



The Influence of Service Quality in Increasing J&T Express Customer Satisfaction

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ABSTRACT

The rapid development of technology and digitalization has significantly driven the growth of e-commerce in Indonesia, leading to an increased demand for fast and reliable delivery services. In this highly competitive logistics sector, companies are required to continuously enhance service quality to maintain customer satisfaction and attract new customers. One of the prominent logistics companies in Indonesia is J&T Express. Since its establishment, J&T Express has successfully built a reputation as a reliable expedition service provider, known for its wide service coverage across the country and its fast, innovative delivery solutions. This article presents a review aimed at examining the effect of service quality on customer satisfaction with J&T Express. The review utilizes a Systematic Literature Review (SLR) approach based on relevant studies published in journals indexed by Google Scholar from 2018 to 2023. The findings of the review indicate that service quality has a positive and significant impact on customer satisfaction.



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INTRODUCTION

The development of information technology and digitalization has driven significant growth in the e-commerce sector in Indonesia. This phenomenon has a direct impact on the increasing demand for fast, safe, and reliable shipping services. Amidst the increasingly tight competition in the logistics industry, shipping companies are required to continue to improve the quality of their services in order to retain and attract customers. Shipping services are a type of public service whose costs are borne by the provider and enable safe intercity shipping of goods. Electronic goods, equipment and necessities, hardfiles, and others can be part of this delivery. To speed up delivery, land, sea, and air can be used. One of the expedition companies that is quite well-known in Indonesia is J&T Express. Since its establishment, J&T Express has succeeded in building an image as an expedition service provider that covers a wide area of Indonesia with fast and innovative shipping services. However, along with increasing consumer expectations and high competition, service quality has become an increasingly crucial aspect in determining customer satisfaction. Customers not only judge by how quickly the goods arrive at their destination, but also from various aspects of the service such as accuracy of information, ease of delivery process, attitude and behavior of the courier, response to complaints, and reliability in handling packages. In this context, service quality is one of the main factors that can influence the level of customer satisfaction (Ramya et al., 2019).

Customer satisfaction is a feeling of pleasure or disappointment that arises after comparing the performance (results) of a product that is thought to the performance (results) that are expected (Ali Hasan (2014). Customers who are satisfied will usually stay longer and continue to use the shipping service and even recommend it to others. This can create loyal customers who contribute to long-term revenue. Satisfied customers tend to experience fewer problems or complaints, which can reduce the cost of managing complaints and returns. Because if the customer is dissatisfied, it will usually end up with a complaint. Complaints are a form of customer dissatisfaction with the services provided (Ramya et al., 2019).

One of the factors that influences customer satisfaction is service quality. A company needs to have the ability to provide excellent and quality service to ensure customer satisfaction. Service quality covers various aspects, such as products or services, environment, personnel, and processes, which can meet or even exceed customer expectations. The level of customer satisfaction is significantly influenced by service quality, because customers who receive optimal service will feel satisfied, which in turn can encourage customer loyalty. Conversely, if customers often receive negative or less than satisfactory service, this can cause dissatisfaction and potentially reduce the number of customers for the company. Based on the background that has been explained, it can be concluded that companies that focus on goods delivery services must pay special attention to service quality. These aspects can be an advantage for goods delivery service companies in maintaining business continuity and become the key to the company's success. Therefore, researchers are interested in conducting a study entitled "The Effect of Service Quality on J&T Express Customer Satisfaction".

According to (Prakash et al., 2013; Sweeney et al., 2015), satisfaction comes from the Latin "Satis" which means good enough, adequate and "Facto" which means to do or make (Hafizha, Abdurrahman, & Nuryani, 2019). According to Kotler & Keller, customer satisfaction is a person's feeling of satisfaction or disappointment resulting from a comparison of product performance or results with expectations. If the performance is less than expected, the consumer will be disappointed and if it is in accordance with expectations, the consumer will feel satisfied, interpreted as an effort to fulfill something or make something adequate (Artati & Ernawati, 2022). According to (Sakti & Mahfudz, 2018), Customer satisfaction is an emotional response to the evaluation of a product or service consumption experience. Customer satisfaction can be measured by several indicators, namely (Sakti & Mahfudz, 2018): (a) Suitability of service quality with the level of expectations. (b) Level of satisfaction when compared to similar ones. (c) No complaints or complaints were filed.

Basically, everyone who uses a service tends to expect good service in the sense of high quality (Adelia et al., 2025). According to (Prakash et al., 2013; Sweeney et al., 2015), service quality is focused on efforts to fulfil needs and desires, as well as the accuracy of delivery to match customer expectations (Hafizha, Abdurrahman, & Nuryani, 2019). According to (Ramya et al., 2019) in, Service quality is the level of expected excellence and control over that level of excellence to fulfil customer desires (Artati & Ernawati, 2022).

Service quality can be interpreted as the degree of difference between customer expectations or desires and their perceptions. Based on this statement, it can be interpreted that the quality of service that will be received by customers can be expressed by the size of the difference between customer expectations or desires and the level of customer perception itself. Therefore, service quality is a very crucial supporting factor to support the company in the future. As stated by Welch in Kotler, quality is the best guarantee for our customer loyalty, the strongest defence against foreign competition, and sustainable growth (Saputri et al., 2022; Asnada, 2024).

There are five indicators of service quality, including: (a) Reliability is the company's ability to provide services as promised accurately and reliably. Must be in accordance with customer expectations, timely performance, error-free service, sympathetic attitude, and high accuracy. (b) Responsiveness is a willingness to provide fast (responsive) and accurate service to consumers to help convey clear information. Leaving customers waiting without clarity causes a negative perception of service quality. (c) Assurance is the knowledge, courtesy, and ability of company employees to foster customer trust in the company. Consists of communication, credibility, security, competence, courtesy. (d) Empathy is providing sincere, individual or personal attention to consumers by trying to understand what consumers want, understand what consumers need, where a company is expected to understand what consumers want, understand what consumers need specifically so that consumers are comfortable with the goods/services used. (e) Tangibles (physical evidence) is the company's ability to show its existence to external parties. The appearance and physicality of the company, the surrounding environment, and the company's facilities and infrastructure are real evidence of the services provided by the service provider, this includes physical facilities (warehouses, buildings, and other physical facilities), technology (equipment and equipment used) and the appearance of the company's employees (Hastuti & Santoso, 2025).

Quality service according to View is the ability of a company to present or fulfil what it promises to customers (Syam & Santoso, 2025). One of the strategies related to success in the service business is the delivery of high service quality (Santoso et al., 2020). According to the various

definitions above, it can be concluded that basically the definition of customer satisfaction includes the difference between expectations and performance or perceived results. Customer satisfaction assessments have three different forms, namely: Positive disconfirmation, where performance is better than expected; Simple confirmation, where performance is the same as expected; and Negative disconfirmation, where performance is worse than expected (Mukhlis, 2019).

Table 1. Previous Research Results

Author (Year)	Research Title	Research Method	Research Results
Sakti & Mahfudz (2018)	Analysis of the Influence of Service Quality, Timeliness of Delivery and Facilities on Customer Satisfaction (Study on J&T Express Semarang City).	This study was used quantitative data types and data sources include Primary data and secondary data.	The results of the study indicate that service quality has a positive and significant effect on customer satisfaction.
Hafizha et al. (2019)	The Influence of Service Quality, Punctuality, Delivery Rates, and Facilities on J&T Express Customer Satisfaction (Case Study on J&T Express Customers in Sumbawa Besar City Branch).	The models used in data analysis are research instrument testing, classical assumption testing, multiple regression analysis, and hypothesis testing.	The results of the study indicate that service quality has a positive but not significant effect on customer satisfaction.
Lestari and Hidayat (2019)	The Influence of Service Quality, Price, and Trust on Customer Satisfaction at PT. Global Jet Express (J&T) Surabaya.	Surabaya This study uses quantitative methods.	The results of the study indicate that the service quality variable has a positive and significant effect on customer satisfaction.
Mukhlis (2019)	The Influence of Location and Service Quality on Customer Satisfaction at J&T Delivery Services in Muara Bulian.	This research is data analysis. The data analysis method used is Likert Scale and Multiple Linear Analysis.	The results of the study indicate that service quality has an influence on customer satisfaction.
Saputri et al. (2022)	The Influence of Service Quality on Customer Satisfaction of J&T Express Bandar Lampung Branch.	This study uses quantitative research methods. The results of the study were obtained by distributing	The results of the study indicate that there is a positive and significant direct influence between service quality and customer satisfaction.

Author (Year)	Research Title	Research Method	Research Results
		questionnaires to respondents.	
Artati and Ernawati (2022)	The Influence of Service Quality and Punctuality on Customer Satisfaction at J&T Express, Bima City.	The research method is a survey method using a questionnaire distributed to 96 samples.	The results of the study show that partially service quality has an effect on customer satisfaction.
Tambajong et al. (2023)	The Influence of Service Quality on J&T Express Bahu Consumer Satisfaction.	The research method used is quantitative descriptive. The determination of the research sample was 100 respondents.	The results of the study indicate that service quality has a positive and significant effect on consumer satisfaction.
Ahmad et al. (2023)	Analysis of Consumer Satisfaction of J&T Express Shipping Services Reviewed from Service Quality, Facilities, and Prices in Gorontalo City.	The research method used is a descriptive research method using a quantitative approach.	The results of the study indicate that Service Quality has a positive and significant effect on consumer satisfaction.
Huda et al. (2023)	The Influence of Service Quality, Timeliness of Delivery and Facilities on Customer Satisfaction (Study on J&T Grati Pasuruan Customers).	This study uses quantitative. Data collection techniques in the form of questionnaires and samples totaling 99 respondents.	The results of the study indicate that service quality has a positive and significant influence on customer satisfaction.
Japa et al. (2023)	The Influence of Service Quality and Brand Image on Customer Satisfaction at J&T Express Jombang Branch.	This study uses quantitative research methods. The data collection techniques for this study are through observation and interviews, as well as direct distribution of questionnaires. In this study, the sample consisted of 98 students.	The results of the study indicate that service quality has a positive and significant influence on customer satisfaction.

RESEARCH METHODS

This study uses the systematic literature review (SLR) method. Data were obtained from journals published on Google Scholar, with a total of 10 journals that were reviewed thoroughly. In the

Systematic Literature Review method (Snyder, 2019; Santoso & Kasih, 2024), also known as the systematic literature review method (Santoso et al., 2024), is one of the methods in research that aims to find, assess, and interpret problems that exist in the research subject. The method used in this study is the systematic literature review (SLR) method. Data obtained from journals published on Google Scholar, the total number of journals reviewed was 20 journals. In the Systematic Literature Review method or commonly referred to as the systematic literature review research method, it is one of the methods in research that identifies, assesses, and interprets problems that exist in a problem topic, and to answer the research questions that have been explained (Santoso & Kasih, 2024). Literature reviews typically take two main forms. The most common is the literature review or background section found within a journal article or a chapter of a graduate thesis (Pare & Kitsiou, 2017). Based on the theoretical study and previous research results above, the following framework of thought was obtained:

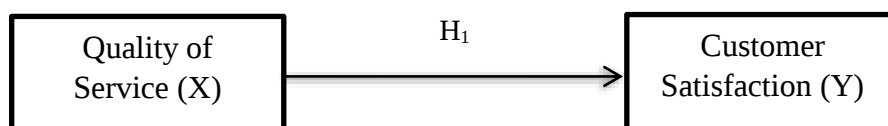


Figure 2. Research Framework of the Influence of Service Quality on J&T Express Customer Satisfaction

RESULTS AND DISCUSSION

H₁: The Effect of Service Quality on Customer Satisfaction at J&T Express

According to Sakti & Mahfudz, the results of direct testing between service quality and customer satisfaction show that there is a positive and significant effect as indicated by a regression coefficient of 0.276 and the results of hypothesis testing produce a t-count value of 5.062 with a significance of 0.000. (Sakti & Mahfudz, 2018). According to Hafizha et al., (2019) the test results show service quality (X₁) with a t-count value of $1.189 \leq t\text{-table } 1.985$. These results support the hypothesis that service quality affects customer satisfaction (Hafizha et al., 2019). According to Lestari & Hidayat, the test results show that the service quality variable has a positive and significant effect on customer satisfaction at J&T Express Surabaya, because the significance value is less than 0.05, namely $0.000 < 0.05$. These results indicate that the increasing quality of service provided by J&T Express will further increase customer satisfaction (Lestari & Hidayat, 2019).

According to Mukhlis, the quality of service with a t-count of 1.721 is greater than the t-table of 1.665 ($1.721 > 1.665$). It can be concluded that service quality has an influence on customer satisfaction (Mukhlis, 2019). According to Saputri at al., 2022, it is known that service quality has a positive and significant influence on customer satisfaction at the J&T Express Bandar Lampung branch. The variable is said to have a significant effect because the significance value is smaller than alpha or $0.000 < 0.06$. The coefficient value indicates that service quality will increase by 0.677 assuming other variables are constant (Saputri at al., 2022).

According to Artati & Ernawati, (2022), Service quality affects Customer Satisfaction with the results of the t-test statistics for the Service Quality variable obtaining a t-count value of 1.886 with a t-table value of 1.661 ($1.886 > 1.661$), with a significant value of $0.062 > 0.05$ (Artati & Ernawati, 2022). According to Tambajong et al., (2023), the results of the regression calculation show that service quality has a significant effect on Consumer satisfaction (Tambajong et al., (2023). According to Ahmad et al., based on the results of multiple regression analysis of the Service Quality variable on consumer satisfaction, the t-count value = 4.543 was obtained while the t-table was 1.98498 ($df = 100 - 4 = 96$). In addition, the significant value is 0.000 which is smaller than the significance value of 0.05. Because $t\text{-count} > t\text{-table}$ ($4.543 > 1.98498$) and the significant value is smaller than the significance level of 0.05 ($0.000 < 0.05$), it can be concluded that Service Quality has a positive and significant effect on customer satisfaction (Ahmad et al., 2023).

According to Huda et al., (2023), Service quality on customer satisfaction has an influence with the explanation that the results of the t-count value have a significant positive value on customer satisfaction at J&T Grati Pasuruan (Huda et al., 2023). According to Japa et al., based on the results of the partial test for the service quality variable, the calculated $t = 5.593$ was obtained with a significance

level of 5%, and the t table value was obtained of 1.98, which means that the calculated t value of $5.593 > t \text{ table } 1.98$ with a significance value of $0.000 < 0.05$, then H_0 is rejected and H_a is accepted, meaning that service quality has a positive and significant effect on employee performance (Japa et al., 2023).

This article is the result of a review of previous journals collected according to the topic discussed. The effect of service quality on J&T Express customer satisfaction is the purpose of this article. Shipping services have become important and are in great demand due to the significant growth in the e-commerce sector in Indonesia. This phenomenon has a direct impact on the increasing demand for fast, safe, and reliable shipping services. Companies that provide shipping services must prioritize their customer satisfaction if they want to continue operating.

Based on previous research, service quality has a positive and significant effect on customer satisfaction. This is because service quality is directly related to how customers feel and assess their interactions with the company in the process of obtaining products or services. When customers receive fast, accurate, friendly, and expected service, they tend to feel satisfied and even impressed, which ultimately creates long-term loyalty to the company. Service quality is not only about the end result, but also about how the service process itself is carried out. Today's customers not only judge a product from its functional benefits, but also from how they are treated during the service process. For example, the friendliness of staff, the ability to answer questions clearly, the speed of responding to complaints, and the ease of access to services are all important parts of the overall customer experience.

One of the most well-known models for measuring service quality is the servqual model, which consists of five main dimensions: tangibles, reliability, responsiveness, assurance, and empathy. These dimensions collectively provide a complete picture of how service quality is perceived by customers. For example, the reliability dimension refers to the company's ability to deliver the promised service consistently and accurately. When customers receive service that is timely and meets expectations, trust and satisfaction increase. Responsiveness reflects the extent to which the company is quick and responsive in helping customers. If customers feel that their questions or complaints are handled quickly and efficiently (Santoso et al., 2023; Santoso, 2025), this will strengthen positive perceptions of the company. Assurance relates to the professionalism and attitude of staff that fosters a sense of security and trust in customers, while empathy concerns the extent to which the company pays attention to and understands the individual needs of customers.

The impact of service quality on customer satisfaction has been widely demonstrated in academic research and business case studies. In today's competitive context, many companies make service quality a primary strategy (Novita & Santoso, 2025) to win customers' hearts. High customer satisfaction will contribute directly to customer loyalty, reduced complaint rates, and increased word-of-mouth promotion, which is invaluable in attracting new customers. Companies that are able to consistently provide high service quality will create a positive image in the eyes of the public. This image is a very valuable intangible asset, especially in the digital era where customer experiences can quickly spread through online reviews and social media. Therefore, companies must invest (Putri & Santoso, 2024) in human resource training, information system improvements, and regular evaluations of the service standards applied. This evaluation is important to ensure that service quality remains relevant to the evolving needs and expectations of customers. In the long term, companies that focus on service quality are not only able to retain existing customers, but also attract new customers sustainably (Santoso & Kasih, 2024).

CONCLUSION

Based on the results of the research and analysis that has been conducted, service quality plays a very important role in shaping and increasing customer satisfaction levels. This is not only important, but also becomes the main foundation in building customer loyalty and trust in a company. The influence of service quality is positive because good service not only meets customer needs functionally, but also creates a pleasant experience and builds a strong emotional connection between customers and the company. Customers who feel appreciated and well served tend to return to use the same service or product, and recommend it to others.

In addition, the influence of service quality has also been proven significant from various studies and empirical data showing that improvements in service quality have a direct impact on increasing customer satisfaction. High customer satisfaction not only has an impact on increasing sales

and customer retention, but also drives the company's positive reputation in the eyes of the public. In the long term, this can strengthen the company's position in the market, increase competitiveness, and support business growth and sustainability (Santoso & Kasih, 2024).

Considering the importance of these factors, J&T Express as one of the leading delivery service companies in Indonesia, must place service quality as a top priority in every aspect of its business strategy. In the face of increasingly tight market competition and growing consumer demands, companies are required to continue to innovate and make continuous improvements in service systems, human resources, and the technology used. Commitment to providing the best service will not only strengthen J&T Express' position in the logistics industry, but also be the key to achieving competitive advantage and long-term success.

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