



Marketing Strategy For Postal Services Using Servqual And Importance-Performance Analysis (IPA) To Improve Market Competitiveness At Pt. Pos Indonesia Tulungagung

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ABSTRACT

This study aims to analyze the marketing strategies of PT. Pos Indonesia Tulungagung in enhancing its market competitiveness amidst the growing competition in the logistics service industry. The research employs a qualitative descriptive approach by integrating the SERVQUAL method with Importance-Performance Analysis (IPA). SERVQUAL is applied to identify the gap between customers' expectations and their perceptions of postal services across five key dimensions: reliability, assurance, tangibles, empathy, and responsiveness. Meanwhile, IPA is utilized to map service attributes based on their level of importance and actual performance, enabling a more precise determination of improvement priorities. The findings reveal that reliability and responsiveness are the most critical factors requiring enhancement, particularly in terms of delivery timeliness and customer complaint handling. The implementation of strategies focused on improving service quality, employee training, technological innovation, and continuous monitoring of customer feedback has proven effective in increasing customer satisfaction and loyalty, thereby strengthening the competitive position of PT. Pos Indonesia Tulungagung in the market.

INTRODUCTION

Business competition in today's modern era has become increasingly intense, with companies striving to expand their businesses in various ways to retain customers. The latest challenges in competitive markets require companies to be more sensitive in considering their market competitiveness. It is undeniable that the growing needs of society create opportunities for businesses to continuously adapt and improve in order to ensure long-term sustainability. Every company is influenced by the dynamics of its business environment. Therefore, innovative

strategies are essential for motivating companies to achieve excellence and strengthen their competitive edge (Koshksaray et al., 2023).

Business actors naturally require partners to deliver their products to customers, and such partners are companies engaged in delivery services. The competition among logistics service providers is relatively intense, as increasing customer demands coupled with their busier lifestyles lead them to prefer purchasing or sending products through courier services. Delivery companies thus play an important role in supporting businesses by ensuring that their products reach customers efficiently, whether within cities or across regions. Developing effective marketing strategies has therefore become a crucial part of achieving business objectives. Such strategies allow companies to reach potential customers and convert them into loyal users of their services. However, opportunities in the service industry are inseparable from an ever-changing environment and the factors that shape it. These factors include the service business environment, privatization, digitalization, technological innovation, the growth of franchising opportunities, business expansion, the increasing role of manufacturing as service providers, nonprofit business initiatives, and globalization. Marketing managers must carefully analyze these conditions in order to determine appropriate strategies for sustaining competitiveness.

Companies such as JNE, Tiki, and Gojek have introduced innovations such as same-day delivery and transparent tracking services, which have raised customer expectations. These innovations have enabled businesses to reach customers more efficiently, both locally and nationally. In this context, the implementation of effective marketing strategies is critical for achieving business goals. Such strategies not only expand customer reach but also help differentiate a company's services from competitors. Since service business opportunities remain closely tied to environmental changes, marketing managers must anticipate industry innovations and adapt accordingly. Key factors influencing this environment include privatization, computerization, technological progress, franchise growth, and market responses to nonprofit business models. To remain competitive, managers must develop strategies that integrate these factors into their decision-making processes.

The service sector of an economy encompasses a broad range of activities, from manufacturing-related services to public services provided by government institutions and nonprofit organizations. As Kotler, Keller, and Chernev (2020) state, marketing serves as the link between an organization and its customers, and this relationship can only succeed if marketing activities are market-oriented. In implementing customer-focused marketing, all organizational levels from top management to non-managerial employees must prioritize customer interests, as these are central to the marketing philosophy itself.

The object of this study is PT. Pos Indonesia in Tulungagung Regency. PT. Pos Indonesia, a state-owned enterprise (BUMN), operates in postal services, including courier, logistics, and financial transactions. As a large organization with an extensive network reaching even remote areas, PT. Pos Indonesia must continuously adapt its service standards to remain relevant to evolving market needs. In addition, as a public service provider, PT. Pos Indonesia carries a social responsibility that goes beyond profit, emphasizing inclusivity in serving diverse communities. The rapid pace of change has enabled post offices to expand across Indonesia, including the Tulungagung branch, strategically located near the town square. This location attracts many customers and offers a wide range of services, including mail delivery, parcel acceptance through couriers, financial services, and the sale of postal products such as stamps and official seals. Customers of all ages from children purchasing stamps for school assignments to elderly individuals collecting pension funds utilize these services (Zuraidah, 2021).

One of the factors that differentiates companies from their competitors lies in the quality of service. As companies evolve, shifts in customer behavior present challenges for the postal service industry. This research focuses on the application of the SERVQUAL method combined with Importance-Performance Analysis (IPA) to identify marketing strategies that postal service providers can adopt. SERVQUAL serves as an evaluation tool that assesses service quality by

comparing customer expectations with their actual experiences across five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Service quality is widely recognized as a determinant of competitive advantage, as it directly influences consumer perceptions of the offered products and services (Suherli & Keni, n.d.). The higher the quality of service, the more likely customers are to continue using it (Azizah & Ayu, 2021). In the context of PT. Pos Indonesia, SERVQUAL is particularly relevant to evaluating deficiencies in service quality, especially in terms of reliability and responsiveness two factors that customers often highlight. By assessing whether service standards meet or exceed expectations, PT. Pos Indonesia can better maintain its competitiveness against rivals offering innovative solutions.

Meanwhile, IPA provides a framework for identifying service attributes that are most important to customers but underperforming in practice. By mapping importance against performance, PT. Pos Indonesia can determine which areas should be prioritized for improvement to maximize customer satisfaction. For instance, if delivery speed is considered crucial but underperforms, it should become a key priority for resource allocation. This approach allows PT. Pos Indonesia to manage resources effectively and achieve optimal outcomes. Combining SERVQUAL and IPA therefore offers a comprehensive perspective: SERVQUAL highlights service gaps, while IPA helps establish improvement priorities based on importance and actual performance. Together, these methods enable PT. Pos Indonesia to design marketing strategies centered on service quality enhancements aligned with customer expectations and business priorities, ultimately strengthening competitiveness in the market (Kim et al., 2020).

Despite its extensive reach, PT. Pos Indonesia has experienced a decline in its courier market share, falling from 6.19% in 2020 to 3.37% by the end of 2022. Although recovery has been projected, challenges related to competitiveness, consumer segmentation, and communication remain major obstacles. Operational improvements alone have not significantly driven market growth, indicating the need for a more comprehensive strategy encompassing marketing and branding efforts. In this regard, IPA is highly relevant for identifying service quality improvement priorities. Amid the rapid growth of the logistics industry and shifting consumer preferences, adopting an integrated strategy is crucial for strengthening the competitive position of PT. Pos Indonesia (Mahadi & Wandebori, 2024).

The following presents the revenue performance data of the Tulungagung Post Office over the past six months, calculated from January to June 2023:

Table 1 Revenue Performance Data of the Tulungagung Post Office, January - June 2023

No	Month	Transactions	Revenue
1	January	10.119	283.791.504
2	February	8.596	206.136.447
3	March	12.150	354.050.913
4	April	11.085	377.755.323
5	May	11.049	362.333.354
6	June	10.431	309.386.720

Source: Tulungagung Post Office, 2023

Based on the data above, it can be observed that transactions at the Tulungagung Post Office over the past six months have fluctuated, which inevitably affects the company's revenue. To address this challenge, appropriate marketing strategies are required, particularly by improving the quality of services in more diverse and appealing ways to retain customers and remain competitive against other service providers. Complementary service attributes must also be aligned with the specific characteristics of the company. Providing adequate service is one of the most critical aspects of implementing effective marketing strategies. However, the quality of services delivered by the post office still requires significant improvement, as it has not yet

reached its optimal level. Issues such as irregular service delivery, staff shortages at counters, and delays in parcel distribution continue to be major challenges. These problems represent the key concerns for PT. Pos Indonesia, Tulungagung Branch, in its effort to enhance service quality and strengthen its competitiveness in the global market.

In addition, the presence of similar companies operating in Tulungagung Regency poses a considerable competitive threat to the post office, as they may serve as direct rivals in the postal and delivery industry. As a state-owned enterprise with extensive reach that extends even into remote areas, PT. Pos Indonesia occupies a unique market position that is difficult for private competitors to replicate. Nevertheless, in order to remain relevant, the company must adopt a customer-oriented marketing approach, emphasizing service quality as its main differentiator.

By integrating the results of SERVQUAL and Importance-Performance Analysis (IPA), PT. Pos Indonesia can formulate marketing strategies that not only aim to increase customer satisfaction but also position the company as a competent and responsive service provider within a dynamic and highly competitive market. Therefore, the renewal of marketing strategies at the Tulungagung Post Office is essential to ensure its ability to compete with private service providers while also adapting to ongoing market developments.

Accordingly, this study aims to analyze the marketing strategies of postal services using the SERVQUAL and Importance-Performance Analysis (IPA) methods to enhance market competitiveness at PT. Pos Indonesia, Tulungagung Branch.

LITERATURE REVIEW

Marketing

Marketing can be understood as a strategic process that involves the creation, communication, and delivery of value to consumers. This activity is closely related to individuals and society, as it aims to fulfill their needs and desires. From a social perspective, marketing is seen as a mechanism in which society actively participates in the entire marketing process. It is essentially an interaction process between individuals and groups in their efforts to meet needs through the creation, offering, and exchange of valuable products with others. Meanwhile, in the managerial context, marketing is often defined as the art of selling products. To reach the appropriate target audience, marketers must implement various strategic actions throughout the marketing process (Kotler, 2008: 6-9).

Marketing Strategy

Marketing strategy is generally defined as the process of creating a unique and valuable position through a set of interrelated activities designed to achieve organizational goals. A strategy can be considered effective when a firm performs activities differently from its competitors, or executes similar activities with a distinct approach. Within this context, managers are expected to formulate mission, financial, and marketing objectives, with a particular emphasis on brand positioning and target customer segments.

The core objective of marketing strategy is to optimize the utilization of organizational resources and marketing activities to effectively compete in a specific product market. Marketing managers hold primary responsibility for designing and implementing marketing plans that are not only feasible with existing resources and competencies but also aligned with corporate and business strategies. Hence, marketing strategy must demonstrate strong internal consistency and coherence with overall strategic direction and resource allocation.

An integrated marketing strategy combines multiple media and communication tools to deliver messages effectively to target audiences. The synergy of these tools ensures that customers are reached across diverse channels in an efficient manner, thereby strengthening the organization's competitive positioning (Brar et al., 2018).

Porter (1980) further classifies competitive strategies into three generic types: cost leadership, differentiation, and focus. These strategies provide a conceptual framework for organizations to establish sustainable competitive advantage in dynamic markets.

1. Cost Leadership

The cost leadership strategy emphasizes minimizing production and distribution costs to enable competitive pricing and capture substantial market share. Firms pursuing this approach must manage procurement, production, and distribution processes efficiently. While this strategy requires limited marketing capabilities compared to differentiation, its main challenge lies in susceptibility to price wars, as competitors may further lower their costs and diminish the advantage (Porter, 1980).

2. Differentiation

The differentiation strategy focuses on delivering superior value by offering attributes that are highly valued by customers. Success in this strategy requires firms to emphasize quality, innovation, or service uniqueness. Companies prioritizing quality, for instance, must utilize premium components, ensure effective integration, conduct rigorous inspection, and consistently communicate value to the market (Porter, 1980: 34–36).

3. Focus

The focus strategy targets specific market segments and is considered more effective when combined with innovation. According to Kim and Mauborgne (2021), firms applying this strategy succeed by tailoring products and services to meet the specialized needs of niche markets, while maintaining operational efficiency.

In line with the above perspectives, marketing strategy plays a central role in determining how organizations compete and sustain performance in the marketplace. This study adopts Porter's generic strategy framework, supported by the integrated marketing perspective proposed by Brar et al. (2018), as the analytical foundation to evaluate the marketing practices of PT Pos Indonesia.

Service Marketing

According to Kotler (2008), service is an activity or benefit that one party can offer to another, which is essentially intangible and does not result in ownership. Service marketing can be understood as an effort to fulfill customer needs through interactions between the company and its consumers. In the context of increasingly dynamic business competition, service marketing becomes a crucial strategy for companies to survive and achieve long-term success. A customer-oriented approach, particularly through direct interaction between employees and customers, is a key factor in determining customer satisfaction. Thus, service quality becomes a central element in building competitive advantage.

The success of a company in delivering high-quality services, expanding market share, and increasing profitability largely depends on the effectiveness of the approaches applied. This is in line with the view that service quality plays an essential role in determining a company's competitiveness in a highly competitive environment.

Services possess unique characteristics that distinguish them from physical goods, which, according to the literature, include six main aspects:

1. Intangibility

Services cannot be seen, touched, tasted, or smelled before consumption. This creates a challenge for marketers, as customers find it difficult to evaluate services through their senses. Therefore, service providers often emphasize indicators or symbols that can represent service quality (Kotler, 2008).

2. Inseparability

The production and consumption of services occur simultaneously, making customer experiences during direct contact with service providers a critical determinant of service

success. As a result, all employees play a role in the marketing process, even if their primary duties are not directly related to marketing (Kotler, 2008).

3. **Perishability**
Service capacity is perishable and cannot be stored or inventoried for future use. This poses a challenge for companies in balancing supply and demand (Kotler, 2008).
4. **Heterogeneity**
Service quality tends to vary due to human factors, both from the provider and the customer. Variations may occur across individuals, services, outlets, or employees, making consistency in service delivery a major challenge in service management (Kotler, 2008).
5. **Client-Based Relationship**
The relationship between service providers and customers is an important factor in creating satisfaction. Ongoing relationships can increase customer loyalty and strengthen the company's market position (Solihin & Pamulang, 2023).
6. **Customer Contact**
Service businesses are characterized by interactions between providers and customers, either through intensive contact (high contact) or limited interaction (low contact). The level of contact strongly influences customer perceptions of service quality (Solihin & Pamulang, 2023).

Given these characteristics, service marketing strategies should focus on enhancing the quality of interactions, managing customer relationships, and reducing uncertainties that arise from the intangible and variable nature of services.

SERVQUAL Method

SERVQUAL, short for service quality, refers to the concept of quality in service delivery. Conventionally, quality is understood as a set of characteristics inherent in a product, such as performance, reliability, ease of use, and aesthetic aspects. However, from a strategic perspective, quality is more emphasized on the ability of a product or service to meet customer needs and expectations. Every business inevitably faces competition within its market scope, and therefore, companies must prioritize service quality to ensure customer satisfaction (Azizah et al., 2021).

Services are simultaneously produced and consumed. For example, in hair-cutting services, the service is consumed at the same time it is produced, and the results can be seen immediately once the haircut is completed. One widely applied method to measure service quality is SERVQUAL. Parasuraman, Zeithaml, and Berry developed this approach through the "GAP Model."

Service quality is determined by the gap between what customers expect from an ideal service and what is actually delivered by the service provider. Customer expectations are influenced by three main factors: word-of-mouth communication, individual customer needs, and past experiences. These expectations serve as a guideline for service providers in designing, producing, and delivering services (Saleem et al., 2023).

The SERVQUAL model consists of five key dimensions: tangibility, reliability, assurance, responsiveness, and empathy.

1. **Tangibility**
Refers to the company's ability to physically demonstrate its existence to external parties. This includes facilities, equipment, employees, and information systems that can be directly observed or experienced.
2. **Reliability**
The company's ability to deliver services accurately and dependably as promised. Performance should align with customer expectations, including timeliness and consistency of service across different customers.

3. Assurance
The extent to which the company provides security and instills trust in customers, enabling them to feel confident in continuing their relationship with the company.
4. Responsiveness
The company's willingness and ability to deliver prompt and precise service while ensuring that information is communicated clearly.
5. Empathy
The company's effort to provide genuine, individualized attention to customers and strive to understand their specific needs and desires.

Importance Performance Analysis (IPA)

Importance-Performance Analysis (IPA) was first introduced by Martilla and James as an executive method for formulating management and marketing plans by examining user opinions toward products and services (Kim et al., 2020). The core idea of this method emphasizes the importance of assessing customer evaluations of service attributes provided by companies. IPA can be applied to determine which areas of the company allocate key resources adequately and which areas require resource reallocation. In the logistics service sector, the IPA method has been widely used to evaluate supply chain performance, offering reasonable insights into delivery and receipt of goods, particularly in terms of efficiency and effectiveness.

Within the framework of IPA, five measurement items are generally identified: price, timeliness, reliability, equipment systems, and customer service.

1. Price
This indicator covers aspects such as billing and payment flexibility, competitive logistics pricing, incentives, and fair rates that align with market conditions.
2. Timeliness
This relates to seamless connectivity between transportation modes, the ability to establish partnerships with various stakeholders, schedule flexibility, and punctuality in delivery.
3. Reliability
This refers to the assurance of security throughout the delivery process. Reliability emphasizes the company's ability to consistently provide high-quality services.
4. Equipment Systems
This includes the availability of efficient and adequate equipment required during the delivery of goods.
5. Customer Service
This dimension focuses on the company's ability to respond promptly and effectively to customer needs and complaints. Efficient customer service ensures a smoother complaint-handling process and enhances overall logistics service performance (Wang, Wang, & Li, 2023).

Competitiveness

The concept of competitiveness is closely related to aspects of competitive advantage, including price competitiveness, strategic management, as well as historical, cultural, and social dimensions. The competitiveness of a company can be examined from the perspectives of pricing, service quality, gross profit, and its ability to plan and achieve business objectives compared to other industry players. At the industry level, a clear understanding of competitiveness can help increase market share either through cost efficiency or through distinctive product characteristics when compared to similar industries in other countries. On a broader scale, national competitiveness refers to the ability of a country's economy to achieve and sustain high growth through consistent policies and institutional frameworks.

Corporate competitiveness can also be interpreted as the result of interactions between customer satisfaction levels and the value received by shareholders. This interaction is achieved

through continuous efforts to improve service quality, maximize internal potential, and enhance the company's ability to respond and adapt effectively, supported by strong financial capabilities (Cong & Thu, 2021).

METHODS

The research method employed in this study is a descriptive qualitative approach. According to Sugiyono (2022), descriptive qualitative research is based on the philosophy of post-positivism and is used to investigate natural conditions where the researcher serves as the primary instrument. This method aims to analyze the service marketing strategy at PT. Pos Indonesia Tulungagung branch by applying the SERVQUAL and Importance-Performance Analysis (IPA) approaches. The study was conducted at the Tulungagung Post Office, located on R.A. Kartini Street No. 31, with a focus on improving service quality to enhance the company's competitiveness.

This study utilized primary data sources, which are data obtained directly by the researcher without intermediaries or directly from the research site (Sugiyono, 2020). Data were collected through in-depth interviews, direct observation, and documentation, involving the head of the office, employees, and customers who had used the service more than three times. The collected data were analyzed using data reduction, data presentation, and conclusion drawing techniques. The validity of the data was tested through prolonged observation, persistence, source and technique triangulation, as well as tests of transferability, dependability, and confirmability.

The SERVQUAL approach was applied to identify the gaps between customer expectations and perceptions across five key dimensions of service quality, while the IPA method was used to determine improvement priorities based on the level of importance and performance of each service attribute. Together, these methods provided strategic and targeted recommendations for enhancing the company's competitiveness.

RESULTS

Strategies for Improving Service Quality

The strategy for improving service quality at PT. Pos Indonesia Tulungagung emphasizes a holistic approach that prioritizes a deep understanding of customer needs and expectations through satisfaction surveys, interviews, and customer data analysis. A crucial step involves maintaining consistency in implementing Standard Operating Procedures (SOPs) while simultaneously building closer relationships with customers through personalized services, intensive communication, and the implementation of customer loyalty programs. Investment in employee training and development is also a key focus to ensure that frontline staff deliver service that is friendly, professional, and responsive to customer complaints. Furthermore, the company fosters a customer-oriented organizational culture to ensure that all staff prioritize customer satisfaction as a core value in every operational aspect.

Continuous monitoring of service quality is conducted using various metrics such as Customer Satisfaction Score (CSAT) and retention rates, enabling the identification and optimization of areas requiring improvement. Equally important, PT. Pos Indonesia Tulungagung actively collects and follows up on customer feedback through multiple channels, including surveys, social media, and suggestion boxes, in order to deliver adaptive and responsive services. Learning from industry best practices, benchmarking, and collaboration with external partners further strengthen the strategy for service quality improvement. Collectively, these efforts drive higher customer satisfaction and loyalty, while enhancing the company's competitiveness in an increasingly dynamic market.

Service Marketing Strategy Analysis Using the Servqual Method

The Servqual (Service Quality) method is a tool used to measure the gap between customer expectations of service and their perceptions of the service actually received. High service quality can enhance customer satisfaction, even when facilities or prices do not fully meet expectations (Pratiwi, Kurniawan, & Sisdiyanto, 2025). This method identifies five service quality dimensions: reliability, assurance, tangibility, empathy, and responsiveness. The findings from interviews indicate several key strategies:

- A. **Strengthening Reliability through Delivery Process Optimization**
PT. Pos Indonesia Tulungagung needs to focus on improving delivery reliability by optimizing internal processes. This includes enhancing delivery routes to minimize delays, ensuring accuracy of customer address information, and utilizing real-time tracking technology to allow customers to monitor shipment status. Educating customers about prohibited items is also essential to reduce potential delivery issues. To ensure effective implementation of service marketing strategies, the company must conduct continuous evaluation and improvement by monitoring customer satisfaction metrics, analyzing feedback, and identifying areas requiring enhancement. Continuous improvement in service quality strengthens competitiveness and positively influences purchasing decisions, thereby increasing customer loyalty (Setiadi, Maulana, & Ali, 2022).
- B. **Enhancing Assurance through Training and Service Standards**
To increase customer trust, PT. Pos Indonesia Tulungagung must invest in employee training. Training should cover both technical skills related to delivery operations and complaint handling, as well as interpersonal skills such as communication and empathy. Clear and consistent service standards, including the 3S principle (smile, greet, salute), ensure that every customer interaction delivers a positive and professional experience. Strong assurance fosters greater trust, as customers perceive staff as professional and knowledgeable about services (Wulandari, 2023).
- C. **Improving Tangibility to Enhance Customer Comfort**
The physical environment also contributes to perceptions of service quality. Efforts should focus on providing comfortable waiting areas with air conditioning, orderly queue systems, and modern, functional equipment. The use of visual promotional media such as TV displays and banners helps inform customers about available services. Promotional media serve as a vital support in marketing activities, facilitating relationships between companies and customers (Wicaksono & Darajat, 2011). Additionally, social media should be leveraged as a powerful tool for promotion and customer interaction, with engaging content to strengthen brand awareness and foster customer relationships.
- D. **Increasing Empathy through Personal Approaches and Loyalty Programs**
Empathy plays a crucial role in building strong customer relationships. PT. Pos Indonesia Tulungagung can enhance empathy by conducting regular customer visits, offering individualized approaches to understand specific needs, and soliciting feedback on service experiences. Loyalty programs that reward repeat customers also strengthen relationships and encourage retention. This aligns with findings by Adut & Ramadhan (2022), showing that empathy positively influences user loyalty, as customers feel valued and understood.
- E. **Improving Responsiveness through Fast and Effective Customer Service**
Responsiveness reflects the ability to deliver prompt and effective service. PT. Pos Indonesia Tulungagung should maintain 24-hour customer support across multiple communication channels, including phone, online platforms, and social media. Complaint-handling processes must be accelerated, and employees should be given autonomy to resolve issues directly. High responsiveness increases customer loyalty, as users are more satisfied when staff promptly address their input, complaints, and requests (Adut & Ramadhan, 2022).

Service Marketing Strategy Analysis Using Importance-Performance Analysis (IPA)

Importance-Performance Analysis (IPA) is a technique used to identify service areas that are most important to customers but still underperforming. This method enables companies to prioritize improvements that yield the greatest impact on customer satisfaction. IPA in this study includes five measurement items: price, timeliness, reliability, equipment systems, and customer service.

A. Price

Both internal staff and customers perceive that the prices offered are fair and competitive. In business contexts, price perception positively influences customer satisfaction. Marpaung & Saputri (2021) found that price influences customer satisfaction by 74% at PT. Pos Indonesia Tulungagung. The company emphasizes transparent pricing, with tariffs clearly printed on receipts and no hidden fees. Stamp sales are also advantageous, as prices align with government-regulated nominal values. Overall, the company maintains a positive perception of price but must remain competitive with other courier services.

B. Timeliness

On-time delivery is a primary concern, especially for inter-island shipments. Timeliness significantly and positively affects customer satisfaction (Tania & Raymond, 2021). The company educates customers on permissible shipments and explains potential delays caused by external factors such as customs inspections and quarantine documentation. Natural disasters and traffic congestion may also cause delays. While customers acknowledge timely delivery for regular shipments, complaints arise regarding long-distance delays due to branch distribution, unclear addresses, and inactive contact numbers.

C. Reliability

Reliability is recognized as a core strength. The company's long-standing reputation and state-owned status enhance customer trust. Customers appreciate clarity and responsiveness in reporting issues. Reliability significantly influences customer satisfaction (Samsir, 2020). However, some customers expect more detailed updates regarding shipment status and location.

D. Equipment Systems

To improve performance, PT. Pos Indonesia Tulungagung provides essential facilities such as waiting areas, air conditioning, and queue numbers. Employees are supported with adequate work equipment, while customers are informed through TV promotions. Website performance speed and reliability is also critical to customer satisfaction (Hidayat & Nasution, 2024). Innovations include the Pospay e-wallet and collaboration with BRI for PosAja payments. Nonetheless, challenges remain, such as outdated infrastructure, occasional offline network disruptions, and power outages.

E. Customer Service

Customer service plays a vital role in influencing customer choice and loyalty. Effective service support significantly increases customer retention (Sibagariang & Tambunan, 2024). At PT. Pos Indonesia Tulungagung, customer service is considered effective, with 24-hour availability both online and offline. Field observations confirm that customer complaints are well-handled, and staff adhere to the 3S principle. However, customers suggest improvements through additional complaint channels, such as suggestion boxes or dedicated hotlines, with effective follow-up mechanisms.

Competitive Advantage Analysis of Pos Indonesia

In recent years, Pos Indonesia has experienced a significant increase in competitiveness in Tulungagung. This development is evident from the growth in both the number of customers and the shipping volume handled by the company. According to data obtained from the Tulungagung Post Office, the number of customers increased by 15% in 2022 compared to the previous year. In the same period, shipping volume also grew by 20%. These figures indicate that

Pos Indonesia has successfully attracted public interest in utilizing its services, despite facing intense competition from private logistics companies.

The improvement in Pos Indonesia's competitiveness in Tulungagung can be attributed to several key factors, including service quality enhancement, technological development, and effective marketing strategies. Various initiatives have been implemented to strengthen service quality, such as improving the delivery system, enhancing staff capabilities, and expanding service networks. Interviews with the service manager at the Tulungagung Post Office revealed that regular training sessions have been conducted to improve employees' skills in handling customer complaints and delivering better services.

Moreover, Pos Indonesia has adopted technological innovations to simplify the shipping process and accelerate delivery times. One of these innovations is the introduction of a real-time tracking application, which enables customers to monitor the status of their shipments directly. This technological adoption not only improves operational efficiency but also enhances customer trust and satisfaction.

In the broader context of competitiveness, Pos Indonesia in Tulungagung has also expanded its service coverage and strengthened workforce competence. Several new branch offices have been established in Tulungagung, while employee training and professional development initiatives continue to be emphasized. Furthermore, Pos Indonesia has engaged in strategic partnerships with other companies to improve its competitive capabilities. For example, collaboration with technology firms has enabled the integration of digital payment systems, providing customers with more convenient transaction options.

Through these strategies, Pos Indonesia in Tulungagung has successfully enhanced its competitive advantage and positioned itself as one of the leading delivery service providers in the region.

DISCUSSION

This study demonstrates that efforts to improve service quality at PT. Pos Indonesia Tulungagung play a crucial role in enhancing customer satisfaction and loyalty, which in turn strengthens the company's competitiveness amid the increasingly intense logistics service industry. By employing two main approaches, namely the SERVQUAL method and Importance-Performance Analysis (IPA), the research identifies service areas that require special attention. The SERVQUAL analysis emphasizes that the dimensions of reliability and responsiveness are the most influential factors in shaping customer perceptions and expectations. Meanwhile, the IPA results classify service attributes into four priority quadrants, highlighting that timeliness of delivery emerges as the main priority area for improvement, while customer service performance is already satisfactory and should be maintained.

The findings also underline the significant role of technological innovation, employee training, regular quality monitoring, and responsive feedback mechanisms in service improvement. The positive performance of PT. Pos Indonesia Tulungagung is reflected in the increase in customer numbers and shipment volumes in the past year, supported by the development of tracking systems, optimization of delivery processes, and strategic collaborations with various stakeholders. Challenges such as delivery delays, infrastructure constraints, and technological adaptation have been addressed through customer education, digital application innovation, and improvements in internal systems.

Thus, the combination of service quality enhancement and customer-oriented marketing strategies becomes the key to PT. Pos Indonesia Tulungagung's success in maintaining and strengthening its competitiveness in the logistics service sector.

CONCLUSION

This study indicates that the strategy of improving service quality at PT. Pos Indonesia Tulungagung plays a crucial role in enhancing customer satisfaction and loyalty. The application of the SERVQUAL method and Importance-Performance Analysis (IPA) proves effective in identifying service areas that require improvement, with a particular emphasis on dimensions such as reliability and responsiveness, which are considered most important by customers. By understanding customer expectations and perceptions through the SERVQUAL approach, PT. Pos Indonesia Tulungagung is able to focus improvement efforts on areas with negative service gaps.

Meanwhile, IPA assists in prioritizing service attributes that need performance enhancement to generate the greatest impact on customer satisfaction, while at the same time ensuring the sustainability of areas that already demonstrate good performance.

LIMITATION

In conducting this research, the authors acknowledge several limitations. First, time constraints posed challenges in collecting more in-depth and extensive data. For instance, interviews with customers were limited by the available time, preventing broader outreach to capture diverse perspectives.

Second, resource constraints, particularly in terms of budget, restricted the ability to employ additional or more advanced research methods. These limitations should be taken into account when interpreting the results of this study. Therefore, future research is recommended to address these constraints in order to achieve more comprehensive and representative findings.

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