applies a mixed method, which aligns with qualitative and quantitative research. The major research objective is to study the factors affecting customer satisfaction in the graphic design industry in Chengdu, China. It was carried out in Chengdu Golden Wave Advertising Company. The research instruments are questionnaire and interview, and the sample size is 103 respondents. Multiple linear regression was used as the inferential analysis to test the hypotheses and interviews were applied to support and confirm quantitative results. It can be concluded from the research findings that all five factors, which are product quality; communication, service quality; price, and teamwork, have a significant impact on customer satisfaction. Therefore, for recommendations, the company needs to provide high-quality products at reasonable prices, provide customers with quality services, and achieve the best results through team cooperation and communication to enhance customer satisfaction.

Keywords: customer satisfaction, teamwork, price, service quality, communication.

### Introduction

In the rapid passage of time today, the development of things is always by leaps and bounds. Things that cannot keep up with the development of the times are bound to be eliminated. A company must constantly develop and innovate and make new progress. Organizations and companies need to respond quickly to environmental changes and cope with the complex and changeable external environment to cope with unexpected crisis.

In the market competition, both international and domestic enterprises improve the level of design to enhance competitiveness. As a result, the functions of graphic design are becoming more important in daily life. People's demand for the beauty and functionality of advertising is getting higher because high quality of advertising production can strengthen the positive image and publicity effect. Its influence involves all aspects of social life and various industries. Currently, more than 300,000 people are working in the graphic design industry in

China. This research explores the crucial factors affecting an advertising company's customer satisfaction in Chengdu, China.

### **Background of Chengdu Graphic Design Companies**

Chengdu has many high-quality design companies but there are many small design companies, including studios, small design companies, and design teams. Good design companies focus on the nature of service and provide high-quality products and services for a long time to secure a firm foothold in the industry among the locals. At the same time, the number of people working in graphic design is growing at an annual rate of 8% in Chengdu.

### **Golden Wave Advertising Company Background**

Golden Wave Advertising Company is committed to the graphic design industry and strives to become the city's first-class graphic design company. The company, with its excellent design ability, provides service to every customer as its responsibility by providing customers with quality products and services, putting up billboards anywhere where people live. Enterprise values are strict and meticulous, innovative, and efficient, with a display of unity and endeavor. The organization's philosophy is to deliver quality service as a priority. Golden Wave advertising revenue in the first quarter of 2021 will be approximately \$25,000 to \$60,000. Its corporate vision statement is to bring high-quality products and services to people so that every customer is satisfied.

### **Statement of the Problem**

From the end of 2020 to June 2021, the company's performance continued to decline, with the company's turnover dropping from \$60,000 per quarter to approximately \$35,000. In addition, after 2020, the company's customers complain more and more frequently and coupled with a fewer and fewer number of customers. As a result, the number of orders in 2021 decreased from 50 to 40 per quarter compared to 2020. Around that time, orders are down 20% from the previous year.

The primary purpose of the research is to explore factors affecting customer satisfaction and then suggest ways to improve customer satisfaction.

### **Research Questions**

What are the factors enhancing the customer satisfaction of the graphic design company?

How can the graphic design company enhance its customer satisfaction?

### **Scope of the Research**

The scope of research focuses on the factors affecting customer satisfaction of the graphic design company in Chengdu, China: product quality and service quality; price, teamwork, and communication.

### **Significance of the Study**

Strengthening customer satisfaction is critical for a small graphic design company to survive and sustain the business in the long term. The research findings could inspire other small businesses in the industry to survive. This research can also give the company long-term benefits and lasting development, making customers more satisfied.

### **Operational Definitions of Terms**

**Service Quality:** Service quality refers to customers' evaluation of the services provided by the company (Fang, et al., 2015).

**Product Quality:** Product quality is the applicability of the product, that is, the degree to which the product can successfully meet users' needs when used (Juran, 1988).

**Price:** Price is the monetary expression of total commodity value (Ning, et al., 1998).

**Teamwork:** Teamwork is a formal group of individuals working together to achieve a goal (Robbins, et al., 2014).

**Communication:** Communication is the interaction and collaboration for creating mutual understanding between the customers and the company to explore and reach the actual customer's needs and expectations with the solutions through two-way communication with the various communication channels. (Gou, et al., 2009)

**Customer Satisfaction:** Customer satisfaction indicates how good the product use experience is compared with the buyer's value expectation (Maskat, R., Razak, S. A., & Shamsudin, 2009).

### **Review of Related Literature**

The researcher reviews related concepts and research focusing on customer satisfaction and the critical factors affecting customer satisfaction. Customer satisfaction indicates how good the product use experience is compared with the buyer's value expectation (Razak & Shamsuddin, 2009). Customer satisfaction is directly associated with customers' experience; what customers want is not just simple value (Berry, Zethaml, & Parasuraman, 1985). They want the company to be different, surprise them, and meet their needs and desires.

### **Service Quality**

Service quality refers to customers' evaluation of the services provided by the company (Fang, 2015). Service quality is related to retention and customer loyalty, and it also brings higher profit margins to organizations (Storbacka, Strandvik, & Gronroos, 1994).

### **Product Quality**

Product quality is the applicability of the product, that is, the degree to which the product can successfully meet the needs of users when used. Users of the basic requirements of the product are applicable; applicability adequately expressed the connotation of quality (Juran, 1988).

### **Price**

Price is the monetary expression of total commodity value (Ning, et al.,1998). The profitability of a product is determined by its price and value, assuming that it can improve customer satisfaction. In the initial stage of development, more attractive and cost-effective products that meet the actual needs of customers should be designed and developed. From the perspective of expected profits, financial resources are limited, and the most reasonable pricing should be based on customer demand and cost reduction. However, the most important thing is to develop the most attractive and cost-effective products to meet customers' real needs (Liu, et al., 2007).

### **Teamwork**

Teamwork is a spirit of voluntary cooperation and concerted efforts to achieve a set goal. It can mobilize all the resources and talents of team members, and will automatically remove all disharmony and injustice, while giving those sincere, selfless dedication of appropriate return. When teamwork is voluntary, it is a powerful and enduring force. (Guo, et al., 2009)

### **Communication**

Communication is a highly personalized way to exchange ideas and emotions, which opens up more possibilities for an equal exchange of views. Strengthening communication is an integral part of customer satisfaction. Strengthening communication with customers establishes a good customer relationship, and improve customer satisfaction (Yao, 2012). Communication is the interaction and collaboration that builds mutual understanding between the customer and the company through various communication channels, exploring and

achieving solutions to customer needs and expectations (Gou, et al., 2009).

### **Customer Satisfaction**

Customer satisfaction indicates how good the product use experience is compared with the buyer's value expectation (Razak & Shamsuddin, 2009). Because satisfaction is directly associated with customers' experience, what customers want is not just simple value (Berry, Zethaml, & Parasuraman, 1985). Instead, they want the company to be different, surprise them, and meet their needs and desires.

### **Appreciative Inquiry**

Established in 1987, Appreciative Inquiry (AI) is a practical and effective method to stimulate collective wisdom and create a learning organization. Appreciative inquiry begins with a positive topic and is driven through a cycle of positive change. There are four steps: discovery, dream, design, and destiny. This four-step cycle can make organizations a powerful force for change.

The first step is to discover the need to use the entire organization's power to identify the organization's core success factors from its past to its present and future. The second step is to dream of combining discovered potential with existing resources to create a straightforward visual, like what the organization expects to happen. The third step is design based on the ideal model to design the conditions of practical new design for the organization, to ensure the rapid realization of the dream. The fourth step is destiny. The organization stimulates the enthusiasm and creativity of employees, thus enhancing the power of the whole system reform enabling the organization to learn and adjust itself. Employee participation and initiative are greatly enhanced based on appreciative and dream inquiry. (David, et al., 2017)

### **Conceptual Framework**

The conceptual framework of the research is supported by the related studies which focused on similar independent variables toward customer satisfaction. The independent variables of the conceptual framework are product quality, service quality, teamwork, price and communication and the dependent variable is customer satisfaction.

### **The Statistical Hypotheses**

**H1a:** Product quality has no significant influence on customer satisfaction of the graphic design company.

**H1a:** Product quality has significant influence on customer satisfaction of the graphic design company.

**H1b:** Communication has no significant influence on customer satisfaction of the graphic design company.

**H1b:** Communication has significant influence on customer satisfaction of the graphic design company.

**H1c:** Service quality has no significant influence on customer satisfaction of the graphic design company.

**H1c:** Service quality has significant influence on customer satisfaction of the graphic design company.

**H1d:** Price has no significant influence on customer satisfaction of the graphic design company.

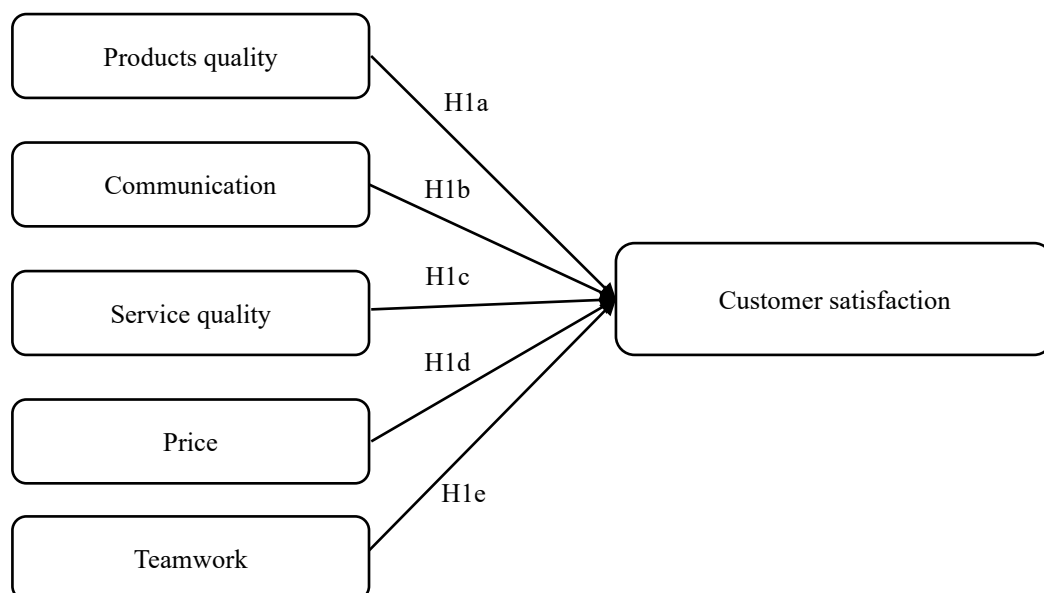
**H1d:** Price has significant influence on customer satisfaction of the graphic design company.

**H1e:** Teamwork has no significant influence on customer satisfaction of the graphic design company.

**H1e:** Teamwork has significant influence on customer satisfaction of the graphic design company.

**Figure 1**

*The Conceptual Framework*



## Operationalization of Variables

Quantitative research is carried out through the questionnaire to find out what factors can affect customer satisfaction.

**Table 1**

*Operationalization of Variables*

Variables	Questions	Measurement
Product quality	<ol style="list-style-type: none"> <li>1. I am satisfied with the quality and applicability of the company's products.</li> <li>2. I prefer to buy the company's products because the product quality is better than other similar products.</li> <li>3. I am satisfied with the durability of the company's products.</li> </ol>	Five-point Likert Scale
Service quality	<ol style="list-style-type: none"> <li>1. The company's service staff treats me well.</li> <li>2. I am satisfied with the professionalism of the company's service staff.</li> <li>3. I think the company's service is comprehensive and timely.</li> <li>4. I am satisfied with the timeliness of the company's delivery and installation services.</li> </ol>	Five-point Likert Scale
Price	<ol style="list-style-type: none"> <li>1. The company charges reasonable freight fees to the customers.</li> <li>2. The company's after-sales service and maintenance service fee are reasonable.</li> <li>3. The price of the company's products is reasonable.</li> <li>4. I perceive comprehensive value toward the company pricing and the product quality.</li> </ol>	Five-point Likert Scale
Communication	<ol style="list-style-type: none"> <li>1. I am satisfied with the communication from company's service staff because it turns my problem to the solution.</li> <li>2. The customer service staff, Internet chat tool, email and so on can respond to the questions and requirements in a timely manner.</li> <li>3. The service staff clearly communicates the necessary information to the customers.</li> </ol>	Five-point Likert Scale
Teamwork	<ol style="list-style-type: none"> <li>1. I am satisfied with the company's teamwork.</li> <li>2. The company member's teamwork turns the customer's problem to solution.</li> <li>3. The company member's teamwork has caused the company's competitive advantage.</li> </ol>	Five-point Likert Scale
Customer satisfaction	<ol style="list-style-type: none"> <li>1. I am satisfied with the quality of the products provided by the company.</li> </ol>	Five-point Likert Scale



Variables	Questions	Measurement
	2. I am satisfied with the service quality provided by the company. 3. I am satisfied with the reasonable price of the company's products. 4. I am satisfied with the sincere, friendly and efficient communication between company members and me. 5. I am satisfied that the members of the company have worked together to try to meet my requirements.	

### **Research Methodology**

The research methodology includes the research design, identifying population and sample, sample size, research sampling method, research instruments and validity with reliability test of the research instrument.

The researcher explores the factors, which are product quality, service quality, price, communication, and teamwork, affecting the customer satisfaction of Golden Wave Advertising Company by applying mixed method research design. First, the research instrument for the quantitative aspect is a questionnaire with a 5-point Likert scale, which was designed and distributed to the respondents or the customers of the company. Before the actual distribution, IOC was computed based on the rating of three experts on the questions for each variable to determine the validity of the questionnaire. Reliability of the instrument was done by distributing copies of the questionnaire to 30 people who are not part of the sample and the Cronbach Alpha Co-Efficient was determined.

Descriptive analysis and multiple linear regression were performed to analyze the demographics of the respondents and test the statistical hypotheses. The validity test and reliability test of the research instruments were applied before the data collection process. The qualitative analysis by interviewing ten respondents was used to support the quantitative findings with the interview results.

### **Research Design**

The research design is a mixed method that integrates qualitative and quantitative analyses. This research focuses on the factors affecting the customer satisfaction of a graphic design companies.

**Population and Sample Size**

The population for the study was the Golden Wave Advertising Agency’s long-term customers, based in Chengdu, Sichuan Province in China. It has a population of 120 and the sample size is 103 clients.

**Sampling Method**

The researcher uses a convenience sampling method for collecting data from the respondents. The questionnaire was distributed to all 120 customers and 103 of them replied as the sample size.

**Research Instruments**

The researcher develops a questionnaire which was divided into two parts for the quantitative aspect. The first part is demographic questions used to investigate customers' basic information. The second part is the questions as per the variables from the conceptual framework with Five-point Likert Scale which rates from 1 to 5 (1 strongly disagree, 2 disagree, 3 neutral, 4 agree, and 5 strongly agree). The reliability and validity test were applied to pass the criteria before the distribution to all respondents. The research instrument for qualitative research is an interview.

**Validity Test by Item of Objective Congruence (IOC)**

The three experts did IOC to validate the questionnaire by scoring each question in the questionnaire. The IOC score must be 0.67 or above to pass the validity criteria.

**Table 2**

*IOC Result From 3 Experts*

Questions	Item-Objective(IOC)score					Result
	Expert I	Expert II	Expert III	Totals Score	Average Score	
<b>Products Quality</b>						
1 I am satisfied with the quality and applicability of the company’s products.	1	1	1	3	1	Accepted
2.I prefer to buy the company’s products because the product quality is better than other similar products.	1	1	1	3	1	Accepted
3. I am satisfied with the durability of the company's products.	1	1	1	3	1	Accepted

Service Quality						
1.The company’s service staff treats me well.	1	1	1	3	1	Accepted
2. I am satisfied with the professionalism of the company’s service staff.	1	1	1	3	1	Accepted
3. I think the company's service is comprehensive and timely.	1	1	1	3	1	Accepted
4. I am satisfied with the timeliness of the company's delivery and installation services.	1	1	1	3	1	Accepted
Price						
1.The company charges reasonable freight fees to the customers.	1	1	1	3	1	Accepted
2.The company’s after-sales service and maintenance service fee are reasonable.	1	1	1	3	1	Accepted
3.The price of the company's products is reasonable.	1	1	1	3	1	Accepted
4.I perceived comprehensive value toward the company pricing and the product quality	1	1	1	3	1	Accepted
Communication						
1. I satisfied with the communication from company’s service staff because it turns my pain point to the solution.	1	1	1	3	1	Accepted
2. The customer service staff, Internet chat tool, email and so on can respond to the questions and requirements in a timely manner.	1	1	1	3	1	Accepted
3. The service staff clearly communicates the necessary information to the customers.	1	1	1	3	1	Accepted
Teamwork						
1. I am satisfied with the company’s teamwork.	1	1	1	3	1	Accepted
2. The company member’s teamwork turns the customer’s problem to solution.	1	1	1	3	1	Accepted

3. The company member's teamwork has caused the company's competitive advantage.	1	1	1	3	1	Accepted
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### Reliability Test

Cronbach's Alpha results of each variable from the conceptual framework were obtained based on the answers of 30 customers.

**Table 3**

*Reliability Test Result*

Variable	Number of Items	Cronbach's Alpha	Reliability
Product quality	3	0.898	Reliable
Service quality	4	0.899	Reliable
Price	4	0.908	Reliable
Teamwork	3	0.903	Reliable
Communication	3	0.897	Reliable
Customer satisfaction	5	0.856	Reliable

Based on the reliability test, the Cronbach's Alpha must be equal to or above 0.7 which means the questions of the variable are reliable to be used. Moreover, if the Cronbach's Alpha reaches 0.80-.0.90, then the questions of the variable have strong reliability.

**Qualitative Research Instruments:** The researcher applies Appreciative Inquiry Theory to develop the interview questions. The 3 experts under IOC Process, as the research instrument validation, approved these interview questions. These questions were designed by aligning to the research questions to strengthen the recommendations for the research findings from mix method.

There are three questions as follows.

- 1) What are the experiences that impressed and satisfied you based on the company's quality of product and service, communication, company members' teamwork, and pricing?
- 2) Which areas of capabilities of the company's staff are needed in the future to provide better customer satisfaction in terms of service quality, communication, and teamwork?

- 3) What is your advice on improving customer satisfaction in product and service quality, pricing, company members' teamwork, communication, and pricing?

### Data Gathering and Procedures

The researcher used convenience sampling or non-probability sampling to reach the sample size. The 3 experts under IOC Process as the research instrument validation approved these interview questions. These questions were designed by aligning to the research questions to strengthen the recommendations for the research findings from mix method.

### Descriptive Analysis of Demographic Data

**Table 4**

*Respondents' Gender*

Gender	Frequency	Percent
Female	48	47%
Male	55	53%

Of the 103 samples, 55 males accounted for 53% of the total, and 48 females accounted for 47% of the total.

**Table 5**

*Age of Respondents*

Age	Frequency	Percent
21-30 years old	42	41%
31-40 years old	45	44%
41-50 years old	12	12%
More than 50	3	3%

There are 42 respondents aged 21-30 accounting for 41% of the total respondents, 45 respondents aged 31-40 accounting for 44% of the total respondents, 12 respondents aged 41-50 accounting for 12% of the total respondents, and three respondents are over 50 accounting for 3% of total respondents.

**Table 6***Level of Education of the Respondents*

	Frequency	Percent
High school diploma	11	11%
Bachelor's degree	73	71%
Master's degree	2	2%
Doctoral degree or above	2	2%
Others	15	14%

Eleven people have high school education, accounting for 11% of the respondents, 73 people have bachelor's degrees, accounting for 71%, two people have master's degrees accounting for 2%, two people have doctoral degrees accounting for 2%, and others are 15 people accounting for 14% of the respondents.

## Quantitative Analysis

**Table 7***Descriptive Statistics of Product Quality*

Product Quality			
	N	Mean	Std. Deviation
1.1-I am satisfied with the quality and applicability of the company's products.	103	4.33	0.677
1.2-I prefer to buy the company's products because the product quality is better than other similar products.	103	4.35	0.656
1.3-The value of the company's products is ahead of the competitors' products.	103	4.24	0.765

Table 7 lists all the issues related to product quality. The highest average score was 4.35 (question 1.2), which indicated that the respondents thought the company's products were superior to similar products.

The lowest average score was 4.24 (question 1.3). Therefore, it can be seen that the company should increase the value of its products.

**Table 8***Descriptive Statistics of Service Quality*

Service quality			
	N	Mean	Std. Deviation
2.1-The company's service staff treats me well.	103	4.28	0.645
2.2-I am satisfied with the professionalism of the company's service staff.	103	4.32	0.714
2.3-I think the company's service is comprehensive.	103	4.11	0.749
2.4-I am satisfied with the timeliness of delivery and installation services	103	4.39	0.669

Table 8 lists all the issues related to service quality. The highest average score of 4.39 was for question 2.4. Most customers believe that the company's delivery and installation services are very timely. The lowest average score was 4.11 (question 2.3).

**Table 9***Descriptive Statistics of the Price*

Price			
	N	Mean	Std. Deviation
3.1-The company charges reasonable freight fees to the customers.	103	4.28	0.718
3.2-The company's after-sales service and maintenance service fee are reasonable.	103	4.31	0.677
3.3-The price of the company's products is reasonable.	103	4.28	0.705
3.4-Perceived comprehensive value toward the company pricing and the product quality	103	4.30	0.643

Table 9 lists all the issues related to price. The highest average score is 4.31 (question 3.2). Most customers think the company's after-sales service and maintenance service fee is reasonable.

The lowest average score is 4.28, for two questions (question 3.1 and 3.4). It can be seen that the company's product prices and freight need to be adjusted.

**Table 10***Descriptive Statistics of Communication*

Communication			
	N	Mean	Std. Deviation
4.1- I am satisfied with the communication from company's service staff because it turns my pain point to the solution.	103	4.29	0.784
4.2- The customer service staff, Internet chat tool, email and so on can respond to the questions and requirements in a timely manner.	103	4.34	0.758
4.3- The service staff clearly communicates the necessary information to the customers.	103	4.32	0.672

Table 10 lists all communication-related issues. The highest average score was 4.34 (question 4.2), indicating that most customers believe that customer service staff, chat, and email can respond to questions and needs on time. The lowest average score is 4.29 (question 4.1).

**Table 11***Descriptive Statistics of Teamwork*

Teamwork			
	N	Mean	Std. Deviation
5.1-I am satisfied with the company's teamwork.	103	4.31	0.684
5.2-The company member's teamwork turns the customer problem to customer solution.	103	4.34	0.745
5.3-The company member's teamwork gives the company competitive advantage.	103	4.28	0.717

Table 11 lists all the issues with teamwork. The highest average score was 4.34 (question 5.2), indicating that most customers can sometimes turn their pain spot into solutions through the teamwork of company personnel. The lowest average score was 4.28 (question 5.3).



**Table 12**

*Descriptive Statistics of Customer Satisfaction*

Customer Satisfaction			
	N	Mean	Std. Deviation
6.1-I am satisfied with the quality of the products provided by the company	103	4.22	0.710
6.2-Iam satisfied with the service quality provided by the company	103	4.21	0.706
6.3- I am satisfied with the reasonable price of the company's products	103	4.38	0.687
6.4-I am satisfied with the sincere, friendly and efficient communication between company members and me	103	4.38	0.728
6.5-I am satisfied that the members of the company have worked together to try to meet my requirements	103	4.26	0.683

Table 12 lists all the issues related to customer satisfaction. The highest average score was 4.38 (question 6.3 and question 6.4), indicating that most customers are satisfied with the company's product prices and communication services. Conversely, the lowest average score was 4.21 (question 6.2).

**Multiple Linear Regression Results**

From Table 13, the correlation coefficient (R) is 0.887, indicating that these five factors (product quality, service quality, price, communication, and team cooperation) correlate with customer satisfaction. Therefore, R<sup>2</sup> is 0.786 which means that the factors (product quality, service quality, price, communication, and teamwork) on customer satisfaction can explain the customer satisfaction at 78.6%.

**Table 13**

*R and R Square Value*

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>
1	0.887	0.786	0.775

**Table 14***Multiple Linear Regression Analysis Results*

Predictor	Estimate	SE	95% Confidence Interval		t	p	Stand Estimate	95% Confidence Interval	
			Interval					Lower	Upper
			Lower	Upper					
Intercept	0.4274	0.2112	0.00836	0.846	2.02	0.046			
product quality A	0.1769	0.0746	-0.07110	0.225	1.03	0.305	0.0897	-0.0830	0.262
price A	0.2468	0.0848	0.07845	0.415	2.91	0.004	0.2622	0.0833	0.441
teamwork A	0.3057	0.0648	0.17711	0.434	4.72	<.001	0.3657	0.2119	0.520
communication A	0.0750	0.0722	-0.06826	0.218	1.04	0.301	0.0929	-0.0846	0.271
service quality A	0.1952	0.0771	0.04225	0.348	2.53	0.013	0.2012	0.0435	0.359

According to Table 14, there are three factors affecting customer satisfaction which are price, teamwork, and service quality because the P values of these three factors are less than 0.05. Among them, the critical factor affecting customer satisfaction is teamwork, with the highest Stand. Estimate of 0.365 followed by price and service quality with a Stand. Estimate of 0.2622 and 0.2010 respectively.

**Table 15***Variance Inflation Factor (VIF) Values*

	VIF	Tolerance
Produce quality A	3.47	0.288
Price A	3.72	0.269
teamwork A	2.76	0.363
communication A	3.67	0.272
service quality A	2.89	0.345

Table 15 shows the VIF values or the amount of multicollinearity of all variables less than 5. It indicates that the questions of each variable are not highly repetitive

**Summary of Hypotheses Testing Results**

The above linear regression results verify the hypotheses of this research. Hypotheses H1c<sub>0</sub> and H1d<sub>0</sub>, and H1e<sub>0</sub> are rejected. The reasonable price, highly effective teamwork, and

high quality of service have a significant positive impact on customer satisfaction. Other hypotheses testing results failed to reject H1a<sub>o</sub> and failed to reject H1b<sub>o</sub>.

**Table 16**

*Summary of Hypotheses Testing Results*

	Hypotheses	P-value	Stand Estimate	Results
H1a <sub>o</sub>	Product quality has no significant influence on customer satisfaction of the graphic design company.	0.281	0.0931	Failed to reject H1a <sub>o</sub>
H1a <sub>a</sub>	Product quality has significant influence on customer satisfaction of the graphic design company.			
H1b <sub>o</sub>	Communication has no significant influence on customer satisfaction of the graphic design company.	0.297	0.0894	Failed to reject H1b <sub>o</sub>
H1b <sub>a</sub>	Communication has significant influence on customer satisfaction of the graphic design company.			
H1c <sub>o</sub>	Service quality has no significant influence on customer satisfaction of the graphic design company.	0.012	0.2017	Reject H1c <sub>o</sub>
H1c <sub>a</sub>	Service quality has significant influence on customer satisfaction of the graphic design company.			
H1d <sub>o</sub>	Price has no significant influence on customer satisfaction of the graphic design company.	0.005	0.2596	Reject H1d <sub>o</sub>
H1d <sub>a</sub>	Price has significant influence on customer satisfaction of the graphic design company.			
H1e <sub>o</sub>	Teamwork has no significant influence on customer satisfaction of the graphic design company.	<0.001	0.3694	Reject H1e <sub>o</sub>
H1e <sub>a</sub>	Teamwork has significant influence on customer satisfaction of the graphic design company.			

## Interview Results

The researcher interviewed 10 customers and analyzed the results using content analysis and then made the conclusions and recommendations.

## Summary of Representative Interview Results from Qualitative Analysis

**Question 1:** What are the experiences that impressed and satisfied you based on the company's quality of product and service, communication, company members' teamwork, and pricing?

**Table 17**

*Summary of the Interview Results of Question 1*

Variable	Common Theme	Summary and Advice
Price	The price of your products is more reasonable in the market, which is why I prefer your company.	Companies need to find more ways to save costs and maintain reasonable prices.
Teamwork	The company's personnel can respond quickly to my requirements. Whether the designer adjusts the design scheme because of my suggestions or the services of the installation personnel are very much in line with my requirements.	Encourage employees to provide fast and high-quality feedback to customers through communication and other cooperation.
Product Quality	In terms of product quality, such as product packaging, shell and practical life, your company's product quality is good. Can let me use it for a long time	Strictly control the product quality and provide customers with high-quality products and good experience.
Communication	The communication efficiency between the company's employees and me is high, and the problems can be solved smoothly	Train employees to think from the perspective of customers and improve communication efficiency
Service Quality	The service provided by the company's staff was very good, the reply to me was also very fast, and the installation and after-sales service also satisfied me	Correct the attitude of serving customers and continue to provide customers with high-quality services

**Question 2:** Which areas of capabilities of the company’s staff are needed in the future to provide better customer satisfaction?

**Table 18***Summary of the Interview Results of Question 2*

Variable	Common Theme	Summary and Advice
Teamwork	I think every member of the company team should know my requirements very well, rather than I need to tell different people what my needs are many times.	Encourage employees to quickly find and understand customers' problems and needs through communication and other cooperation.
Communication	During communication, the company personnel should consider the problems in advance and inform me of the information	Encourage employees to think from the perspective of customers and answer customers' questions from a professional perspective
Service Quality	Designers need better service standards. I hope to do some parts in full in accordance with my needs, rather than adopt a compromise or compromise scheme	Spend more effort to provide design services for customers, rather than using traditional solutions for every customer

**Question 3:** What is your advice to further improve customer satisfaction in terms of product and service quality, pricing, company members' teamwork, communication, and pricing?

**Table 19***Summary of the Interview Results of Question 3*

Variable	Common theme	Summary and advice
Product Quality	I think the quality of the finished product is generally good, but in some details, such as glue and tape. Your company has been a bad experience for me.	More effort and budget are needed on the materials used for some accessories
Service Quality	The service provided by the company provided a good experience for me, but no one returned my messages after work.	The company needs to assign special personnel to provide customers with more hours of customer service
Communication	The communication efficiency between the company staff and me is relatively high, and the problems can be solved smoothly. However, sometimes the customer service staff cannot understand my ideas, which requires a lot of time	Train employees to think for customers
Price	The company needs to provide more products in more price ranges, so that I can make a more reasonable choice	Find more suppliers and open up products in more price ranges

Variable	Common theme	Summary and advice
Teamwork	Sometimes I've told the designers what I need, but the rest of the company doesn't know, and I have to tell the shipping and installation people what I need	Strengthen the management of SNS software used in the work, so that the company personnel can understand the problems and needs of customers as much as possible.

### Research Objectives and Results

By comparing the results of the quantitative part with the qualitative results, the factors affecting customer satisfaction were determined and which factor has the greatest impact on customer satisfaction based on the valuable opinions of the interviewees.

**Table 20**

*Research Objectives and Research Results*

Research Objectives	Research Results (quantitative)	Research Results (qualitative.)
To explore the factors enhancing the customer satisfaction of graphic design companies.	According to the research findings, there are 3 factors (teamwork, price, and service quality) that have significant influence on customer satisfaction.	From the interview, the interviewees put forward constructive suggestions on improving customer satisfaction focusing on service quality, pricing, company members' teamwork, communication, and pricing
To investigate the main factors enhancing the customer satisfaction of graphic design companies.	Teamwork is the critical factor influencing customer satisfaction, followed by price and service quality.	Building a qualified team. all team members need to have a good understanding of the project and work efficiently in contact with customers for enhancing the customer satisfaction. More variety of products and more price ranges will greatly increase the chances of customers to cooperate with the company and enhance the customer satisfaction. The customer service personnel need to provide quality of service by delivering information for consulting, timely replying the request from the customers. The prompt and professional service can reduce their doubts and enhance the customer satisfaction and trust toward the company.

## **Discussion of Results and Findings**

The research finding, teamwork has significant influence on customer satisfaction, consistent with the literature review. Guo, (2009) pointed out that teamwork can provide a better learning platform for team members. Almost every enterprise, employee knows that there is a lot to learn from colleagues. Once employees join the team, after a long time of cooperation, they will find the advantages of each other and learn from each other. Teamwork can also effectively improve work efficiency. In the long-term mutual communication, it can help each other to quickly find the correct position in the work, clarify their thoughts, and quickly enter the work state. Teamwork enables organizations to acquire learning ability, improve staff efficiency, and get work done quickly and well, which can significantly improve customer satisfaction. (Guo, et al., 2009).

Pan, (2014) stated that if company want to have an advantage in the price factor, it needs to effectively control the cost in each link. Company pays attention to the different requirements of customers and constantly adjust the input of operation, sales and service for different customers. With many loyal customers, sorting and managing customers helps companies to clear their heads and target customers. Specify different product categories and price ranges for different groups of customers. In this way, the price can be controlled, and the customer can be satisfied. (Pan, et al., 2014). The literature review also consistent to the research finding, price has significant influence on customer satisfaction.

Chen(2014) stated that improving customer satisfaction is of great value to the development of enterprises. To achieve higher customer satisfaction, the company needs to predict the feelings of customers in advance, the real needs of customers, really in the service to provide customers can bring surprises. Mainly from the customer point of view to find out the key quality and value of service factors, study these factors, and then provide customers repeat, accustomed to the company's services. (Chen et al., 2014). The findings from the literatures related to the research finding, service quality has significant influence on customer satisfaction.

## **Conclusion and Recommendations**

The results show that teamwork, price, and service quality have significant influence on customer satisfaction.

Based on the second research objective, how can the graphic design company enhance its customer satisfaction? The first recommendation in terms of teamwork is to train the organizational members to get to know each other better for understanding every detail of the job. Moreover, improving communication efficiency and cooperation spirit to solve problems

for customers quickly is also necessary.

The second recommendation is about price. The company needs to offer more comprehensive price ranges or price lining practices. Introducing raw materials at different prices from different suppliers will provide alternatives which is also essential.

Finally, in terms of service quality, training professional customer service based on excellent service standards is critical for improving communication efficiency between companies and customers and improving customer satisfaction.

In addition, all suggestions from customers should be taken seriously, such as setting up customer rest areas, paying attention to product accessories and details.

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