

EVALUATING SERVICE QUALITY AND ENHANCING CUSTOMER SATISFACTION: A STUDY ON JNE COURIER SERVICE

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Abstract

This study explores the service quality provided by PT Jalur Nugraha Ekakurir (JNE) and its relationship with customer satisfaction. As courier services play a pivotal role in the logistics industry, understanding how service performance shapes user perception is essential for maintaining a competitive edge. A quantitative research design was adopted, utilizing structured questionnaires distributed to 50 active users of JNE's delivery services. The survey was developed based on the SERVQUAL framework, covering five primary dimensions: reliability, responsiveness, assurance, empathy, and tangibles. Data were analyzed using SPSS through descriptive statistics, validity and reliability testing, and multiple linear regression analysis to identify the most influential service quality dimensions. Results indicate that each SERVQUAL component plays a notable role in influencing customer satisfaction, particularly reliability and responsiveness, which emerged as the most influential elements. These results highlight the importance of prompt delivery, dependable service, and responsive communication in enhancing customer satisfaction. The study concludes with practical recommendations for JNE, such as improving delivery precision, strengthening real-time tracking features, and enhancing customer service support. Furthermore, this research adds contextual insights to the limited body of literature on logistics services within the Indonesian market..

Keywords : *service quality;customer satisfaction*

1. Introduction

In today's highly competitive logistics industry, courier services have become integral to ensuring efficient and timely delivery of goods, particularly in the e-commerce era. The effectiveness of these services significantly influences customer satisfaction, loyalty, and overall brand reputation [1]. As the demand for fast and reliable delivery increases, companies like PT Jalur Nugraha Ekakurir (JNE) must continuously evaluate and enhance their service quality. Service quality is no longer just a competitive advantage but a necessity for survival [2]. Hence, this study focuses on evaluating JNE's service performance and its impact on customer satisfaction [3].

PT Jalur Nugraha Ekakurir, commonly known as JNE, is one of Indonesia's largest logistics companies. JNE boasts an extensive distribution network and coverage area, reaching over 83,000 destinations, including villages and remote islands. It operates more than 8,000 sales outlets and employs over 50,000 people across Indonesia.

The primary goal of this research is to analyze how different dimensions of service quality influence customer satisfaction among JNE users. By identifying the key factors that shape user experience, the study aims to provide actionable insights for improving JNE's service operations. It also seeks to determine which aspects of service—such as timeliness, communication, or packaging—have the most substantial effect[4]. Understanding these factors is critical in designing customer-oriented service strategies. Therefore, this research emphasizes not only measurement but also interpretation for practical enhancement.

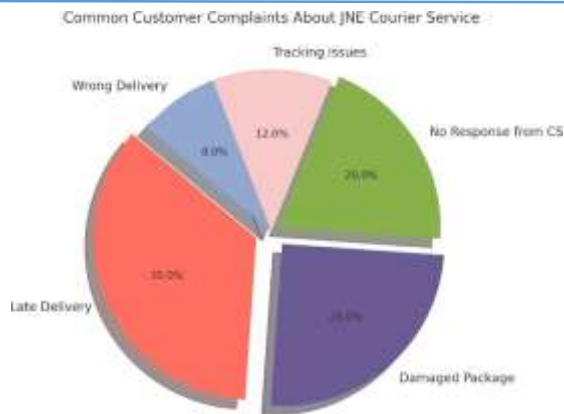


Fig. 1 Diagram Pie Common Customer Complaints About JNE Courier Service

The pie chart clearly illustrates that the most pressing issue faced by JNE customers is **late delivery**, accounting for 35% of all complaints, followed by **damaged packages (25%)** and **unresponsive customer service (20%)**. These top three issues highlight critical weaknesses in JNE's operational and customer support systems. Additionally, **tracking system inefficiencies (12%)** and **wrong deliveries (8%)** further indicate a lack of precision and real-time coordination within the logistics process. This pattern of dissatisfaction supports the study's focus on evaluating service quality dimensions such as reliability and responsiveness [3]. The visual data underscores the urgency for JNE to prioritize timely deliveries, improve communication, and enhance service recovery mechanisms to boost customer satisfaction [3].

Despite its dominance in the Indonesian courier market, JNE has faced criticism over late deliveries, package mishandling, and poor customer service responsiveness [3]. Such issues often trigger dissatisfaction and complaints, as observed in online customer reviews and complaint portals. While JNE has invested in digital solutions like online tracking and mobile apps, service inconsistency remains a concern. This raises questions about the overall effectiveness of JNE's service quality management. Hence, a scientific evaluation becomes essential to validate customer concerns and guide improvements.

Service quality is often assessed using the SERVQUAL model, which includes five dimensions: reliability, responsiveness, assurance, empathy, and tangibles. This framework has been widely used in various industries including logistics and courier service [5]. Recent studies have confirmed the applicability of this model in measuring courier performance, especially in Southeast Asian markets [6]. However, contextual adaptation is required to suit the unique operational characteristics and customer expectations in Indonesia. This study adopts and modifies the SERVQUAL model to reflect the JNE service environment more accurately [7].

Previous research has yielded mixed results on which dimensions most influence satisfaction. For

instance, a study on courier services in Malaysia revealed that reliability and responsiveness were the most significant predictors of customer satisfaction [8]. On the other hand, a study in the Philippines found that empathy and assurance had stronger impacts [9]. These differences suggest that cultural, geographic, and operational factors play a role in customer expectations [10]. Therefore, localized research like this one is necessary to understand how Indonesian customers perceive service quality [11].

Another gap in the literature is the limited number of empirical studies focusing specifically on major Indonesian courier services like JNE. While some research has examined e-commerce logistics broadly, there is a scarcity of data-driven analyses targeted at courier companies' performance. This limits the availability of context-relevant recommendations for service improvements. By directly surveying JNE customers, this study provides empirical evidence that addresses this gap. It offers a deeper understanding of customer expectations and satisfaction drivers within the Indonesian logistics context.

There are also contrasting views on whether digital transformation initiatives actually improve customer satisfaction. Some argue that mobile tracking and chatbot integration increase convenience and transparency. Others suggest that digital tools without proper human support can frustrate customers when problems occur. This contradiction highlights the need to assess both technological and human aspects of service delivery. The present study includes these factors in evaluating customer satisfaction toward JNE.

Based on the background, this study is guided by the following research questions:

- (1) To what extent does each dimension of service quality influence customer satisfaction with JNE?
- (2) Which service quality dimension is the most dominant in determining satisfaction levels?
- (3) How can JNE enhance its service operations based on the analysis of customer feedback?

To answer these questions, the study applies a quantitative method by distributing structured online questionnaires to 50 JNE customers. The collected data is analyzed using SPSS software, with descriptive statistics, validity-reliability tests, and multiple linear regression employed. This methodological approach ensures objectivity and precision in evaluating service quality factors. Moreover, the use of a standardized measurement tool strengthens the validity of comparisons. The findings are expected to reveal which areas of service need urgent attention from JNE management.

State-of-the-art Contribution: This study contributes to the state-of-the-art by offering a localized and data-driven examination of service quality in Indonesia's courier industry. Unlike general logistic studies, this research is company-specific and

integrates customer feedback with quantitative analysis. It also tests the SERVQUAL model in the context of an Indonesian courier, filling a gap in regional logistics literature. The practical implications help JNE refine its service delivery systems, while the academic contributions provide a basis for future comparative research. Thus, the study combines theoretical rigor with real-world applicability, making it both novel and relevant.

2. Literature Reviews

Service quality has long been established as a critical factor influencing customer satisfaction in logistics and courier services. Parasuraman, Zeithaml, and Berry's SERVQUAL model has been widely adopted to assess service quality across five dimensions: reliability, responsiveness, assurance, empathy, and tangibles (Parasuraman et al., 1988). Recent scholars have reaffirmed the relevance of SERVQUAL in the digital age, particularly in the logistics sector (Ramli et al, 2022). These dimensions allow organizations to systematically measure performance from the customer's perspective.

Reliability, which refers to the ability to perform promised services dependably and accurately, is often cited as the most important factor in courier services. A study by Khalid et al. (2021) revealed that reliability had the strongest influence on customer satisfaction among Malaysian courier users. Customers expect on-time delivery and intact packages, especially in the context of e-commerce. Failure to meet this expectation often results in dissatisfaction and reduced customer loyalty.

Responsiveness, which captures the willingness of staff to help customers and provide prompt service, also plays a significant role. According to Wijaya and Hartono (2021), many Indonesian courier companies struggle to meet responsiveness standards, especially during high-demand periods. This problem is often worsened by poor communication and delayed feedback from customer service. Inadequate responsiveness has been linked to a higher rate of customer complaints and churn.

Assurance and empathy are dimensions that reflect trustworthiness and personalized care. Delos Santos (2020) found that customers value courteous interactions and a sense of security when dealing with courier personnel. This is especially true when handling high-value or time-sensitive deliveries. Companies that train their personnel to display empathy and assurance tend to earn higher customer satisfaction ratings[12].

Tangibles, such as the appearance of delivery staff, vehicles, and packaging, may seem minor but contribute significantly to perceived professionalism. In a study by Tran and Nguyen (2021), clean uniforms, branded vehicles, and secure packaging

were associated with positive customer impressions. Tangibles influence the customer's first impression and shape trust in the brand. Especially in competitive markets, these visual elements can differentiate service providers.

Several researchers argue that digital transformation has both improved and complicated service quality in courier services [3].noted that tools like real-time tracking and automated notifications enhance transparency and customer control [9]. However, overreliance on digital systems can frustrate customers when problems arise and no human support is available. Therefore, a hybrid model of human and digital interaction is recommended for better customer engagement.

Studies specific to Indonesia highlight unique operational challenges, such as inconsistent last-mile delivery and limited customer access to digital tools. According to Putri and Santoso (2022), customer expectations in Indonesia often differ from global benchmarks due to infrastructure gaps and cultural factors. Their research emphasizes the importance of localizing service models to better match user behavior and regional logistics conditions. This contextual understanding is crucial for companies like JNE to improve service effectiveness.

Although the literature provides extensive frameworks for evaluating service quality, empirical studies focused on specific courier companies in Indonesia remain limited. Most existing research either generalizes the logistics sector or lacks robust statistical analysis [13]. The present study addresses this gap by applying a quantitative approach to examine JNE's performance based on direct customer feedback [7]. As such, it contributes both to academic discourse and practical service improvement strategies.

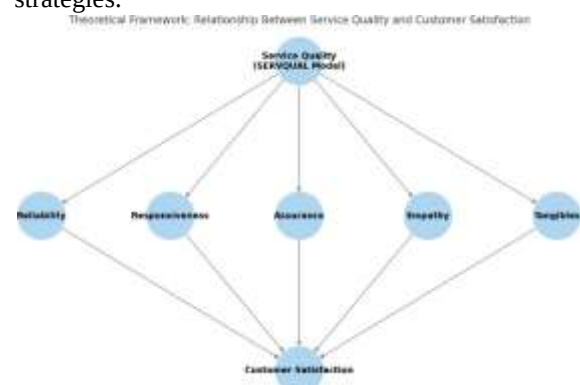


Fig. 2 (theoretical framework) Relationship Between Service Quality and Customer Satisfaction

3. Research Method

This study employs a quantitative research method to objectively evaluate the relationship between service quality and customer satisfaction in the context of JNE courier services. Quantitative research is suitable for measuring variables

numerically and establishing patterns through statistical analysis. This approach enables the researcher to identify the most influential service quality dimensions using measurable indicators. By using structured instruments such as questionnaires, the study ensures consistent data collection across all respondents[14]. The quantitative nature of this research allows for the generation of statistically significant conclusions.

The population of the study consists of individuals who have used JNE's courier services within the past six months. A non- probability purposive sampling technique was used to ensure that only active users participated, thus providing relevant and accurate insights. The total number of respondents was 50, which is an adequate sample size for regression analysis in behavioral and service research. The data were collected through a structured online questionnaire using a five-point Likert scale, ranging from “strongly disagree” to “strongly agree.” This scale allowed participants to rate their perceptions of each service quality dimension[15].

The questionnaire was designed based on the SERVQUAL model, which includes five core dimensions: reliability responsiveness, assurance, empathy, and tangibles. Each dimension was represented by multiple items that had been validated in prior studies to ensure construct validity and reliability. Before conducting the main analysis, a pilot test was carried out to confirm the internal consistency of the items using Cronbach's Alpha. Only items with strong reliability scores ($\alpha > 0.70$) were retained for further analysis. This ensured the credibility and quality of the research instrument[16].

The collected data were processed and analyzed using SPSS (Statistical Package for the Social Sciences) version 26. Descriptive statistics were used to summarize the demographic profile of the respondents and their overall satisfaction levels. To test the hypotheses, a multiple linear regression analysis was conducted to determine the extent to which each service quality dimension influences customer satisfaction. Furthermore, tests for normality, multicollinearity, and heteroscedasticity were conducted to ensure the validity of the regression model. These procedures strengthened the accuracy and generalizability of the research findings[16].

This research aims to explore whether each of the five dimensions significantly affects customer satisfaction and to identify the most dominant factor. The hypotheses were formulated based on previous literature and adapted to the context of JNE courier services. All hypotheses were tested at a 95% confidence level ($\alpha = 0.05$). The results of these tests are intended to provide strategic recommendations for improving JNE's service delivery.



Research Hypotheses:

- **H1:** Reliability has a significant positive effect on customer satisfaction with JNE services.
- **H2:** Responsiveness has a significant positive effect on customer satisfaction with JNE services.
- **H3:** Assurance has a significant positive effect on customer satisfaction with JNE services.
- **H4:** Empathy has a significant positive effect on customer satisfaction with JNE services.
- **H5:** Tangibles have a significant positive effect on customer satisfaction with JNE services

4. Result and Discussion

Konstruk	Skor Minimum	Skor Maksimum	Rata-rata (Mean)	Std. Deviasi
Tangibility (T1–T7)	7	49	28.68	6.2.15
Responsiveness (R8–R14)	17	63	26.90	7.843
Customer Satisfaction (C15–C19)	5	35	19..99	4.922
Total Keseluruhan	33	140	75.57	14.923

Konstruk	Tangibility	Responsiveness	Customer Satisfaction
Tangibility	1.000	.656	.702
Responsiveness	.656	1.000	.745
Customer Satisfaction	.702	.745	1.000

The descriptive statistics table summarizes the distribution characteristics of 19 items (T1–T7, R8–R14, and C15–C19) measured on a Likert scale ranging from 1 to 7, with the exception of R14 which is on a different scale (10 to 42). Each item was assessed by 50 respondents ($N = 50$), allowing for a consistent comparison of the central tendencies and dispersions. The table provides the minimum, maximum, mean, and standard deviation for each variable, offering insights into general respondent attitudes and the variability of responses across

dimensions such as tangibility, reliability, responsiveness, and customer satisfaction.

Tangibility Items (T1–T7) The mean values for the tangibility indicators (T1–T7) range from 3.02 (T1) to 4.50 (T5), indicating moderately positive perceptions of tangible service quality elements. T5, with the highest mean ($M = 4.50$, $SD = 1.787$), suggests that respondents generally agree positively with that specific statement, likely related to physical facilities or appearance. On the other hand, T1 has the lowest mean ($M = 3.02$, $SD = 1.911$), indicating more critical or neutral responses. Standard deviations for all tangibility items are relatively high, ranging from 1.464 to 1.930, reflecting a notable variability in how different respondents perceived these aspects.

Reliability and Responsiveness (R8–R14) The reliability and responsiveness indicators (R8–R13) show average mean values around the mid-scale, with R14 being an exception due to its different measurement scale ($M = 23.10$, $SD = 7.489$). Items like R8 ($M = 3.68$, $SD = 1.984$) and R9 ($M = 3.72$, $SD = 1.591$) show moderate satisfaction among users with relatively high dispersion. R10 to R13 hover around means of 3.8 to 4.0, suggesting moderately favorable views on how promptly and reliably the courier service responded. The standard deviations remain above 1.7 for most items, signifying varied experiences across participants, which might reflect inconsistencies in service delivery.

Customer Satisfaction Indicators (C15–C19) Customer satisfaction items (C15–C19) generally reflect moderately positive perceptions. The highest mean is found in C18 ($M = 4.34$, $SD = 1.586$), followed closely by C17 ($M = 4.30$), indicating that respondents are relatively satisfied with certain aspects of the service. Conversely, C15 has the lowest satisfaction mean ($M = 3.70$) but with the highest standard deviation ($SD = 2.159$), pointing to a broad range of opinions among users. This variation could be driven by specific experiences or expectations, and it underlines the importance of exploring which specific satisfaction dimensions are driving overall customer sentiment.

Interpretive Summary and Implications: The descriptive statistics indicate that respondents generally have a moderately positive view of the service quality provided by the courier company. Some specific items, such as T5, R13, and C18, received relatively higher average scores, showing stronger approval in those areas. However, the large standard deviation across most variables suggest that customer experiences and opinions vary significantly. This means that not all customers share the same perceptions. Overall, this summary offers a basic understanding of how the sample group views the service, which can help managers focus on improving physical facilities, staff responsiveness, and overall customer satisfaction.

Correlations

The correlation matrix illustrates the relationships among various variables (T1 to T7, R8 to R14, and C15 to C19) using Pearson's correlation coefficient. Several statistically significant correlations were found, indicating moderate to strong associations, especially within the Responsiveness (R8–R14) and Customer Satisfaction (C15–C19) dimensions. For example, R14 consistently shows strong and statistically significant correlations with multiple variables, such as T4 ($r = .639$, $p < .01$), R10 ($r = .719$, $p < .01$), and R11 ($r = .750$, $p < .01$), suggesting that R14 plays a key role in the internal structure of the dataset.

In addition, strong relationships exist among constructs within the Responsiveness and Customer Satisfaction groups. Notably, R11 has high correlations with R13 ($r = .484$, $p < .01$), R14 ($r = .750$, $p < .01$), and C16 ($r = .487$, $p < .01$). These results indicate that the Responsiveness variables form a coherent domain of related constructs, reflecting a shared underlying aspect of service interaction. Similarly, C17 correlates significantly with both R14 ($r = .494$, $p < .01$) and C18 ($r = .501$, $p < .01$), suggesting overlap or reinforcement between customer satisfaction and responsiveness factors.

Among the Tangibles variables, T3 and T4 stand out as notably connected with other dimensions. T3 shows strong correlations with T6 ($r = .477$, $p < .01$), R11 ($r = .416$, $p < .01$), and C15 ($r = .508$, $p < .01$), indicating that this tangible factor integrates well with responsiveness and customer satisfaction components. Likewise, T4 demonstrates significant links with variables such as R9 ($r = .482$, $p < .01$) and C18 ($r = .588$, $p < .01$), suggesting that T4 serves as a bridging element connecting physical service aspects with customer perceptions and responsiveness.

The Customer Satisfaction variables (C15–C19) also exhibit interdependence, with several significant correlations. For example, C16 correlates positively with C17 ($r = .369$, $p < .01$) and C18 ($r = .451$, $p < .01$), reflecting mutual reinforcement among satisfaction indicators. In addition, C19 shows positive correlations with C18 ($r = .380$, $p < .01$) and T5 ($r = .402$, $p < .01$), implying that customer satisfaction depends on both service environment factors and other satisfaction components. This pattern indicates an interconnected structure of customer satisfaction influenced by multiple aspects.

In summary, the data identify several key variables—especially R14, R11, T4, and C16—as central nodes within the correlation network. These constructs are significantly associated with various other variables, suggesting their potential roles as important predictors or mediators in the overall service quality framework. The strong interrelationships among Responsiveness and Customer Satisfaction variables point to the

possibility of underlying latent factors, which merit further exploration to better understand the conceptual relationships revealed by these correlation patterns.

Discussions

The descriptive statistics show that respondents' average perceptions across variables range from moderate to moderately high. Items T5 ($M = 4.50$), T4 ($M = 4.18$), and T7 ($M = 4.18$) are among the highest scoring within the Tangibles dimension, suggesting a generally positive view of the physical aspects of JNE's service. This indicates that customers tend to perceive the tangible elements of the courier service favorably. High scores for these indicators align with previous research emphasizing the importance of tangible service aspects in shaping overall service satisfaction (Parasuraman et al., 1988; Zeithaml et al., 1996). The moderate standard deviations suggest a reasonable level of agreement among respondents.

The lowest mean score appears in item T1 ($M = 3.02$), potentially reflecting dissatisfaction or ambiguity regarding specific tangible aspects, such as the physical environment, equipment, or staff appearance. According to Grönroos (2007), tangible cues are critical in forming perceptions of service quality, especially in logistics where physical facilities and equipment are directly experienced by customers. This finding highlights opportunities for JNE to enhance and modernize its tangible service components to improve customer perceptions. The relatively high standard deviation (1.911) points to diverse opinions among customers on this matter.

Within the Responsiveness dimension, item R14 stands out because it has a mean score of 23.10 and uses a wider scale range (from 10 to 42). This shows that R14 acts as a combined or overall measure of responsiveness. The large standard deviation of 7.489 indicates that customers' opinions about this aspect vary greatly. This suggests that R14 reflects general perceptions of how willing and able the staff are to assist customers quickly. Since responsiveness is very important for building customer trust and loyalty (Oliver, 1999), the variation in scores likely shows that customers have different experiences with the company's responsiveness. Doing more detailed analysis could help to better understand these differences. Other Responsiveness items, such as R8 through R13, show mean scores ranging generally between 3.68 and 4.02, indicating neutral to favorable customer evaluations. These results align with the view that customers moderately appreciate the courier staff's promptness and helpfulness. Cronin & Taylor (1992) suggest that customer satisfaction is influenced not only by tangible and assurance elements but also significantly by how responsiveness is demonstrated during service encounters. The moderate standard deviations here imply varied customer expectations

and experiences, suggesting room for improvement in responsiveness.

In the Customer Satisfaction dimension, items C17 ($M = 4.30$) and C18 ($M = 4.34$) show the highest average scores, indicating strong overall satisfaction and positive evaluations of the service experience. These items likely capture customers' feelings of trust, confidence, and fulfillment of expectations throughout the service process. Research by Bitner et al. (1994) highlights that perceptions related to reliability and assurance are critical components of customer satisfaction, especially in services that require problem-solving or managing customer expectations. Although most respondents responded favorably, the moderate variation in scores suggests that some customers still have reservations, emphasizing the importance of effective communication and ongoing efforts to meet customer needs.

The correlation matrix further reveals significant associations among variables. Notably, strong positive correlations exist between R14 and R10 ($r = .719$, $p < .01$), R14 and R11 ($r = .750$, $p < .01$), and R14 and T4 ($r = .639$, $p < .01$). These links suggest that higher perceptions of responsiveness are closely related to more favorable evaluations of tangibles and customer satisfaction factors. This finding supports Brady and Cronin's (2001) integrative perspective on service quality, which proposes that interactions among service dimensions enhance overall evaluations. Thus, improving responsiveness could generate improvements across other service domains.

Similarly, customer satisfaction items C18 and C17 show a positive and significant correlation ($r = .501$, $p < .01$), indicating they represent a consistent and unified measure of satisfaction. This means these items reflect a common overall feeling of satisfaction among customers. This finding aligns with the SERVQUAL model, which highlights the importance of consistency within different aspects of service quality (Parasuraman et al., 1988). These results suggest that service managers should ensure uniformity in all areas of customer satisfaction, as this consistency is important for building customer loyalty and encouraging positive future behaviors (Anderson & Srinivasan, 2003).

Tangibles items such as T3 and T4 also exhibit positive correlations with responsiveness variables like R11 and R14, highlighting the close connection between the physical aspects of service and the staff's ability to respond promptly. For example, T4 shows significant positive correlations with R9 ($r = .482$, $p < .01$), R14 ($r = .639$, $p < .01$), and C18 ($r = .588$, $p < .01$). This pattern indicates that customers' positive experiences with the tangible elements of the service often go hand in hand with effective responsiveness and higher customer satisfaction. Such alignment supports comprehensive models of service quality,

where multiple service dimensions interact to reinforce overall satisfaction (Boulding et al., 1993). It also suggests that integrating well-maintained physical facilities with attentive service can improve customer perceptions and enhance the service experience as a whole.

The high correlations among responsiveness items (e.g., R11 with R13, $r = .484$; R11 with R14, $r = .750$) demonstrate internal consistency within this dimension. This consistency is important for the validity and reliability of the responsiveness construct. As Churchill (1979) suggests, strong inter-item correlations among theoretically related items support convergent validity. These consistent relationships confirm that responsiveness is well-represented by its components in this study, providing a solid foundation for further modeling, such as latent variable analysis or predictive frameworks.

The variations in standard deviations across dimensions suggest differing levels of agreement among respondents. For example, customer satisfaction item C15 has a relatively high standard deviation (2.159), indicating divergent views about the measured aspect, possibly due to different customer expectations or interpretations. In Likert-scale research, standard deviations above 1.9 often signal the need to clarify or rephrase items to reduce ambiguity. Such variability might also arise from demographic factors, prior experiences, or inconsistencies in service delivery. Addressing these differences may improve measurement accuracy and reliability.

Conversely, items with lower standard deviations, such as tangibles item T2 ($SD = 1.464$), suggest greater consensus among respondents. These items could be better understood or experienced more uniformly. Higher agreement enhances measurement precision and strengthens inferential analysis. However, very low variability might indicate redundancy or limited ability to discriminate among respondents. Therefore, balancing clarity and discriminative power is essential when designing future surveys.

Collectively, the results indicate that customer evaluations of courier services are influenced by a complex interplay among tangible service quality, responsiveness, and overall customer satisfaction. These dimensions are interdependent and reinforce one another. Improving one element, such as upgrading physical facilities or providing prompt assistance, can enhance customers' perceived value and satisfaction with the service. This dynamic relationship underscores the importance of a holistic, systems-based approach to managing service quality (Grönroos, 2007). Companies like JNE can gain significant advantages by implementing integrated strategies that address multiple dimensions of service quality simultaneously.

Although overall perceptions tend to be positive, specific items like T1 and C15 require further attention due to lower mean scores or higher variability, indicating potential dissatisfaction or unclear customer perceptions. Addressing these weaknesses may improve the overall service experience and increase consistency in positive evaluations. Qualitative methods such as interviews or focus groups could be valuable in understanding the causes underlying this variability. These efforts align with the principles of continuous quality improvement.

In conclusion, this study offers a comprehensive overview of how different service quality dimensions are perceived and interrelated in a courier service context. The data reveal strong internal consistencies, meaningful cross-dimensional correlations, and highlight critical areas for enhancement. Supported by established service quality frameworks, these findings underscore the multifaceted nature of customer satisfaction. Future research could employ advanced multivariate modeling or segmentation techniques to deepen these insights and inform tailored service improvements. Ultimately, integrating tangibles, responsiveness and customer satisfaction provides a solid foundation for enhancing service performance and fostering customer loyalty.

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