

## THE EFFECT OF ON-TIME DELIVERY AND SERVICE QUALITY ON CUSTOMER SATISFACTION IN ORDER TO INCREASE CUSTOMER LOYALTY J&T EXPRESS EAST JAKARTA

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**Abstract:** In this era, the transportation industry, especially the delivery of goods, is experiencing rapid growth, so there are many goods delivery services available. This is a problem for service providers because of the increasingly fierce business competition. One strategy to improve competitiveness is to offer customized services based on a deep understanding of customer needs and preferences. This research focuses on the importance of on-time delivery and service quality at PT J&T Express East Jakarta to create customer satisfaction and thus build customer loyalty. The results showed that customer satisfaction indirectly affects timeliness and customer loyalty. Furthermore, customer satisfaction also indirectly affects service quality and customer loyalty. And it is concluded that punctuality directly affects customer loyalty, and service quality directly affects consumer loyalty. This research uses a quantitative-descriptive approach and primary data collection through the distribution of questionnaires to 100 respondents. The validity of the data was analyzed using SMARTPLS 4.0 software.

**Keywords:** *On-time delivery, service quality, customer satisfaction, customer loyalty, and business competition.*

### 1. Introduction

Towards the Industrial Revolution 5.0, some developments are characterized by various changes. An authentic example is the development in the field of technology. Technology has become an essential part that is closely related to human life. Technological developments have significantly impacted the fundamental transformation of the shopping experience. For example, online shopping has become a paradigm shift in consumer behavior. Advances in digital technology have opened the door to a more practical, convenient, and time-saving shopping experience. The shopping previously done through physical store visits has now been transformed by the broader penetration of digital technology. This is characterized by the rise of e-commerce platforms as a solution to meet consumer shopping needs efficiently and practically (Zahra et al., 2022).

With many digital platform users, delivery services have become essential to providing a good shopping experience for consumers. E-commerce platforms offer a wide range of products and provide sophisticated delivery solutions to deliver products to consumers efficiently. According to Griffin (2016), loyalty is a non-random purchase expressed over time by multiple decision-making units. It stems from the fundamental human need to belong, receive support, feel secure, and form emotional attachments. Additionally, the company prioritizes the quality of customer service to appropriately manage customer expectations and ensure satisfaction with provided services. Service quality is a metric for measuring the excellence of a product or service,

comprising both design and conformance quality (Fadillah Soraya Batubara et al., 2022). In an increasingly competitive environment in the e-commerce world, many delivery service providers compete for customer attention by building and maintaining customer loyalty. Therefore, delivery service providers must ensure that the delivery of goods orders to consumers can be delivered on time with an optimal level of service (Silparensi & Salam, 2023).

A study conducted in June 2023 using data from <https://databoks.katadata.co.id> that 58% of local e-commerce sellers utilize J&T Express expedition services. JNE, which was chosen by 45% of e-commerce seller respondents, was in second place. Meanwhile, 28% of respondents chose Shopee Xpress, and 27% chose Sicepat. Only 7% of e-commerce sellers who responded chose Tiki, an expedition company founded in 1970. 322 active e-commerce sellers were selected from a sample of 1,577 respondents who participated in the Populix survey. These numbers clearly show the intense competition companies face when offering product delivery services. PT J&T Express is a freight forwarding company under the management of PT GLOBAL JET EXPRES. PT J&T Express includes a delivery service company with goods delivery services in the form of documents and packages covering intra-city, inter-city, and inter-provincial shipments (Nantigiri et al., 2021). Throughout 2022, J&T Express managed to rank first in Indonesia's most-used expedition services. Derived from data on <https://dataindonesia.id> which surveyed in 20 provinces in Indonesia, reported that 42% of J&T Express users out of a total of 100% use the service, which puts J&T Express above five other famous expeditions. Of course, this condition makes J&T have a high volume of shipments because it leads the logistics industry. J&T Express can deliver up to two million packages every day. This is due to the high enthusiasm for online shopping among Indonesians, and J&T Express is the most preferred choice for the public.

The expedition service company J&T Express was established in 2015. The logistics company was founded by Jet Lee, former CEO of Oppo Indonesia, and later expanded to China in 2021. After Gojek, J&T officially became the second Decacorn in Indonesia in December 2021. A startup with a high value of more than US\$10 billion is called Decacorn. Meanwhile, J&T is valued at US\$ 20 billion. The company provides a wide range of products tailored to the weight and destination of the shipment, as well as three flagship services: JND, JSD, and REGULLER. With a service coverage that includes various regions, including East Jakarta, PT J&T Express also plays a vital role in helping small and large Indonesian businesses operate online (Hafizha et al., 2019). Given that J&T is the leading logistics company in Indonesia in terms of shipment volume, the company needs to continue to grow both commercially and in terms of reputation.

One of the ways J&T must maintain itself in the highly competitive freight forwarding market is by increasing customer satisfaction by providing timely delivery of goods and improving service quality. According to (Dewantoro et al., 2020) Accurate delivery is crucial for logistics service providers. Every shipment received needs to be processed according to a predetermined schedule. Consumers will appreciate a business they can rely on to deliver goods or services. In addition, prompt delivery minimizes the chances of customer dissatisfaction. When prompt delivery becomes a standard operating procedure, it fosters a pleasant customer experience and strengthens the bond between the company and its customers. Apart from the aspect of timeliness of delivery, the service quality factor also has a close relationship with customer satisfaction. This encourages customers to establish their relationship with the company (Tarmizi, 2022). To ensure customer satisfaction, it is first essential to ensure the quality of service the company provides to its customers. Customers will likely leave positive reviews if they believe they were treated well, received prompt service, and had a positive experience (Haryanto & Rizal, 2023). This provides an opportunity for companies to build solid customer loyalty,

increase market share, and create long-term success in their business (Astuningtyas, 2021). For businesses and entrepreneurs in general, maintaining a customer loyalty base is very important. This is also related to the existence of customers who are satisfied with some of the products and services offered by the company. Thus, this study aims to determine the effect of on-time delivery and service quality that contribute to customer satisfaction, as well as how these factors can affect the level of customer loyalty to this freight forwarding company. The results of the study are expected to provide insight to PT J&T Express East Jakarta to improve their service strategies and strengthen relationships with their customers in an effort to maintain and increase customer loyalty.

## 2. Literature Review

### 2.1 On-Time Delivery

According to (Puspitasari, 2022), timely delivery is one of the most critical factors in increasing customer loyalty. Timeliness is the period of time from when a customer orders a product until the product is delivered to the customer (Siahaan et al., 2023). Delivery time elapses from when a customer orders a product until the customer receives it. Typically, customers use the estimated arrival of the product as a measure to assess the quality of the delivery service. This aligns with the view of (Eviani & Hidayat, 2021), who argue that logistics companies must prioritize on-time delivery. One interpretation is that companies must practice time discipline to deliver products on time. On-time delivery is crucial in an increasingly competitive business environment (Jaya Sakti & Mahfudz, 2018). Businesses are now judged on their goods or services and their capacity to fulfill delivery commitments according to a predetermined schedule. When a business can fulfill its commitments reliably, customers will feel satisfied and trusted, naturally increasing patronage.

### 2.2 Service Quality

Service quality has a positive and significant effect on customer satisfaction. This is because satisfaction has become a benchmark given by every company to meet the needs and desires of each of its customers (Fachreza et al., 2022). Service quality refers to the inherent features of a product or service that influence its capacity to meet both stated and implied needs. Another interpretation of service quality pertains to the services provided to customers by internal and external parties, encompassing all manner of facilities (Cleopatra Tanasale et al., 2023). According to (Siburian & Kartika, 2021), customer evaluation of the quality of service they receive from related companies in response to their complaints is known as service quality assessment. However, service quality is not just about responding to complaints, service quality also includes responsibility, courtesy, personalization, and communication skills. A comparison between the actual service received and customer expectations of a company's service can be used to determine the quality of that service. When the level of service provided meets or exceeds expectations, it is considered satisfactory and of high quality. Conversely, if the quality of service is not maximized, it will be considered low quality (Rahmawaddah et al., 2018).

## *2.3 Customer Satisfaction*

According to (Jaya Sakti & Mahfudz, 2018), customer satisfaction is a sentimental response to evaluating a person's use of goods or services. When customers feel that their experience with a product or service meets or exceeds their expectations, they will feel satisfied. Meanwhile, (Nyarmiati, 2021) explains that customers' satisfaction with the goods or services they buy is called customer satisfaction. For the existence and development of a company, customer satisfaction is important. More satisfying results and customer loyalty can be achieved by listening to the voice of the customer and then responding to their wishes or demands (Sihombing et al., 2023). Customers will have a more positive relationship with the company when they feel more satisfied. Because customer satisfaction directly affects customer loyalty, product or service recommendations to others, and the likelihood of repeat purchases, it is essential to maintain competition and market position. In other words, satisfied customers have a significant capacity to develop into dedicated customers, attract new customers through recommendations, and positively impact the expansion and stability of the company amid fierce market competition (Oktaviani & Hernawan, 2022).

## *2.4 Customer Loyalty*

Loyalty is defined as "Repeat purchase behavior refers to the repeated purchase of the same specific brand on the same basis" (Razali et al., 2023). The act of encouraging customers to make additional purchases and develop strong ties with a business by using its goods or services is known as customer loyalty (Widnyani et al., 2020). Meanwhile, according to (Fatihudin & Firmansyah, 2019), When consumers consistently decide to buy the same goods or services from a particular brand because of their bond with the goods or services obtained, this is known as customer loyalty. There are two ways to identify loyal customers: the level of satisfaction and the level of dissatisfaction. Customers will make repeat purchases and may even develop into loyal customers who support the company's continued operations if the company can reduce customer complaints by improving the quality of goods or services (Kusuma, 2018). One strategy to improve financial performance and ensure the sustainability of the company's business is to uphold customer loyalty. This can drive business growth and reduce the efforts of comparable competitors in this way. Every business actor is expected to be able to ensure customer satisfaction through high-quality services in the face of increasingly fierce competition. By satisfying customers, businesses will be able to attract more business from customers, thus benefiting the company (Nurkariani, 2022).

## *2.5 Research Framework and Hypotheses*

### **The Effect of *On-Time Delivery* on *Customer Loyalty***

On-time delivery has an essential role in shaping customer loyalty. This has been supported by research conducted by (Hasna & Purwanto, 2022). Customers will feel satisfied and trust the company when their orders arrive according to the schedule that

has been set. Research conducted by (Sartika et al., 2022) also states that timeliness positively and significantly affects customer loyalty. Customers make timeliness a determining factor when they want to use a service. This is because they hope that the goods that have been ordered arrive at their destination on time. From the research that has been done, the hypothesis proposed is:

***H1 : On-Time Delivery positively influences Customer Loyalty in J&T Express users.***

### ***The Effect of Service Quality on Customer Loyalty***

According to research (Faqihuddin, 2023), a service can describe how customers create their expectations of service quality based on experience, recommendations from others (word of mouth), and advertising. Then, compare these expectations with the services they receive or experience. Other studies support the influence between service quality and customer loyalty (Saputri, 2019), and state that service is significant for companies because good service can directly benefit customers. Customer loyalty will increase if expectations and actuality of service are more appropriate. From the research that has been done, the hypothesis proposed is:

***H2: Service Quality positively influences Customer Loyalty in J&T Express users.***

### ***The Effect of On-Time Delivery on Customer Satisfaction***

According to the results of research conducted by (Jaya Sakti & Mahfudz, 2018), the evaluation of company performance by customers depends on the extent to which companies can fulfill their promises regarding on-time delivery. The timeliness of delivery has a positive and significant effect on customer satisfaction because by carrying out time discipline following the promises made to customers, the company can increase customer satisfaction. These results are also supported by research conducted (Artati & Ernawati, 2022), where the results state that timeliness has a positive and significant effect on customer satisfaction. From the research that has been done, the hypothesis proposed is:

***H3: Delivery Timeliness positively influences Customer Satisfaction for J&T Express users.***

### ***The Effect of Service Quality on Customer Satisfaction***

The results of research conducted by (Nasution & Nofirda, 2023) show that service quality has a positive and significant effect on customer satisfaction. The higher the level of service quality the company provides, the higher the customer satisfaction with the company. The results of this study align with research conducted by (Kristanto & Ekonomi, 2022), which states that the professionalism of the services provided to consumers will provide customer satisfaction and positively impact the company. From the research that has been done, the hypothesis proposed is:

***H4: Service Quality positively influences Customer Satisfaction for J&T Express users.***

## The Effect of *Customer Satisfaction* on *Customer Loyalty*

Research that has been conducted by (Ettah & Pondaag, 2019) said that personal desires that are focused on achieving satisfaction are known as consumer satisfaction. Customer satisfaction significantly and positively affects customer loyalty. So, it can be concluded that customer satisfaction affects any changes in customer loyalty. This is emphasized in research conducted by (Wati et al., 2020), namely when customers are satisfied with the products or services they use, they will keep coming back and will not switch to other companies' products or services. In other words, customers can be considered loyal. From the research that has been done, the hypothesis proposed is:

**H5: Consumer Satisfaction positively influences Customer Loyalty in J&T Express users.**

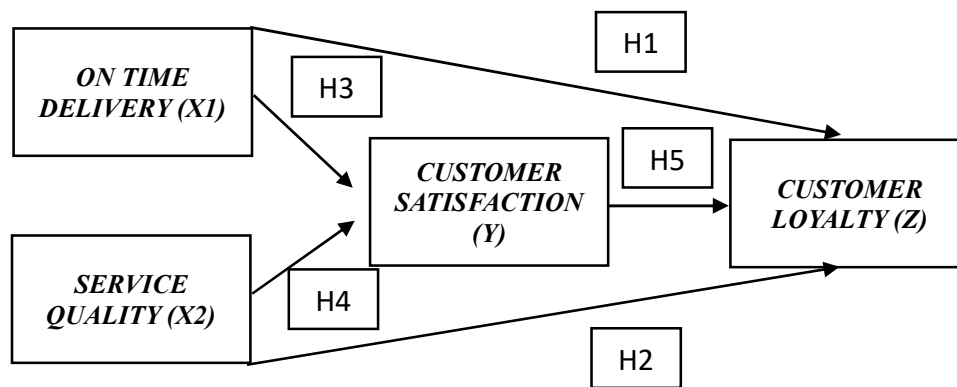


Figure 1. *Conceptual framework*

### 3. Research Methodology

This research is quantitative research and hypothesis testing using the SEM-PLS (Structural Equation Model - Partial Least Square) method. According to (Ali. M. M., 2022) quantitative research is an investigation of social problems based on testing a theory consisting of variables measured by numbers and analyzed by statistical procedures to determine whether the predictive generalization of the theory is correct. The criteria used in this study are (1) respondents aged 20 years (2) respondents who have sent goods using the East Jakarta J&T Ekspres expedition. The population in this research is J&T Express East Jakarta customers, with 490,000 shipping service user customers. In determining the sample for this study, we researchers used the Slovin formula in determining the sample with the following calculations.

$$n = \frac{N}{1 + Ne^2}$$

In determining the sample size in this study, it is based on the calculation proposed by Slovin with an accuracy limit of 10%.

Descriptions:

n : Sample size/number of respondents

N : Population size

E : percentage of allowance for accuracy of sampling error that can still be tolerated;

e = 0.10

So, the sample range that can be taken from the Slovin technique is 10% of the research population. The population in this study is 490,000, so the leeway used is 5%, and the results can be rounded to achieve suitability. So, to find out the research sample, with the following calculations:

$$\begin{aligned} n &= \frac{490.000}{1 + (490.000(0,01))^2} \\ &= \frac{490.000}{1 + (490.000(0,010))} \\ &= \frac{490.000}{1 + 4900} \\ &= \frac{490.000}{4901} \end{aligned}$$

= 99,88 rounded up to **100 respondents**

The data collection technique used involves the use of scales or questionnaires, consisting of scales for on-time delivery, service quality, customer satisfaction, and customer loyalty. Data collection for this research involved administering a questionnaire to 100 respondents who are users of J&T Express courier services in a cross-sectional manner. Each research variable was measured using ordinal scale indicators, and respondents provided answers on a Likert scale to facilitate the measurement of the influence between independent variables, mediating variables, and dependent variables.

**Table 1. List of indicators**

Variable	Definition	Indicator
On-Time Delivery	The period a customer orders a product until the product arrives in the customer's hands. (Khadijah, 2019)	a. Schedule Conformance b. Suitability of Goods c. Responsibility (Juniariska, 2020)
Service Quality	Service Quality is an assessment of the good or bad service received	a. Reliability b. Responsiveness c. Guarantee

	by customers from related companies in responding to complaints submitted by customers. (Siburian & Kartika, 2021)	d. Empathy (Manggala & Adirinekso, 2022)
Customer Satisfaction	Customer satisfaction is the level of consumer feelings after comparing what he received with what he expected. (Zikri & Harahap, 2022)	a. Service Quality b. Expectation Match c. Product Quality d. Employee Performance (Oktiani et al., 2023)
Customer Loyalty	Customer loyalty is a strong consumer commitment to a company's products, which takes place consistently, both now and in the future. (Andalusi, 2021)	a) Repurchase b) Willingness to recommend (Sasmiyarsi & Meliana, 2019)

## 4. Results and Discussion

### 4.1 Validity and Reliability Testing

From the SmartPLS-assisted calculation, the following results were obtained:

**Table 2. Square Root of AVE and Correlation Between Variable**

Variable	AVE	Root of AVE
On Time Delivery	0,800	0,895
Service Quality	0,729	0,890
Customer Satisfaction	0,822	0,907
Customer Loyalty	0,785	0,886

Based on Table 2, the square root of the AVE of each variable is higher than its correlation coefficient with other variables. This measurement will be accepted if each variable has good determinant validity. From the determinant validity test, all



variables of customer satisfaction, service quality, timeliness, and customer loyalty are valid because each AVE value exceeds 0.50 (Noor, 2014).

### Validity Testing

Based on the convergent validity testing results as presented in Figure 2, all of the indicators measuring the construct were declared valid for having outer loading factor of > 0.60 (Berkes & Davidson-Hunt, 2007).

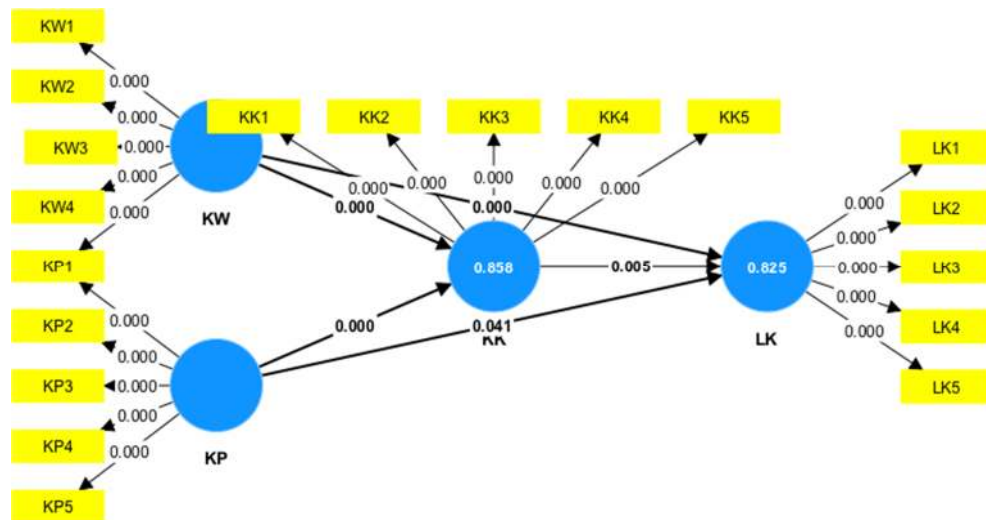


Figure 2. PLS Algorithm

### Reliability Testing

The construct will be considered reliable if the composite reliability value exceeds 0.60 (Berkes & Davidson-Hunt, 2007). The results of the reliability testing in this research can be seen in Table 3.

Table 3. Reliability Indicator

Variable	Composite Reliability	Cronbach's Alpha	Result
On Time Delivery	0,938	0,937	Reliable
Service Quality	0,934	0,934	Reliable
Customer Satisfaction	0,946	0,946	Reliable
Customer Loyalty	0,932	0,931	Reliable

#### 4.2 Direct Effect

Figure 2 shows a unidirectional relationship between variables. Hypothesis testing is carried out at the 5% significance level, accepted if  $T \text{ count} > 1.96$  (T table) and  $p < 0.5$ . The results of hypothesis testing obtained by bootstrapping smartpls are presented in Table 4.

**Table 4. Path Coefficients and T-values**

Path	Original Sample (O)	T Statistics	P values	Results
<b>Customer Satisfaction → Customer Loyalty</b>	0,363	2,817	0,005	Accepted
<b>Service Quality → Customer Satisfaction</b>	0,380	3,838	0,000	Accepted
<b>Service Quality → Customer Loyalty</b>	0,214	2,040	0,041	Accepted
<b>On-Time Delivery → Customer Satisfaction</b>	0,569	6,047	0,000	Accepted
<b>On-Time Delivery → Customer Loyalty</b>	0,361	3,541	0,000	Accepted

Based on table 4, customer satisfaction affects customer loyalty with T count of 2.817 > 1.96. This also shows that customer satisfaction has a direct effect on customer loyalty of 0.363. Service quality affects customer satisfaction with T count of 3.838 > 1.96. Service quality also has a direct influence on customer satisfaction of 0.380. Service quality affects customer loyalty with T count 2.040 > 1.96. This shows that service quality has a direct influence on customer loyalty of 0.214. Timeliness also affects customer satisfaction with a T count of 6.047 > 1.96. Timeliness has a direct influence on customer satisfaction of 0.569. Finally, timeliness also affects consumer loyalty as indicated by T count of 3.541 > 1.96. Timeliness has a direct influence on consumer loyalty of 0.361. It can be concluded that the five hypotheses are accepted.

#### 4.3 Indirect Effect

**Table 5. Indirect Effect**

Effect	Original Sample (O)	T Statistic	P Value	Result
<b>On-Time Delivery → Customer Satisfaction →</b>	0,207	2,713	0,007	Significant

<b>Customer Loyalty</b>				
<b>Service Quality → Customer Satisfaction → Customer Loyalty</b>	0,138	2,016	0,044	Significant

First, customer satisfaction indirectly affects timeliness on customer loyalty with a T value of  $2.713 > 1.96$ , which was found from the Sobel test at the 5% significance level and P-Values of 0.007. Furthermore, customer satisfaction also indirectly affects service quality on customer loyalty with a T value of  $2.016 > 1.96$ , which was found from the Sobel test at a significance level of 5% and P-Values of 0.044. It can be concluded that punctuality directly affects customer loyalty and service quality directly affects consumer loyalty. Likewise, customer satisfaction is able to mediate between the former and the latter.

#### 4.4 Goodness of Fit Test

Table 6 shows the criteria for R-squared values, with 0.75 being strong, 0.50 moderate, and 0.25 weak.

**Table 6. R Square**

<b>Variable</b>	<b>R2</b>	<b>Result</b>
<b>Customer Satisfaction</b>	0,858	<b>Strong</b>
<b>Customer Loyalty</b>	0,825	<b>Strong</b>

The suitability of the structural model can be seen from the Q-squared as follows:

$$Q^2 = 1 - (1 - 0,858) (1 - 0,825) = 0,98$$

The Q-squared obtained is 0.98. Because Q-squared is higher than 0, the model is proven to have predictive relevance with a strong value.

## 5. Conclusion

Based on the research that we have conducted at PT J&T Ekspres East Jakarta regarding the influence of on-time delivery and service quality factors on customer satisfaction to build customer loyalty, these factors are very significant in influencing customer behavior. The research findings show that customer satisfaction is significantly influenced by on-time delivery and high service quality. Since customers often prioritize certainty and convenience when getting the desired goods, timely delivery is crucial to maintaining customer satisfaction. Customer satisfaction is positively influenced by service quality, including interactions between the company and the customer, including responsiveness, politeness, personalization, and communication skills. In turn, customer satisfaction has a significant impact on building customer loyalty.

## 6. Implications

The results showed that J&T Express is able to deliver goods on schedule and provide real-time services that satisfy customers. However, there are several aspects that need improvement :

In terms of on-time delivery, strategies are needed to reduce delivery delays by optimizing routes, inventory management, and employee training. Regarding service quality, it is necessary to focus on providing delivery receipts to consumers, including staff training, investment in automation technology, and improved communication with customers. Regarding customer satisfaction, it is necessary to improve by thoroughly assessing customer expectations, improving employee training, delivery management, and communication with customers. Regarding customer loyalty, it is necessary to improve overall service standards, address potential problems, and understand customer needs through better communication.

## 7. Research Limitations

This research has some limitations that can be used as guidelines and motivation for future researchers who want to improve the research results and advance the understanding of this field:

### 7.1 Limited Samples Size and Geographic Restrictions:

Researchers only tested 100 respondents who used J&T Express expedition services in East Jakarta. This number is relatively small in the sample. This may limit the generalizability of the research results to a broader population.

### 7.2 Limited Time:

Limited time to collect data and analyze research results, namely from June 2023 to October 2023, can affect the completeness of the analysis and deeper exploration of the topic.

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