

Gap Analysis of Customer Expectations and Company's Perception of Delivery Service Quality on PT POS Indonesia

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Abstract: This study aims to determine the gap between customer expectation and corporate perception on the quality of service of goods at PT Pos Indonesia Jember City Branch. Interview and questionnaire distribution is data collection methods in this study. The population in this research is classified into two different aspects, the total population of customers is not identifiable with 97 respondents, and the total population of corporate is 52 with 30 respondents. The data analysis method used is SERVQUAL analysis with Wilcoxon Sign Rank Test through SPSS 16. This study indicated that overall, there is a gap between customer expectations and company perceptions of the quality of services delivery of goods. Dimensions of service quality that indicated a significant gap are dimensions of reliability, assurance, and physical evidence. Furthermore, the dimensions of responsiveness and empathy show an insignificant gap.

Index Terms Customer expectation, corporate perception, Dimension of service quality.

I. INTRODUCTION

An increase in e-commerce-based business activities in Indonesia happened in the last four years. In 2018, based on Google research (economy SEA, 2018), it can be seen that Indonesia's digital economy reached 27 billion US dollars or around 391 trillion rupiahs. The development of the e-commerce market directly impacts increasing opportunities for the goods delivery service business because the e-commerce business requires freight forwarding services to support its business activities and, at the same time, as an intermediary between the company and its customers (Anandhita, 2013¹). These opportunities affect the competition in the freight forwarding service industry in controlling the market.

PT Pos Indonesia is a company that provides goods delivery services and is based on BUMN (Wahyuningsih, 2013). PT Pos Indonesia was the best shipping service company in Indonesia in 2012 (PT Pos Indonesia, 2013). The emergence of competitors such as JNE, J&T, and TIKI caused the existence of PT Pos Indonesia to decline. This can be seen in the Top Brand index of courier service companies (Top Brand Award, 2019). In 2015-2019 the Top Brand Award was JNE, while PT Pos Indonesia was ranked below JNE, J&T, and TIKI. So that it can be seen that the existence of PT Pos Indonesia has decreased, this decline can be caused by the declining quality of service and not meeting customer expectations.

Non-fulfillment of customer expectations can affect customer assessments related to expectations of service quality that will be obtained from the company in the future. Researchers conducted a pre-research survey to determine how much service quality from PT Pos Indonesia Jember City Branch could meet customer expectations. The results of the pre-research survey show that service indicators consisting of on-time delivery, fast service or not waiting long, having modern facilities have not been able to meet customer expectations.

Table 1. Priority of Use of Shipping Services from PT Pos Indonesia, JNE, J&T and Tiki

No	Company	Priority
1.	JNE	18
2.	PT Pos Indonesia	16
3.	J&T	9
4.	TIKI	7

Source: Pre-research Survey, 2020

Based on the table above, it can be seen that out of 50 respondents, JNE companies are the customer's top priority, with 18 respondents prioritizing their services for use. PT Pos Indonesia Jember City Branch is on the second priority with a total of 16 respondents who prioritize their services.

Comparison of the services offered by PT Pos Indonesia with its competitors based on pos Indonesia.co.id, jne.co.id, jet.co.id, tiki.id (2019) shows that PT Pos Indonesia is superior in the number of service points and lower rates. . The number of service points for PT Pos Indonesia reached 56,700 points, while JNE, J&T, and TIKI only had 6,000, 2,000, and 3,000 service points. The rates charged by PT Pos Indonesia are more affordable when compared to its competitors. In addition, PT Pos Indonesia has a Universal

Post service whose services can reach the entire territory of the Republic of Indonesia to remote village areas guaranteed by the government in terms of receiving or sending shipments (Ratnawati, 2014).

The number of companies that provide similar goods delivery services with diverse quality and changing consumer tastes have increased the increasingly competitive climate in the goods delivery service business (Putri, 2019).

Increased competition in goods delivery services has encouraged PT Pos Indonesia to innovate services by providing Q9 Sameday Service, PON (Pos Order Number), and Pos Jumbo Ekonomi (Aini, 2017). The service innovation is carried out to improve the company's ability to compete with its competitors because innovation has a significant favorable influence on the competitive advantage (Taan, 2016). In addition, PT Pos Indonesia Jember City Branch has made improvements to facilities that support the improvement of service quality which consist of: a large parking area, the availability of a prayer room, the availability of toilets, the availability of a place for wrapping packages accompanied by equipment to wrap packages, the availability of a queue machine, the availability of computers for customers who want to access the postal website, and the availability of a large waiting room (Pritama et al., 2015).

Improvement and development of service quality improvement strategies based on analysis of its attributes will be used to assess customer expectations and the company's perception of customer expectations. Based on the background of the problems and phenomena that have been described, it can be seen that, in fact, PT Pos Indonesia Jember City Branch already has sufficient capabilities and resources in controlling the existing market share, but due to the non-fulfillment of customer expectations and the declining existence of the company causing low customer confidence regarding the ability the quality of goods delivery services offered by the company. Suppose the company does not understand this condition. In that case, it will cause a blemish or inappropriate assessment related to customer expectations (predictions of expectations) by customers and the company in the form of company perceptions. This gap is a significant gap to analyze. Companies as service providers have an important task, namely finding out the gaps that occur, studying the factors that cause gaps, and making efforts to minimize the gaps (Buchori, 2016).

This study uses expectations with expectation prediction (experience-based norms) for further analysis. Prediction Expectation is the level of performance that consumers anticipate or expect to receive, based on all the information they know (Santos and Boote, 2003). So that past experiences in using services and consumer perceptions of service performance are used as standards or references in assessing expectations of prediction expectations. What is meant by perception is the process of understanding information or conditions influenced by personal characteristics consisting of: attitudes, personality, motives, interests, past experiences, and expectations (Mawey, 2013).

The gap analyzed in this study is Gap 1: a gap in the level of customer expectations and company perceptions (Parasuraman et al., 1990). This type of gap is the root cause of the company's failure to meet customer expectations because the company does not know the service standards that should be based on customer expectations (Febriyanto, 2011). The gap is analyzed through a gap analysis based on the SERVQUAL concept. Service Quality (SERVQUAL) is a standard or measure of serviceability in meeting customer expectations (Lewis and Booms, 1983). This study uses the service quality dimensions of Parasuraman et al. (2005) as an indicator to assess service quality which consists of reliability, responsiveness, assurance, empathy, and physical evidence. The indicators used were modified to suit the quality of services available at PT Pos Indonesia's Jember City Branch. The dimensions of service quality and its attributes will be used as the basis for assessing customer expectations and the company's perception of customer expectations.

The use of the SERVQUAL dimension of Parashurama refers to previous studies that have similar topics. Previous studies that were used as references in determining the SERVQUAL dimension used in this study consisted of Kumar et al. (2018), which aims to evaluate the service quality of various types of banks operating in the UAE and prioritize the SERVQUAL dimension through dominance analysis. Murti et al. (2016) aim to determine the significant gap between passenger expectations and service providers' perceptions of the quality of the Mutiara Timur train service at PT. Indonesian Railways Drop IX Jember.

The analysis is carried out by comparing the results of the assessment of customer expectations by customers who use the delivery service of PT Pos Indonesia, Jember City Branch, with the assessment of customer expectations based on the company's perception as a service provider. So that it can be seen how far the difference between customer expectations and service provider perceptions of customer expectations is a gap that will be analyzed further so that it can be seen which indicators of service quality dimensions have the highest gap values. Then the company can take action to minimize the gaps that occur based on the value of the existing gaps in the indicators of the service quality dimension.

II. METHODOLOGY

Research design

The data collection method used in this study is a survey method. According to Sugiyono (2018:6), survey research is research whose investigation is carried out to obtain facts from existing symptoms and seek factual information. Information collected from respondents' answers is used as the research object by providing questionnaires. Judging from the data collection, this type of research is quantitative research with a descriptive approach. According to Sugiyono (2018:35), the descriptive research method is a method that aims to find out a more profound relationship or nature related to a variable related to the formulation of the problem and research objectives by making observations on certain aspects specifically to obtain data that is by the formulation of the problem. Moreover, research objectives can be analyzed based on the relevant theory, and a conclusion can be drawn.

Population and Sample

The population in this study is the customers of PT Pos Indonesia Jember City Branch with an unknown or unlimited number and the service provider, namely PT Pos Indonesia Jember City branch, with a total of 52 employees. The company sample was selected using the incidental sampling method and the Lemeshow formula (1997) so that the total sample of customers was 97 respondents. While the company sample was selected using the purposive sampling method and refers to Roscoe's opinion (Sugiyono, 2018: 91),

which states that the appropriate sample size in the study is between 30 to 500. The researcher uses a sample of 30 companies because the number of managers and employees is 52, while the number of samples that meet the criteria is limited.

The difference in the samples in this study was caused by differences in the number of the study population. This condition also occurs in previous research, which is used as a guide for researchers. Research conducted by Murti et al. (2016) on service quality gaps uses 100 customer samples and 24 company samples. At the same time, Dimiyati (2010) research used 99 samples of customers and 30 samples of companies. Based on this explanation, it can be seen that the difference in the number of samples is average as long as the number meets the standards and some guidelines support the difference in the number of samples used.

Data analysis method

Data analysis The SERVQUAL analysis used in this study was the SERVQUAL analysis from Parasuraman et al. (2005). in this study was carried out in two stages, namely SERVQUAL analysis and Mann Whitney test. The SERVQUAL method is an instrument used to measure service quality (Jiwantara et al., SERVQUAL analysis was carried out to find the size of the gap. So the dimensions There are five service qualities measured in this study: reliability, responsiveness, assurance, empathy, and physical evidence. The gap value is calculated per dimension by calculating the average value per dimension on perception (company assessment). Then the result is reduced by the average result per dimension on expectations (customer assessment). The difference is the value of the gap that occurs in each dimension of service quality. The explanation refers to the formula compiled by Zeithaml et al. (Tjiptono, 2012:121): $\text{Score SERVQUAL} = \text{Perception Score} - \text{Expected Score}$ The SERVQUAL score is the value of the gap occurs.

The Mann-Whitney test was conducted to test the hypotheses in this research. The hypothesis in this study is that there is a significant gap between customer expectations and the company's perception of the quality of the delivery service of PT Pos Indonesia Jember City Branch. According to Santoso (2014:104), the Man-Whitney test is used to test the hypothesis of two independent samples (not dependent at all) if the data includes nonparametric statistics (does not require the distribution of population parameters, either normal or not). The Mann-Whitney test was carried out by conducting a nonparametric test analysis on SPSS 16 using two independent samples and a significance level of 5%. The Mann-Whitney test was carried out with the Zcount approach. Next, a comparison of the results. Zcount with Ztable to test the existing hypotheses in the study. According to Sugiyono (2018:110), the hypothesis testing criteria is that H1 is accepted if $Z_{\text{count}} < Z_{\text{table}}$, but if $Z_{\text{count}} > Z_{\text{table}}$ then H0 is accepted.

III. RESULTS

Data Analysis Results

The results of the gap analysis using the SERVQUAL model in this study are described in Table 2.

Table 2. Result of SERVQUAL Analysis

Dimensions	Average/Dimensions		Score GAP (A-B)
	Perception (A)	Hope (B)	
Reliability	4,400	3,938	0,462
Responsiveness	4,378	4,155	0,223
Guarantee	4,589	4,210	0,379
Empathy	4,289	4,000	0,289
Physical Evidence	4,542	3,851	0,691

Source: Data Processing Results, 2020

Based on Table 2, it can be seen that each service quality dimension shows that there are gaps. The most significant gap is in the dimension of physical evidence with a gap value of 0.691, and the smallest gap is in the responsiveness dimension with a gap value of 0.223.

The results of the Mann-Whitney hypothesis test are shown in Table 3 below.

Table 3. Test Results Mann-Whitney.

Dimensions	Z count	Z table
Reliability	-1,732	-1,64
Responsiveness	-0,655	-1,64
Guarantee	-1,964	-1,64
Emphaty	-1,528	-1,64
Physical Evidence	-2,309	-1,64

Source: Data Processing Results, 2020

Based on Table 3, it can be seen that the dimensions of Reliability, Assurance, and Physical Evidence show $Z_{\text{count}} < Z_{\text{table}}$, meaning that there is a significant gap in these dimensions. While the dimensions of responsiveness and empathy show $Z_{\text{count}} > Z_{\text{table}}$, the gaps that occur in these dimensions are not significant.

Table 4. Overall Service Quality Test

Description	quality value
Mann-Whitney U	26.000
Wilcoxon W	162.000
Z	-3.846
Asymp. Sig. (2-tailed)	.000

Source: Data Processing Results, 2020

The results of the Mann Whitney test as a whole to answer the hypothesis in the study shown in Table 4 show that the overall Zcount value is -3.846 and the Asym Sig value or significance value in this study is 0.000.

So it can be seen that $Z_{count} < Z_{table}$ means that H_1 is accepted and H_0 is rejected.

IV. DISCUSSION

A gap analysis was conducted to determine the gap between customer expectations and the company's perception of customer expectations in service quality. Gaps occur in the dimensions of reliability, responsiveness, assurance, empathy, and physical evidence. The results of data analysis using the SERVQUAL formula show that overall there has been a gap between customer expectations and company perceptions regarding customer expectations for the quality of goods delivery services at PT Pos Indonesia Jember City Branch.

Meanwhile, based on the significance test using the Mann-Whitney Test as a whole, it shows H_1 is accepted. In this study, it can be seen that there has been a gap between customer expectations and company perceptions regarding the quality of PT.

Pos Indonesia Jember City Branch. This gap occurs due to a lack of understanding on the part of the company regarding customer desires, lack of interaction between the company and its customers and potential customers, and unpleasant experiences based when using the delivery service so that customers do not have high hopes for the company.

The results of the SERVQUAL analysis and the Mann-Whitney test on each dimension show that three dimensions indicate a significant gap, namely: the reliability dimension, the assurance dimension, and the physical evidence dimension. In addition, some dimensions show the value of the gap is not significant, namely: the dimensions of responsiveness and empathy. This means that the gaps in the dimensions of reliability, assurance, and physical evidence significantly influence the quality of goods delivery services at PT Pos Indonesia, Jember City Branch. At the same time, the gaps that occur in the dimensions of responsiveness and empathy do not affect the quality of goods delivery services at PT Pos Indonesia Jember City Branch.

In addition, based on researchers' observations, it is known that the management lacks interaction and communication with its customers; communication through advertising and other marketing is not carried out intensely and not persuasively at PT Pos Indonesia, Jember City Branch. Customer expectations oriented. So that in developing a strategy to improve the quality of goods delivery services, it is still limited based on the perception of the company or management and previous data related to service quality. According to Tjiptono (2012: 159), related to product quality (goods and services) and customer satisfaction, there is a consensus that customer expectations play an essential role as a standard of comparison in evaluating the quality of service or satisfaction. So that the evaluation of the company's service quality must be oriented to customer expectations so that efforts to improve service quality can be carried out effectively and efficiently.

V. CONCLUSION

Overall, in this study, it can be seen that there is a significant gap between customer expectations and company perceptions regarding customer expectations for the quality of goods delivery services at PT Pos Indonesia Jember City Branch. This gap occurs because the company does not have solid and persuasive communication with its customers, so the company does not understand the expectations of its customers, and customers do not have much knowledge regarding the advantages of the company. In this study, customers do not have high expectations of the company's service quality. The company in designing service quality refers to the company's perception and does not understand the expectations and desires of its customers.

So to minimize the gap between customer expectations and company perceptions, companies must conduct research on their customers by distributing questionnaires every certain period to monitor the development of customer expectations regarding the quality of services they have; companies must be more intense in interacting with customers by establishing more persuasive communication, companies must differentiate products to attract new customers and observe employee performance in the process of delivering goods delivery services.

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