

## COMPARATIVE ANALYSIS OF POST OFFICE SERVICE QUALITY WITH JNE IN PURWOREJO

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### ABSTRACT

*The hardest thing for a company to do is to assess the quality of its service with competitors in the same sector, most companies only assess the quality of service to their own customers, and it makes it difficult for companies to grow and develop, especially for the post office in the midst of many other expedition services and one of them is JNE. The scope of the research is Purworejo, Central Java. The number of samples is 110 people consisting of 55 Pos and JNE customers. The sampling technique used was accidental sampling. The data testing technique uses validity and reliability tests. The analysis technique used in this study is carried out using the Customer Zone of Tolerance Quality (CZSQ) which is integrated with Importance Performance Analysis (IPA) and becomes CZSQ-IPA (CZIPA). The results showed that Pos with the CZIPA matrix method, there were 3 attributes in quadrant 1, 4 attributes in quadrant 2, 5 attributes in quadrant 3 and 6 attributes in quadrant 4. The conclusions in this study indicate that there are 2 main priorities for improvement, namely responses to suggestions and complaints from customers with  $d$  value of  $-3.04$  and the ability of employees to solve customer problems with a  $d$  value of  $-2.14$ .*

**Keywords:** Service Quality, CZOT, CZSQ, CZIPA

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### INTRODUCTION

The service quality of a company is judged from the perceptions formed by customers, good or bad service depends on customer ratings and good service quality is also influenced by competitors, when a company already has a good service quality value from its customers, not necessarily the value of service quality can compete in the same sector as competitors.

One company that must continue to be competitive regarding service quality is the Purworejo Post Office, in today's era there are many companies engaged in the shipping service sector, the Purworejo Post Office should no longer make an assessment of the quality of service to its own customers, but also pay attention to customer ratings of quality. services provided by its competitors and one of its competitors, namely JNE Purworejo, this needs to be done so that the Purworejo Post office can continue to compete in the field of expedition services, later the Purworejo

Post office can improve its service attributes, or if indeed the attributes are superior to JNE Purworejo, it is necessary to maintain and maintain it.

## **LITERATURE REVIEW**

The traditional science method that has been carried out by Martila and James (1977), over time shows a weakness, namely it cannot compare the attributes studied with competitors, therefore the science method needs to be developed better.

Previous research has also been carried out by M. Mujiya Ulkhaq, et al (2016) regarding service quality and service quality comparisons, in this study it can be explained that the CZSQ method is used to reduce errors during calculations, errors when placing coordinates in a matrix, and can explain where the position of the coordinates is. market in general. good, and the CZSQ-IPA (CZIPA) method can be used to introduce the attributes contained in it by making CZSQ as the abscissa and CZIPA as the ordinate on the Cartesian diagram and comparing them with competitors. The combination of CZSQ and CZIPA methods has the power to explain which attributes are given or not considered by management with comparisons of competitors, and also generate attribute improvement priorities based on the calculation of the distance between the diagonal line and the ideal coordinates. of these attributes.

Previous research conducted by M. Mujiya Ulkhaq, et al (2018), the research is not much different from the previous one, the research used the CZSQ and CZIPA research methods, the combination of the two methods formed a quadrant division where the attributes studied were superior or not with competitors and from there the management can make decisions based on the division of the quadrant. Through the description above, as has been done in previous studies, the purpose of this study is to assess the quality of Postal services and compare it with JNE through the CZSQ method and its comparison with the CZIPA matrix as also carried out by previous studies.

## **RESEARCH METHOD**

This study is a descriptive statistical analysis using primary data obtained from 3 questionnaires (Importances, Performance, Minimum Performance) which were distributed to respondents. The scope of this research is limited to the area of Purworejo, Central Java. The number of samples is 110 people consisting of 55 Pos and JNE customers. The sampling technique used was accidental sampling. The data testing technique uses validity and reliability tests. The analysis technique used in this study is carried out using the Customer Zone of Tolerance Quality (CZSQ) which is integrated with Importance Performance Analysis (IPA) and becomes CZSQ-IPA (CZIPA).

### **Customer Zone of Tolerance Service Quality (CZSQ)**

CZSQ is inspired by the Competitive Zone of Tolerance (CZOT). This ZOT refers to the area between the level of service that is considered by the customer, that the service provider can provide a level of service that is in accordance with what is expected by the customer (Desired Service / DS) with the level of service when the customer cannot receive it (Adequate Service / AS).

This ZOT is used to evaluate the service perceived by the customer (Perceived Service/PS) which is considered different from the desired service (DS), where this difference is called service excellence (Service Superiority/SS), while when the service is perceived (PS) when the service is not received by the customer (US) is called Service Adequacy (SA).

Over time, the concept of ZOT developed and was upgraded to CZOT, the service perceived by customers from competitors in the same industry (Competitor Perceived Service/CPS) is expressed as the minimum service level (US). This CZOT sees an area where there is a gap between the service desired by the customer (Customer Desired Service/CDS) from the service provider and the perceived service from the service provider competitor (CPS). CZSQ as follows:

1. Calculate the Competitive Service Adequacy (CSA) value.

The CSA value is obtained from the difference between the Focal Performance Service (FPS) and Competitor Performance Service (CPS) scores.

$$CSA = FPS - CPS$$

2. Calculates the Competitive Zone of Tolerance (CZOT) value.

The CZOT value is obtained from the difference between the Focal Desired Service (FDS) and CPS values.

$$CZOT = FDS - CPS$$

3. Calculate the value of the Competitive Service Quality Ratio (CZSQ).

The CZSQ value is obtained by dividing the CSA value by CZOT.

$$CZSQ = (FPS - CPS)/(FDS - CPS)$$

$$CZSQ = CSA/CZOT$$

Through the calculation of the CZSQ value, it is interpreted as follows:

a. If  $CZSQ < 0$ , it means that the FPS is lower CPS, this indicates that the customer wants better service and the management should improve the priority of service improvement.

- b. If  $0 < CZSQ < 1$ , it means that the FPS is equal to or greater than the CPS, this indicates that the service received by the customer has not been as desired, even though there is a slight priority for service improvement.
- c. If  $CZSQ > 1$ , it means that the service provider is able to provide services that are desired by the customer.

### CZSQ-IPA (CZIPA)

The Importance Performance Analysis (IPA) matrix introduced by Martila and James (1977) is used to map the priority of service quality improvement. This IPA matrix has limitations in its approach and several limitations, namely its application is biased in measurement, is limited to mapping alone, and does not take into account the differences in the assessed attributes, and more limited to ignoring the level of service provided by competitors in the same industry.

Like CZOT, over time the IPA matrix developed and was upgraded to CZIPA, the thing that distinguishes between the IPA and CZIPA matrices only lies in CZSQ as the abscissa and DI as the ordinate, the DI value is obtained from the difference in the importance focal value with competitors, basically the concept of the matrix CZIPA in comparing the service provider with its competitors), as for the value in looking for the differences as follows:

$$d = CZSQ - DI$$

The CZIPA matrix has the same quadrant division and there is no difference with the IPA matrix. One thing that distinguishes the IPA and CZIPA matrices is that there is a diagonal line that passes through the coordinates (0,0), where the diagonal line is  $CZSQ = DI$  (ideal line). Attributes that are to the left of the diagonal line are considered a poorer service level than their competitors and vice versa when the attributes are to the right of the diagonal line.

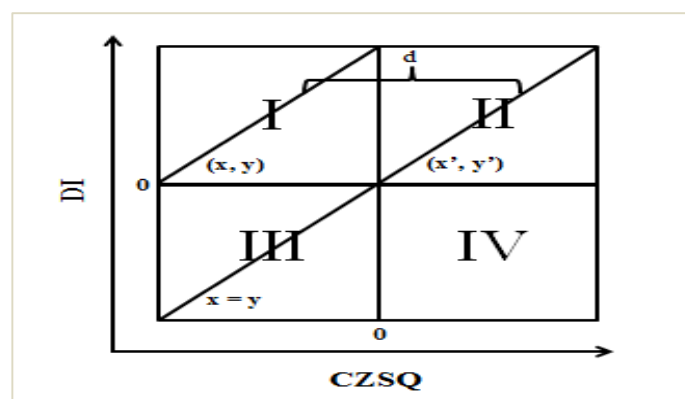


Figure 1. CZIPA Matrix

Based on the picture above, different values of d have the following meanings:

- d 0, where the attribute is on the diagonal line or on the right, it means that the management needs to make a low priority for improvements.
- d 0, where the attribute is to the left of the diagonal line, meaning that the management needs to make a high priority for improvement.

The equation of a straight line that passes through two points is:

$$(y - y_1)/(y_2 - y_1) = (x - x_1)/(x_2 - x_1)$$

The diagonal straight line in the CZIPA matrix passes through the points (0,0), (1,1) and (-1,-1), while the calculations for finding the equation are:

$$(y - 1)/(-1 - 1) = (x - 1)/(-1 - 1)$$

$$-2y + 2 = -2x + 2$$

$$x = y$$

## DATA ANALYSIS AND DISCUSSIONS

### Respondent Profile

Overall respondents in this study amounted to 110 people who were divided into two groups, namely 55 Pos customers and 55 JNE customers. The number of male respondents is 41 people and women are 63 people. Most of the respondents occupations are entrepreneurs as many as 45 people and private employees as many as 29 people. The educational background of most respondents is high school as many as 52 people. The age of most of the respondents ranged from 18 to 29 years as many as 34 people.

### Validity and Reliability Test

Testing the data obtained in this study uses validity and reliability tests, validity tests are used to test the accuracy of the questions asked to respondents, while reliability tests are used to test the consistency of answers given by respondents.

The following is a table of the results of testing the validity of the question items contained in the questionnaire given to each respondent.

**Table 1. Validity Test**

No	Importance		Performance		Minimum		R table	Description
	Pos	JNE	Pos	JNE	Pos	JNE		
1	0,732	0,782	0,750	0,658	0,753	0,784	0,266	Valid
2	0,926	0,716	0,615	0,724	0,682	0,733	0,266	Valid

3	0,874	0,774	0,635	0,729	0,723	0,731	0,266	Valid
4	0,916	0,822	0,677	0,810	0,795	0,764	0,266	Valid
5	0,798	0,834	0,790	0,656	0,756	0,698	0,266	Valid
6	0,926	0,893	0,789	0,755	0,813	0,741	0,266	Valid
7	0,896	0,906	0,703	0,786	0,717	0,721	0,266	Valid
8	0,712	0,875	0,706	0,779	0,713	0,865	0,266	Valid
9	0,679	0,783	0,803	0,792	0,689	0,772	0,266	Valid
10	0,675	0,711	0,769	0,694	0,791	0,655	0,266	Valid
11	0,867	0,620	0,621	0,753	0,779	0,756	0,266	Valid
12	0,761	0,778	0,779	0,767	0,704	0,786	0,266	Valid
13	0,783	0,868	0,682	0,776	0,705	0,779	0,266	Valid
14	0,875	0,840	0,766	0,674	0,823	0,793	0,266	Valid
15	0,880	0,765	0,751	0,649	0,789	0,696	0,266	Valid
16	0,714	0,699	0,813	0,784	0,624	0,758	0,266	Valid
17	0,736	0,647	0,682	0,711	0,789	0,763	0,266	Valid
18	0,831	0,789	0,602	0,686	0,824	0,812	0,266	Valid

Through table 1 above, it was found that all the question items from the 3 questionnaires were above the  $r$  value of the product moment table ( $n = 55, 5\%$ ), meaning that all question items already had accuracy related to the topic under study, although the data testing was continued with a reliability test that used to measure the consistency of answers from respondents.

Below is a table of reliability test results.

**Table 2. Reliability Test**

No	Instrument	Cronbach Alpha	Standar reliabel	Description
Pos				
1	Importance	0,960	0,6	Reliabel
2	Performance	0,891	0,6	Reliabel
3	Minimum	0,937	0,6	Reliabel
JNE				
4	Importance	0,941	0,6	Reliabel
5	Performance	0,855	0,6	Reliabel
6	Minimum	0,968	0,6	Reliabel

Through table 2 above, it is concluded that the value of the research instrument used has a value above the reliable standard, meaning that all the instruments in this study can be accounted for.

### **Customer Zone of Tolerance Service Quality (CZSQ)**

CZSQ is done by calculating the average value of importances, performance and minimum performance that can be accepted by customers, the first thing to do is assess

the quality of service from Pos customers, after that assess the quality of service from JNE customers, and the results of the recapitulation of the questionnaire and Furthermore, calculations are carried out to determine the value of DI, CSA, CZOT, CZSQ and later the value of d is also calculated, while the results of the calculation are as below :

**Tabel 3. Average Importance Value, Performance and Minimum Performance**

No	Atribute	Pos			JNE		
		$\bar{X}$	$\bar{Y}$	$\bar{Z}$	$\bar{X}$	$\bar{Y}$	$\bar{Z}$
1	Have sophisticated equipment	4,05	4,24	4,23	4,24	4,40	4,37
2	Have a clean, tidy and comfortable office	4,15	4,33	4,31	4,16	4,24	4,42
3	Have a spacious and comfortable waiting room	4,11	4,40	4,38	4,22	4,26	4,23
4	Has a large and adequate parking space	4,33	4,36	4,36	4,20	4,45	4,33
5	The company has a good relationship with customers	4,12	4,25	4,56	4,23	4,33	4,38
6	Friendliness of employees in providing services	4,07	4,34	4,26	4,33	4,49	4,37
7	Employees' ability to communicate	4,13	4,41	4,23	4,12	4,53	4,58
8	Response to suggestions and complaints from customers	4,15	4,55	4,31	4,33	4,51	4,25
9	Fast and responsive service	4,02	4,13	4,38	4,20	4,42	4,25
10	The ability of employees to solve customer problems	4,20	4,37	4,37	4,29	4,31	4,33
11	The speed of the company in responding to complaints	4,02	4,42	4,26	4,27	4,40	4,40
12	The speed of the company in resolving complaints	4,09	4,36	4,54	4,31	4,49	4,35
13	Easy access location	4,25	4,42	4,46	4,25	4,51	4,29
14	Accuracy of working hours	3,98	4,44	4,15	4,24	4,47	4,54
15	Service procedures that are not confusing	3,96	4,64	4,36	4,15	4,46	4,46
16	Security from any loss or damage to goods that occur	4,07	4,44	4,44	4,22	4,91	4,13
17	Guarantee of suitability of costs and processing of shipping documents	4,08	4,35	4,33	4,26	4,60	4,37
18	Staff dexterity and experience	4,15	4,56	4,38	4,18	4,42	4,44

**Table 4. Calculation CZSQ**

No	Atribute	DI	CSA	CZOT	CZSQ	d
1	Have sophisticated equipment	-0,16	-0,19	-0,14	1,40	1,56
2	Have a clean, tidy and comfortable office	0,09	-0,01	-0,11	0,09	0,00
3	Have a spacious and comfortable waiting room	0,14	-0,11	0,15	-0,74	-0,88
4	Has a large and adequate parking space	-0,09	0,13	0,03	3,93	4,02
5	The company has a good relationship with	-0,08	-0,11	0,18	-0,63	-0,55

	customers					
6	Friendliness of employees in providing services	-0,15	-0,26	-0,11	2,47	2,62
7	Employees' ability to communicate	-0,12	0,01	-0,35	-0,03	0,09
8	Response to suggestions and complaints from customers	0,04	-0,18	0,06	-3,00	-3,04
9	Fast and responsive service	-0,29	-0,18	0,13	-1,38	-1,09
10	The ability of employees to solve customer problems	0,06	-0,09	0,04	-2,09	-2,15
11	The speed of the company in responding to complaints	0,02	-0,25	-0,14	1,74	1,72
12	The speed of the company in resolving complaints	-0,13	-0,22	0,19	-1,13	-1,00
13	Easy access location	-0,09	0	0,17	0,00	0,09
14	Accuracy of working hours	-0,03	-0,26	-0,39	0,67	0,70
15	Service procedures that are not confusing	0,18	-0,19	-0,10	1,87	1,69
16	Security from any loss or damage to goods that occur	-0,47	-0,15	0,31	-0,49	-0,02
17	Guarantee of suitability of costs and processing of shipping documents	-0,25	-0,18	-0,04	5,09	5,34
18	Staff dexterity and experience	0,14	-0,03	-0,06	0,48	0,34

Through table 4 above, the value of CZSQ is used as the abscissa and DI is used as the ordinate, so that the coordinate points are formed in the Cartesian diagram, while the coordinate points are formed as shown below:

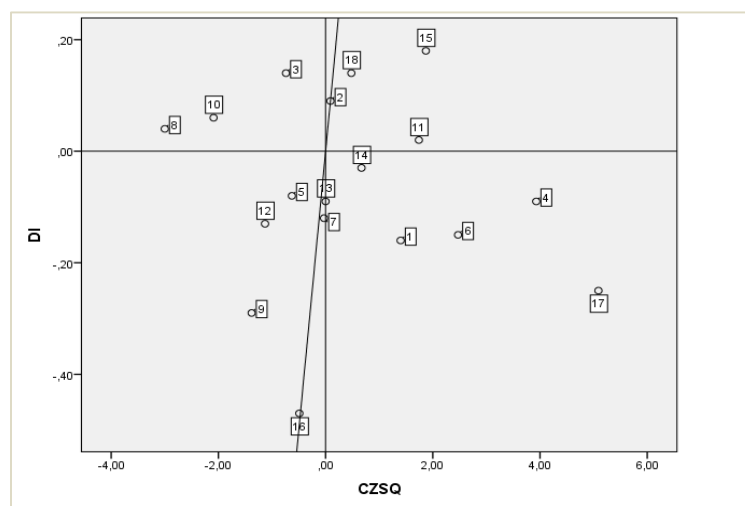


Figure 2. CZIPA Matrix

Through the CZIPA matrix image above, a mapping of 18 attributes is described which is divided into four quadrants as follows:

1. Quadrant I – Main improvement priority



There are important attributes that are expected by customers, but the performance of service providers is still not optimal and the attributes in this quadrant require priority improvement efforts. The attributes contained in this quadrant are:

- a. Have a spacious and comfortable waiting room (attribute 3)
- b. Response to suggestions and complaints (attribute 8)
- c. The ability of employees to solve customer problems (attribute 10)

The response attribute to suggestions and complaints is at the very end of all attributes, which means it has the largest negative CZSQ value with competitors and the management needs to make improvements.

## 2. Quadrant II – Maintain performance

Attributes in this quadrant are considered important and their performance is quite good, service providers should be able to continue to maintain their performance. The attributes contained in this quadrant are:

- a. Have a clean, tidy and comfortable office (attribute 2)
- b. The speed of the company in responding to complaints (attribute 11)
- c. Service procedures that are not confusing (attribute 15)
- d. Staff dexterity and experience (attribute 18)

The attribute of having a clean, tidy and comfortable office is very close to the vertical line (DI) and crossed by a diagonal line (ideal line) meaning that the attribute value has the same importance as competitors. The attribute of the company's speed in responding to complaints is very close to the horizontal line (CSZQ) meaning that it requires a little improvement from the management. The service procedure attribute that are not confusing is the highest among all attributes which means it has a higher service quality value than competitors.

## 3. Quadrant III – Low improvement priority

Service providers need to make improvement efforts, but the level of priority for improvement is low, and does not require special treatment of the attributes in this quadrant. The attributes contained in this quadrant are:

- a. The company has a good relationship with customers (attribute 5)
- b. Employees' ability to communicate (attribute 7)
- c. Fast and responsive service (attribute 9)
- d. The speed of the company in resolving complaints (attribute 12)
- e. Security from any loss or damage to goods that occurs (attribute 16)

The attribute of the employee's ability to communicate is very close to the vertical line (DI) and almost also crossed by the diagonal line (ideal line) meaning that the importance value is almost the same as competitors and requires a little improvement.

The security attribute of any loss or damage to goods that occurs is slightly skipped, but tends to be on the left by a diagonal line (ideal line) meaning that it needs a little improvement.

#### 4. Quadrant IV – Redundant resources

Attributes in this quadrant have redundant resources, service providers should be able to divert these resources to other attributes that require priority improvement efforts. The attributes contained in this quadrant are:

- a. Have sophisticated equipment (attribute 1)
- b. Have a large and adequate parking space (attribute 4)
- c. Friendliness of employees in providing services (attribute 6)
- d. Ease access location(attribute 13)
- e. Accuracy of working hours (attribute 14)
- f. Guarantee of suitability of costs and processing of shipping documents (attribute 17)

The attribute of ease access location is right on the vertical line (DI) and quite close to the diagonal line (ideal line), and is located on the right, meaning that the importance value is the same as competitors and does not require any improvement by the management. The attributes guarantee of suitability of costs and processing of shipping documents and shipping document management are at the far right of all attributes, meaning that they have the largest positive CZSQ value and the performance of this attribute has exceeded customer importances.

There are 2 attributes that are right on the diagonal line, namely having a clean, neat and comfortable office (attribute 2) and security from any loss or damage to goods that occur (attribute 16), these two attributes have the same value as competitors. Attributes that are prioritized for service improvement are taken from quadrants I (high priority) and II (low priority) which are to the left of the diagonal line, and have a CZSQ value less than 0 which means they need improvement, while the attributes that management should consider in improving future as below:

Table 5. Improvement Priority

No	Atribute	CZSQ	DI	d	Order
1	3	-0,74	0,14	-0,88	5
2	8	-3,00	0,04	-3,04	1
3	10	-2,09	0,06	-2,15	2
4	5	-0,63	-0,08	-0,55	6
5	9	-1,38	-0,29	-1,09	3
6	12	-1,13	-0,13	-1,00	4
7	16	-0,49	-0,47	-0,02	7

Based on table 5 above, there are 2 attributes (Responses to suggestions and complaints from customers and the ability of employees to solve customer problems) which have a value that is very far from competitors and their performance is also below what is expected by customers, therefore management needs to prioritize in improving these two attributes, after that it can make improvements to the other 5 attributes (Fast and responsive service, the company's speed in resolving complaints, having a spacious and comfortable waiting room, the company establishing good relationships with customers and security from any loss or damage goods that occur) which have a low priority in improvement.

## **CONCLUSIONS AND SUGGESTIONS**

Based on the description above, it is taken from the conclusion that 18 service quality attributes are achieved and the performance of 3 Pos attributes and their performance is below JNE. Through the CZSQ and CZIPA methods, obtained 2 attributes that are the main priority in improvement, while the attributes that become priority are responses to suggestions and complaints from customers with a d value of -3.04 and the ability of employees to solve customer problems with a value of -2.14.

The CZIPA matrix has a weakness that lies in its inability to compare with many competitors, the CZIPA matrix is currently limited to comparisons made by one competitor, so it cannot fully describe where exactly the market position is, therefore for further research it is expected to be able to develop , or find new methods that can correct the limitations of this study.

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