

The Influence Of Customer Satisfaction And Service Quality Through Competitive Advantage On Grab Express In Jakarta 2023

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Abstract: Grab Express is one of the services (features) in the Grab application that uses motorbikes and cars to deliver goods such as books, clothes, shoes, letters, and others from one place to another. To compete with competitors, Grab Express provides the best service to customers so that consumers feel satisfied with the services provided. This study aims to determine how service quality and customer satisfaction affect competitive advantage. The method used in this research is non probability sampling and uses the hair et al technique in sampling. The data of this study are customers who have used Grab Express in the Jakarta area by distributing questionnaires to 110 respondents who were analyzed using Smart PLS 3.0. Customer Satisfaction and Service Quality has a positive and significant effect on Competitiveness Advantage.

Keywords: *Logistics, Customer Satisfaction, Service Quality, Competitive Advantage, Grab Express*

Introduction

People's lives are highly dependent on transportation. Many people's daily activities require transportation. Trade is one of them. Transportation plays a very important role in the distribution and sale of natural resources from one place to another, namely to the parties in need or buyers involved in trade. Transportation is expected to make distribution easier and faster. Transportation is also defined as the movement of places, where movement is necessary to effectively achieve and increase profits. With the advancement of technology, transportation is also rapidly evolving in a modern direction. One example is the emergence of online transportation. Grab is one of the transportation that uses an online system.

This research only looks at one of the services (features) in the Grab application, namely Grab Express, which allows users to deliver goods such as books, clothes, shoes, letters, and others from one place to another according to customer orders. Although there are some customers who do not like the Grab Express service which is very helpful and helpful in delivering their goods, there are some who do not like their service. Customer satisfaction is strongly linked to service quality.

To attract more users to use Grab, Grab uses various services and attractive prices and prioritizes user comfort and safety. However, based on observation, there are some skewed comments from customers. These include comments about drivers' inaccuracy in calculating the fastest way to reach the destination and issues with Grab drivers' punctuality. In these cases, customers experience added time or delays and disagreements. This can affect the customer satisfaction of Grab Express users and can affect the company's competitive advantage compared to other competitors in the same industry. Many cases, such as lost items occur, but PT. Grab Indonesia is not responsible for it. For example, according to the reviews of grab

express users listed in the google play store application there are several problems experienced by grab express users, one of which is the problem of GPS point inaccuracy which results in the package that you want to send not arriving at the place you want to go because of the point error in the GPS system in the grab express application experienced by @Ang desy natalia.

The existence of opinions or complaints from customers, makes researchers want to know the level of customer satisfaction with the services provided by the Grab Company because even though there are complaints, on the other hand there are still many passengers or consumers choosing Grab services as their means of transportation. Based on the background of the problem above, the researcher conducted a study with the title " The Influence Of Customer Satisfaction And Service Quality Through Competitive Advantage On Grab Express In Jakarta 2023".

Literature Review

Customer Satisfaction

In (Maulidiah et al., 2023), suggesting that customer satisfaction or customer dissatisfaction is a comparison of consumer expectations to perceptions of actual service interactions. Customer satisfaction is a person's feeling of pleasure or disappointment that arises after comparing the performance (results) of the product that is thought against the expected performance.

Indicators for measuring customer satisfaction, (NS Ramadhini, 2022) are:

1. Conformity of expectations, namely satisfaction is not measured directly but is concluded based on the conformity or mismatch between customer expectations and actual company performance.
2. Interest in revisiting, namely customer satisfaction is measured by asking whether customers want to buy or use the company's services again.
3. Willingness to recommend, namely customer satisfaction is measured by asking whether customers will recommend the product or service to others such as family, friends, and others.

In general, the variable of customer satisfaction customer satisfaction variable is a feeling of pleasure or disappointment of a consumer or customer caused by a comparison between product or service obtained with expectations that customers have. As for dimensions of customer satisfaction, namely; price, service quality, emotions and product quality (Rahayu et al., 2022).

Service Quality

In (Oktaviani, 2019), quality is a dynamic condition related to products, services, people, processes, and the environment that meet or exceed expectations. Quality has a close relationship with customer satisfaction. Quality provides an impetus for customers to establish a strong relationship with the company. In the long run, such a bond allows the company to thoroughly understand customer expectations and their needs.

A strong opinion is conveyed by Irawan (2004: 37), that to determine the level of consumer satisfaction there are five factors, namely: product quality, price, service quality, emotional

factors, and convenience. Good service quality and product quality is very influential on increase in consumer spending (Tâm et al., 2016). Zeithmal and Bitner (2003) suggest that satisfaction is influenced by product quality, quality of service or service, emotion, price, cost, and convenience (Surianto, Ketmi Novrin; Istriani, 2019).

Service quality is the behaviour of producers to meet the needs and desires of consumers to achieve satisfaction themselves, meaning that this behaviour can occur during, before, and after the transaction (Maemunah et al., 2023).

Parasuraman, et al. (1985) in (Tjiptono dan Chandra, 1967) identify there are 10 indicators of service quality, which are summarized into 5 indicators, namely: Reliability (reliability), Responsiveness, Assurance, and Empathy (empathy), Physical Evidence (tangibles).

Competitiveness Advantage

Competitiveness is often defined as the ability of a business to be able to compete with other businesses by relying on the strengths possessed by the company and adjusting the intended market share. We can see this competitiveness problem in the field, the problem of competition between base ojek and online ojek with the existence of this online ojek, the competitiveness of base ojek is reduced, one of which is due to technology (Wulandari, 2018).

The indicators of competitiveness in the journal (Amalia Yunia Rahmawati, 2020) The competitiveness indicators studied are seen from indicators of cost advantage, differentiation advantage, and focus advantage. These competitiveness indicators use the concept of Competitiveness from Michael Porter (2013). Meanwhile, to Surrachman (2013: 7) Competitiveness is measured by the following indicators: The extent to which a company can meet market demand, maintain revenue and increase competitive ability.

Grab Express

Grab Express is an express courier or delivery service that can be accessed through an application that can be installed on six smartphones. Grab Express is a freight transportation service with motorcycles driven by Grab partners. With affordable, safe, convenient, and fast prices, they continue to attract customers to send their goods (Sari & Indrawati, 2019).

By 2023, the company will demonstrate its efforts to improve customer satisfaction, reduce costs and speed up delivery times. In addition, the research examines how Grab Express affects the economy and the company's potential to create new jobs. Overall, Grab Express has become a major player in the delivery industry, and the research shows how the company will continue to grow.

Research Method

The type of research used in this study is:

1. Research Approach

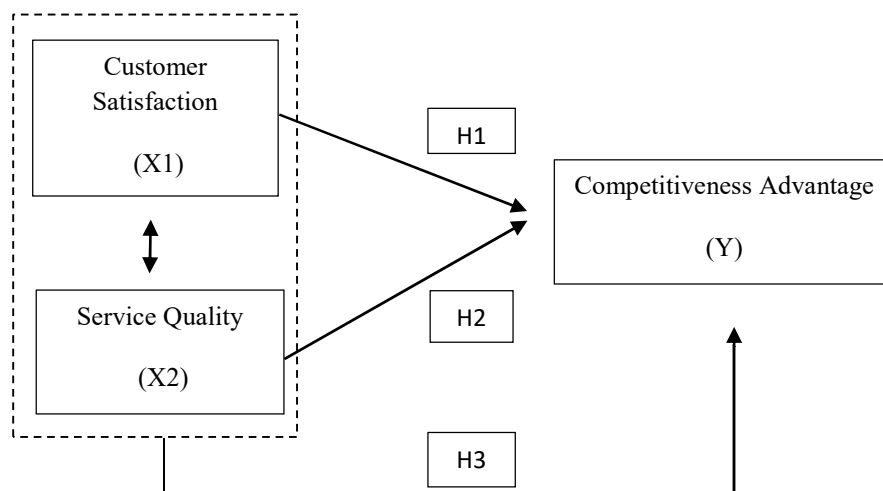
This research uses a quantitative approach, which emphasizes the analysis of numerical data (numbers) processed with statistics. Essentially, this method is applied to inferential research (i.e., testing hypotheses), and the outcomes indicate that the null hypothesis may be rejected. The significance of group differences or the relationship between the variables under investigation will be discovered by employing a quantitative approach.

2. Data Collection Technique

The main instruments used in quantitative research consist of tests, questionnaires, interviews, periodic records and observations. Quantitative information collection methods and procedures are carried out through questionnaires and use a Likert scale to measure the variables. The 5 point Likert scale provisions with a range of 5 points "Strongly Agree" and point 1 "Strongly Disagree".

3. Data Analysis Tools

In this study using Partial Least Square (PLS) with *Smart Software* which consists of two sub-models of the measurement model (*outer model*) and structural model (*inner model*). Using Smart PLS 3.0 to calculate the convergent validity and discriminant validity, the validity test examines the factors in each variable.



Research that stresses its analysis of numerical data numbers processed through statistical methods is known as quantitative research, and this study employs this approach. Essentially, the quantitative approach is used in inferential research (i.e., hypothesis testing) and it allows conclusions to be drawn about the error probability of rejecting the null hypothesis. It is possible to determine the significance of group differences or the significance of the relationship between the variables under study by using quantitative methods.

Hypothesis

H1 : It is suspected that there is an effect of customer satisfaction on competitive advantage.

Customer satisfaction and a company's competitive advantage are closely linked. If customers are satisfied with the product or service provided, they will be more likely to use it again and recommend it to others, enhancing the company's reputation and making it more competitive in the market. Conversely, if customers are dissatisfied with the products or services provided, they will be more likely to look for other products or services, which may

reduce the competitiveness of the company. Therefore, as part of its competitiveness strategy, a company must ensure customer satisfaction.

H2 : It is suspected that there is an effect of service quality on competitive advantage.

Good service can give a company a competitive advantage. Services that satisfy consumers tend to use them again and suggest others. Poor service quality can damage a company's reputation and reduce its competitiveness, but in the long run, it will enhance the company's reputation and make it more competitive in the market. Therefore, in order to maintain and increase its advantage in an increasingly competitive market, businesses must ensure that the quality of services provided always meets high standards.

H3 : It is suspected that there is an effect of customer satisfaction and service quality on competitive advantage.

The competitive advantage of a company is highly dependent on service quality and customer satisfaction. When customers are satisfied with the goods or services provided, they tend to become loyal and more likely to use them again in the future. Satisfied customers are also more likely to give positive recommendations to others, which in turn can improve the company's reputation and image. However, a company's competitive advantage depends on service quality. Good service creates a positive customer experience, differentiates the company from competitors, and increases customer trust. To gain an edge in a competitive market, companies should concentrate on improving service quality and guaranteeing customer satisfaction.

In this study, there are three variables, two independent variables (X), and one dependent variable (Y). We will use a Likert scale with scores as follows:

Table 1. Likert Scale

No.	Answer	Score
1	Strongly Disagree	1
2	Disagree	2
3	Neutral	3
4	Agree	4
5	Strongly Agree	5

The following table shows the operationalization of the research variables:

Variables	Definition	Indicator	Source
Customer Satisfaction (X1)	Customer satisfaction is the result of customer evaluation of the product after consumption which provides a certain level of satisfaction.	1. Conformity of expectations 2. Interest in revisiting. 3. Willingness to recommend.	(Razak, 2019)
Service Quality (X2)	Service quality refers to the extent to which a service meets or exceeds customer expectations.	1. Physical Evidence (<i>Tangibles</i>). 2. <i>Reliability</i> . 3. <i>Assurance</i> . 4. <i>Empathy</i> . 5. <i>Responsiveness</i> .	(Ahmad Zikri, 2022)
Competitiveness Advantage (Y)	Competitive advantage is the ability of an entity, whether a company, country, or individual, to excel and succeed in a competitive environment.	1. Cost Advantage 2. Differentiation advantage. 3. Focus Advantage	(Abarca, 2021)

Results and discussion

1. Respondent Characteristics

This research was conducted by distributing online questionnaires to Grab Express Service users who have felt disappointed with Grab Express services spread across DKI Jakarta in 2023. This study obtained 110 respondents.

Based on the data that researchers obtained from distributing questionnaires, the gender of male respondents was 30% and 70% female. For the age of the respondents, they dominate with ages 17-22 years by 80%, 23-28 years by 10%, 29-34 years by 6% and 34-40 years by 4%. And when viewed from the domicile of research respondents as much as 90% dominated by respondents domiciled in East Jakarta by 60%, Central Jakarta by 11%, North Jakarta by 9%, West Jakarta by 11% and South Jakarta by 9%. The above data is taken based on the results of distributing questionnaires.

2. Structural Model Evaluation (Outer modal)

This study uses Smart PLS 3.0 as a data analysis tool to assess the relationship between independent and dependent variables. This statistical software is used to analyze

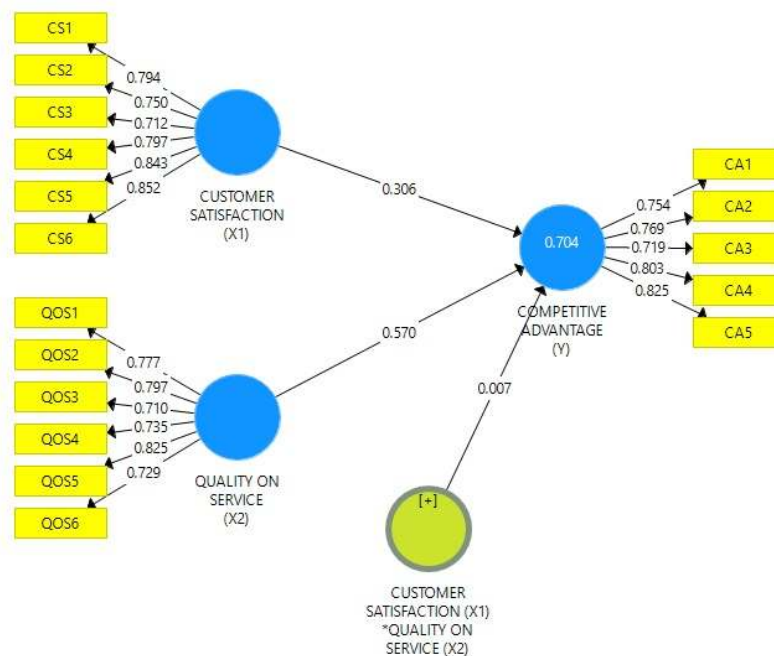
data with the Partial Least Squares (PLS) method. Smart PLS 3 was also used to test the hypotheses and validate the structural regression model generated by this study. This research will give us a new understanding of how the variables under study relate to each other and will help us make decisions in the future.

- *Validity Test (Convergent Validity)*

The Smart PLS 3.0 validity test assesses the ability of the measurement instrument used in the study to accurately measure the intended construct. Convergent validity and discriminant validity methods are used to conduct validity tests in Smart PLS 3.0. Convergent validity evaluates how strong the relationship is between indicators related to one construct, and discriminant validity evaluates how strong the relationship is between indicators related to one construct. The results of this validity test help ensure that the measurement tools in the study are reliable and valid.

The PLS Outer Model shows the relationship between latent variables and their indicators. Blue symbols indicate a positive relationship, yellow indicates a negative relationship, and numbers describe the strength of the relationship.

Figure 1. PLS Model, Outer Model



Outer loading in Smart PLS 3.0 is a measure used to evaluate how well the indicators used in the structural regression model can measure the intended construct. Outer loading measures how much influence each indicator has on the measured construct. Outer loading is needed to evaluate construct validity and ensure that the indicators used are reliable in measuring the intended construct. The outer loading results can be used to improve the structural regression model and increase the reliability and validity of the research.

Table 3. Outer Loading

Variables	Customer Satisfaction (X1)	Service Quality (X2)	Competitiveness Advantage (Y)	Result
Competitiveness Advantage (1)			0,754	Valid
Competitiveness Advantage (2)			0,769	Valid
Competitiveness Advantage (3)			0,719	Valid
Competitiveness Advantage (4)			0,803	Valid
Competitiveness Advantage (5)			0,825	Valid
Customer Satisfaction (1)	0,794			Valid
Customer Satisfaction (2)	0,750			Valid
Customer Satisfaction (3)	0,712			Valid
Customer Satisfaction (4)	0,797			Valid
Customer Satisfaction (5)	0,843			Valid
Customer Satisfaction (6)	0,852			Valid
Service Quality (1)		0,777		Valid
Service Quality (2)		0,797		Valid
Service Quality (3)		0,710		Valid
Service Quality (4)		0,735		Valid
Service Quality (5)		0,825		Valid
Service Quality (6)		0,729		Valid

Source: data processing 2023

Examining item reliability validity indicators as indicated by the loading factor value is the process of convergent validity. A figure known as the loading factor illustrates the correlation between the construct indicator score, which quantifies the construct, and the question item score. Valid loading factors are those that are greater than 0.7. A loading factor of more than 0.3 is regarded as meeting the minimal requirement for the matrix's initial check. Better is defined as having a loading factor larger than 0.4, and significant is generally defined as having a loading factor greater than 0.5. In this study, the filler factor limit is 0.7.

Table 4. Discriminant Validity

Variables	Average Variance Extracted (AVE)	Result
Customer Satisfaction (X1)	0,629	Reliable
Service Quality (X2)	0,583	Reliable
Competitiveness Advantage (Y)	0,600	Reliable
Customer Satisfaction (X1) & Service Quality (X2)	1,000	Reliable

Source: data processing 2023

A value larger than 0.50 indicates a good AVE value. Table 4 displays the AVE value and square root of AVE for each construct in this study. The table indicates that every construct has an AVE value higher than 0.50, with the Service Quality variable having the lowest value at 0.583 and the Customer Satisfaction and Service Quality variables having the largest value at 1.000. Due to the measurement results' satisfied discriminant validity, this value satisfies the requirements.

Reliability Test

Alpha Cronbach and Composite Reliability are used to quantify reliability. Alpha Cronbach (Consistent Internal Reliability) is a group of indicators that measures a variable that has good composite reliability based on the alpha coefficient value. Composite Reliability is a group of indicator groups that measure variables that have good composite reliability based on the composite reliability value. All the variables meet the requirements of composite reliability > 0.70 and alpha cronbach > 0.60 .

If the results of the latent variable reliability test using the Composite Reliability (CR) or Cronbach's Alpha method meet the following requirements, then the variable can be considered reliable:

1. The reliability value (CR or Cronbach's Alpha) should be equal to or close to one. Higher reliability values indicate that the measurement of latent variables is more consistent.
2. Reliability values higher than 0.7 indicate that there is a fairly good level of reliability; however, higher values would be preferable.
3. Significant factor loadings, or factor loadings, are indicated by indicators associated with latent variables; these indicators have high loadings and are statistically significant.

Table 5. Latent Variable Reliability Test Results

Variables	Cronbach's Alpha	Composite Reliability (rho_A)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)	Result
Customer Satisfaction (X1)	0,881	0,888	0,910	0,629	Reliabel
Service Quality (X2)	0,856	0,862	0,893	0,583	Reliabel
Competitiveness Advantage (Y)	0,833	0,838	0,882	0,600	Reliabel
Customer Satisfaction (X1) & Service Quality (X2)	1,000	1,000	1,000	1,000	Reliabel

Source: data processing 2023

In the table above, the value of all variables in reliability testing using Cronbach Alpha and Composite and validity testing using AVE (Average Variance Extracted) is more than 0.70. As a result, it can be concluded that the variables tested are valid and

reliable, so they can be continued to test the structural model.

- Structural Model/Inner Model Test

Structural Model Test or Inner Model Smart PLS 3.0 is a process for assessing the relationship between constructs in a structural regression model. This test uses the Partial Least Squares (PLS) method to test the significance and strength of the relationship between the independent and dependent variables. The Structural Model Test allows researchers to assess the direct and indirect effects between the variables under study. It also allows them to test hypotheses. The results of this study increase our understanding of how the variables in the research model interact with each other. In assessing the structural model with PLS, we can start by looking at the R-square (R^2) to find out how much variation in the dependent variable can be explained by the independent variables.

R - Square (R^2)

After testing and measuring the validity and reliability of the model, structural model (inner model) testing is performed. The purpose of evaluating the structural model, also known as the inner model, is to predict the relationship between latent variables. To assess the structural model, R-Square (R^2) values for endogenous latent constructs and AVE for *predictive power* (using resampling techniques such as bootstrapping to obtain estimation stability). To evaluate the measurement of the structural model in PLS, the "Value Structure Model Measurement" is used. It is used to evaluate the degree of variation of changes in the independent variable compared to the dependent variable. A larger value indicates that the prediction model of the research model is better.

Table 6. Calculation Result (R^2)

Variables	R Square (R^2)	R Square Adjusted
Competitiveness Advantage (Y)	0,704	0,695

Source: data processing 2023

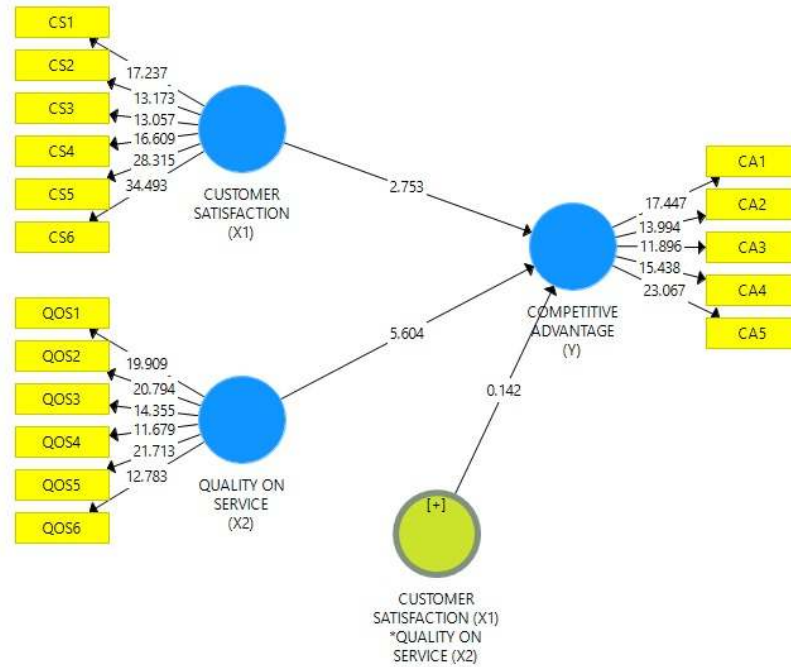
The R-square (R^2) value for Competitiveness Advantage is 75.2% or 0.752 is employed to quantify the impact of specific independent latent variables on the dependent latent variable. This figure means that the ability of the independent variables, namely service quality and customer satisfaction in explaining the competitive advantage variable is 70.4% the result (R^2) of 0.704 indicates that the model is categorized as good. Table 6 shows the value (R^2) of this study of 0.704 which means it has a value greater than 0.70. Thus, the developed model falls into the good and moderate model category.

- Hypothesis Test

The significance test in PLS is to determine the effect of exogenous and endogenous variables. Hypothesis testing is done by doing the *Bootstrapping* process. The results of

bootstrapping with smartPLS 3.0 are used to test the hypothesis, and the results are described as follows:

Figure 2. Bootstrapping Results



Bootstrapping results in Smart PLS 3.0 are the result of an iterative random sampling process to generate sampling distributions of the path coefficients and other statistics in the structural model. Using the bootstrapping method, we can calculate the confidence interval of the path coefficient and test its statistical significance. The characteristics of bootstrapping results are the t-statistic, p-value, and confidence interval. The t-statistic value measures the statistical significance of the path coefficient, while the p-value indicates whether the path coefficient is statistically significant. The confidence interval indicates the range of possible values for the path coefficient with a certain level of confidence. Bootstrapping results help validate the structural model and strengthen confidence in the research results.

Table 7. Bootstrapping Calculation Results of Research Data

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Customer Satisfaction -> Competitive Advantages (Y)	0,306	0,310	0,111	2,753	0,003
Quality on Service -> Competitive Advantages (Y)	0,570	0,572	0,102	5,604	0,000
Customer Satisfaction (X1)*Service Quality (X2) > Competitive Advantages (Y)	0,007	0,010	0,049	0,142	0,444

Source: data processing 2023

The Effect of Customer Satisfaction on Competitive Advantage

Based on the test results listed in the table above, it can be seen that the T-statistic value of customer satisfaction on competitive advantage is 2.753. The test results show that the T-statistic value > 1.96 with a p-value of $0.003 < 0.05$ and the original sample estimate value shows a value of 0.306 where the increase in the customer satisfaction variable has a positive and significant effect on the competitive advantage variable. Then the first hypothesis (H1) is accepted.

The Effect of Service Quality on Competitiveness Advantage

Based on the test results listed in the table above, it can be seen that the T-statistic value of service quality on customer satisfaction is 5.604. The test results show that the T-statistic value > 1.96 with a p-value of $0.000 < 0.05$ and the original sample estimate value shows a value of 0.570 where the increase in the customer satisfaction variable has a positive and significant effect on the competitive advantage variable. Then the second hypothesis (H2) is accepted.

The Effect of Customer Satisfaction and Service Quality on Competitive Advantage

Based on the test results listed in the table above, it can be seen that the T-statistic value of customer satisfaction and service quality on competitive advantage is 0.142. The test results show that the T-statistic value < 1.96 with a p-value of $0.444 > 0.05$ and the original sample estimate value shows a value of 0.007 where the increase in the service quality variable has no positive and insignificant effect on the competitive advantage variable. Then the third hypothesis (H3) is rejected.

Some credible cases suggest that a company's competitive advantage is not always influenced by customer satisfaction and service quality (Pitoy et al., 2021). Some of the reasons and arguments that support this opinion include:

1. **Focus on Other Aspects of Competitive Advantage:** According to research conducted by (Rust et al., 2004), customer satisfaction is not the only factor that determines a company's competitive advantage. According to this study, product quality, innovation, efficient operating costs, and strong differentiation can be more important factors than customer satisfaction levels.
2. **Differences in Customer Priorities:** The impact of customers on a company's profits varies. A small percentage of customers account for most of the revenue, according to the 80/20 concept, or Pareto's law. Therefore, to maintain a competitive advantage, customer satisfaction is not always the top priority.
3. **Different Customer Perceptions and Expectations:** The study also emphasizes that customers can have different views and expectations. Due to unrealistic expectations or different perceptions about a particular brand or product, customers can sometimes give a company a bad review even though the company provides services or products that

meet industry standards.

4. Effects of Competition and Market Dynamics: In a highly competitive business environment, other factors such as competitor innovations, changing market trends, or aggressive marketing tactics of competitors may affect competitive advantage more than customer satisfaction levels.

Shown in the reject hypothesis 3. Previous studies have investigated how customer satisfaction and service quality hypotheses correlate with the competitive advantage of service firms (Ali et al., 2021). However, the new research shows that there is a difference with the results of previous studies and shows that there is no significant relationship between service quality and customer satisfaction in influencing the competitive advantage of service companies. The result of rejecting the hypothesis with a significance value of 0.444 indicates that there is no significant relationship between service quality and customer satisfaction in influencing the competitive advantage of service companies.

Conclusion

Based on the results of the analysis that the researchers have done, the researchers can draw the following conclusions:

1. Customer Satisfaction has a positive and significant effect on Competitiveness Advantage. This shows that the more satisfied customers are with the Grab Express service, the higher the competitive advantage that PT Grab Indonesia can achieve. Therefore, it is important for companies to continuously improve customer satisfaction levels in order to strengthen their competitive advantage in the market. If the Customer Satisfaction provided by the Grab Express service increases, the Competitiveness Advantage will not experience a significant increase.
2. Service Quality has a positive and significant effect on Competitiveness Advantage. This shows that the higher the quality of service provided, the more the competitive advantage of an organization increases. Therefore, it is important for Grab Express to continue to improve service quality and strengthen CRM to strengthen their position in market competition. If the Quality of Service increases, the Competitiveness Advantage of Grab Express will also experience a significant increase.
3. Customer Satisfaction and Service Quality have no positive and insignificant effect on Competitiveness Advantage. Therefore, Grab Express should focus on improving their service quality in order to win the competition in the market. This can be done by identifying customer needs and providing services that meet or even exceed their expectations. Thus, Grab Express can build a positive image and increase their competitiveness in the market.

Suggestions for PT Grab Indonesia focusing on Grab Express services based on the results of the analysis above are expected to improve the quality of Grab Express services and maintain competitive advantage, the company can do several things. First, the company can improve service quality by improving delivery time, package security, and quality of communication with customers. Second, the company can improve operational efficiency by improving logistics management and expanding service coverage. Third, the company can provide more personalized services by providing more flexible delivery time options and providing better

customer service. Finally, the company can improve branding and promotions so that customers are more familiar with and trust the Grab Express service. By doing these things, companies can maintain competitive advantage and increase customer satisfaction, even though customer satisfaction does not have a positive effect on competitive advantage.

Implications

This research shows that Grab Express can improve their services to increase customer satisfaction and maintain their lead in the market. The company can improve delivery times, package security, and the quality of communication with customers by providing more personalized services. They can also improve customer service by providing more flexible delivery time options and better customer service. The theoretical finding of this study is that although customer satisfaction does not always have a positive effect on a company's competitive advantage, service quality remains an important component in maintaining a company's competitive advantage.

To maintain and improve its competitive advantage in Jakarta by 2023, Grab Express should prioritize customer satisfaction and service quality. This can be achieved through the implementation of a Customer Relationship Management (CRM) system that enables Grab Express to better understand and address customer needs and concerns. By using CRM, Grab Express can personalize its services, improve communication with customers, and identify areas for improvement in its service quality. This will not only increase customer satisfaction but also improve Grab Express' reputation and competitiveness in the market. customer satisfaction can mediate the dimensions of CRM on customer loyalty customer loyalty. This shows that there is a positive and significant impact between CRM variables on customer loyalty through customer satisfaction. through customer satisfaction (Gasing et al., n.d.) .

In addition, Grab Express needs to invest in technology development to improve service quality. This can be done by implementing advanced tracking systems, optimizing delivery routes, and providing real-time updates to customers. By utilizing technology, Grab Express can improve its efficiency and effectiveness, which can result in a competitive advantage. Future research on the factors influencing a company's competitive advantage can build on the findings of this study.

Research limitations

The limitations of this study are that the data used in this study only come from respondents who are limited to certain areas and respondents who are less familiar with grab express services, so the results of the study cannot be generalized to a wider population. In addition, this study only focuses on the effect of service quality on competitive advantage, and does not consider other factors that can affect the company's competitive advantage such as price and product innovation. As well as a lack of previous research on the hypotheses used. As a result, a systematic literature search using relevant keywords and expanding sources of information is required. Therefore, future research can involve a larger sample and consider other factors that affect the company's competitive advantage to gain a more comprehensive understanding.

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