



Analysis Of Jne 093 Pulo Gebang Indah Service Quality Using Servqual Dimensions And Importance Performance Analysis

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ABSTRACT

This research aims to evaluate customer perceptions and expectations of JNE 093 Pulo Gebang Indah service quality and provide recommendations for improvement in its service quality. This research uses a mixed method by first conducting quantitative research using surveys with Likert scale answers for service quality questionnaires and distribute it to customers. The sample size for surveys is 100 respondents from JNE 093 Pulo Gebang Indah's customers. Subsequently, qualitative research is conducted using surveys with an open-ended question for customers and semi-structured interviews with the owner and the expert. The results show that customers generally have a positive perception and expectation of the service quality at JNE 093 Pulo Gebang Indah. However, several service indicators have negative gaps. The gaps show that the service perceived by customers does not fully match the level of service expected. This gap provides an important basis for identifying the first quadrant of IPA matrix and at the same time formulate recommendations. This research contributes to the study of service quality in entrepreneurship.

INTRODUCTION

For the last decade, the emergence of digital technology has engendered big transformation in Indonesia's commerce landscape. One of the most significant transformations happening in Indonesia is the rapid growth of the e-commerce industry. According to Central Bureau of Statistics, there are 3,816,750 e-commerce businesses in 2023, which exhibits a 27.40% increase from 2022 (Kusumatriana et al., 2025). These e-commerce businesses, as a result, have influenced the existence of marketplace platforms that act as a medium between sellers and buyers. These platforms can additionally provide several features such as digital payment systems, promotion services, and logistics integration. There are several marketplaces that receive significant visitation in Indonesia. Shopee is the number one marketplace that is

frequently used in Indonesia (Pusparini, 2025). This massive user visitation demonstrates the marketplace's dominant position in Indonesia's market. Therefore, marketplace is the backbone of Indonesia's e-commerce. According to data from Central Bureau of Statistics, the value of transactions for e-commerce was 1,100.87 trillion rupiah and 32.74% of total e-commerce transactions were online sales that are made through marketplace (Kusumatrisna et al., 2025). These online sales transactions include not only the purchasing activity but also the logistics activity. This percentage of marketplace transactions further comprises the process of delivering the products to customers. Given the rapid growth of Indonesia's e-commerce sector, a number of supporting verticals have also experienced growth (Yordan, 2021). This includes logistics companies that are the backbone of e-commerce delivery. Within this situation, the logistics industry plays an important role in this process. With the high number of competitors in the market, they are competing hugely on how to provide the best services to their customers.

JNE 093 Pulo Gebang Indah as a logistics delivery service business company has experienced their customers and revenues decreased over the period of time, and it is still a struggle to achieve their targeted revenues and customers. One of the factors that contributes to the decline in revenue and customers is the company's service quality. With the company has not been conducting customer feedback regarding its service quality, the company does not know whether the service quality is positive or not and what services the company needs to improve. Poor service can lead to customer dissatisfaction, who will be less likely to return and recommend the business. In contrast, excellent or positive service will create customer satisfaction who will be more likely to return and recommend the business. Hence, it will boost JNE 093 Pulo Gebang Indah's reputation, customers, and revenue. Therefore, analyzing JNE 093 Pulo Gebang Indah's service quality is performed to evaluate customer perceptions and expectations regarding its service quality and provide recommendations in improving its service quality.

LITERATURE REVIEW

Definition of Customer Perception

Customer perception is perspectives, evaluation, and interpretation of customers toward product or service based on their own experience (Febriyana et al., 2022). Therefore, customer perception can be different between one customer and other customer even though they receive the same service from the same company.

Definition of Customer Expectation

Customer expectations are standards that are predicted and expected by customers (Pasaribu, 2024). These expectations are measured as the comparison foundation for customer perceptions therefore it plays a pivotal role in evaluating service quality after experiencing the service.

Definition of Service Quality

Service quality is one of main concepts in service management study that has been researched since 1980s. According to Parasuraman, Zeithaml, and Berry (Zeithaml et al., 1988), service quality is the comparison between customer expectations before receiving services and their perceptions of services that have been received. Service quality is an awareness in serving customers by providing the best service according to applicable service standards (Susiana, 2025). If the quality performance that is perceived by customers exceeds their expectations, the customers will evaluate that service as high quality. However, if the quality performance that is perceived by customers is under their expectations, the customers will evaluate that service as low quality.

Definition of SERVQUAL

Service quality is frequently associated with evaluation using the SERVQUAL model. This model is selected in evaluating service quality because it is the standard in service quality assessment, it provides comprehensive service dimensions, and the results from SERVQUAL model can be used to identify areas of improvement (Pasaribu, 2024). This model is implemented broadly to evaluate service quality in a company by comparing customer perceptions and expectations. This comparison is performed across five dimensions that are introduced by A Parasuraman, Leonard Berry, and Valerie A Zeithaml (1988). These dimensions consist of tangibility, reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1988). The following explanations show five dimensions of SERVQUAL model:

- 1) Tangibility – This dimension will encompass the physical aspects of the service, consisting of physical facilities, equipment, and appearance.
- 2) Reliability – This dimension measures the ability to perform the promised service dependably and accurately.
- 3) Responsiveness – This dimension measures the willingness to help customers and provide responsive service.
- 4) Assurance – This dimension will encompass the knowledge and courtesy of employees with their capability to perform honesty and confidence.
- 5) Empathy – This dimension will encompass the caring which it translates to individualized attention the company provides its customers.

Definition of Importance-Performance Analysis (IPA)

The importance-performance analysis matrix is an instrument that measures the discrepancy between expectations (importance) and perceptions (performance) to identify key indicators for improvement (Kheirkhah et al., 2025).

Definition of Doblin Types of Innovation

Doblin types of innovation are tools to diagnose an innovation (Keeley et al., 2013). These types are structured into three color-coded categories. The categories consist of configuration, offering, and experience. These types of innovation in configuration category focus on the deepest workings of a company and its business systems (Keeley et al., 2013). In addition, types of innovation in offering category focus on the core service of the company while types of innovation in experience category focus on the customer-centric element of the company (Keeley et al., 2013). Doblin types of innovation consist of profit model, network, structure, process, product performance, product system, service, channel, brand, and customer engagement.

METHODS

Validity Test

Validity test is a test that will prove whether a questionnaire can measure what is being measured (Zaen, 2022). This test describes the actual situation of the data which can be used for further research. To perform this test, Pearson Product Moment formula is implemented to calculate r-calculated and r-table. Data from JNE 093 Pulo Gebang Indah customer survey result is valid if r-calculated is greater than r-table. Therefore, the following formula shows Pearson Product Moment formula:

$$r = \frac{N \sum XY - (\sum X)(\sum Y)}{\sqrt{[N \sum X^2 - (\sum X)^2][N \sum Y^2 - (\sum Y)^2]}}$$

Description:

X = Score of each item

Y = Total score

N = Number of respondents

Reliability Test

Reliability test is performed to determine the consistency and stability of data that has been obtained (Taufik & Hadining, 2022). This test will implement Cronbach's Alpha formulation to determine the reliability of data. Data from JNE 093 Pulo Gebang Indah customer survey result is reliable if the Cronbach's Alpha value is greater than 0.6 ($\alpha > 0.6$). The following formula shows the formulation of Cronbach's Alpha:

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum \sigma_i^2}{\sigma_t^2} \right)$$

Description:

α = Cronbach's Alpha

k = Number of key indicator statement items

σ_i^2 = Variance of each item

σ_t^2 = Variance of total score (combined all items)

Gap Analysis

The gap value of each service quality indicator statement is calculated by subtracting the average value of each indicator of the perception statement (performance) with the average value of each indicator of the importance statement (importance). If the gap value is negative, this represents that the perception (performance) of JNE 093 Pulo Gebang Indah's service quality does not meet the expectation (importance). The following formula is used in the gap analysis:

The gap value of each service quality indicator statement
 = (The average value of each indicator of the expectation statement (importance))
 – (The average value of each indicator of the perception statement (performance))

Importance-Performance Analysis

The next step is to gather relevant data for each variable. Data that will be used for customer perception variable is the average value of each indicator of the perception statement (performance) and the total average of performance score. In addition, data that will be used for customer expectation variable is the average value of each indicator of the expectation statement (importance) and the total average of importance score. After the data is gathered, the next step is to create importance-performance analysis matrix quadrant. The x-axis represents the performance line while the y-axis represents the importance line. Subsequently, each key indicator of JNE 093 Pulo Gebang Indah's service quality is put into the matrix quadrant.

RESULTS

Validity Result

A validity test using Pearson Correlation is performed by comparing the value of r-calculated and the value of r-table. Data from JNE 093 Pulo Gebang Indah customer survey result is valid if r-calculated is greater than r-table. The following is the result of validity test:

Table 1. Validity Test

Service Quality Indicator Statement	r-calculated	Conclusion (Valid If r-calculated > 0.304)
Perception: Tangibility Dimension01	0.671	Valid
Perception: Tangibility Dimension02	0.668	Valid
Perception: Tangibility Dimension03	0.696	Valid
Perception: Tangibility Dimension04	0.772	Valid
Perception: Tangibility Dimension05	0.731	Valid
Perception: Reliability Dimension01	0.751	Valid
Perception: Reliability Dimension02	0.713	Valid
Perception: Reliability Dimension03	0.745	Valid
Perception: Reliability Dimension04	0.732	Valid

Perception: Responsiveness Dimension01	0.812	Valid
Perception: Responsiveness Dimension02	0.801	Valid
Perception: Responsiveness Dimension03	0.783	Valid
Perception: Assurance Dimension01	0.763	Valid
Perception: Assurance Dimension02	0.753	Valid
Perception: Assurance Dimension03	0.737	Valid
Perception: Assurance Dimension04	0.717	Valid
Perception: Empathy Dimension01	0.660	Valid
Perception: Empathy Dimension02	0.749	Valid
Expectation: Tangibility Dimension01	0.654	Valid
Expectation: Tangibility Dimension02	0.377	Valid
Expectation: Tangibility Dimension03	0.504	Valid
Expectation: Tangibility Dimension04	0.725	Valid
Expectation: Tangibility Dimension05	0.629	Valid
Expectation: Reliability Dimension01	0.728	Valid
Expectation: Reliability Dimension02	0.740	Valid
Expectation: Reliability Dimension03	0.763	Valid
Expectation: Reliability Dimension04	0.604	Valid
Expectation: Responsiveness Dimension01	0.790	Valid
Expectation: Responsiveness Dimension02	0.783	Valid
Expectation: Responsiveness Dimension03	0.776	Valid
Expectation: Assurance Dimension01	0.755	Valid
Expectation: Assurance Dimension02	0.775	Valid
Expectation: Assurance Dimension03	0.642	Valid
Expectation: Assurance Dimension04	0.629	Valid
Expectation: Empathy Dimension01	0.703	Valid
Expectation: Empathy Dimension02	0.631	Valid

According to the table above, it shows that all r-calculated value of service quality statement indicators is greater than 0.195. Therefore, it could be concluded in the following:

- 1) It is concluded that each item of the question on the perception is valid
- 2) It is concluded that each item of the question on the expectation is valid

Reliability Test

Reliability test is performed by comparing the value of Cronbach's Alpha. Data from JNE 093 Pulo Gebang Indah customer survey result is reliable if the value of Cronbach's Alpha is greater than 0.60. The following is the result of reliability test:

Table 2. Reliability Test

Total Number of Service Quality Statement Indicators	Total Number of Sample	Cronbach's Alpha	Conclusion (Reliable If Cronbach's Alpha > 0.60)
36	100	0.9700	Reliable

According to the table above, there are 36 statement indicators used in this research. The number of samples used in this study is 100 respondents. The value of Cronbach's Alpha is 0.9700. Therefore, since the value is greater than 0.60, it means that each item of the question is reliable.

Gap Analysis

Assessing the service quality of JNE 093 Pulo Gebang Indah is performed by analyzing the gap between customer perceptions (performance) and expectations (importance). If the gap value is negative, this represents that the perception (performance) of JNE 093 Pulo Gebang Indah's service quality has not met the expectation (importance). However, if the gap value is

positive, this represents that the perception (performance) of JNE 093 Pulo Gebang Indah's service quality has met the expectation (importance). The following table is the result of gap analysis:

Table 3. Gap Analysis Test

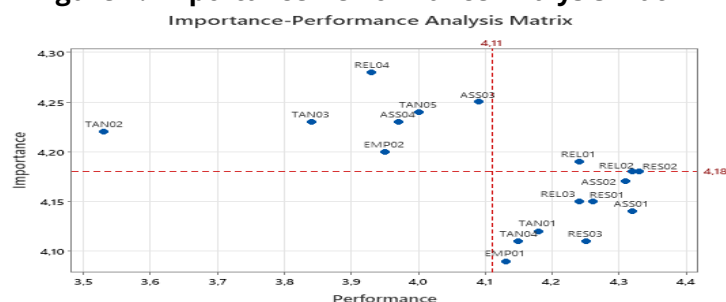
SERVQUAL Statement Indicator Code	Average Value of Each Indicator of Perception Statement	Average Value of Each Indicator of Expectation Statement	Gap Value of Each Service Quality Statement Indicator (P-E)
TAN01	4.18	4.12	0.06
TAN02	3.53	4.22	-0.69
TAN03	3.84	4.23	-0.39
TAN04	4.15	4.11	0.04
TAN05	4.00	4.24	-0.24
REL01	4.24	4.19	0.05
REL02	4.32	4.18	0.14
REL03	4.24	4.15	0.09
REL04	3.93	4.28	-0.35
RES01	4.26	4.15	0.11
RES02	4.33	4.18	0.15
RES03	4.25	4.11	0.14
ASS01	4.32	4.14	0.18
ASS02	4.31	4.17	0.14
ASS03	4.09	4.25	-0.16
ASS04	3.97	4.23	-0.26
EMP01	4.13	4.09	0.04
EMP02	3.95	4.20	-0.25
Average	4.11	4.18	-0.07

According to the table above regarding JNE 093 Pulo Gebang Indah's service quality gap, there are seven SERVQUAL statement indicators that have negative service quality gap value. Those indicators are TAN02, TAN03, TAN05, REL04, ASS03, ASS04, EMP02. It means that there are several indicators that do not exceed customer expectations.

Importance-Performance Analysis

Importance-Performance Analysis Matrix is conducted after the average value of each indicator of perception (performance) and expectation (importance) statements is determined. It is performed by mapping each SERVQUAL statement indicator into the matrix. There are four components that form the matrix. It requires the average value of each indicator of perception (performance) statements, the average value of each indicator of expectation (importance) statements, the total average of performance score, and the total average of importance score. The following is the importance-performance analysis matrix:

Figure 1. Importance-Performance Analysis Matrix



1) Quadrant I: Low Performance and High Importance

According to the first quadrant in the importance-performance analysis matrix, there are six service quality statement indicators that are included in the quadrant. Those indicators are ones who cause JNE 093 Pulo Gebang Indah's service quality to have low performance but high importance. The indicators are the parking area's space and safety (TAN02 and TAN03), the waiting room's comfortability and cleanliness (TAN05), JNE 093 Pulo Gebang Indah's opening hour punctuality (REL04), insurance/guarantee information existence (ASS03), employee politeness (ASS04), and employee's ability about customer needs (EMP02).

2) Quadrant II: High Performance and High Importance

According to the second quadrant in the importance-performance analysis matrix, there are three service quality statement indicators that are included in the quadrant. Those indicators are ones who cause JNE 093 Pulo Gebang Indah's service quality to have high performance and high importance. The indicators are JNE 093 Pulo Gebang Indah's conscientiousness of service (REL01), JNE 093 Pulo Gebang Indah's honesty in showing customers about delivery fees (REL02), and employee's willingness to help (RES02).

3) Quadrant III: Low Performance and Low Importance

According to the third quadrant in the importance-performance analysis matrix, there is zero service quality statement indicator that is included in the quadrant. The indicator is the one who causes JNE 093 Pulo Gebang Indah's service quality to have low performance but high importance.

4) Quadrant IV: High Performance and Low Importance

According to the fourth quadrant in the importance-performance analysis matrix, there are eight service quality statement indicators that are included in the quadrant. Those indicators are ones who cause JNE 093 Pulo Gebang Indah's service quality to have high performance but low importance. The indicators are JNE 093 Pulo Gebang Indah location's easiness to find (TAN01), the employees well dressed and neatness (TAN04), the neatness of the packaging goods (REL03), the employee's fast service (RES01), the employee's fast respond to requests and suggestions (RES03), JNE 093 Pulo Gebang Indah trust (ASS01), customer safety and secure in transactions (ASS02), and JNE 093 Pulo Gebang Indah's attention to customers (EMP01).

DISCUSSION

After the importance-performance analysis matrix is determined, it can be emphasized that the first quadrant is the quadrant where the service indicators have performed low but the importance is high. Therefore, service indicators in the first quadrant need to be improved. Recommendations are obtained from surveys to customers and interviews with the owner and the expert. This expert is the one who is competent in the delivery agent business. Recommendations are categorized based on Doblin Types of Innovation. The following are recommendations to improve JNE 093 Pulo Gebang Indah's service quality:

1) Parking Area Expansion (Doblin Type: Structure)

Finding on the parking area limitation of space is consistent with a recommendation from customers to expand the parking area. According to interview, the owner of JNE 093 Pulo Gebang Indah stated that the recommendation to expand the parking area is possible to be implemented by utilizing the store land next to JNE 093 Pulo Gebang Indah's store which is currently unused. That land is owned by the owner of JNE 093 Pulo Gebang Indah. Furthermore, interview results from an expert showed that the availability of sufficient parking area is an important factor in improving JNE 093 Pulo Gebang Indah's service quality. The expert emphasized that expanding the parking area is a realistic and common recommendation in the delivery service industry.

2) Additional Employee (Doblin Type: Structure)

Finding on the parking area insecurity is consistent with a recommendation from customers to add another employee so that there is a person that can oversee the parking area and help other sales counter in JNE 093 Pulo Gebang Indah's operational activities. According to interview, the owner of JNE 093 Pulo Gebang Indah stated that the recommendation to add another employee is possible to be implemented, especially during operating hours with high customer traffic. The implementation of this recommendation is implemented by recruiting another sales counter officer. According to the owner, there is only one sales counter officer that is responsible in receiving a customer's package, inputting data, transaction, and sorting the package. By recruiting another sales counter officer, it will facilitate operational activities in the store, including overseeing the parking area. Furthermore, interview results from an expert showed that adding another sales counter officer is an important factor in improving JNE 093 Pulo Gebang Indah's service quality. The expert emphasized that adding another employee is a realistic and common recommendation in the delivery service industry.

3) Facilities Improvement (Doblin Type: Structure)

Finding on the uncomfortable and uncleanness of the waiting room is consistent with a recommendation from customers to keep the place clean and neat and add more chairs in the waiting room. According to interview, the owner of JNE 093 Pulo Gebang Indah stated that the recommendation to improve the facilities is possible to be implemented. The owner emphasized that adding more chairs was necessary to prevent customers from piling up in the waiting room. Furthermore, interview results from an expert showed that maintaining the waiting room comfortable and clean is an important factor in improving JNE 093 Pulo Gebang Indah's service quality. The expert emphasized that adding more chairs in the waiting room and training the employee again to regularly sweep and mop the floor and keep the counter table organized is a realistic and common recommendation in the delivery service industry.

4) Early Morning and Consistent Opening Hours (Doblin Type: Process)

Finding on the place's unpunctuality of opening hours is consistent with a recommendation from customers to open the place earlier and consistent. According to interview, the owner of JNE 093 Pulo Gebang Indah stated that the recommendation to open the store earlier and consistently is possible to be implemented, especially for customers who want to visit the store while going to work. Currently, JNE 093 Pulo Gebang Indah's opening hours start from nine o'clock in the morning to 7 o'clock in the evening. Since there are customers who want to deliver the package in the morning while going to work, the owner suggested opening the store from 8 o'clock in the morning. Furthermore, interview results from an expert showed that earlier and consistent opening hours are an important factor in improving JNE 093 Pulo Gebang Indah's service quality. The expert emphasized that opening the store at eight o'clock in the morning is a realistic and common recommendation in the delivery service industry.

5) Employee Tenacity in Serving Customers (Doblin Type: Customer Engagement)

Findings on "JNE 093 Pulo Gebang Indah does not show information about guarantee if a package is damaged/lost" and "JNE 093 Pulo Gebang Indah's employee does not know what customers need" are consistent with a recommendation from customers for the employee to be more informative and active in serving customers. According to interview, the owner of JNE 093 Pulo Gebang Indah stated that the recommendation for an employee to be more informative and active in serving customers is possible to be implemented. The owner emphasized that training the employee to follow the standard operational procedure of service can answer the problem faced by customers, especially when customers want to know their needs and the information about an insurance/guarantee procedure if the package is damaged/lost. The recommendation of insurance/guarantee is specific because of the performance of JNE 093 Pulo Gebang Indah that does not show information about guarantee if a package is damaged/lost to customers. Therefore, the owner emphasized that

the employee could inform the customer about the information. Furthermore, interview results from an expert showed that training the employee to show customer about the information of compensation procedures is an important factor in improving JNE 093 Pulo Gebang Indah's service quality. The expert emphasized that the recommendation is realistic and common recommendations in the delivery service industry.

6) Employee Politeness (Doblin Type: Customer Engagement)

Finding on the employee impoliteness is consistent with a recommendation from customers for the employee to be more polite in serving customers. According to interview, the owner of JNE 093 Pulo Gebang Indah stated that the recommendation for an employee to be more polite is possible to be implemented. The owner emphasized that politeness is not only the behavior in serving customers, but also the employee dress code is considered as another factor of politeness. Training the employee again to follow the standard operational procedure of a sales counter in JNE 093 Pulo Gebang Indah will help the employee to be more polite to customers. Furthermore, interview results from an expert showed that following a dress code standard and a standard operational procedure in performing good behavior in serving customers in the store are important factors in improving JNE 093 Pulo Gebang Indah's service quality. The expert emphasized that those recommendations are realistic and common recommendations in the delivery service industry.

7) Pickup Service for Customers (Doblin Type: Service)

Although most customer recommendations are aligned with JNE's services in the first quadrant of IPA matrix, there is one recommendation that is not convergent with JNE 093 Pulo Gebang Indah services in IPA matrix's first quadrant. It is a recommendation to create a pickup service for customers where the employee will pick up the package from a customer's home without a customer visiting the place. Moreover, this service is supported according to the owner interview, stated that the recommendation to create a pickup service is possible to be implemented. The owner emphasized that the pickup service is applicable for customers whose residence is within a three-kilometer radius of JNE 093 Pulo Gebang Indah. Furthermore, interview results from an expert showed that a pickup service is an important factor in improving JNE 093 Pulo Gebang Indah's service quality. The expert emphasized that providing this service is a realistic and common recommendation in the delivery service industry.

CONCLUSION

The results of mapping the indicators into the IPA matrix reinforce the findings where several indicators with high importance still show low performance. These indicators indicate that there are service areas in JNE 093 Pulo Gebang Indah that still do not fully meet the quality standards expected by customers. subsequently, this indicates that while customer perceptions are generally positive, there are still gaps in service quality in certain aspects that have low performance but high importance. Furthermore, a comparison of expectation and perception score indicates a service quality gap across several indicators and service dimensions. This gap indicates that the level of JNE 093 Pulo Gebang Indah service perceived by customers does not fully match the level of service expected, providing an important basis for identifying the first quadrant of IPA matrix and at the same time formulating recommendations for service quality improvements. Therefore, for advanced researchers or general readers, the author recommends expanding the research object and performing longitudinal analysis. Further research is suggested to perform service quality study in other JNE agent around East Jakarta, so that research results can be compared to JNE 093 Pulo Gebang Indah. Longitudinal analysis can be performed to see the changes in customer perceptions and expectations from time to time, especially after the recommendations of JNE 093 Pulo Gebang Indah's service quality are implemented.

LIMITATION

The scope of research encompasses the evaluation of service quality in JNE 093 Pulo Gebang Indah with a detailed area of focus on identifying dimensions or factors affecting service quality, and customer perception and expectations on service quality. However, it is worth noting that the research will be conducted only in JNE 093 Pulo Gebang Indah. In addition, the research aims to analyze the gap regarding the service quality perception of customers and the service quality expectations of customers.

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