

AN INVESTIGATION INTO ENHANCING THE QUALITY OF COMMERCIAL PROPERTY SERVICES THROUGH THE ANALYSIS OF INTERNAL AND EXTERNAL CUSTOMER SATISFACTION CONFLICTS

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Abstract: This study focuses on a commercial property in Hangzhou and employs the SERVQUAL models five core dimensions as its framework. It introduces an innovative approach by incorporating the dual perspectives of internal customers (property employees) and external customers (owners/tenants) to conduct a comprehensive analysis of the factors contributing to satisfaction conflicts among different stakeholders. By modifying the satisfaction rating scale for these two groups and considering the unique characteristics of commercial properties, the evaluation system is enhanced, allowing for the identification of the underlying causes of satisfaction conflicts. This research refines the perspectives and methodologies within the property service domain, offering novel insights for enhancing the quality of commercial property services. Furthermore, the study compares the service quality of the commercial property before and after the implementation of a conflict coordination mechanism, thereby assessing the mechanisms effectiveness and providing actionable recommendations for commercial property managers.

Keywords: Commercial property; Customer satisfaction; Property service quality; Satisfaction conflict; Conflict coordination mechanism

1 INTRODUCTION

In recent years, with the acceleration of the urbanization process and the vigorous rise of the tertiary industry, the scale of high-end commercial property continues to expand, which indicates that the commercial property service field represented by office buildings contains huge development potential. However, this trend also promotes the property service to the direction of lean, intelligent, professional and commercial value-added, and puts forward more stringent requirements for the service quality. In the face of the growing service expectations of customers, property service enterprises are facing the dual challenges of service quality and customer satisfaction, while the traditional single customer perspective research has been difficult to meet the current complex and changeable needs.

In order to cope with this challenge, this paper focuses on the improvement of service quality of commercial property, constructs a satisfaction evaluation system with the participation of two subjects (internal customers and external customers), and deeply analyzes the internal influence mechanism of satisfaction conflict on service quality. Through this innovative perspective, this paper aims to explore a set of scientific and effective strategies to alleviate the satisfaction conflict between the two subjects and promote the overall improvement of commercial property service quality. This study not only enriches the theoretical system of property service management, but also provides a solid theoretical support and practical path for the optimization of service quality and customer loyalty enhancement in practice.

2 LITERATURE REVIEW AND MODEL CONSTRUCTION

2.1 Literature Review

2.1.1 Customer satisfaction and service quality

Dong Jian's in-depth research on the beauty and hairdressing industry shows that customer satisfaction has a significant positive effect on the three core dimensions of service quality — reliability, tangible and empathy. This discovery reveals that customer satisfaction in a single service experience can shape the evaluation framework of customers overall service quality in the long term[1]. Chen Peifeng further confirmed this view by meta-analysis of relevant research results at home and abroad, emphasizing that single customer satisfaction is not only immediate emotional feedback, but also the cornerstone of long-term service quality perception. In view of this paper focusing on the enterprise perspective of commercial property service quality improvement, and considering the continuity and repetition of customer service scenarios of commercial office buildings, we select customer satisfaction as the leading factor of service quality improvement for in-depth exploration, aiming to promote the continuous optimization of service quality from the enterprise strategic level[2].

2.1.2 Customer satisfaction and satisfaction conflict

Ma Yongxia, Zhang Xue and Shi Han innovatively examined the evaluation of employability satisfaction from the perspective of dual customers (college students and enterprises), and revealed the difference between universities and

enterprises in evaluating the employability of college students and the satisfaction conflict caused by it. His research found that targeted measures to reduce this difference can effectively improve the satisfaction of both sides and promote the effective connection between education supply and market demand[3]. On this basis, in response to the development of high quality era, put forward in the internal (such as students) and external (e. g., enterprise) customer satisfaction reached high levels, reduce the importance of satisfaction of the conflict, and infer customer satisfaction to alleviate the satisfaction conflict has negative adjustment, namely satisfaction is helps to narrow the gap between expectations and perception.

2.1.3 Satisfaction conflict and service quality

Wang Lili exploration in the field of doctor-patient relationship revealed how the heterogeneity of satisfaction evaluation criteria affects the evaluation of service quality, especially the mismatch of service expectation and perception between doctors and patients[4]. Li Bin introduced this perspective into the field of property management, and found that the satisfaction conflict between owners and property employees was directly related to the operation performance of property enterprises, emphasizing the key role of satisfaction harmony in service quality and enterprise performance[5]. Based on this, this paper deepens this point of view, clearly pointing out that satisfaction conflict, as a product of the inconsistent expectation and perception of both service providers and recipients, has a negative impact on service quality, that is, reducing satisfaction conflict is one of the effective ways to improve service quality.

On the basis of integrating the research results of many scholars on internal customers (property employees) and external customers (owners and tenants), this paper innovatively broadens the dimension of the evaluation of property service satisfaction. As the front line of service, the property staff is not only the direct executor of service quality, but also the keen observer and profound perception of the service process. Its satisfaction evaluation is crucial for the comprehensive measurement of property service quality. At the same time, this paper has a keen insight that due to the differences between internal and external customers in positions, roles and expectations, there is a natural conflict between the satisfaction evaluation of the two, this conflict is rooted in the understanding of service standards, the inconsistency of expectations and perception, is the current academic research.

2.2 Model Building

According to the research purpose and literature discussion, this paper constructs the following theoretical model, such as specific Figure 1 as shown.

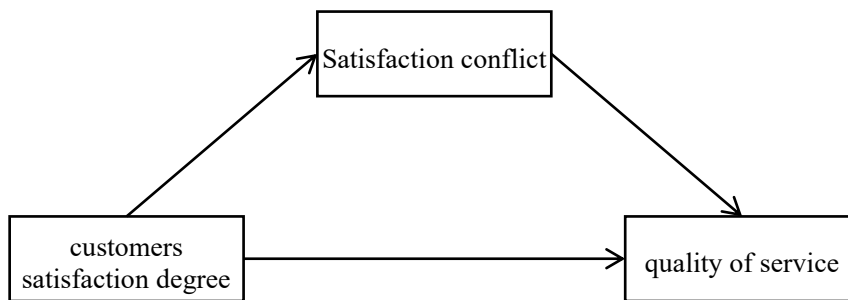


Figure 1 Theoretical Models

3 EMPIRICAL STUDY

In this study, random floor owners / tenant representatives in an office building in Hangzhou and corresponding property practitioners including customer service, security, environment, engineering line and service center were selected as the survey objects, and the combination of paper questionnaire and scanning QR code was used. A total of 169 questionnaires were issued in this survey, and 146 questionnaires were recovered, with a recovery rate of 86.4%, among which 131 valid samples had an effective rate of 89.7%.

3.1 Variables and Scales

3.1.1 Customers satisfaction degree

This paper follows the existing literature study of customer satisfaction measurement[6]At the same time, considering the purpose of the satisfaction conflict studied in this paper, the customer satisfaction evaluation system is obtained after referring to the two satisfaction evaluation questionnaires of commercial property (see Table 1).

Table 1 Customer Satisfaction Evaluation System

range of services	Specific indicators
Four Guarantees and One Service	Hygiene status of the periphery and the corridors
	Hygienic conditions in the building and in the toilet
	Disinfection services in public areas

Business characteristic service	Greening maintenance
	Maintenance speed of equipment and facilities
	Fire management
	Vehicle management
	Safety situation inside and outside the building
	Building noise and pollution control situation
	Management situation of the property decoration site
	The timeliness of the property contract management
	Advertising management of property management
	Property smoking ban management situation
	Property control of external harassment (sales promotion, advertising, etc.)
	Building air conditioning / heating temperature (comfort) situation
	Property management to deal with the building emergency handling situation
	Property express cabinet management and express building delivery services

3.1.2 Satisfaction conflict

The customer satisfaction studied in this paper is based on the joint evaluation of two subjects, so it is inevitable that there will be differences in the satisfaction evaluation, among which the obvious possibility is the difference between the service standard recognized by the owner and the service standard recognized by the employee[7]Of course, there will be different types of conflict inducement combined with the actual operation of specific projects.

In order to highlight the conflict degree of internal and external customer satisfaction in various property services, Li Bins satisfaction conflict formula is used for reference[5]On the basis, this paper still retains its average idea and makes corresponding adjustment, that is, the satisfaction conflict of the two subjects = the average evaluation of all property employee satisfaction-the average of all owners satisfaction evaluation. For individuals with different subjects, satisfaction conflict = (mean of individual employee satisfaction evaluation-mean of all owner satisfaction evaluation) + 7 or satisfaction conflict = (mean of all employee satisfaction evaluation-mean of individual owner satisfaction evaluation) + 7.

3.1.3 Quality of service

In recent years, many scholars have applied SERVQUAL to the field of property service research. The evaluation index of service quality in this paper mainly refers to the measurement scheme of Wang Jiankang in studying the improvement of property service quality of M Company[8]In combination with repeated factors with the satisfaction evaluation index, a small dimension index was adjusted, and finally 16 measurement indicators in five dimensions were determined (see Table 2).

Table 2 Property Service Quality Evaluation System

dimension	Specific indicators
Tangible	Commercial property office environment atmosphere, beautiful
	The infrastructure in the commercial buildings is fully equipped
	Property management staff dress standard, neat and decent
	Signs and signs in public areas are eye-catching, clear and clear
Reliability	Property management service personnel to complete the specific service content according to the commitment
	Property management of all property fees are transparent
	Protect the owner and tenant information
Responsiveness	Be able to easily contact the service staff if necessary
	The property has responded quickly to the needs of the owners
	The property management effectively handles complaints, and timely feedback complaints
Assurance	Property company employees have better knowledge and literacy
	Property company staff are serious and responsible, warm and patient
Empathy	Property service personnel have good professional skills
	The property management will take the initiative to follow you or investigate your service needs
	Property to put the owners rights in the first place

By area for your matching property manager

The reliability validity test of the data of the questionnaire was conducted using SPSS23.0 software, and the results showed that the Cronbach α coefficient of all variables or dimensions was above 0.8, indicating that the scale used met this study.

3.2 Correlation Analysis

In compliance with Table 3 as shown, the correlation coefficient of customer satisfaction and service quality is between 0.4 and 0.6, which shows a moderate positive correlation. The correlation coefficient between customer satisfaction and service quality was 0.709, showing a significant positive correlation. As can be seen from the data in the table, the correlation coefficient between customer satisfaction and service quality empathy is 0.588, which is the largest correlation coefficient, indicating that customer satisfaction and empathy have the highest correlation degree. According to the above analysis, a regression analysis can be carried out to further explore the causal relationship between customer satisfaction and service quality and its various dimensions.

Table 3 Customer Satisfaction and Service Quality and Their Respective Dimensions

		quality of service	Tangible	reliability	reactive mode	Guarantee	Empathy
customers satisfaction degree	Pearson Correlation	.709**	.474**	.451**	.429**	.408**	.588**
	Significance (double-tailed)	.000	.000	.000	.000	.000	.000

Note: * $p < 0.05$, ** $p < 0.01$

In compliance with Table 4 as shown, the correlation coefficient between satisfaction conflict and customer satisfaction was -0.503, showing a moderate negative correlation. The correlation coefficient between satisfaction conflict and service quality was -0.469, showing a moderate negative correlation. According to the above analysis, a regression analysis can be carried out to further explore the causal relationship between satisfaction conflict, customer satisfaction and service quality.

Table 4 Analysis Between Satisfaction Conflict and Customer Satisfaction and Service Quality

		customers satisfaction degree	quality of service
Satisfaction conflict	Pearson Correlation	-.503**	-.469**
	Significance (double-tailed)	.000	.000

Note: * $p < 0.05$, ** $p < 0.01$

3.3 Regression Analysis

Regression analysis was performed on customer satisfaction as the independent variable and service quality as the dependent variable, and the results are presented in Table 5. The data showed that $\beta = 0.487$, $p < 0.01$, indicating that customer satisfaction had a significant positive impact on service quality.

Table 5 Regression Analysis of Customer Satisfaction and Service Quality

	Unstandardized coefficients		Standardization coefficient	t	p
	B	standard error	Beta		
constant	-3.064	.254	-	-12.080	.000**
customers satisfaction degree	.487	.043	.709	11.428	.000**
R ²			.503		
adjust R ²			.499		
F			130.608		

Note: Dependent variable: quality of service, * $p < 0.05$, ** $p < 0.01$

With customer satisfaction as the independent variable, the five factors affecting the service quality of commercial property were analyzed as the dependent variables, and the results are shown in the following Table 6-10, respectively. The results show that customer satisfaction has a significant positive impact on the tangible quality, reliability, responsiveness, assurance and empathy of service quality.

Table 6 Customer Satisfaction and Tangible Regression Analysis

	Unstandardized coefficients		Standardization coefficient	t	p
	B	standard error	Beta		
constant	-3.150	.511	-	-6.160	.000**
customers satisfaction degree	.525	.086	.474	6.114	.000**
R ²			.225		
adjust R ²			.219		
F			37.379		

Note: Dependent variable: tangible of service quality, * p <0.05, ** p <0.01

Table 7 Customer Satisfaction and Reliability Regression Analysis

	Unstandardized coefficients		Standardization coefficient	t	p
	B	standard error	Beta		
constant	-2.872	.460	-	-6.239	.000**
customers satisfaction degree	.444	.077	.451	5.742	.000**
R ²			.204		
adjust R ²			.197		
F			32.972		

Note: Dependent variable: quality of service reliability, * p <0.05, ** p <0.01

Table 8 Customer Satisfaction and Responsiveness Regression Analysis

	Unstandardized coefficients		Standardization coefficient	t	p
	B	standard error	Beta		
constant	-2.573	.450	-	-5.713	.000**
customers satisfaction degree	.408	.076	.429	5.398	.000**
R ²			.184		
adjust R ²			.178		
F			29.138		

Note: Dependent variable: service quality responsiveness, * p <0.05, ** p <0.01

Table 9 Customer Satisfaction and Assurance Regression Analysis

	Unstandardized coefficients		Standardization coefficient	t	p
	B	standard error	Beta		
constant	-2.723	.490	-	-5.561	.000**
customers satisfaction degree	.417	.082	.408	5.075	.000**
R ²			.166		
adjust R ²			.160		
F			25.753		

Note: Dependent variable: service quality assurance, * p <0.05, ** p <0.01

Table 10 Regression Analysis of Customer Satisfaction and Empathy

	Unstandardized coefficients		Standardization coefficient	t	p
	B	standard error	Beta		
constant	-3.964	.451	-	-8.798	.000**
customers satisfaction degree	.625	.076	.588	8.259	.000**
R ²			.346		
adjust R ²			.341		
F			68.217		

Note: Dependent variable: service quality empathy, * p <0.05, ** p <0.01

Regression analysis was performed on customer satisfaction as the independent variable and satisfaction conflict as the dependent variable, and the results are shown in Table 11. The data showed that $\beta = -0.499$, $p < 0.01$, indicating that

customer satisfaction has a significant negative effect on the satisfaction conflict.

Table 11 Regression Analysis of Customer Satisfaction and Satisfaction

	Unstandardized coefficients		Standardization	t	p
	B	standard error	Beta		
constant	10.166	.450	-	22.598	.000**
customers satisfaction degree	-.499	.076	-.503	-6.608	.000**
R ²			.253		
adjust R ²			.247		
F			43.668		

Note: Dependent variable: satisfaction conflict, * p <0.05, ** p <0.01

Regression analysis was performed based on satisfaction conflict as the independent variable and service quality as the dependent variable, and the results are shown in Table 12. The data showed $\beta = -0.324$, $p < 0.01$, indicating that the satisfaction conflict had a significant negative impact on service quality.

Table 12 Regression Analysis of Satisfaction Conflict and Service Quality

	Unstandardized coefficients		Standardization	t	p
	B	standard error	Beta		
constant	2.146	.391	-	5.485	.000**
customers satisfaction degree	-.324	.054	-.469	-6.030	.000**
R ²			.220		
adjust R ²			.214		
F			36.362		

Note: Dependent variable: quality of service, * p <0.05, ** p <0.01

3.4 T Checkout

As shown in Table 13, among the customer satisfaction variable, the health condition in the building and toilet ($t=2.655$, $P = 0.009$), CS7, or vehicle management ($t=2.270$, $P = 0.025$), CS10, namely, the management situation of the property decoration site ($t=2.038$, $P = 0.044$), CS12, the advertising management of property ($t=2.031$, $P = 0.044$) showed significant difference in the identity variables, that is, in these four items, the owner satisfaction evaluation is significantly lower than the property employee satisfaction evaluation. Therefore, this paper believes that there is a conflict between internal and external customer satisfaction.

Table 13 Customer Satisfaction is T-tested on the Identity

Question item	Property Staff (N=38)		Non-property employee (N=93)		Mean value difference value	t	p
	M	SD	M	SD			
CS1	6.18	.896	5.97	.938	.216	1.214	.227
CS2	6.21	.875	5.61	1.269	.598	2.655**	.009
CS3	6.00	.959	5.73	1.054	.269	1.358	.177
CS4	6.18	.926	6.02	.989	.163	.870	.386
CS5	6.08	1.148	5.91	1.148	.165	.746	.457
CS6	6.13	.991	6.06	.987	.067	.353	.725
CS7	6.08	.941	5.54	1.340	.541	2.270*	.025
CS8	5.97	1.000	5.83	1.059	.146	.726	.469
CS9	6.03	1.103	5.79	1.121	.241	1.123	.263
CS10	6.08	.969	5.68	1.044	.402	2.038*	.044
CS11	5.84	1.242	5.87	1.115	-.029	-.130	.897
CS12	6.08	.997	5.67	1.077	.412	2.031*	.044
CS13	6.03	1.127	5.71	1.290	.317	1.320	.189
CS14	6.18	.955	5.84	1.135	.346	1.652	.101
CS15	6.05	.985	5.86	1.256	.192	.844	.400

CS16	6.24	.883	5.89	1.047	.344	1.783	.077
CS17	6.08	.882	5.76	1.097	.316	1.576	.118

Note: * p <0.05, ** p <0.01

4 RESEARCH ON SERVICE QUALITY IMPROVEMENT

4.1 Conflict Coordination Mechanism

Etgar found that low quality communication may cause misunderstanding and dissatisfaction and conflict[9]. Therefore, this paper combines the actual situation of the property industry, lists the following three communication coordination mechanisms and applies them to the corresponding conflict areas(see Table 14).

Table 14 Communication-Type Conflict Coordination Mechanism

Coordination mechanism indicators	way of doing or making a thing
Communication-type coordination mechanism	Both parties take the initiative to strengthen the quality and frequency of communication Hold symposiums and associations regularly Set up a project service hotline and a suggestion box

Wu Mengqiang and others believe that it is effective to correct the conflict by timely correcting the internal management system of the project, integrating and establishing the authority of conflict handling and the third-party authoritative appraisal[10]. Therefore, this paper combines the actual situation of the property industry and lists the following three coordination mechanisms of the organization and applies them to the corresponding conflict areas(see Table 15).

Table 15 Organizational Conflict Coordination Mechanism

Coordination mechanism indicators	way of doing or making a thing
Organizational coordination mechanism	Property services are evaluated by a third-party organization The project leader shall re-audit the workload of each fixed post staff Each supervisor strengthens the employee work cognition training from the perspective of the owner

Xiang Pengcheng and Pang Xianya put forward the interest coordination mechanism when studying the horizontal government conflicts of major trans-regional engineering projects, and paid attention to the reasonable interest distribution and compensation mechanism to actively promote all subjects to achieve the common goal[11]. Therefore, this paper combines the actual situation of the property industry, lists the following two incentive coordination mechanisms and applies them to the corresponding conflict areas(see Table 16).

Table 16 The Incentive-Type Conflict Coordination Mechanism

Coordination mechanism indicators	way of doing or making a thing
Incentive-type coordination mechanism	The owner participates in the performance appraisal of the employee Monthly outsourcing property service fee is linked to service efficiency

4.2 Satisfaction Conflict Analysis and Coordination

First of all, the inducement of the internal and external customer satisfaction conflict between the building and the toilet are analyzed. As an important public facility in the building, the cleanliness and maintenance conditions are directly related to the overall experience and satisfaction of customers. Owners expectations for bathrooms include a comfortable, odor-free environment and an adequate supply of daily consumables (such as toilet paper), based on their basic requirements for the service quality of the building. However, property staff may view the cleaning and maintenance of bathrooms as part of their routine job responsibilities and fail to fully appreciate the importance of these work to improve customer satisfaction. This cognitive difference may lead to a deviation between the service quality and the expectations of the owners or tenants, thus leading to satisfaction conflicts.

Through the above analysis, it can be concluded that the cause of CS2 satisfaction conflict is that the service standard of internal and external customer cognition is not unified. So this paper choose organizational conflict coordination mechanism to adjust, on the one hand, improve the project create positions personnel the scope of work and establish a good staff leave work handover program control, on the other hand, hope to strengthen the property staff training let

employees fully aware of the gap between the owner service standards, can deep insight into the owner demand peak, and adjust their service frequency accordingly.

Secondly, the inducement of the internal and external customer satisfaction conflict of CS7 is analyzed. Since the management of the parking lot of the investigation project is operated by Party A, the property is collected, and the change of parking information, temporary parking registration and gate charging shall be reviewed by Party A. Due to the limited underground parking space in commercial buildings, customers can only choose temporary parking, which leads to the time shortage in communication with the property management, which is easy to produce dissatisfaction. In addition, elevator maintenance and other outsourcing matters also need the property to communicate with the third party to increase the difficulty of solving.

Through the above analysis, it can be concluded that the cause of CS7 satisfaction conflict is information asymmetry. So this paper choose communication conflict coordination mechanism to adjust, first to strengthen the communication between the two subjects is the owner timely the vehicle stop reaction to the property, property timely response to party a approval and timely processing information feedback to the owner, the second property personnel to the owner of the misunderstanding of their work to take good communication skills, let the owner understand the process of the matter.

In view of the fact that the property grassroots service personnel face the long-term and stable income level, they may have the psychological state of service satisfaction complacency and content with the status quo, which then suppresses the internal motivation to improve the service quality. At the same time, the service demand of the owner group continues to expand. In order to effectively alleviate the conflict of internal and external customer satisfaction, this paper proposes to introduce the incentive conflict coordination mechanism of owner participation. The specific strategy is to give the grass-roots staff of the property a certain degree of performance management authority, so that the owners satisfaction evaluation can become one of the key indicators of employee performance assessment. In addition, for the case of outsourcing service supervisors, in view of the limitations of training and incentive under the fixed fee model, this paper proposes to coordinate the monthly outsourcing property service fee with incentive conflict coordination mechanism and service efficiency linked items.

Combined with the above analysis, this paper summarizes the three inducements leading to the satisfaction conflict and the corresponding three conflict coordination mechanisms, and the specific collocation situation is summarized as follows Table 17 as shown.

Table 17 Conflict Inducement and Coordination Mechanism Collocation

Satisfaction conflict triggers	With the conflict coordination mechanism
Service standards are not uniform	Organizational conflict coordination mechanism
Information Asymmetry	Communication-type conflict coordination mechanism
The contradiction between the safety of the current quo and the infinite demand of the owners	The incentive-type conflict coordination mechanism

For the satisfaction conflict item CS10, namely the management of property decoration site, there may be conflict inducement with inconsistent service standards. Property employees tend to increase the frequency of environmental cleaning during the floor decoration, and require the decoration enterprises to follow the relevant regulations of the company and the society, including but not limited to obtaining seven necessary certificates such as garbage removal certificate, and the fees will be collected by the property manager for construction garbage collection and transportation. However, from the perspective of the owner, the property should ensure that the decoration activities do not interfere with its normal operation, and do not damage its own property such as the door frame, etc. In particular, the decoration time may cause conflicts due to the different understanding of different enterprises on their daily operation time. Therefore, this paper believes that the organizational conflict coordination mechanism should be combined. In addition, the CS10 conflict entry housekeeper may not inform the other owners who may be affected before the decoration, so that they can have a certain time to adjust their own business; the decoration owners may not understand the use of the seven certificates and then generate the idea of compulsory property charges, that is, there may be information asymmetry, so this paper believes that the communication conflict coordination mechanism should be matched.

There may also be information asymmetry in the advertising management of CS12, namely property. For example, the property management personnel (such as housekeeper) may not be immediately aware of the existence of illegal advertisements (such as MLM cards) in the building, relying on the owners to take expulsion measures; there are illegal placement of advertising boards and other items in the commercial floor, although the property daily inspection and the removal, but some owners may still privately illegal placement, causing dissatisfaction of other owners. Therefore, this paper believes that the communication conflict coordination mechanism should be combined.

Through the above analysis, the above four important internal and external customer satisfaction conflicts are summarized as Table 18 as shown.

Table 18 Conflict Items and Coordination Mechanisms are Matched

Satisfaction conflict entries	The major conflict coordination mechanisms adopted
Hygienic conditions in the building and in the toilet	Organizational conflict coordination mechanism

Vehicle management	The incentive-type conflict coordination mechanism Communication-type conflict coordination mechanism
Property decoration site management	The incentive-type conflict coordination mechanism Organizational conflict coordination mechanism
Advertising management of property management	Communication-type conflict coordination mechanism Communication-type conflict coordination mechanism

4.3 Comparison of Service Quality Before and After Conflict Coordination

Comprehensive analysis of the above three types of satisfaction conflict inducement and three conflict coordination mechanism, through Suggestions to the property project manager, and applied to the commercial property project daily operation, after half a month the improvement of service and organizational adjustment, through the owners of the secondary service quality of service expectation and perception data, combined with the first survey of the owners, summarize the secondary service quality and initial service quality data comparison table such as Table 19 as shown.

Table 19 Comparison Table of Service Quality before and after Conflict Coordination

dimension	Quality of initial service			Secondary service quality		
	expectation	perception	quality of service	expectation	perception	quality of service
Tangible	5.98	5.84	-0.14	5.87	6.03	0.16
reliability	6.07	5.71	-0.36	6.07	6.13	0.06
reactive mode	6.08	5.89	-0.19	6.07	6.03	-0.04
Guarantee	6.01	5.72	-0.29	6.00	6.07	0.07
Empathy	5.99	5.70	-0.29	6.13	6.20	0.07

As can be seen from the table, after the implementation of the conflict coordination mechanism, the owners have stable expectations and the tangible expectation is slightly decreased, which reflects the deeper understanding of the limitations and challenges faced by property employees in the provision of empathy expectation is significantly increased, indicating that the effectiveness of the conflict coordination mechanism makes the owners eager to be more valued in the service process.

After the application of the conflict coordination mechanism in a short period of time, the owners perception of all dimensions of service has been significantly improved, which proves that the services provided by the property after the conflict coordination are more efficient and high-quality, and more follows the owners service demand will. From the perspective of the growth rate, the perception of empathy dimension increases the most, which shows that the owners really perceive their ownership status in the process of property service.

Through the service quality calculation formula: $\text{service quality} = \text{perception} - \text{expectations}$, conflict coordination after each dimension service quality are improved, namely the expectation and perception to almost dynamic, especially the physical, reliability, guarantee, ambiance dimension service quality is greater than 0 prove that the owners perception beyond the expectation that the dimension service quality level is extremely high. Therefore, this paper holds that the conflict coordination mechanism is effective in improving the quality of service.

5 STUDY CONCLUSIONS AND RECOMMENDATIONS

5.1 Research Conclusions

This paper innovatively introduces the dual perspective of internal customers (property staff) and external customers (owners / tenants) to deeply analyze the causes of satisfaction conflict caused by different subjects. The satisfaction evaluation scale is adjusted for the two subjects and combined with the characteristics of the commercial property to enrich the evaluation system and identify the inducement of the satisfaction conflict. The conclusion can be summarized as follows:

1. After detailed data collection and in-depth analysis, this study clearly reveals the close correlation between customer satisfaction and service quality. Specifically, customer satisfaction not only shows a strong positive driving effect on service quality on the whole, but also refines its influence to each core dimension of service quality — tangible, reliability, responsiveness, guarantee and empathy, which show a significant positive correlation. This finding reinforces the principle of high syncotropy between customer satisfaction and service quality evaluation. Further, regression analysis accurately reveals the customer satisfaction in reducing the satisfaction of the positive role of conflict, namely the customer satisfaction level directly corresponding to the satisfaction of the conflict, and the satisfaction conflict significantly inhibit the service quality, further verify the customer experience in the property management.
2. In view of the management problem of satisfaction conflict, this study innovatively introduced the conflict coordination mechanism, and conducted an empirical test by comparing the changes of service quality before and after the implementation. The results show that the application of this mechanism has significantly promoted the overall improvement of all dimensions of service quality, whether from the tangible improvement of intuitive feeling, to the reliability and responsiveness of the service process, to the deepening of customer trust guarantee and the strengthening

of personalized care, all have achieved a qualitative leap. This effect not only verified the conflict coordination mechanism in alleviating the effectiveness of the satisfaction conflict, more commercial property managers provide feasible operation path and strategy optimization Suggestions, through the mechanism of continuous optimization and innovation application, continue to promote the quality of service spiral, build a more harmonious symbiotic property management environment.

5.2 Research Implications

Combined with the in-depth empirical analysis and research results of this paper, from the unique perspective of internal and external customer satisfaction conflict, the following strategic suggestions are put forward to the property enterprises to improve the service quality of commercial property:

1. **Dynamic optimization of service standards:** In view of the difference of service standards is an important factor leading to the conflict of satisfaction, it is suggested that property enterprises should firmly establish the service concept with the needs of owners as the core in their daily operation. Special focus should be placed on the hot spots and pain points of the long-term feedback from the owners, and should give a deep insight into the real needs of the owners through the way of full participation. At the same time, the third-party service evaluation mechanism is introduced to ensure the objectivity and fairness of the service evaluation system, and to provide a solid basis for the formulation and adjustment of service standards. The building management team should flexibly respond to the changes of the owners needs, timely adjust and refine the service standards, and implement personalized service strategies in combination with the building characteristics, so as to achieve accurate docking and efficient satisfaction, and then improve the owners satisfaction.
2. **Strengthening information transparency and communication efficiency:** Information asymmetry is another key cause of satisfaction conflict. In order to eliminate the dissatisfaction of the owners caused by the lack of information, the property enterprises should strengthen the communication with the owners, improve the communication ability and pressure resistance ability of the employees, especially the customer service and the housekeeper team, and ensure the accuracy and timeliness of information communication. Through diversified communication channels, such as regular owners symposiums, fellowship activities, and the establishment of service hotlines and suggestion boxes, we can enhance the owners sense of participation and trust, and reduce misunderstandings and conflicts.
3. **Simplify internal communication process:** In view of the timeliness problem caused by complicated internal communication, it is suggested that the housekeeper should be given higher decision-making power and coordination ability in project management, so that he can become the direct person in charge of the building. By constructing the straight-line communication mechanism between the housekeeper and various departments, the information transmission chain is simplified, the problem response and solution process is accelerated, and the overall service efficiency and owner satisfaction are improved.
4. **The deep integration of owner supervision mechanism:** in order to give full play to the positive role of owners in property service supervision, we can try to appoint owners as project quality inspectors, and give them certain performance evaluation power and material incentives, such as enjoying the park sales commission according to the supervision results. Through regular rotation of inspectors, ensure the comprehensiveness and fairness of supervision, and stimulate the enthusiasm and sense of belonging of owners. This mechanism not only improves the owners supervision of the property services, but also effectively encourages the employees to continuously improve the service quality, forming a virtuous cycle between the owners and the property owners.
5. **The continuous upgrading of employees professional ability:** the lack of employees professional ability is often one of the root causes of the satisfaction conflict. Therefore, it is suggested that property enterprises should increase their investment in staff training and establish a systematic learning and development mechanism. For management, encourage cross-project communication and learning and advanced management experience, implement comprehensive ability assessment and training plan, focusing on improving key skills such as etiquette and communication skills. Through the continuous improvement of the staff ability, we can ensure that the property services can accurately connect with the growing diversified and personalized needs of the owners, so as to achieve the continuous improvement of the owners satisfaction.

5.3 Research Limitations and Future Directions

Although this study deeply discusses the service quality of commercial property in a specific situation, namely an office building in Hangzhou, it inevitably faces some limitations. The first thing lies in the limitations of the sample range. It only focuses on specific groups in a limited area, which makes the diversity and representativeness of the sample lacking, and may not be able to fully cover the universality and complexity of commercial property services. In addition, due to the limited time and resource conditions, this study failed to fully realize the ideal standard for quantitative analysis in the process of model construction and empirical analysis. Especially for the evaluation of the effect of conflict coordination mechanism, only through the overall improvement of service quality as indirect evidence, the evidence chain is relatively thin, and it is difficult to fully show the subtle differences and deep-seated mechanism of the mechanism.

In order to overcome the above limitations, and further deepen the understanding of the service quality of commercial property and its improvement strategies, the future research should be committed to the expansion and deepening of the

following aspects. First of all, efforts should be made to improve the universality and representativeness of the sample. By expanding the scope of questionnaire survey, implementing cross-regional in-depth research, and incorporating more types and levels of commercial property projects, so as to build a more comprehensive and three-dimensional data set, so as to more accurately reflect the real appearance and universal law of commercial property services. Secondly, the scientific nature and rigor of research methods should be strengthened, and more detailed quantitative analysis tools and models should be used to conduct more in-depth and detailed analysis and verification of key factors such as conflict coordination mechanism, so as to reveal their internal action mechanism and effect differences. Finally, the future research can also explore the integration of technical factors into the service quality evaluation system, such as the use of big data, artificial intelligence and other advanced technologies, to achieve real-time monitoring and accurate optimization of service quality, and bring unprecedented innovation and reform to commercial property management.

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COMPETING INTERESTS

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