



# Analysis of Service Quality PT Pos Indonesia to Improve Market Share

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## ABSTRACT

In Indonesia's postal and logistics business, PT Pos Indonesia faces increased competition. Despite logistics' annual growth, the company's market share has declined. To be competitive in the courier and logistics market, PT Pos Indonesia must design a business strategy to improve its service quality and complement its good operational performance. This requires recognizing customer priorities and improving the company's performance in these areas.

PT Pos Indonesia can use Importance-Performance Analysis (IPA) to identify customer-important service quality dimensions and underperforming areas by conducting internal and external evaluations. This complete strategy will allow PT Pos Indonesia to prioritize its efforts, strategically allocate resources, and focus on service quality that will most effect customer satisfaction.

Based on the investigation, integrated logistic cooperation and solutions were presented to fill service shortages. These efforts used integrated logistical partnerships, staff advocacy, and an advanced marketing platform to improve coordination and delivery speed, employee competencies, and consumer insights. These measures were meant to bridge the gap between customer expectations and service level agreements, delivery speed, personnel competence, and customer needs. These techniques can help PT Pos Indonesia boost customer satisfaction and market share.

## INTRODUCTION

The logistics and parcel delivery industries in Indonesia are seeing exponential growth, fueled by rising e-commerce, expansion of the middle class with higher purchasing power, and major investments into infrastructure development by both public and private sectors. According to the Indonesian Logistics Association, the total value of the courier and logistics market is

predicted to reach USD 152.54 billion by 2029. This represents substantial growth from its 2023 value, with projections of a 10.2% compound annual growth rate over the next six years.

A multitude of logistics and parcel delivery providers operate in Indonesia, providing services ranging from standard deliveries to express shipping and end-to-end supply chain solutions. However, the market landscape remains highly fragmented. The top five players, namely Pos Indonesia, J&T Express, JNE, Tiki and SiCepat, compete for market share. Pos Indonesia once held a monopoly in the postal service sector as a state-owned enterprise, but industry deregulation in 2009 opened the market to private companies. Pos Indonesia continues efforts to transform its business in response to the newly competitive environment. This includes venturing into financial services, e-commerce, retail and forming subsidiaries for logistics and property development. However, a study on delivery service preferences in Indonesia revealed changing tides amongst key consumer demographics. For Generation Z, J&T Express emerged as the top brand, while Millennials favored private player JNE over Pos Indonesia.

Shifting preferences are also reflected in Pos Indonesia's declining market share over recent years. From holding 6.19% of the courier market in 2020, its share plunged to just 3.37% by end-2022. Some forecasts project a marginal recovery in 2023. However, reversed trajectories will rely on Pos Indonesia addressing underlying challenges around competitiveness, consumer targeting and communications. While Pos Indonesia has sought to enhance operational efficiencies, with key metrics related to delivery times, irregularities and customer complaint handling showing improvements, gains have not translated into market share growth. This indicates a need for a broader strategic approach encompassing marketing, branding and customer engagement.

Utilizing Importance-Performance Analysis could aid Pos Indonesia in identifying and prioritizing service quality dimensions that customers value but where Pos Indonesia underperforms versus competitors. Addressing these gaps through targeted strategies can help improve brand equity and competitiveness. The exponential growth in Indonesia's logistics industry, an increasingly dynamic competitive landscape and shifting consumer preferences raise both opportunities and challenges for Pos Indonesia. Regaining its stronghold will require integrated strategies crossing operations, marketing and branding to lift service quality, customer centricity and market share in the evolving industry.

## LITERATURE REVIEW

### Business Strategy

According to Thompson et al. (2020), a company's strategy refers to the planned actions taken by its managers to outperform competitors and enhance profitability. Consequently, in order to enhance its market share and achieve its business objectives, PT Ganesha Abaditama's management must determine the specific measures they intend to implement in order to outperform their competitors. In their book, Thompson et al. (2020) assert that various strategies for gaining a competitive advantage ultimately rely on one of two underlying principles. To succeed, businesses must either enhance their production efficiency or offer customers a product or service that they perceive as more valuable than what competitors provide. Irrespective of the format, delivering higher value or achieving more effective delivery typically requires implementing distinct value chain activities compared to competitors and cultivating competencies that are challenging to replicate. Michael E. Porter has defined five generic competitive strategies. These strategies are determined by two elements and result in four separate competitive strategy possibilities, as well as one hybrid option. This is seen in the picture below.

The selection of Michael E. Porter's five general competitive strategies is determined by two factors: the target market and the desired competitive advantage. The target market can be

classified into two distinct groups: a wide range of customers and a particular buyer segment or market niche. Currently, there exist two distinct types of competitive advantage: cost leadership and differentiation. Below are the five alternatives for competitive strategy:

- **Broad Low-Cost Strategy**  
This strategy typically entails providing more competitive pricing than rivals in order to attain the goal of achieving lower overall costs than competitors on comparable items that attract a broad range of customers.
- **Broad Differentiation Strategy**  
By adopting this strategy, the company aims to differentiate its products from competitors by highlighting characteristics that will attract a diverse consumer base.
- **Focused Low-Cost Strategy**  
The objective of this strategy is to adapt to the desires and requirements of a particular segment of customers (a market niche) at a more affordable price compared to competitors (therefore enabling the provision of services to niche members at a reduced cost).
- **Focused Differentiation Strategy**  
Market segmentation involves strategically focusing on a particular group of consumers, known as a "niche market," by customizing the product's characteristics to meet their individual needs. This approach enables the company to surpass its competitors.
- **Best-Cost Strategy**  
It is a business strategy in which companies try to gain an advantage over their competitors by including higher-end product features into their offers at the same or cheaper prices. A corporation that can manufacture a top-tier product with multiple advanced features at the most affordable price can provide customers with more value by offering lower costs compared to competitors with similar items. To maintain competitiveness, numerous organizations are embracing a hybrid strategy that integrates elements from the aforementioned four techniques. The target audience may vary in terms of breadth or specificity.

### **Marketing Strategy**

According to Peter and Olson (2010:12), a marketing strategy refers to the development, execution, and management of a systematic plan aimed at influencing transactions with the purpose of attaining corporate objectives. Marketing methods employed in consumer markets often focus on enhancing the likelihood that customers would develop favorable perceptions and emotions towards specific items, services, and brands. A marketing strategy, as delineated in the field of consumer analysis, refers to a collection of stimuli strategically positioned into the settings of customers, with the explicit aim of exerting influence over their emotional states, cognitive processes, and subsequent behavioral responses. Stimuli encompass a wide range of elements within the consumer environment, including products, brands, packaging, advertising, coupons, storefronts, credit cards, price tags, salespeople's conversations, and, in certain contexts, sensory cues such as music and aroma.

Marketers are faced with a significant design problem when it comes to choosing the optimal combination of communication, distribution, and support channels for their offerings, with the aim of eliciting automatic responses in times of turbulence and chaos. According to the research conducted by Kotler and Caslione (2009:151-153), marketers should consider the following eight factors when formulating "chaotic marketing strategies":

should strive to enhance their market share within the primary client categories.

Propose a coordinated endeavor to enhance market dominance vis-à-vis competitors. It is advisable to undertake additional consumer research at present, as there is evidence of a shift in their demands and preferences.

It is advisable to allocate a minimum amount of resources towards the maintenance of your marketing budget, while simultaneously making efforts to increase its allocation. The primary

focus should be directed towards ensuring safety and placing significant emphasis on fundamental principles. It is advisable to promptly uninstall programs that no longer serve a purpose to the user. It is advisable to refrain from devaluing your highly distinguished brand. In order to optimize the results, it is advisable to retain the robust elements while eliminating the weaker components.

### **Service Quality**

The technique that has been developed for measuring customers' perceptions and expectations in the field of measurement is known as SERVQUAL. The SERVQUAL instrument developed by Parasuraman, Zeithaml, and Berry (1988) is widely recognized as the most commonly utilized tool in the field. The measure is utilized to assess the relative significance of dimension tangibility, reliability, responsiveness, assurance, and empathy in influencing customer views. Additionally, it serves as a means to monitor the trends in quality over a period of time. Miranda et al. (2010) concur with Parasuraman's assertion regarding the applicability of the five dimensions of service quality to service businesses in a general sense.

Below is the meaning of five dimensions of five dimensions as proposed by Parasuraman:

- Reliability is a crucial consumer expectation pertaining to the timely and error-free completion of services consistently and without deviation.
- Responsiveness refers to the ability to effectively support consumers and provide prompt service.
- Assurance refers to the collective knowledge and courteous behavior exhibited by employees, encompassing their ability to convey trust and confidence.
- Empathy refers to the provision of personalized attention that demonstrates a genuine concern for the well-being of consumers.
- Tangibles refer to the presence of tangible elements such as physical infrastructure, equipment, personnel, and communication materials. According to Fitzsimmons (1998)

### **Importance Performance Analysis**

The Importance Performance Analysis (IPA) is a methodology utilized for evaluating the significance (interest) and effectiveness (perception) levels from the customer's standpoint, as outlined by Supranto (2001). The relevance Performance Analysis (IPA) was initially formulated by Martilla and James in 1977 as a method for evaluating the significance of various attributes in order to improve customer satisfaction. This technique involves comparing the relevance and performance of certain attributes. The analysis of priority features for improvement has been found to be successful (Slack, 1994). The obtained measurement data are subsequently plotted on a four-quadrant Importance Performance Grid. In contemporary times, Importance Performance Analysis (IPA) has gained significant prominence as a managerial technique across several fields of study, including the courier and logistic industry.

## **METHODS**

The present study thesis pertaining to PT Pos Indonesia was developed based on extensive research and surveys conducted. Sugiyono (2020) asserts that surveys are a research method that involves the utilization of questionnaires as a tool to gather data from either small or large populations. However, the data analyzed in this method are derived from samples extracted from the population, allowing for the examination of relative incidence, distribution, and relationships among variables within the domains of sociology and psychology. The objective of this survey research is to offer a comprehensive depiction of the context, attributes, and features of a case or occurrence of a broad nature through the use of quantitative research methodology.

According to Sugiyono (2020), the quantitative methodology research method can be defined as a research approach grounded in the positive philosophy. This method involves investigating a specific sample from a larger population, employing research tools for data collection, and conducting quantitative or statistical data analysis to test predetermined research hypotheses. The study employed a quantitative research approach due to the requirement for numerical data in the form of visual representations, derived from calculations and measurements of each variable, to substantiate the research findings. The primary objective of this research is to identify the gap in service quality of PT Pos Indonesia through the use of quantitative data gathered via questionnaires.

## RESULTS

The first step taken in data collection is to conduct a validity and reliability test with the following results:

### Validity result

A validity test using Pearson Correlation is performed in the study by comparing the count  $r$  value with the table  $r$  value, if the count value  $>$   $r$  table then the data is valid. How to find the  $r$  table value at a significance of 5% with a distribution of  $r$  table with  $N=125$  of 0.176.

**Table 1. Validity Test**

Question	Attributes	Pearson Correlation	Status
1	Brand Awareness	0,717	Valid
2	Brand Awareness	0,559	Valid
3	Brand Awareness	0,65	Valid
4	Brand Reputation	0,778	Valid
5	Brand Reputation	0,819	Valid
6	Brand Reputation	0,807	Valid
7	Customer Perception	0,78	Valid
8	Customer Perception	0,786	Valid
9	Customer Perception	0,776	Valid
10	Customer Perception	0,794	Valid
11	Competitive Analysis (Product)	0,781	Valid
12	Competitive Analysis (Price)	0,706	Valid
13	Competitive Analysis (Price)	0,424	Valid
14	Competitive Analysis (Place)	0,677	Valid
15	Competitive Analysis (Place)	0,629	Valid
16	Competitive Analysis (Promotion)	0,235	Valid
17	Competitive Analysis (Promotion)	0,685	Valid
18	Service Quality (Tangibles)	0,341	Valid
19	Service Quality (Tangibles)	0,744	Valid
20	Service Quality (Tangibles)	0,485	Valid
21	Service Quality (Tangibles)	0,779	Valid
22	Service Quality (Tangibles)	0,437	Valid
23	Service Quality (Tangibles)	0,787	Valid
24	Service Quality (Reliability)	0,572	Valid
25	Service Quality (Reliability)	0,795	Valid
26	Service Quality (Reliability)	0,598	Valid
27	Service Quality (Reliability)	0,773	Valid
28	Service Quality (Reliability)	0,591	Valid
29	Service Quality (Reliability)	0,807	Valid
30	Service Quality (Responsiveness)	0,51	Valid
31	Service Quality (Responsiveness)	0,788	Valid
32	Service Quality (Responsiveness)	0,568	Valid
33	Service Quality (Responsiveness)	0,796	Valid
34	Service Quality (Assurance)	0,471	Valid
35	Service Quality (Assurance)	0,819	Valid

<b>36</b>	<i>Service Quality (Assurance)</i>	0,62	<i>Valid</i>
<b>37</b>	<i>Service Quality (Assurance)</i>	0,771	<i>Valid</i>
<b>38</b>	<i>Service Quality (Empathy)</i>	0,516	<i>Valid</i>
<b>39</b>	<i>Service Quality (Empathy)</i>	0,818	<i>Valid</i>
<b>40</b>	<i>Service Quality (Empathy)</i>	0,569	<i>Valid</i>
<b>41</b>	<i>Service Quality (Empathy)</i>	0,805	<i>Valid</i>

Based on the validity test results of the correlation coefficient of questions in the table above, the following information was obtained.

1. It is concluded that each item of the question on the expected variable is valid.
2. It is concluded that each element of the question item on the reality variable is valid.

### Reliability test

Reliability is performed on each item of the question that belongs to the valid category. The reliability test is performed by testing the instrument once, then analysed with cronbach's alpha method greater or equal to 0.5.

Here's the data processing of the research on the reliability test:

**Table 2. Reliability test**

**Scale: ALL VARIABLES**

		N	%
Cases	Valid	125	100.0
	Excluded <sup>a</sup>	0	.0
	Total	125	100.0

a. Listwise deletion based on all variables in the procedure.

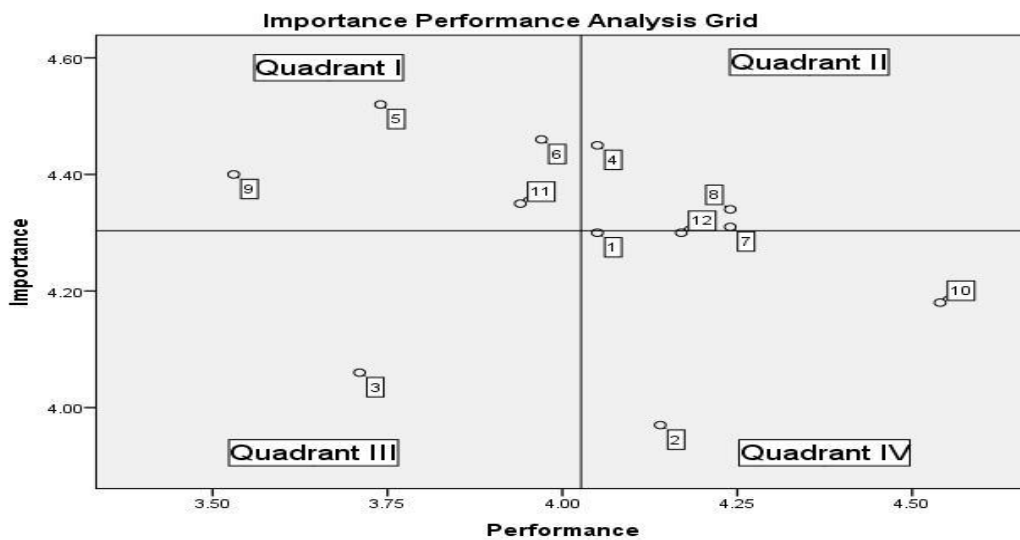
Cronbach's Alpha	N of Items
.965	41

Based on the reliability test results in table above, the following information is obtained. Variable there are 41 elements used, and obtained Cronbach's Alpha value of 0.911, the value > 0.7. Based on this, it can be concluded that the variable is reliable.

### Importance Performance Analysis

Importance Performance Analysis (IPA) grid is a measurement tool used to analyze based on the level of importance and performance or performance. Quadrant analysis is grouped into four sections bounded by two lines cut upright at a point (X, Y) where X is the average of the average number of Performance scores divided by the number of respondents. The statement of the entire indicator Y is the mean of the total number of Importance scores. Here's the result of the quadrant data processing on the importance performance analysis (IPA).

**Figure 1. Importance Performance Analysis**



**1) Quadrant I: High Importance and Low Performance**

This quadrant name is concentrated here. The indicator in Quadrant I is an indicator that is considered important by the customer of PT Pos Indonesia, but the performance of the company has not been able to realize it according to the expectations of the user so that the user feels unsatisfied. The indicators that included in Quadrant I is number 5 (service level agreement), number 6 (delivery speed), number 9 (the competence and knowledge of PT Pos Indonesia staff) and number 11 (understand customer needs and preferences).

The indicator is received in this quadrant if the mean value of Importance is greater than the center point value of the axis Y (Importance) and the average value of Performance is less than the middle point of the Axis X (Performance). In order for the improve the service quality of PT Pos Indonesia to be better, company should pay special attention and improve the performance of the indicators in this quarter in order to a good quality of service.

**2) Quadrant II: High Importance and High Performance**

This quadrant name is keep up the good work because what is considered important by the customer can be accommodated by PT Pos Indonesia. The indicators that include in Quadrant II is number 4 (delivery and Shipment Accuracy), number 7 (responsiveness and readiness of customer service), number 8 (the ability of PT Pos Indonesia in addressing and resolving problems or customer complaints) and number 12 (the attention given by PT Pos Indonesia to your particular problem or request).

Each indicator on Quadrant II already gives performance and importance values that correspond to the wishes of the respondents, so PT Pos Indonesia must maintain the quality values they have given.

**3) Quadrant III: Low Importance and Low Performance**

This quadrant name is low priority. This is a quadrant that is considered less important by users with implementation that tends to be as it is, so it seems less satisfactory to users. It can also be improved but with low priority. The indicators that include in Quadrant III only number 3 (the appearance and clothing of the courier staff of PT Pos Indonesia).

Each indicator that is on Quadrant III already gives performance and importance values that correspond to the wishes of respondents, so it can be concluded that the above indicator is considered not important by the customers and PT Pos Indonesia also provides low quality of service.

**4) Quadrant IV: Low Importance and High Performance**

This quadrant name is possible overkill. This quadrant indicates excessive performance by PT Pos Indonesia, whereas customers perception of the indicator is less important and PT Pos

Indonesia needs to reduce the level of implementation and resources spent on this factor can be allocated to other factors that are of primary concern or priority. The indicators that include in Quadrant IV is number 1 (physical appearance: Facilities, Equipment, Personnel), number 2 (vehicles and courier equipment) and number 10 (warranty or protection against damage or loss of goods).

So each indicator that is on the Quadrant IV has given performance and importance values that correspond to the wishes of respondents, so PT Pos Indonesia must allocate resources related to other aspects of the indicator which have a higher priority level.

## **DISCUSSION**

### **1) Business solution: Integrated logistic collaborations**

By partnering with other SOEs, PT Pos Indonesia can leverage their complementary resources and expertise to establish an integrated logistics network. This integrated network would combine the strengths of each SOE, such as PT Pelindo's port infrastructure, PT Kereta Api Indonesia's rail network, and PT Angkasa Pura Logistik (APLog) with a network of cargo terminals at airports across Indonesia, to create a seamless and efficient logistics system.

### **2) Business solution: Employee advocacy**

As a predominant service quality issue, PT Pos Indonesia staff across functions currently have variable and often inadequate levels of competence pertaining to the company's expanding suite of delivery solutions. This hampers customer engagement and experience. To address this strategic weakness, an impactful connection can be made to the TOWS matrix strategy of launching an employee advocacy program.

Specifically, an employee advocacy initiative would incentivize and support PT Pos Indonesia's over 17,000 strong workforces to promote the company's service offerings within their personal social and professional circles through digital and physical channels. Structured advocacy training equips staff with comprehensive knowledge about solutions while content platforms and toolkits make sharing of branded updates highly accessible.

As employees personally articulate the capabilities and customer value propositions of solutions tailored for the e-commerce sector to their own network, it builds tangible understanding of the services. When staff have to educate external contacts on the competitive pricing, reliability or technology integration of offerings for online sellers and e-tailers, it enhances practical comprehension significantly more than classroom sessions alone. This knowledge translates into superior customer assistance. As employee capability ramps up through the process of amplifying reach via advocacy so does utility for addressing end-consumer concerns. This multiplier effect can be sustained in the long-term by fostering advocacy habits among personnel via incentives, gamification and recognition from management. As staff competence strengthens so does customer satisfaction derived from interactions thereby addressing the critical service quality gap at its root.

### **3) Business solution: Marketing platform**

The proposed business solution for PT Pos Indonesia centers on augmenting its marketing platform to encompass real-time social media trend analysis and comprehensive customer retention data. This expanded platform aims to provide a comprehensive understanding of customer needs and preferences. By integrating cutting-edge social media trend analysis tools, the company gains the ability to monitor, analyze, and leverage current trends in online discourse, hashtags, and consumer sentiments. Simultaneously, the incorporation of customer retention metrics within the platform enables the tracking of vital customer behavior patterns, purchase histories, satisfaction levels, and engagement trends. This holistic approach facilitates a deeper understanding of why customers stay or leave, allowing for refined services aligned precisely with factors that drive customer engagement and loyalty.



Moreover, leveraging predictive analytics within the marketing platform empowers PT Pos Indonesia to forecast future customer behaviors based on historical data gleaned from social media trends and retention metrics. This predictive insight aids in proactively tailoring marketing strategies and service offerings to meet emerging customer needs even before they manifest as widespread trends. The platform's capabilities also facilitate personalized communication and engagement strategies, where tailored messages, offers, and content resonate with diverse customer segments, thereby heightening customer satisfaction and fostering brand loyalty.

Furthermore, the integration of a feedback loop within the platform ensures continuous improvement by collecting insights from social media interactions and retention metrics. This gathered feedback informs iterative service enhancements, ensuring a consistently evolving service portfolio that aligns seamlessly with dynamic customer demands. Finally, an emphasis on creating an omnichannel customer experience unifies insights garnered from social media and retention data across various touchpoints. This integrated approach ensures cohesive communication, allowing PT Pos Indonesia to adeptly address customer needs while fostering long-term relationships across multiple channels. Overall, the enhanced marketing platform represents a robust strategy poised to elevate customer understanding, refine service delivery, and bolster customer retention within the company's operational framework.

## **CONCLUSION**

PT Pos Indonesia's expansive reach and cost-efficiency provide a solid foundation, but outdated service quality and evolving customer needs threaten its position in the dynamic logistics market. To regain lost ground and claim its rightful place as a leader, PT Pos must embrace a multipronged approach that leverages its strengths, overcomes weaknesses, and adapts to the shifting landscape.

First and foremost, closing the service quality gap is paramount. Inefficient delivery, untrained staff, and unclear communication erode trust and satisfaction. By focusing on improving delivery speed, staff competency, and customer understanding, PT Pos can rebuild its reputation and win back clients.

Second, leveraging opportunities through strategic partnerships, employee training, and innovative marketing is crucial. Collaborating with other state enterprises can expand reach and expertise, while employee development programs can unlock hidden potential and enhance customer service. A data-driven marketing strategy focused on understanding and meeting customer needs will further strengthen PT Pos's competitive edge.

Third, concrete solutions like an integrated SOE logistics network, employee advocacy initiatives, and a next-generation marketing platform are essential. By integrating resources and talent across state enterprises, fostering employee engagement, and tailoring marketing to specific customer segments, PT Pos can translate its strategic vision into tangible results.

Finally, continuous innovation is key to long-term success. Developing unique e-commerce logistics packages, implementing digital tracking tools, and upskilling talent in digital marketing will equip PT Pos for the future. By embracing a culture of innovation, PT Pos can stay ahead of the curve and thrive in the ever-evolving logistics landscape.

## **Limitation**

- 1) The study will be based on a sample of customers, and the findings may not be generalizable to the entire population of PT Pos Indonesia's customers.
- 2) The research will only develop and recommend business strategies for PT Pos Indonesia to improve its service quality. It will not assess the feasibility or cost-effectiveness of implementing these strategies.

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