

Pos Express Delivery Services in Manado City Using Servqual Method

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ARTICLE INFORMATION

ABSTRACT

Publication Information

Research Article

HOW TO CITE

Angmalisang, S. I., & Londa, M. T. (2022). Pos express delivery services in Manado City using Servqual Method. *International Journal of Tourism & Hospitality in Asia Pacific*, 5(3), 1-15.

DOI:

<https://doi.org/10.32535/ijthap.v5i3.1648>

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Received: 11 July 2022

Accepted: 20 September 2022

Published: 20 October 2022

This study aims to measure the level of quality of Pos Express delivery services in Manado city during the pandemic of Covid19. The study used the Servqual theory measurement method by Parasuraman (1985), by distributing questionnaires to consumers. The questionnaires are asking about their expectations and perceptions about the quality of Pos Express services in Manado city, then calculating the difference between both. The results show the magnitude of service quality. The research sample is 100 respondents, who have met the research requirements, which is at least 2 times using these services. The results obtained are the overall Servqual value is -0.31, meaning that the quality of Pos Express services in Manado city still does not meet consumer expectations.

Keywords: Courier, Delivery Service, Online Shopping Tangible, Service Quality, Servqual.

INTRODUCTION

The pandemic conditions at the beginning of 2020 required people to keep their distance and limit face-to-face contact, making the internet the only safe and practical way to interact with each other. Various community activities are maximized through an online meeting, such as religious activities, government activities, educational activities, arts, and other activities. According to data from Internet World Stats (2020), about 196 million Indonesians were using the internet. At that time, Indonesia's population was recorded at about 276 million people. This means that 71% of Indonesia's population uses the internet.

One significant increase is seen in people's activities in making online purchases. PikiranRakyatCom (2020) said that according to the Advertising Data Analytic (ADA), there is an increase in the activity of online shopping by 400% since March 2020 because of this pandemic. Bank Indonesia (BI) noted that e-commerce purchase transactions in March 2020 reached 98.3 million transactions. The number had increased by 18.1% compared to February 2020 (PikiranRakyatcom, 2020). Based on data from Graha Nurdian (2021), Indonesia's e-commerce activities in 2020 are the following:

Figure 1. Indonesia's E-commerce Activities in 2020



Source: Nurdian (2020).

Online buying activity means that sellers and buyers only meet online. In online shopping, consumers are unable to get ahold of the product in their hands or to check and examine the product which may result in their lack of confidence in ensuring the item is in good shape (Aryani et al., 2021). Payments are made electronically or by bank transfer and transfer of goods through delivery services. The role of shipping services today is very important. The domino effect of the rapid development of e-commerce makes shipping service companies also experience a growth spurt in a positive direction. Pos Express, as one of the premium services from Pos Indonesia in freight forwarding services, has offered fast services called a day delivery time. It can be tracked, has competitive rates, and has wide coverage to areas in Indonesia, including Manado city. Since the COVID-19 pandemic, many MSMEs in Manado city have started offering merchandise online, either through e-commerce or social media. Opportunities for shipping or courier service companies are very open, including Pos Express.

Pos Express is a premium service owned by Pos Indonesia for fast and safe delivery with wide coverage to all cities/provinces in Indonesia. This service can be the right and trusted choice for sending packages, documents, letters, and online merchandise. Pos Express contributed 60% in 2017 of the total revenue which reached Rp5.5 trillion. Annually, the courier service revenue is still growing by 14 % (CNN Indonesia, 2019). However, at the beginning of the pandemic, Pos Express through the vice president of Couriers and Logistics Product Development at PT Pos Indonesia, Djoko Suhartanto, said that there had been a decline in revenue from overall courier service activities and a decrease of up to 15 percent. Several other delivery service companies (J&T, JNE, and Tiki) experienced a two-fold increase in shipments (Azka, 2020). Even many startups in the delivery service sector can compete with old companies, e.g. Ninja Express, ID Express, Si Cepat, etc. Top Brand Indonesia data shows Pos Indonesia ranks 4th after JNE, J&T, and Tiki.

Figure 2. Brand of Courier Service in Indonesia

BRAND	TBI 2020	
JNE	27.3%	TOP
J&T	21.3%	TOP
Tiki	10.8%	TOP
Pos Indonesia	7.7%	
DHL	4.1%	

Source: Top Brand Index (2020).

According to Hamdani (2017), the factors that are considered in determining which expedition service to choose are timeliness, delivery rates, service coverage, and traceability facilities. The quality of Pos Indonesia services is the main key in this shipping service business competition. The service quality of a service business can be measured using the Servqual method. Kotler and Keller (2009a), Parasuraman, Zeithaml, and Berry (1985) describe service quality in five dimensions that can be measured through gap analysis according to consumer opinions, i.e. physical evidence (tangibles), reliability, responsiveness, assurance, and empathy. The community as a customer gives value according to the expectations and reality experienced in each service dimension. For example, whether the service is provided on time under the specified time, there is a dimension of reliability. Or in the dimension of assurance whether the officers always immediately serve customers. Based on the description of the background above, the problem in this research is more focused and limited to the measurement of service quality on Pos Express delivery services in Manado city using the Servqual method.

LITERATURE REVIEW

Service Quality

Kotler and Keller (2006) wrote that the service quality of a company is tested every time it deals with customers. Service quality is a level of excellence to meet consumer expectations and service quality is formed by the comparison of ideals and perceptions of quality performance (Kotler & Keller, 2006).

Several experts put forward their theories about the dimensions of service quality. Firstly, the dimension quality, according to Russell and Taylor (2006) who quotes Evans and Lindsay, the dimensions of service quality are identified as follows:

1. Time and punctuality are about how long the customer has to wait and can finish on time.
2. Completeness is the availability of everything that customers ask for from the service providers.
3. Courtesy, the attitude of employees towards customers.
4. Consistent, an equal level of service in each customer service.
5. Accessibility and convenience, the ease of customers to get service quickly.
6. Accurate, the service provided is always right on target and at the right time.
7. Responsibility is how the company responds and acts in unexpected situations.

In their initial research, Parasuraman, Zeithaml, and Berry examined several service industries and identified ten main dimensions of service quality, they are reliability, responsiveness, competence, access, courtesy, communication, credibility, security, customer understanding, and physical evidence (As cited in Tjiptono, 2008). In subsequent research in 1988, they found an overlap between some dimensions above. Therefore, they simplified ten dimensions into five main dimensions. Competence, courtesy, credibility, and security are combined into a guarantee. Meanwhile, access, communication, and the ability to understand customers are integrated into empathy. Thus, Kotler and Keller (2006) state that there are five main dimensions arranged in order of their relative importance as follows:

1. Tangible relates to the physical appearance of service facilities, equipment, human resources, and company communication materials.
2. Reliability relates to the company's ability to deliver the promised service accurately from the first time.
3. Responsiveness relates to the willingness and ability of service providers to help customers and respond to their requests promptly.
4. Assurance relates to the knowledge and courtesy of employees and their ability to foster trust and customer confidence.
5. Empathy means that the company understands the problems of its customers and acts in the interests of customers, gives personal attention to customers, and has comfortable operating hours.

Perception of Service

Perception is a process by which an individual selects, organizes, and interprets information input to create a meaningful picture of the world (Kotler & Keller, 2009b). How a person acts in certain situations, is what is meant by actions that are influenced by his perception. All information flow is learned through the senses, i.e.: sight, hearing, smell, touch, and taste. Yet everyone receives, organizes, and

interprets this sensory information individually. Perception is one of the characteristics that influence consumer behavior. The factors that influence perception according to Robbins and Coulter (2005) lie in feelings, objects or targets, and situations.

1. Feelings, when someone looks at the target and tries to interpret what he sees, the personal characteristics of each individual will greatly affect the way of interpretation. This personal characteristic includes attitudes, personalities, motives, interests, experiences, and expectations.
2. Target, the characteristics of the observed target can also affect what is perceived. Groups of talkative people are more likely to be noticed in a group than in the quiet one. Similarly, the very interesting individual is different from the individuals who are not interesting because those targets are not observed separately. The relationship targets as background also affect the perception, as well as our tendency to join some groups that do things our favorite things together.
3. In the situation, it is also important to look at the context of the object or event. It is a time when an object or event is seen to affect attention, such as location, light, heat, color, and some other situational factors.

Service quality must start from customer needs and end with satisfaction and positive perceptions of service quality (Tjiptono, 2008). As the party who buys and consumes the product/service, it is them, the customer, who judges the level of service quality of a company. Customers will use intrinsic cues/guidance and cues in the references/guidelines in evaluating service quality. Intrinsic cues are related to the output and delivery of a service. Customers will rely on these cues when they are at the point of purchase or the intrinsic cues are search quality (quality attributes that can be inspected or evaluated before a purchase occurred, e.g. price) and have high predictive value. What is meant by extrinsic cues are elements that are complementary to a service. This cue is used in evaluating services if the process of assessing intrinsic cues requires a lot of time and effort, and if the extrinsic cues in question are experienced quality (quality elements that can only be assessed after consuming services, such as food delicacy) and credence quality (quality aspects that cannot be assessed). Even though they have consumed services, for example, cardiac surgery. Extrinsic cues are used as an indicator of service quality when there is no adequate information on intrinsic cues. Meanwhile, customer participation and interaction in service delivery also determine the complexity of evaluating service quality. Consequently, the same service can be assessed differently by different consumers.

Customer Expectations

Tjiptono (2008) suggests that among many types of definitions of expectations, the most widely used in the service quality literature is the predicted (will) expectation, which is the level of performance that consumers anticipate or expect to receive, based on all the information they know. This type of expectation is also defined as a performance action that will or may occur in the next interaction between the customer and the company.

Tjiptono (2008) suggests that the Servqual model is based on the assumption that consumers compare service performance on relevant attributes with ideal/perfect standards for each service attribute. If the performance matches or exceeds the standard, the perception of the overall service quality will be positive and vice versa. In other words, this model analyzes the gap between the two main variables,

i.e. the expected service and the customer's perception of the service received (perceived service). Through analysis of these various gap scores, companies can not only assess the overall quality of their services as perceived by customers but can also identify key dimensions and aspects within each of these dimensions that require quality improvement. The Servqual instrument and the generated data can also be used to compare customer expectations and perceptions over time; compare a company's Servqual score with the scores of its competitors; identify and analyze customer segments with different perceptions of quality, and assess internal customers' perceived quality. The measurement of service quality in the Servqual model is based on a multi-item scale designed to measure customer expectations and perceptions, as well as the gap between them on the five main dimensions of service quality (reliability, responsiveness, assurance, empathy, and physical evidence). The five main dimensions are elaborated into each of the 22 detailed attributes for the expectation variable and the perception variable.

Zeithaml et al. state that evaluation of service quality using the Servqual model includes calculating the difference between the values given by customers for each pair of questions, for each customer it can be calculated based on the following formula (as cited in Tjiptono, 2008):

1. A positive number (> 0), means the quality of service provided is more than the consumer's expectations. The greater the value, the better the quality of the service.
2. If the result is zero (0), the quality of service provided is the same as consumer expectations or has met consumer expectations.
3. If the results show a negative number (< 0), it means that the quality of the services provided has not been able to meet the expectations of consumers. Or the quality of service provided is still not good.

The data obtained through the Servqual instrument can be used to calculate the service quality gap score at various levels in detail:

1. Item-by-item analysis, which analyzes the gap between customer perceptions and expectations on each item attribute.
2. Dimension-by-dimensional analysis, which analyzes the gap between customer perceptions and expectations on each dimension of service quality.
3. A single measure calculation of service quality or Servqual gap.

RESEARCH METHOD

Population and Sample

The population in this study is all Manado city community who have used the Post Express delivery service, whose number is unknown. The number of samples is based on the opinion of Roscoe as quoted by Sekaran (2003) that sample sizes greater than 30 and less than 500 are sufficient to be used in all studies. In determining the sample size, a formula is used to calculate the number of unknown populations, because as stated above, the population is unknown.

$$n = \frac{Z^2 (1-P)}{d^2}$$

Descriptions:

n = number of samples

Z = normal table value with a certain alpha

P = case focus

d = alpha (0.05) or 5% of the 95% confidence level that commonly used in studies.

In this study, the number of samples used is 100. The sampling technique used in this study is Judgment Sampling, which is the same as Accidental Sampling. Malholtra (2007) states that anyone who is in the object of research and wants to fill out a questionnaire and fulfill the requirements, immediately becomes a respondent, but this technique adds an element of its assessment by the investigators on which sample is eligible and not. Respondents who meet the requirements are the Manado city community who have used Post Express delivery services two times during 2020.

Data Collection Method

The data were obtained from two sources; primary data and secondary data. The data collection technique used in this study is a questionnaire that is given to respondents to obtain the required data. The researchers use The Likert scale which is designed to examine how strongly the subject agrees or disagrees with the proposed statement (Malholtra, 2007). To make it easier to analyze the data, the variables used are measured using a 5-level Likert scale model with the highest form of assessment being five and the lowest being one. In this study, validity and reliability tests are not carried out because the instrument used is adopted from previous research by service quality experts in the book *Service Management* by Tjiptono (2008).

Data Analysis Techniques

Analysis of Service Quality Gap (Servqual Gap)

According to Zeithaml as cited in Tjiptono (2008), Evaluation of service quality using Gap Analysis includes calculating the difference between the values given by customers for each pair of questions. Thus, can be calculated as follows:

Gap value= Perception value–Expectation value.

There are three possible outcomes of the gap value. Those are:

1. A positive number (> 0), means that the quality of service provided has exceeded consumer expectations. The greater the value, the better the quality of the service.
2. If the result is zero (0), the quality of service provided is the same as consumer expectations or has met consumer expectations.
3. And if the results show a negative number (<0), it means that the quality of the services provided has not been able to meet the expectations of consumers or the quality of service provided is still not good.

RESULTS

The following is the result of data analysis based on a questionnaire distributed to 100 Pos Express customers as respondents on the condition that they have used Pos Express services at least three times.

Results of Servqual Gap Analysis on Pos Express Gap Based on Tangible Dimensions

Table 1. Tangible Dimensions

No	Statement	Expectation Score	Perception Score	Servqual Score	Tangibles Dimensions Average
1.	Modern look equipment in room (Computer, Queuing Machine)	3.78	3.52	-0.26	-0.34
2.	Physical facilities provided with visual appeal (buildings, tables/chairs, parking, etc.)	3.65	3.25	-0.40	
3.	Neat-looking employee (clothes/ uniforms, hair, shoes, etc.)	3.65	3.63	-0.02	
4.	The available service materials have visual appeal (pamphlets, promotional posters, brochures, etc.)	3.83	3.15	-0.68	

The measurement result of the Servqual value for the tangibles dimension in table 1 above shows a negative number of 0.34. Four statement items represent the tangible dimension, the four statement items get a negative score. And the biggest negative score is -0.68 for the fourth question item. While the smallest negative value is -0.02, which is the 3rd statement item.

Results of Servqual Gap Analysis on Pos Express Gap Based on Reliability Dimensions

Table 2. Reliability Dimensions

No	Statement	Expectation Score	Perception Score	Servqual Score	Reliability Dimension Average
1.	When they promise to set up a certain service, they stick to it.	4.56	4.21	-0.35	-0.31
2.	The seriousness of the management to help visitors in handling complaints related to the service	4.76	4.35	-0.41	

3.	Offering the right service from the start according to your needs	4.59	4.25	-0.34
4.	Provide prompt service according to the promise given	4.59	4.13	-0.46
5.	Strive to provide error-free service	4.85	4.88	0.03

The calculation result value of the Servqual gap from the reliability dimension is negative 0.31. As seen in Table 2, the 4 statement items of this dimension have negative scores, and only one statement item gets a positive score, i.e. the 5th statement item, trying to provide error-free services. The score obtained on this fifth statement item is positive 0.03. The highest negative value is in the fourth statement item, -0.46, which provides delivery services exactly 1 day after the package arrives according to the promise given.

Results of Servqual Gap Analysis on Pos Express Gap Based on Responsive Dimensions

Table 3. Responsive Dimensions

No	Statement	Expectation Score	Perception Score	Servqual Score	Average Responsive ness Dimension
1.	The employees will tell you the exact time when the service can be finished	4.12	3.37	-0.75	-0.65
2.	The employees serve you immediately	4.09	3.33	-0.76	
3.	The employees are always willing to help you	4.35	3.98	-0.37	
4.	The employees are never too busy to respond to your requests/questions	4.22	3.52	-0.70	

The result of the average score of the tangibles dimension gap value in Table 3 above shows a negative number of 0.65. The average Servqual score is the highest negative among the five dimensions of service quality. The highest negative score on this dimension is found in the first statement item, i.e. the officer tells the customer the exact time the service can be completed, which score negative of 0.76. The highest negative score on this dimension is also on all statement items. The lowest negative score on the responsiveness dimension is found in the third statement item, i.e. the officer is always willing to help customers, which is negative 0.37.

Results of Servqual Gap Analysis on Pos Express Gap Based on Assurance Dimensions

Table 4. Assurance Dimensions

No	Statement	Expectation Score	Perception Score	Servqual Score	Assurance Dimension Average
1.	The behavior of the employees can make you trust them	4.23	4.35	0.12	0.08
2.	You feel safe in doing transaction	4.65	4.74	0.09	
3.	The officers are consistently polite to you	4.78	4.82	0.04	
4.	The officer can answer your every question	4.49	4.56	0.07	

On the assurance dimension, the gap value is positive 0.08. The four items of the assurance dimension statement in table 4 above show positive values. The highest score is on the first statement item, the behavior of the officers can make Pos Express customers trust them, which is a positive score of 0.12 and the lowest is on the 3rd statement item, with a positive score of 0.04 is Pos Express officers are consistently polite to customers.

Results of Servqual Gap Analysis on Pos Express Gap Based on Empathy Dimensions

Table 5. Empathy Dimensions

No	Statement	Expectation Score	Perception Score	Servqual Score	Empathy Dimension Average
1.	Give you individual attention	3.87	3.45	-0.42	-0.35
2.	Have comfortable operating hours for all visitors	4.36	4.18	-0.18	
3.	Have an attendant who pays personal attention to you	3.87	3.55	-0.32	
4.	Always put your interests first	4.07	3.33	-0.74	
5.	The staff understands your specific needs	3.92	3.85	-0.07	

Table 5 above shows that the average score of the service quality gap on the Empathy dimension obtained is negative 0.35. There are 5 statement items that represent the empathy dimension. The five statements get a negative Servqual

value. The highest negative value is in statement item no 4, which always puts the interests of the customer first. The score of this 4th statement item is negative 0.74. The lowest negative value on this dimension is the 5th item of negative 0.07, i.e. the officer understands the specific needs of Pos Express customers.

Results of Servqual Gap Analysis on Pos Express Gap Based on Five Dimensions of Service Quality

Table 6. Five Dimensions of Service Quality

Average Expectation Score	Overall	Average Perception Scores	Overall	Overall Score	Servqual
4.24		3.93		-0.31	

Overall, Table 6 shows that the gap value for service quality perceived by Pos Express customers in Manado city on the expected value is -0.31. This overall score has a negative value obtained from the average gap score for each dimension.

DISCUSSION

The results of the overall Servqual gap analysis based on the five dimensions of service quality indicate that the service perceived by Pos Express customers in Manado City has not met expectations. The results with this negative number can indicate that the services provided by the Postal Express delivery service are still unsatisfactory. However, by the numbers, the negative value of 0.31 is still closer to 0 than -1, so even though it has not met customer expectations, it does not mean that the service is poor. It can be seen in the following discussion regarding the results of Servqual analysis on each dimension.

The average value of the tangible dimension is -0.34. This means that the value of customer expectations is higher than the value of service perception. Tangibles or the physical appearance of services are tangible evidence of the services provided by service providers in the form of the appearance and capabilities of physical facilities and infrastructure (Sriwidodo & Indriastusi, 2010). What is felt by Pos Express customers about the services provided in this case on the physical appearance of the service has not met the expectations of the customers. Physically, Post Express services in Manado city are provided by the Manado City Post Indonesia office together with other services. Pos Indonesia is a company that is quite old, so the building is considered less modern. The Indonesian Post Office in the city of Manado is a building that has been around for a long time and has been seen doing renovations on the exterior and display several times. However, when compared to companies in the field of shipping goods, the physical form of the Post Express service can be said to be less attractive. Modern equipment such as automatic queuing machines, digital service displays, and computer equipment for officers are not visible there. Likewise, child-friendly area facilities are not provided. As a shipping company that has several products, one of them is Pos Express, Pos Indonesia in Manado city does not provide visually attractive information materials (posters, pamphlets, displays), containing the services available around the hall where customers are. In this item, the lowest score was given by the respondent, which means that the customer expects that there are materials that contain visually appealing service information as a source

of information for some of the available services, including procedures or promotions for the Post Express service. The lowest negative value on this dimension, which is -0.02, is almost close to the zero value in the neat appearance of the officer. This means that the physical services provided almost meet the expectations of Pos Express customers. The officers do not have special uniforms to serve Pos Express customers in the city of Manado. However, the officers dress neatly and on certain days wear uniforms.

The only statement item that got a positive score on the reliability dimension is item no 5. Reliability is the ability to provide reliable, fast, and non-favorable services (Zeithaml, 2000). Pos Express is communicated to have used modern information technology systems, as well as reliable officers. So this item shows that the service that is felt by the customer is maximal, the officer tries to be error-free. What customers perceived about this item has met their expectations. The highest negative value, which is -0.46, is found in the statement item providing the right service as promised. Post Express communicates that the package will be received within 1 day. There are still consumers who complain about the many occurrences of delays in delivery times that have not been as promised. The services provided in terms of the promised timeliness do not meet the expectations of Pos Express consumers in Manado city. Closer values are also found in the statement items of the second dimension, i.e. the seriousness of Pos Express management in Manado City in dealing with customers in handling complaints. There is no special counter or a special room to submit customer complaints, which can be the cause of the low customer assessment of the service, especially this item. The Pos Express service, which is located in the same location as other Pos Indonesia services in Manado city, often makes customers less aware of what products are right for the customer's needs. In this third dimension item, it states that Pos Express in Manado city offers the right service since the customer arrives. In reality in the field, customers do not understand the service arrangements at Pos Indonesia in Manado city, this is what can cause customers to feel that expectations have not been met, especially on this item.

Judging from the Servqual average scores of the five dimensions of service quality, the responsiveness dimension obtained the highest negative average, i.e. -0.65. Parasuraman et al. in Saragih (2012) state that responsiveness is a willingness to help and provide fast (responsive) and precise service to customers, with clear information delivery. If you let customers wait for no apparent reason, it can lead to a negative assessment of the Pos Express service in Manado city. Each statement item received a negative value of 0.70 except for item no 3. The highest negative is in the second item, i.e. the officer served customers immediately. Pos Express services in Manado city combined with other services at the Indonesian Post office in Manado city cause queues with various service needs, not only for Express Post services. The management has provided a package pick-up service for this service to certain customers, i.e. online businessmen, wholesaler shops, MSMEs, offices, and homes. Based on the results of interviews with several respondents, this has not been communicated properly to all customers, some people complain about frequent delays in picking up packages, so customers must come to the Pos Indonesia office in Manado city to deliver goods using Pos Express service. A high negative value is also found in this item one of the responsiveness dimensions, in which the officer tells the exact time the service can be completed. Pos Express service is communicated that will arrive within one day. However, customers complained that when they asked the officers directly, they

could not provide certainty when the package would arrive. The answers given are only estimates, and this makes customers feel that the services provided are not as expected. Item Number three which is the lowest negative value in this dimension, the officer is always willing to help customers. Pos Indonesia officers in Manado city are considered friendly by customers, they just don't have special officers to serve questions and complaints such as customer service counters. Customers must ask the existing security officers or officers who are busy serving other customers if they have any questions. However, the officers always try to be able to help with what the customer needs.

A positive value on the average score of the assurance dimension indicates that the service received by Pos Express customers in Manado city has exceeded expectations on this dimension. Among the five dimensions of service quality, only this dimension gets a positive average score and each dimension. However, if viewed from the value, it is closer to zero, which is still limited to the service perceived by the customer as expected, it cannot be said to be exceeded. Assurance or guarantee means that employees are always polite and master the knowledge and skills needed to handle any customer questions or problems (Tjiptono, 2005). The first statement item is the item that gets the highest Servqual score on this dimension. The behavior of the officers is able to make Pos Express customers in Manado city trust this service. The statement item that gets the second-highest score is that the customer feels safe in transacting. Pos Express is one of the service products of the Indonesian Post Office which is an experienced shipping company and is a state-owned company, so customers feel safe when transacting. When transacting, customers are also given proof of receipt of money and goods. In addition, there is a shipping code to track the position of the goods. The statement item that scores the lowest on this dimension is that the officers are consistently polite to Pos Express customers in Manado city. Even though the value is the lowest, it is still in a positive number, which means that what the customers of Pos Express in Manado city feel about this service quality item has met their expectations.

Overall, the empathy dimension got an average score of -0.35, which means that the service perceived by Pos Express customers has not met their expectations. In each of these dimensions items also all have negative values. According to Parasuraman cited by (Tjiptono, 2011), empathy is how companies understand the problems of their customers and act in the interests of consumers, give personal attention to consumers, and have comfortable operating hours. The item that has the lowest negative value is -0.07 which means it is close to zero, it has almost met consumer expectations. Item five, in which the officer is able to understand what customer needs specifically. At Pos Indonesia, officers are expected to be able to serve all consumers, including Pos Express service products and others, so that if there are customers who want to send goods, the best service product will be recommended if Post Express or other services are considered inappropriate. However, the highest negative value is in the fourth statement item, in which the Pos Express officer in Manado city always puts the interests of the customer first, which is -0.74. It can be interpreted that the officer has not met customer expectations in prioritizing customer interests. The officers only serve the general public in accordance with their respective duties, no complaint service or customer service, or priority service is provided so that customers do not feel prioritized.

CONCLUSION

From the analysis results and discussion of the Servqual value gap on Pos Express delivery service in Manado city, it can be concluded that the service quality still does not meet customer expectations. In other words, Pos Express delivery services in Manado city are not satisfying consumers. But judging from item by item and dimension per dimension, the quality of Pos Express delivery services in Manado city cannot be concluded to be bad either. On the assurance dimension, the quality of the Express Postal service gets results that have met customer expectations. This can be a management strength in maintaining and improving the quality of Pos Express delivery services in Manado city. Meanwhile, the responsiveness dimension, which has a high negative value, can be used as a reference for management to further improve Pos Express delivery services in Manado city on that dimension. The responsiveness dimension shows prompt service by officers in providing services to customers. Customer expectations for this dimension are quite high, although the current service is good, it has not been able to match and even exceed the expectations of customers. Likewise, in the tangible, reliable, and empathetic dimensions which received negative values, on these dimensions, the services provided by Pos Express delivery service officer in Manado city are good but have not reached customer expectations.

Suggestions

Based on the conclusions above, there are many things that can be suggestions for the management of Pos Express delivery services in Manado City. Very high consumer expectations are found in the responsiveness dimension, i.e. the speed and accuracy of the availability of the required services. This is a future challenge for management to further improve its services in this dimension. Likewise, for the tangible dimension is suggested that the management should update the physical facilities to make them look more modern and visually attractive. It is also recommended to prepare a customer service and complaint counter, this makes it easier for customers to communicate complaints or questions related to services. It is also recommended that Pos Express delivery services have a special section so that customers who want to use these services do not need to queue up with other Pos Indonesia service users in Manado city. And even though the assurance dimension has a positive Servqual score, it is still recommended that it be further improved.

ACKNOWLEDGMENT

N/A

DECLARATION OF CONFLICTING INTERESTS

The authors declared no potential conflicts of interest

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