

**ANALYSIS OF THE EFFECT OF CUSTOMER SERVICE QUALITY, TIMELINESS
AND BRAND EQUITY ON CUSTOMER LOYALTY OF THE J&T EXPRESS
CUSTOMER AT THE CIPINANG MUARA BRANCH**

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Abstract: Increased customer loyalty in users and delivery customers has a significant impact on service quality and timeliness. The purpose of this study was to determine how customer loyalty at J&T EXPRESS Cipinang Muara Branch is influenced by factors such as service quality, timeliness, and brand equity. This study uses a quantitative approach using Structural Equation Modeling (SEM) with SMART-PLS software. The data for this study were obtained from the J&T EXPRESS delivery customer in Cipinang Muara, using information from 130 survey participants. The survey was conducted using Google form. The questionnaire used in this study was administered using a Likert scale, which allows respondents to rate each statement according to their range of goals, from very unsatisfactory (1) to very satisfied (5). The SEM-PLS statistical method was used to assess the relationship between latent variables that have been identified in the research model. The results of this study indicate that customer loyalty is significantly influenced by brand equity, waiting time, and service quality.

Keywords: *Customer Service Quality, Timeliness, Brand Equity, Customer Loyalty, J&T Express, East Jakarta*

1. Introduction

In the era of globalisation and increasingly fierce competition, delivery service providers must provide superior service to maintain and increase customer loyalty. Customer loyalty is a key factor in maintaining market share and ensuring business continuity. In this context, freight forwarders such as J&T Express are faced with the challenge of improving service quality, timeliness, and brand value to maintain customer loyalty.

Businesses that provide high-quality and types of assistance products can significantly reduce buyer aversion since they know that their products are superior to those of their competitors (Salasiah et al., 2020). Customer loyalty and devotion to a particular organization are closely related to service quality. As stated by (Rosa Indah et al., 2019), customer service quality is an attempt to satisfy customer needs and desires as well as the speed of customer service in order to satisfy customer expectations. Good customer service reduces customer dissatisfaction and diminishes the need for further purchases. All aspects of service quality include timely delivery,

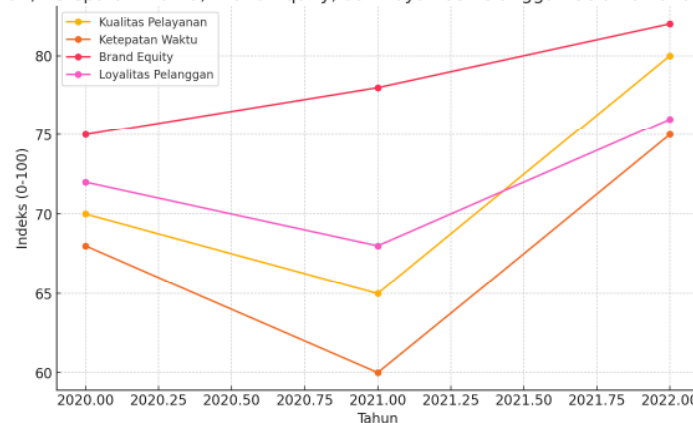
undamaged goods, and courteous and well-informed customer service. Work on the customer service quality provided by J&T EXPRESS can result in positive customer experiences, which in turn can significantly reduce overall asosiasi results. In the other hand, (Sakti & Mahfudz 2018) state that timeliness is very important since it can increase customer satisfaction because of the timely delivery of goods. The timeliness is the amount of time from the moment the customer receives the goods until the goods are placed in the customer's possession. The timeliness is usually a red flag for customers to determine whether the delivery service is good or not.

During the period 2019–2024, J&T Express experienced a significant surge in service demand, testing delivery capacity, timeliness, and service quality. One important phenomenon relevant to the analysis of the influence of customer service quality, timeliness, and brand equity on J&T Express customer loyalty is the surge in orders during the COVID-19 pandemic. Social restrictions and increased online shopping have driven rapid growth in the logistics sector, including in Indonesia (Choi et al., 2021).

Maintaining customers and loyalty became an important concern for J&T Express during the peak of the pandemic (2020–2021). One of the biggest issues was the timeliness of delivery; many customers complained about delays and damaged goods. As a result, J&T tried to improve its services by using more sophisticated tracking technology, improving customer support, and strengthening brand equity through partnerships with major e-commerce platforms such as Shopee (Raharja & Saputra, 2021). In 2022–2024, J&T's customer loyalty began to rise again due to these tactics.

This phenomenon shows the importance of timely and high-quality service in maintaining client loyalty during a crisis, as well as the important role of brand equity in maintaining consumer trust in J&T Express in the face of fierce market competition.

Tren Kualitas Pelayanan, Ketepatan Waktu, Brand Equity, dan Loyalitas Pelanggan Selama Pandemi COVID-19 (2020-2022)



The diagram above illustrates the trend of service quality, timeliness, brand equity, and customer loyalty variables for J&T Express during the COVID-19 pandemic period (2020-2022):

- Service Quality: It seems to have declined in 2021, but increased in 2022 along with service improvements.
- Timeliness: It experienced a sharp decline in 2021 due to high demand and logistical constraints, but improved in 2022.
- Brand Equity: It increased steadily, driven by investments in digital marketing and collaboration with e-commerce platforms.
- Customer Loyalty: It experienced a decline in 2021, but increased again in 2022 along with improvements in service quality and timeliness.

This trend shows the influence of each variable on J&T Express customer loyalty during the pandemic, when the customer faced major challenges in meeting customer expectations.

According to what is stated by (Chairuddin et al., 2022), there are alternative ways for advertisers to build customer relationships that can increase customer loyalty. This is important since it is widely acknowledged that employee loyalty has a significant impact on the productivity of the customer (Merisavo, 2008). According to (Ibrahim & Aljarah 2018), who examine the research methods that strengthen customer loyalty, social media can have a significant impact on customer loyalty, perseverance, and business efficiency.

When compared with loyalty and customer loyalty attitude, as well as brand equity, value, and resistance to change, ekuitas merek and consistent customer trust are the most important precursors (Taylor et al., 2004). Perhaps as a moderator variable for service expansion, brand equity can enhance customers' loyalty to the provider (Harun & Rokonuzzaman, 2021). As a mediator of social media trust, ekuitas merek also has a positive effect on patron loyalty (Garanti & Kissi, 2019).

As stated by (Thamrinb et al., 2022), the goal of the operational customer support team is to address customer concerns by adjusting timeliness, ensuring consistent delivery quality, providing accommodations, and fostering effective communication. Every operational standard and condition of every supply chain is recorded by the logistics customer service, which serves as the foundation of every logistics system. Due to the complexity of the logistical process and the relationship between the producer and the customer, the logistical user service is an ambiguous concept that can be used in various ways (Kuyyk et al., 2017). A complete supply chain integrates multiple points and paths into its process to keep the relationship between supply and demand intact. Numerous studies support the phases of the work strategy for patient care in three components or phases, namely pre-treatment, treatment, and post-treatment that are transformed into key components in the patient care outcome to support appropriate function of unhealthy factors (Sarder, 2021) (Gizaw et al., 2021) (Kuyyk et al., 2017) (Christopher, 2011).

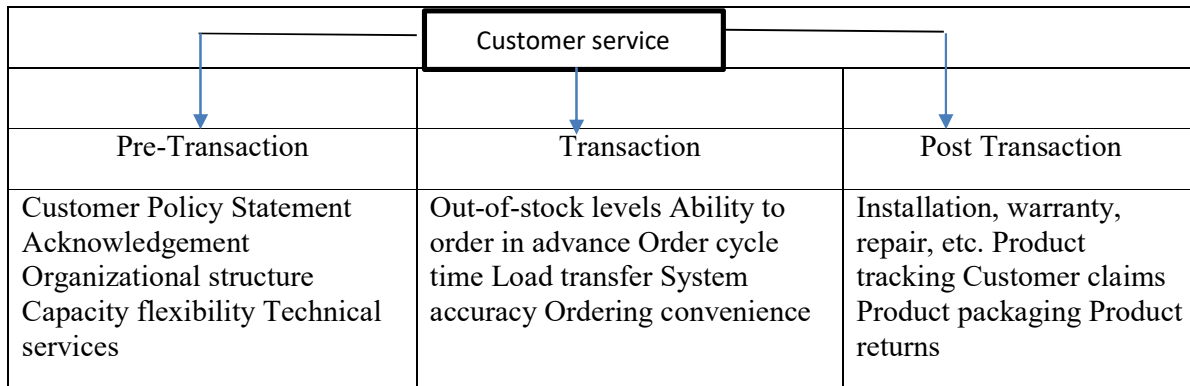


Figure 1. Customer Service Elements (Sarder, 2021)

In Table 1. Customer Service there are 3 elements along with their explanations, including:

- 1) Pre-Transaction, where this stage is the moment before the customer actually makes a transaction. The main focus at this stage is to attract customer interest and build positive expectations.
- 2) Transaction, where this phase is when the buying and selling transaction occurs. The customer experience during the transaction is very crucial because it will affect customer satisfaction.
- 3) Post-Transaction, where this phase is the stage after the transaction is completed. The main focus at this stage is to maintain customer satisfaction and build long-term relationships.

Considering the rough nature of the production line, ensuring the most efficient execution of the four customer service components here serves as a foundation for the assimilation of loyal customers. According to (Gizaw 2021:10), these three customer service attributes—consistency of product during the transaction process, ketersediaan, and staf kontak quality during the pretransaction process—have a positive impact and are significant. Subsequently, post-exchange components achieve higher levels of satisfaction, and currently, exchange and pre-exchange components.

According to (Kuyyk 2017:13), in order to provide transactional services, more than half of the respondents stated that they needed a formal contract in order to complete the transaction, and during the transaction, 86% of the respondents stated that the process of dispute processing was very important. Noting that the freight goods is only one aspect of the supply chain that is related to the simpul and jalur in this particular chain, the researchers determine whether or not all of the customer's satisfaction with the service can be affected by the judgment of the transportation customer.

2. Literature Review

2.1 Customer Service Quality

In an attempt to uplift each customer, quality overshadows important considerations. This is probably not related to the quality of the goods itself; rather, it can also be used to services that have high turnover. In this case, quality is related to the services provided, such as offering a variety of services that customers find acceptable. If the service is good, customers will quickly become devoted, which will result in several business benefits, including customer-led promotions (Aleron & Nurhadi, 2022). Conversely, according to (Prihandoyo, 2019), service quality is defined as the expected quality threshold and the associated quality improvement to address customer concerns (Ernawati dan Artati, 2022). Conversely, according to service quality, this is an activity or task performed by an individual or business entity to provide support to customers, employees, and other stakeholders (Rosdianty, 2023). Although this concept is easily understood in daily life, it is difficult to apply in a comprehensive way. Quality of service was defined as follows in numerous definitions:

- 1) The degree to which a service provider tends to provide services with a high degree of consistency is generally reflected in service quality.
- 2) Customer service quality or also called "customer service quality" is often associated with the way specialist service behaves who more than once offers acceptable assistance. Customer service quality reflects a mental obligation to a particular customer, while the way specialist cooperatives repeatedly offer good support encourages consumer loyalty.

2.2 Timeliness

Handoko, (Zaenab & Nova 2022) define timeliness as the minimum amount of time required by customers to complete transactions prior to receiving goods. In (Siwi and Wahyudi, 2023), Brillyan and Mahfud state that customer loyalty can be increased by paying close attention to the time it takes to deliver goods (Adianti S.S dan Trimarjono Adrianto, 2023). This includes the time spent engaging in conversation, weekends, and the length of time spent exchanging goods and services. Effectiveness in service delivery is not limited to meeting customer expectations; it also plays a crucial role in enhancing customer loyalty, establishing a positive reputation, improving operational efficiency, and ultimately maximizing organizational profits. Due to this, business must maintain a high standard of service and employ efficient methods in order to achieve this goal.

Some common ways used to measure the timeliness of delivery services

- 1) On Time Delivery Percentage (On-Time Delivery Percentage – OTDP)
- 2) Average Delivery Duration (Average Timeliness – ADT)
- 3) Courier Performance Tracking
- 4) Customer Feedback
- 5) Shipment Tracking System

6) Other Performance Metrics

2.3 Brand Equity

As per (Pandiangan et al., 2021), A brand as known by Tjiptono is a brand asset and liability related to a brand, its name and image, which adds to or reduces the value provided by a product or service to a customer or the customer's customers. Kotler and Keller define the concept of brand value as the discount given to products and services. By the way consumers think, feel, and act towards a brand, brand value can be reflected in the form of brand, cost, market share, and productivity added to the customer. (Keller and Kotler 2009:263).

According to (Soehadi 2005), the strength of a brand (brand equity) can be measured based on 7 indicators, namely:

- 1) Leadership: the ability to influence the market, both price and non-price attributes.
- 2) Stability: ability to maintain customer loyalty.
- 3) Market: brand power to improve store or distributor performance
- 4) Internationality: the ability of a brand to move beyond its geographic area or into another country or region.
- 5) Trend: Brands are becoming increasingly important in the industry.
- 6) Support: the amount of funds spent to communicate the brand
- 7) Protection: The brand has legality.

2.4 Customer Loyalty

According to (Kotler and Keller, 2012:207), loyalty is an important factor for transportation services. Customers who are unhappy with the services provided will use such services and, with luck, will cause damage to businesses that have many benefits. (Sumarwan, 2015:391) states that a persistent and consistent recurring services relationship will strengthen the customers' loyalty to a certain brand. (Oliver, 2014:432) defines customer loyalty as the customer's commitment to returning in a friendly manner. Customer loyalty is measured by the customer's evaluation of the quality of the goods or services they received (called intelligence) based on presumptions that have been conceptualized in the course of the inquiry. According to (Sueni et al., 2019), one aspect that should also be taken into consideration is the quality of the services provided to customers due to positive customer perceptions that encourage customers to return and can foster customer loyalty toward products or services at a particular jasa customer. According to (Sueni et al., 2019), there are a few factors that may affect a customer's loyalty while they are sending goods through J&T EXPRESS:

- 1) **Timeliness:** Be on time in delivering goods according to the size or commitment given to the customer. This is important because delays can burden and frustrate customers.
- 2) **Product safety:** Maintaining the security of merchandise during shipping interactions, limiting damage or loss of products. Customers may experience losses and J&T EXPRESS' reputation may decrease due to damaged or lost goods.

- 3) **Ease of tracking shipments:** Provides effective and useful delivery positioning. Easy-to-use delivery positioning allows customers to know their delivery situation continuously, thereby increasing convenience and satisfaction.
- 4) **Service availability:** Offering a variety of shipping services to suit customer needs, such as regular shipping, express, COD (cash on delivery), and international services. These various service options allow customers to choose the service that suits their needs and budget.
- 5) **Customer service quality:** Provide friendly, responsive and supportive customer service in resolving transportation related issues or questions. Customer trust and loyalty can be built through excellent service.

Getting new customers is more important than keeping existing ones loyal or deceitful. As stated by (Libo-On & Joefel T., 2021; Park & Kim, 2019), especially for the sustainability of the service sector and the sustainability of the product life cycle, maintaining customer loyalty is very important. In the other hand, customers become more discerning, their needs never cease, the quality of goods and services becomes less clear, customers have more options, and prices become more competitive (Arslan, 2020). The key to their loyalty is maintaining customer satisfaction. Customer devotion has a significant impact on the industrial type. Tasks like promotion and brand can be improved in businesses that focus on business-to-business transactions. It is evident that B2B requires a private connection in order to create a positive relationship and increase positive feedback. However, in B2B business, merek's efforts are quite dominant in facilitating transactions. The key to winning over customer loyalty is to adjust and effectively utilize information technology. In order to understand how customers use a product or business, customer loyalty surveys are very important, especially when determining net present value (NPV). (Lestari et al., 2020).

3. Research Methods

Research Design – It is always advisable to consult a inspection reference book in order to strengthen these review factors. Utilizing the SmartPls 4.1.0.6 application, this study employs a hitung structural factor to evaluate three hypotheses. The purpose of the between variable is to determine how customer loyalty to J&T EXPRESS Cipinang Muara Branch is affected by wait times, quality of service, and employee turnover. As dependent variables, they include customer service quality, turnaround time, and brand equity. Customer loyalty as an independent variable. Characteristics that strengthen the relationship between customer loyalty, turnaround time, and brand equity.

Population and Sample - A total of 131 people were selected using random sampling as the sampling method. The data analysis technique used the Structural Equation Model (SEM-PLS) and the SmartPLS program version 4.1.0.6. This study was conducted using a questionnaire as

a data structure, with the testing unit being customers who had used the J&T EXPRESS customer's delivery service at least 2 (two) times and were domiciled in East Jakarta. The basic sample size is five (5) times the number of indicators (Hair et al, 2019).

This study used twenty-nine (29) indicators to measure the five existing factors, so the basic number of tests needed was $29 \times 5 = 145$ respondents.

Measurement Scale – Information collection uses quantitative strategies based on important information obtained by distributing opinion polls and is estimated using a Likert scale with a range of 1 to 5 which is determined to measure how firmly respondents agree with the statements in the survey and using the Slovin equation to determine the number of tests available.

Slovin's formula: used to determine the basic sample size in a review. This recipe relies on an adequate error rate (level of importance).

Formula: $n = N / (1 + N * e^2)$

n = sample size

N = population size

e = acceptable error rate (usually 5% or 10%)

Hypothesis :

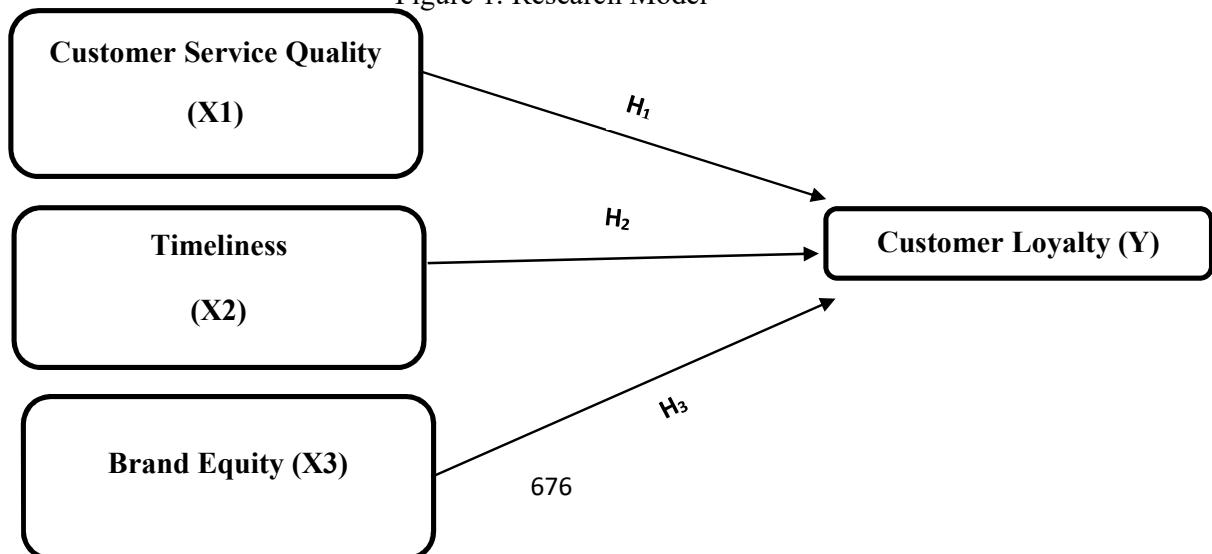
H1 : Customer Service Quality has a significant effect on J&T EXPRESS customer loyalty (Rosa Indah et al., 2019; Oliver (2014:432)).

H2 : Timeliness has a positive effect on J&T EXPRESS customer loyalty (Sakti & Mahfudz, 2018); Zaenab & Nova (2022); Oliver (2014:432))

H3 : Brand Equity has a positive effect on J&T EXPRESS customer loyalty (Zaenab & Nova, 2022; Oliver, 2014:432).

The framework used in this study is as follows:

Figure 1. Research Model



4. Results and Discussion

Validity and Reliability Testing

The following validity test results show the results of the loading of the variable influence factors on the indicators as follows:

Table 1. Results of the measurement model (Outer Model)

Variabel	Indicator	Outer Loading	Cronbach's alpha	Composite reliability	AVE
Customer Service Quality (X1)	X1.1	0,839	0,953	0,955	0,755
	X1.2	0,892			
	X1.3	0,862			
	X1.4	0,789			
	X1.5	0,880			
	X1.6	0,874			
	X1.7	0,910			
	X1.8	0,897			
Timeliness (X2)	X2.1	0,875	0,970	0,972	0,828
	X2.2	0,972			
	X2.3	0,856			
	X2.4	0,883			
	X2.5	0,944			
	X2.6	0,898			
	X2.7	0,953			
	X2.8	0,937			
	X3.1	0,856			

Variable	Indicator	Outer Loading	Cronbach's alpha	Composite reliability	AVE
Brand Equity (X3)	X3.2	0,911	0,949	0,950	0,799
	X3.3	0,927			
	X3.4	0,891			
	X3.5	0,859			
	X3.6	0,916			
Customer Loyalty (Y)	Y.1	0,910	0,955	0,958	0,791
	Y.2	0,880			
	Y.3	0,917			
	Y.4	0,895			
	Y.5	0,905			
	Y.6	0,932			
	Y.7	0,776			

Source: Data processed with SmartPLS (2024)

The loading factor values for each construct indicator are shown in the table above. Each Stacking Variable Pointer value has a Stacking Element greater than or equal to 0.7 (>0.7), so it is valid to show it. The most common way to assess centralized legitimacy also includes the use of Normal Change Extricated (AVE) as one of the techniques to reduce combined legitimacy. AVE is a measure of how closely the indicator variable (observational variable) corresponds to the current latent factor. If the AVE value of a variable is greater than or equal to 0.50 (>0.50), then the variable is considered valid. The following are the AVE results for each variable.

Convergent Validity Test

Convergence validity test is one of the steps in the exploratory factor analysis procedure or confirmatory factor analysis in multivariate statistical analysis. The reason for conducting a combined legitimacy test is to decide whether a particular variable or variable measure can be

considered substantial or invalid. The legitimacy of a variable is not entirely determined by its coefficient having a value greater than 0.70. This is one of the simple techniques used in important component testing or element investigation to decide to what extent a marker changes the variable being estimated.

Alpha Cronbach, Composite reliability, dan AVE

Cronbach's alpha is the coefficient of general association among all items on a particular scale, while compositional dependency is the general fluctuation in the markers caused by the jumbled arrangement. Each measure ranges from 0 to 1, with higher edges indicating more important information measures. For each of these measures, a value of 0.7 or higher is often acceptable. Reflective indicators are used to evaluate the convergent validity of the construct using Average Variance Extracted, or AVE. If the AVE value is greater than or equal to 0.5, the construct can account for at least 50% of the variation between items (Ghozali and Latan, 2015). The reliability of each variable is still unclear by comparing its quality and the Cronbach's Alpha and Composite Dependability values for each variable. The sample has a Cronbach's Alpha reliability score of less than or equal to 0.7 (>0.7), according to the definition of the variable. The statement in the question indicates that the Cronbach's Alpha and Composite Dependability values for all markers in the review are more than 0.07. Cronbach's Alpha and composite reliability are internal consistency proportions used to survey the unwavering quality of a particular scale or class of indicators.

Discriminant validity

Heterotrait-monotrait ratio (HTMT)				
	CUSTOMER SERVICE QUALITY	TIMELINESS	BRAND EQUITY	CUSTOMER LOYALTY
CUSTOMER SERVICE QUALITY			0,910	
TIMELINESS	0,930		0,919	0,929
BRAND EQUITY				

CUSTOMER LOYALTY	0,905			0,982
Fornell-Larcker criterion				
	CUSTOMER SERVICE QUALITY	TIMELINESS	BRAND EQUITY	CUSTOMER LOYALTY
CUSTOMER SERVICE QUALITY	0,869		0,868	
TIMELINESS	0,897	0,910	0,883	0,897
BRAND EQUITY			0,894	
CUSTOMER LOYALTY	0,866		0,937	0,889

Direct Effect

Tabel 2. Path coefficients and T-values						
Hipotesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STD EV)	P values	Results
Brand Equity => Customer Loyalty	0,631	0,641	0,120	5,255	0,000	Accepted
Customer Service Quality => Customer Loyalty	0,071	0,060	0,090	0,786	0,432	Rejected
Timeliness => Customer Loyalty	0,277	0,278	0,137	2,023	0,043	Accepted

As shown in Table 2, Brand Equity to Customer Loyalty with a high T count of 5.255 indicates that the influence of Brand Equity to Customer Loyalty is very significant. This value indicates that the relationship between Brand Equity and Customer Loyalty is strong and may be very statistically significant. Customer Service Quality to Customer Loyalty with a low T count of 0.786 indicates that the influence of customer service quality to customer loyalty is not strong

and may not be statistically significant. Timeliness to customer loyalty with a relatively high T count of 2.023 indicates that the influence of timeliness to customer loyalty may be significant.

Suitability Test

Table 4. R Square Model

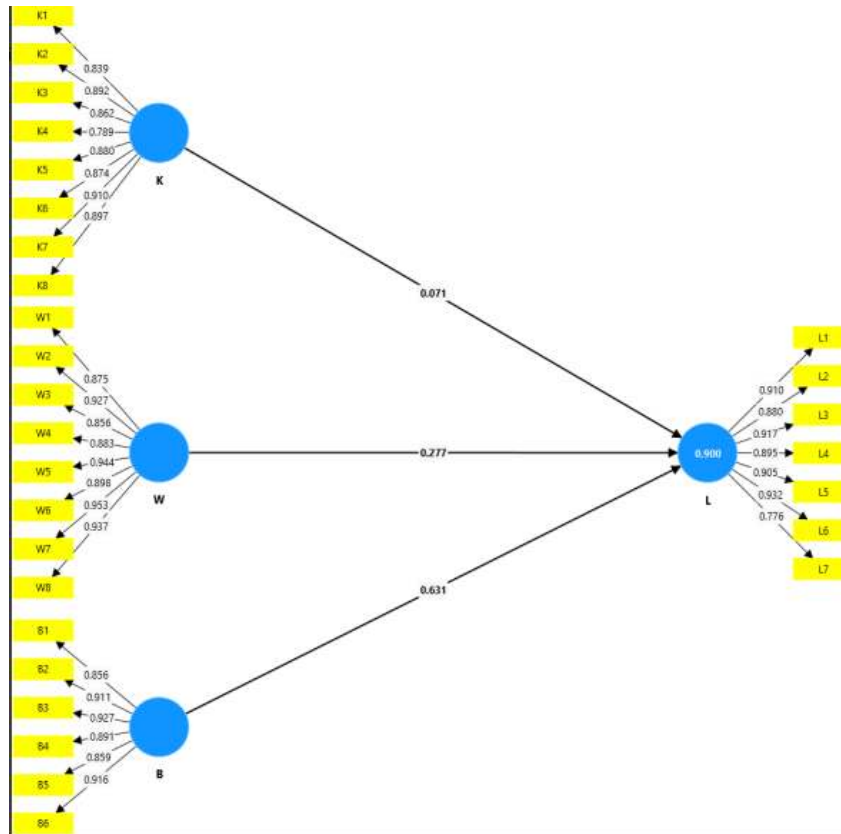
Source: Data processed with SmartPLS (2024)

Endogenous Variables	R Square	R Square Adjusted
Customer loyalty	0,900	0,898

The weak influence is indicated by the R Square value of the influence of Customer Service Quality, Timeliness, and Brand Equity on Customer Loyalty, which is around 0.898%. This percentage shows 89.8% of creative work. This metric is very similar to R-square, which shows that the introduction of independent variables into the model does not cause overfitting. This confirms that your model is robust and can be adjusted. The R-Square value of 0.900 shows a significant and good influence in predicting customer loyalty, as well as customer service quality, time, and brand equity. Hypothesis testing is the last step in the data analysis process carried out in scientific research. The purpose of hypothesis testing is to evaluate the validity or consistency of a hypothesis or statement used in the study. In the context of hypothesis testing, statistics are used as a tool to generate hypotheses based on the data obtained. Statistical hypothesis testing can be done using several methods, the most common of which is SmartPLS. PLS-SEM is a statistical method used to test the relationship between variables in a structural model. The results of the model estimation as a reference for the hypothesis hypothesized in this study can be seen in the following graph.

Validity Testing

Figure 2. Loading Factor of Measurement Model and Path Coefficient of Structural Model.



Source: Data processed with SmartPLS (2024)

Based on Figure 2, the bootstrapping test results show a t-statistic value for each research variable. T-statistics are a measure used to determine the extent to which the results of statistical tests indicate a significant difference between groups or variables. A t-statistic value greater than 1.96 indicates that the difference in the variables being tested is significant and the research hypothesis can be accepted. The P-value (usually symbolized by the $\hat{y}$ -value) is a value that indicates the level of statistical significance in hypothesis testing. A P-value less than 0.05 (usually the threshold for significance) indicates that the results of the statistical test are statistically significant, and the research hypothesis can be considered significant (Garson,

2016). The direction of the relationship refers to the direction or orientation of the influence between two variables in a relationship. In statistical analysis, the direction of the relationship can be determined from the original sample value of each influence relationship. This original sample value describes the strength and direction of the relationship between the observed variables.

The angle of association is the angle or direction of difference between two variables in a particular relationship. In statistical analysis, the direction of any relationship effect can be determined from the initial sample size. These raw sample data describe the strength and direction of the relationship between the observed variables.

5. Conclusion

This study analyzes the factors that influence customer confidence in using J&T EXPRESS express services. The results show that customer loyalty, time efficiency, and brand equity are important factors in shaping customer perceptions of product quality. This will help e-commerce companies to improve the quality of customer service and strengthen their position in the market. The study also highlights the importance of making necessary adjustments to the continuous market changes in the e-commerce industry.

6. Recommendations/Future Research

Future research should improve information about customer service in handling customer complaints, improving the ability to handle delayed deliveries, increasing promotions and advertising so as to have a positive impact on customer loyalty.

7. Implications

The findings of this study have several important implications for J&T EXPRESS business in Cipinang Muara and future research. Some of these implications, such as improving customer service quality, ease of delivery, and fast complaint handling, have a significant impact on customer satisfaction and, ultimately, strengthen their loyalty to J&T EXPRESS. Expedited timeliness is a key factor in increasing customer loyalty. Strong brand equity, developed through a good reputation, customer trust, and differentiation from competitors, is essential in developing customer loyalty.

8. Research Limitations

The study may not have been particularly successful in showing that poor customer communication and slow delivery of updates are significant problems. However, some studies do not provide enough information about how these delays affect customer loyalty in specific ways. The accuracy of shipment tracking is also a serious issue; however, some studies do not provide comprehensive data on its impact on customer loyalty.

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