



Original Article

Analysis of Service Quality and Customer Trust in Using J&T Goods Delivery Services Using the Servqual Method in the Parongpong and Lembang Areas

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Abstract:

Goods delivery services are currently developing very rapidly in Indonesia, one of which is J&T. Behind the development of this delivery service, one must also pay attention to the quality of service, which increases customer confidence in using the service. The purpose of this research is to evaluate JNT services for customers, one of the leading delivery service companies in Indonesia. Servqual is the method chosen because this method uses a User Based-Approach which can measure service quality quantitatively in the form of a questionnaire and has service quality dimensions such as reliability, tangibles, responsiveness, assurance, and empathy. Data collection was carried out by directly observing those using J&T services, then sampling questionnaires using the Slovin formula and a tolerance of 0.10% with a value of 100 respondents. It is known that the results of research from questionnaire data calculated using the Customer Satisfaction Index formula for JNT's service level reached a percentage of 79.75%. The final results of this presentation can help JNT to always pay attention to and improve more efficient services.

Keywords: J&T, Service, Trust, Servqual

Introduction

With the advancement of the times and technology, as well as the increase in online sales in Indonesia, shipping goods has become an activity that is often carried out by the Indonesian population. Because it is comfortable and fast, in the past, people bought and sold directly, but with the passage of time they switched to online buying and selling, thus increasing the number of goods sent (Simanjuntak, 2019). There are many delivery service companies in Indonesia that are experts in different quality of delivery services, making it easier for customers to determine the service that suits their needs (Iman et al., 2022).

There are many delivery service companies in Indonesia that are experts in the quality of different delivery services, making it easier for people to choose services that suit



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customer demand. One of them is a company called J&T Express that delivers goods in the form of paper and parcels ([Perangin-Angin & Sihotang, 2023](#)). J&T is a new company, which was established in 2015. Together with the previous freight forwarding company, Pos Indonesia, JNE. In carrying out the carriage or delivery of goods there is a legal relationship between the shipper and the carrier, and both parties, the shipper and the J&T Express carrier, first enter into an agreement. This agreement is as stipulated in Law No. 8 of 1999 which discusses the Protection of Consumer agreements. The Criminal Code stipulates that all agreements are terminated by mutual agreement. which can be interpreted that an agreement arises because of an agreement or law. In other words, laws and conventions are the basis of an agreement ([Arifin et al., 2023](#)).

One of the product delivery companies engaged in Indonesia is J&T Express. J&T Express itself serves domestic and international shipments. In addition, this service provided by J&T Express has many advantages. instant pick-up and fast delivery of products to customers. The J&T Express service area has several advantages. This means that the delivery of goods to the destination address, at a very affordable rate ([Mentzer, 2004](#)). According to several research experts, good service quality is one of the processes to meet and ensure customer needs and desires to ensure goods up to the right time according to customer expectations. This is because good quality brings benefits to the company. When a company or service has positive value from consumers, consumers tend to give good feedback and become regular customers. Of course, this has a big impact on business sustainability ([Silalahi & Kaunang, 2022](#); [Iskandar et al., 2023](#)).

This research focuses on J&T Express delivery services in the Parongpong and Lembang areas because through the results of observations that have been made between the author and J&T field management that one anomaly was found, where an analysis of consumer satisfaction has never been carried out, so it has never been found how much customer satisfaction level in using J&T services, The reason why the researcher conducted research in Parongpong and Lembang Villages is because from the observation results of the two areas have a very crowded location and have a lot of entrepreneurial activities, therefore it is necessary to conduct an analysis reviewed from the user's perspective through satisfaction indicators ([Oktaverina, 2022](#); [Soeryanto Soegoto et al., 2021](#)).

Methods

1. Problem Identification

In this stage, it was carried out to find out several factors that greatly affect the trust and comfort of consumers to use J&T Services and was carried out by several analysts through other researchers' writings related to the title of the research ([Oktaverina, 2022](#)).

2. Brief overview of the research stages

In this study, *Servqual* is one of the measurement methods used to test customer satisfaction standards at J&T. *Service Quality (Servqual)*. is a model for calculating the level of satisfaction. In the *Servqual method*, there are 5 (five) variables that can affect user satisfaction with the service. In this method, there are five factors that need to be considered; *reliability, tangibles, responsiveness, assurance, and empathy*. *Servqual* as an evaluation of the overall Services used by J&T in relation to the Consumer experience.

Customer experience is measured to find out whether the services used have been effective and in accordance with the customer's wishes or not ([Paramitasari, 2016](#)).

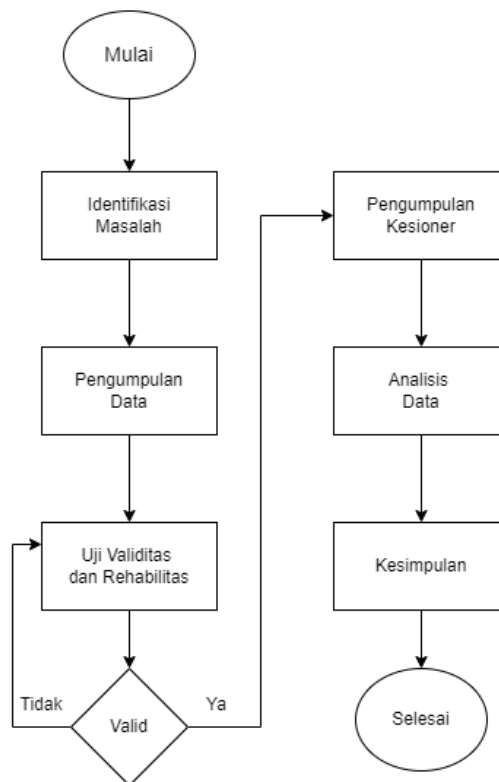


Figure 1. Research Stages

At this stage of research, the order that will be prepared and will be carried out, in activities related to the research, such as the selection of titles, introductions, formulation of problems, data collection to conclusion drawn ([Creswell, 2012](#)).

2.1. Introduction.

A preliminary study is an initial stage for a research that aims to prepare and plan the research to be carried out. In the preliminary study, the researcher conducted a series of activities to find a better understanding of some information about the topic in the study ([Oliver, 2010](#)).

2.2. Literature Studies

Literature study is a process that involves information through reading from several researchers' journals and analyzing relevant literature that has been published to several researchers against similar topics, so that it affects research that resembles the same research title. This is an important step in the preparation stage of a research and serves as a foundation to build existing knowledge about the topic ([Grix, 2018](#)).

2.3. Variable Operational Definition

Namely explaining what variables are used in this study, At this stage Servqual is measured using the calculation of the Likert scale from a value of 1 to 5. A value of 1

indicates total dissatisfaction and a value of 5 indicates total to very satisfied.

2.4. Questionnaire Preparation

At this stage, it helps to ensure that the questionnaire is well structured, relevant, and can produce quality data, this is useful to help researchers to open their minds to get relevant data.

2.5. Test Instrument

At this stage, the test of the instruments that have been prepared is carried out, namely by means of validity test and questionnaire reliability test to 30 respondents.

2.6. Questionnaire distribution

At this stage, questionnaires that have been prepared in such a way are distributed related to research needs. Statements will be given to respondents to obtain the data needed by researchers.

2.7. Data analysis

At this stage, data analysis is the process of investigating, understanding, and managing the meaning of the data collected. It involves the use of various statistical techniques as well as mathematics.

2.8. Results and Conclusion

At this stage, it is determined from the results of data analysis, data processing, and calculations that have been done properly to draw a good decision on J&T's services.

3. Sampling Method

The monthly average of all JNT service users reached 1,264, then for questionnaire sampling using the Slovin formula and tolerated 0.10% so that it reached 92.66 rounded to 100 respondents ([Hidayat et al., 2023](#)).

$$n = \frac{N}{1+(Ne^2)} \quad (1)$$

Formula description:

n = sample

N = population/average yield of data

e = error limit / tolerance limit 10%

Where:

$$\text{Value: } n = \frac{N}{1+(Ne^2)}$$

$$nilai : N = \frac{N}{1+(N*\alpha^2)}$$

$$nilai : n = \frac{1.264}{1+(1.264*0.10^2)}$$

$$maka : n = 92,668.$$

4. Data Collection Method

This calculation study uses easy sampling, as the data is selected using certain features. In short, the inquiry data will be disseminated to customers who come directly to deliver the goods. Steps to collect respondent data are used to complete the need for relevant information, such as: 1) *Observation*: Data was collected in the J&T Parongpong and Lembang areas, which include the Parongpong and Lembang areas. The data collected from these findings focused on consumers who used J&T services in the specified area. This observation aims to obtain information obtained and will be used to maximize work patterns in the field according to real conditions. 2) *Survey*: In this study, a series of written questions were given to respondents, and each respondent then filled out the questions individually. The purpose of this approach is to gauge respondents' perspectives on the role of customer relationship management (CRM) in improving service and customer satisfaction. To gain a deeper understanding, this step is taken based on how customers perceive these factors. A measurement technique is needed that can produce information that can be interpreted. Therefore, the Likert scale will be used to process questionnaire data. Using this Likert scale, it is easy to evaluate how much the respondent agrees or disagrees with the stated statement. This allows researchers to more accurately describe respondents' positions about the role of CRM ([Tanisri & Istiqomah, 2023](#)).

5. SERVQUAL Variable

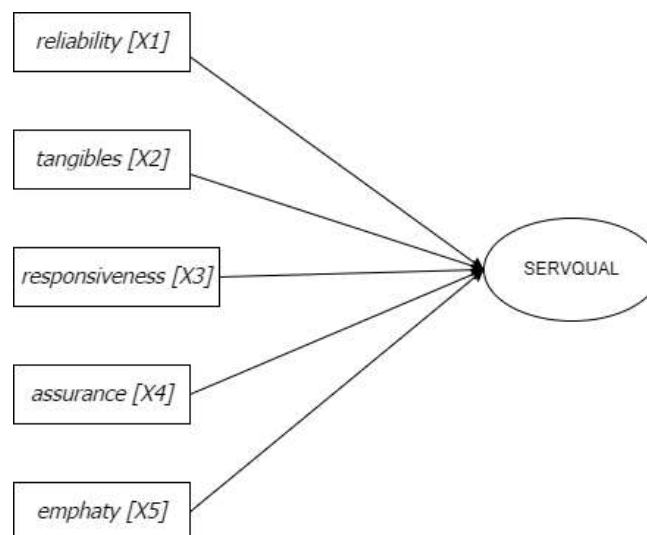


Figure 2 Research variables

- a) *Reliability* , this variable prioritizes the ability to provide planned services and can be prioritized and run appropriately.
- b) *Tangibles* (Physical evidence of these variables includes physical facilities, equipment, personnel, and user attendance.
- c) *Responsiveness*, variable prioritizes availability to meet customer needs and provides one aspect as the center of attention of the right facility
- d) *Assurance* , This factor gives a sense of trust and confidence to customers because it is an effective and knowledgeable guarantee.
- e) *Empathy*, includes the company's attention and concern for consumers ([Nugraha et al., 2023](#)).

5. Data Measurement

In this study, the Customer Satisfaction Index is used as a tool to compile a questionnaire to determine the overall level of satisfaction of consumers or users of J&T services. The results of the level of expectations and performance of each attribute were used as a tool to compile this questionnaire. Using this method, respondents can declare their level of agreement with the statement by selecting one of the available options. Table 1 shows the Customer Satisfaction Index (CSI) value, where X is the satisfaction index (CSI) number ([Hilaly et al., 2023](#)).

Tabel 1. Customer Satisfaction Index (CSI) Interpretation[1]

Index Figures	CSI Criteria
0% - 33.99%	Dissatisfied
34% - 49.99%	Dissatisfied
50% - 64.99%	Quite satisfied
65% - 79.99%	Satisfied
80% - 100%	Highly satisfied

The results of the calculation of the Customer Satisfaction Index (CSI) formula are shown in Table 1.

$$CSI = \frac{T}{5 \times Y} \times 100\% \quad (2)$$

The T value is calculated by adding up all the values in the score column (S). The satisfaction column (P) and the importance column (3) are multiplied to produce the score column (S). The Y value is the sum of the average values of Interest (3). The value of 5 (at 5 times Y) is the highest value applied to the calculation of the scale value ([Widodo & Sutopo, 2018](#)). Table 2 shows the overall CSI calculation.

Tabel 2. (CSI) Interpretation

Attributes/Indicators	Importance (1) Scale 1-5	Satisfaction (P) Scale1-5	Skor (s) s=1 x p
.....			
.....			
Total Score	Total (1) = Y		Total (S) = T

To measure the quality of service, the Quality of Service method is used to compare the level of reality and expectations. The value of the gap that occurs is the difference between the service of hope and reality. The perceived value (satisfaction) of the service compared to the expected value (importance) desired by the customer causes a gap value. The process of implementing the Quality of Service method includes;

- 1) Knowing the average reality for the value of each variable.

$$p = \frac{\sum_{i=1}^n P_i}{n} \quad (3)$$

Where, P_i is the consumer reality value for the question -3 while n is the number of respondents.

- 2) Knowing the average expected value for all variables.

$$E = \frac{\sum_{i=1}^n E_i}{n} \quad (4)$$

Where, E_i is the customer's expected value for question I, and n is the number of respondents.

- 3) The Servqual value for each variable is known.

$$\text{Servqual (Quality of Service)} = \text{Reality (P)} - \text{Hope (E)} \quad (5)$$

Reality: The value of the customer's reality of the service that has been received directly and in real life

Expectations: The value of expectations obtained from customers towards the services obtained by consumers.

Service quality is defined as the difference or difference between reality and expectations, according to formula 5, so the hypothesis put forward shows that there is a positive relationship to Servqual, or service quality, and customer wants. This indicates that if the service is of high quality, the customer will be satisfied, and conversely, if the customer is not satisfied, the service will tend to be worse.

Results

Validity Test

The following is the validity test technique, which is the first step towards data processing with the help of application calculations (SPSS). The function of this application is to measure each question item in the questionnaire so that it can be determined whether or not the questionnaire item is valid or not suitable to be the object of research. All questions about the level of service and customer trust for the 5 variables of *Servqual* can be said to be valid if the $r_{\text{calculation}} > r_{\text{table}}$ so that it can be said to be valid, and vice versa if the $r_{\text{calculation}} < r_{\text{table}}$ can be said to be invalid (Sitanggang & Nasution, 2019). The significance level is 5%. That is, it can be concluded that the question is valid if the calculation results statistically show that the value of the question (r_{cal}) is greater than the expected value (r_{table}), with a significance level of 5%. Conversely, the question will be considered invalid if the calculation value is less than the table value against the significance level of 5%. The score of 100 people who answered with 5% was given a validity value of 30% so that 0.361 was quoted from the R table, or distribution table (Yuniar et al., 2014).

Table 3. *Reliability and Expectations and Validity Test Results*

No	Variable	Question	R calculates Reality	R Table 5%	Valid
1	RP1	J&T's service is as promised.	0.784	0.361	Valid
2	RP2	Package delivery according to the estimated delivery time	0.729	0.361	Valid
3	RP3	The data that J&T employees request from consumers is according to the needs of shipping goods.	0.835	0.361	Valid
4	RP4	Package data collection administration is properly recorded	0.856	0.361	Valid
5	TP1	Packet tracking services are available on the J&T web and app	0.797	0.361	Valid
6	TP2	J&T provides Safe and sufficient Parking for Consumers.	0.811	0.361	Valid
7	TP3	J&T provides comfortable and clean waiting room facilities	0.850	0.361	Valid
8	TP4	Receipts/account letters as proof of payment are always given to customers	0.825	0.361	Valid
9	RSP1	J&T employees provide feedback on information related to shipping	0.879	0.361	Valid
10	RSP2	J&T employees confirm the	0.862	0.361	Valid

		delivery time			
11	RSP3	J&T employees are always fast and ready to handle any customer complaints	0.871	0.361	Valid
12	RSP4	Employees are always quick to respond in serving requests if there is a mistake in data input or data changes.	0.849	0.361	Valid
13	AP1	The price provided by J&T is in accordance with the quality of service and the distance of delivery of goods	0.846	0.361	Valid
14	AP2	J&T provides a guarantee in the event of damage/loss in the delivery of goods.	0.830	0.361	Valid
15	AP3	J&T Employees Maintain Security in Conducting Transactions	0.847	0.361	Valid
16	AP4	J&T always provides information about goods that are legal and not in the delivery of goods.	0.842	0.361	Valid
17	EP1	J&T employees always appreciate all customers who come to us.	0.851	0.361	Valid
18	EP2	J&T employees welcome customers with courtesy and friendliness.	0.844	0.361	Valid
19	EP3	J&T employees serve with a sense of concern for customer needs.	0.878	0.361	Valid
20	EP4	J&T employees can communicate well with customers.	0.843	0.361	Valid
No	Variable	Question	R Calculate Expectations	R Table 5%	Valid
1	RP1	I hope that J&T's services will be as promised.	0.857	0.361	Valid
2	RP2	I hope that the delivery of the package is in accordance with the estimated delivery time.	0.818	0.361	Valid
3	RP3	I hope that the data requested by J&T employees from consumers will be according to the needs of shipping goods.	0.857	0.361	Valid
4	RP4	I hope that the package data collection administration is recorded correctly	0.847	0.361	Valid

5	TP1	I hope that the packet tracking service will be available on the J&T web and app	0.829	0.361	Valid
6	TP2	I hope that J&T will provide Safe and sufficient Parking for Consumers.	0.860	0.361	Valid
7	TP3	I hope that J&T will provide a comfortable and clean waiting room facility	0.824	0.361	Valid
8	TP4	I hope that the receipt/account letter as proof of payment is always given to the customer	0.811	0.361	Valid
9	RSP1	I hope that J&T Employees will provide feedback on information related to shipping	0.855	0.361	Valid
10	RSP2	I hope that J&T employees will confirm the service delivery time	0.888	0.361	Valid
11	RSP3	I hope that J&T employees are always quick and ready to respond to any customer complaints	0.879	0.361	Valid
12	RSP4	I hope that J&T employees will always be quick to respond to requests if there is a mistake in data input or data changes.	0.880	0.361	Valid
13	AP1	I hope that the price given by J&T is in accordance with the quality of service and the distance of delivery of goods	0.846	0.361	Valid
14	AP2	I hope that J&T will provide a guarantee in case of damage/loss in the delivery of goods.	0.815	0.361	Valid
15	AP3	I hope that J&T Employees maintain security in conducting Transactions	0.871	0.361	Valid
16	AP4	I hope that J&T will always provide information about goods that are legal and not in the delivery of goods.	0.841	0.361	Valid
17	EP1	I hope that J&T Employees will appreciate all customers who come	0.866	0.361	Valid
18	EP2	I hope that J&T employees will welcome consumers with courtesy	0.859	0.361	Valid

		and friendliness.			
19	EP3	I hope that J&T employees will serve with a sense of concern for the needs of customers	0.849	0.361	Valid
20	EP4	I hope that J&T Employees can communicate well with customers	0.545	0.361	Valid

Reliability Test

After completing the validity test using SPSS, the next step is to conduct a Reliability test, which is a test that leads to consistency, predictability, accuracy and also a degree of stability. This serves to test the feasibility of the Questionnaire as a data collection tool. The Reliability Test or Alpha Cronbach's score also has guidelines in making basic decisions according to what has been determined by experts, as for the decisions taken, namely; if Cronbach's Alpha value >0.60 then the question can be said to be Reliable, on the other hand if Cronsvach's Alpha value is <0.60 then the question is concluded to be unreliable or inconsistent. With a high level of trust, it makes people believe that the data is consistent and reliable, which helps to make stronger and more reliable conclusions ([Purnama & Sailah, 2017](#)).

Table 4. Reliability Test Results

Respond	Cronbach's Alpha	Item	Alpha Standard	Reliability
Service Reality	0,977	20	0,60	reliable
Consumer Expectations	0,977	20	0,60	reliable

Customer Satisfaction Indeks

Consumer Satisfaction Index The average value of the level of expectations and reality for each aspect can be used to determine the consumer satisfaction index. The values listed in table 5 between I and P are quoted from the results of the spss test in table 3 but for the calculation it is calculated using the number 1 and so on, for example the expected value in spss 0.857, for the calculation of CSI it is calculated 8.57 The results of processing the Customer Satisfaction Index data with Microsoft Excel are shown in table 5. The value of interest and satisfaction is shown in Table 5 as a result of data processing.

$$CSI = \frac{T}{5xy} \times 100\% \quad (6)$$

Table 5. CSI Calculation Results

NO. Atriut	1 (importance) Hope	P (Satisfaction) Reality	S=1XP
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1	8,57	7.84	67,18
2	8.18	7.29	59,63
3	8.57	8.35	71,55
4	8.47	8.56	72,50
5	8.29	7.97	66,07
6	8.60	8.11	69,74
7	8.24	8.50	70,04
8	8.11	8.25	66,90
9	8.55	8.79	75,15
10	8.88	8.62	76,54
11	8.79	8.71	76,56
12	8.80	8.49	74,71
13	8.46	8.46	71,57
14	8.15	0.30	2,44
15	8.71	8.47	73,77
16	8.41	8.42	70,81
17	8.66	8.51	73,69
18	8.59	8.44	72,49
19	8.49	8.78	74,54
20	5.45	8.43	45,94
Total	166.97 (Y)	159,29	1331.90 (T)
Average	8.34	7.96	
Satisfaction			79,75%

The value of expectation and satisfaction is taken from the data of the validation results, then the calculation per Quesioner is found to be the total value of expectations 166.79 and then the total value of reality is 159.29. then it is divided between nil I and P to determine the value of the satisfaction index, the next step to get the calculation results show that the Customer Satisfaction Index has a value of 79.75%, namely by dividing the total value (T) with the total value (Y). From the results of the calculation, thus customers of JNT Parongpong and Lembang said that they were satisfied.

Service Quality

The quality of service value is calculated by calculating the difference between each feature. This value is obtained by reducing the reality value (satisfaction) of consumers for services that meet customer expectations or interests. The results of the calculation of service quality with a value of (-) show that the level of customer service performance is not in accordance with expectations. If the results of the service quality analysis have a value (+), it indicates that the customer's reality is better or in line with customer expectations (Rust et al., 1995). After obtaining the value, it is assigned a ranking to determine the value of the largest and smallest difference between each attribute. Table 6 shows the attributes or parameters with good and poor service results in the calculation of the gap value using formula 5.

Table 6. Gap Value as an Overall Dimension Attribute

ATTRIBUTE NO.	Hope	Reality	Gap	Ranking
1	8,57	7.84	-0,73	18
2	8.18	7.29	-0,89	19
3	8.57	8.35	-0,22	12
4	8.47	8.56	+0,09	6
5	8.29	7.97	-0,32	16
6	8.60	8.11	-0,49	17
7	8.24	8.50	+0,26	3
8	8.11	8.25	+0,14	5
9	8.55	8.79	+0,24	4
10	8.88	8.62	-0,26	14
11	8.79	8.71	-0,08	9
12	8.80	8.49	-0,31	15
13	8.46	8.46	+0	8
14	8.15	0.30	-7,85	20
15	8.71	8.47	-0,24	13
16	8.41	8.42	+0,01	7
17	8.66	8.51	-0,15	11
18	8.59	8.44	-0,15	10
19	8.49	8.78	+0,29	2
20	5.45	8.43	+2,98	1

Table 6 shows the results of the calculation of the service quality value, which shows that 8 attributes received positive values, namely attributes 4, 7, 8, 9, 13, 16, 19 and 20. attributes receive negative values, namely attributes 1, 2, 3, 5, 6, 10, 11, 12, 14, 15, 17 and 18. After obtaining the Gap value ([Anjayati, 2021](#)), the service quality analysis was carried out using the following formula:

$$Kualitas Layanan (Q) = \frac{Realita (P)}{Harapan (I)} \quad (7)$$

The number of different dimensions of service quality can be calculated from the results of calculations carried out using formula 7. The highest value (Q) indicates service that is significant to customer satisfaction, while the smallest value (Q) indicates unsatisfactory service. The level of service quality has been categorized as good if the value (Q) = 1.

From Table 11, it is known that there are 4 dimensions with negative values, and 1 positive dimension, the largest gap is Empathy of 0.741, then Reliability -0.102, then Responsiveness of -0.102, then Tangibles -0.437 and finally Assurance -2.02. the highest value of service quality, namely the Responsiveness dimension has a value of Q = 0.988,

then Reliability $Q = 0.987$, then Tangibles has a value of $Q = 0.948$, Assurance with a value of $Q = 0.760$, and finally empathy with a value of $Q = 0.095$. the average value of the service quality standard has a value of $Q = 0.755$, It indicates the excellent service quality of JNT. This research found that, in the Gap per criterion and per dimension, the Empathy dimension received the worst score. Therefore, improving the quality of service must be a top priority (Fatima et al., 2019).

Table 7. Overall Gap Value of Dimension Attributes

Dimension	Hope (1)	Reality (P)	Gap	$Q=P/1$
Tangible	8,44	8,01	-0.437	0.948
Reliability	8,31	8,20	-0.102	0.987
Responsiveness	8,75	8,65	-0.102	0,988
Insurance	8,43	6,41	-2,02	0.760
Empathy	7,79	8,54	0,741	0,095
Total				3,778
Average				0,755

Table 7 displays the quality of service (Q) values, with the total values for each variable. once the Gap values are known for all dimensions and totals. The first process is to analyze the customer's reality of service and expectations to determine the position of each feature with the level of performance and consumer expectations. A cartesian diagram is used for this analysis. Each of the most important aspects to improve can be identified through the Cartesian diagram. The place of all quadrant attributes is shown in the Cartesian diagram, where the level of Reality is indicated by Y and the level of expectation is indicated by X. The influence of the quality of service is depicted in the four quadrants of the Cartesian Diagram. Quadrant I is the center of attention, Quadrant II gives it a second priority, Quadrant III gives it a low priority, and Quadrant IV gives it a very low priority. As a result of the cartesian diagram it can be seen in Figure 2 that quadrant I has the top priority to be considered for improving the quality of J&T's services.

Before entering the next stage, it is necessary to pay attention to the explanation of the Quadrant, including 1) Quadrant I (Main Priority/Need to be Maintained): Factors that are already good and must be maintained. 2) Quadrant II (High Priority/Needs Improvement): Factors with high expectations but low reality, which means they still need to be improved. 3) Quadrant III (Low Priority): Factors that have low expectations and realities. 4) Quadrant IV (Overestimated): Factors whose reality is high but expectations are low. The following below is Quadrant 1 that must be improved.

- 1) J&T employees confirm service delivery times
- 2) J&T always provides information about goods that are legal and not in the delivery of goods (Pharmacista, 2024).
- 3) J&T employees serve with care for customer needs

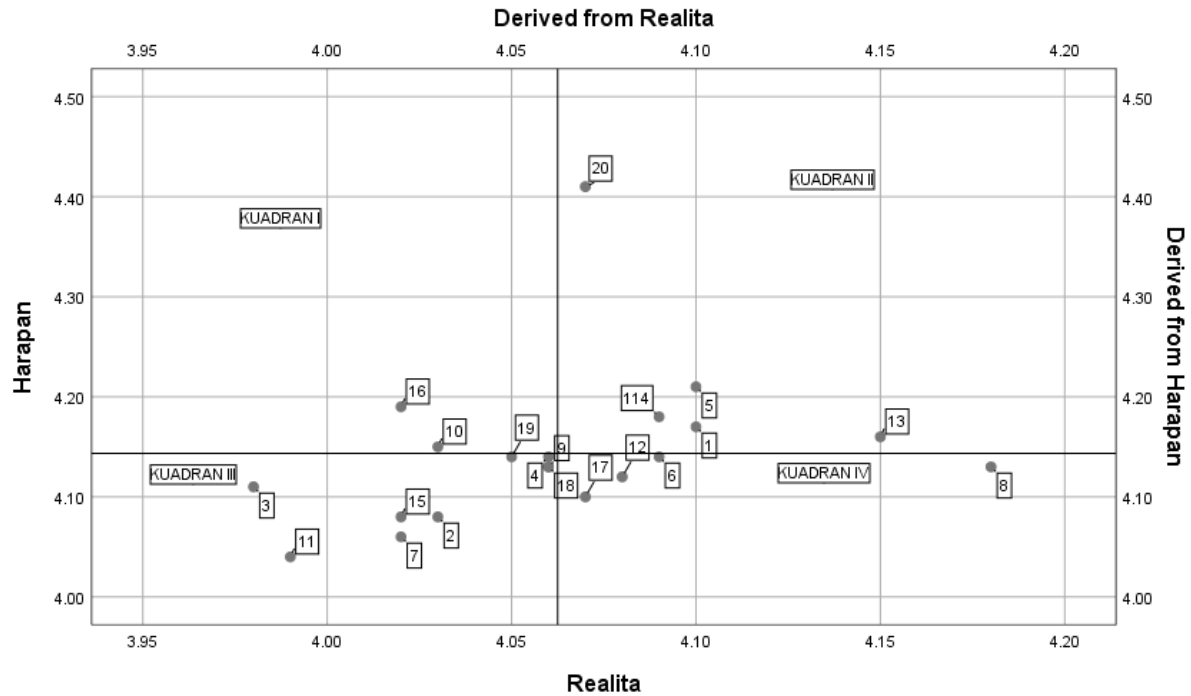


Figure 3 Cartesian Diagram

Cartesian Diagram that Shows the Reality and Expectations of JNT Services To improve the service of consumer needs, JNT management must maintain attention to improve service quality through two dimensions of tangibles and empathy. This can be achieved in several ways, 1) JNT services to always pay attention to performance operations must be more thorough and accelerate the customer service process.,2) JNT services must be better in collecting customer data as customer data can be used properly as needed 3) JNT must do more customers as kings, with a concept like this will help JNT's performance be more stable which will make the satisfaction value in JNT services more stable Improved.

Conclusion

The results of the research using the Customer Satisfaction Index (CSI) on the service level JNT has a customer satisfaction level with a value of 79.75%. Based on the customer satisfaction index table, the value of which reaches a percentage of 79.75% determines that consumers are satisfied with the actual services provided by JNT. It should be noted that masi service reaches 79%, therefore masi performance must still be considered in order to reach 100% in service.

The average for a tangible, reliability, responsibility, assurance, and empathy dimension is <0.384, based on the results of Servqual Quality data processing. The results show that customers are satisfied with Reality and expectations. Based on the analysis carried out with the service quality method, it is known that the Empathy dimension has a significant important role in customer satisfaction, with a service quality value (Q) of 0.094 In addition, it is shown in the cartesian diagram that the attributes in Quadrant I are service attributes that must be improved to improve service quality. To improve customer

satisfaction, J&T's service assessment can be carried out perfectly and thoroughly based on five variables: tangibles, reliability, response, assurance, and empathy. Because measurements from five dimensions require improvement

While the results are highly satisfactory, J&T needs to continue to maintain and improve the quality of its services to remain relevant and consistent with evolving changes. Based on data obtained from customers that there are few complaints for the waiting room for shippers from the Parongpong area, this deserves serious consideration, because this can also attract the attention of customers in carrying out goods delivery activities.

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