

Implementation of Service Quality Improvement Strategies in Service Unit Division PT. Pos Indonesia (Persero) Jakarta

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Abstract - Globalization demands an increasing change in all fields, one of which is the field of Services and services. Judging from the number of companies engaged in services and services, PT Pos Indonesia is required to have a special strategy to be able to compete with other companies. This study aims to find out how the strategies used to improve service quality, obstacles encountered, and how the solutions to overcome these obstacles. The research methodology used is a qualitative descriptive study using observational approaches, interviews, and documentation. With the results of research in the form of excellent service strategies by providing the best service to customers and service product development strategies that have been developed to facilitate customers running his business. Constraints in the form of lack of patience, technical and weather problems, accuracy, internet connection, when the COD of the recipient is not in place, and return of goods. And how to cope with extra patience, the existence of further communication and apologies, sorting goods so as not to be confused, fixing an internet connection, maintaining communication by contacting first that the recipient is in place, and ensuring the goods are damaged by the seller or courier

Keywords: *Service Quality, Improvement Strategies*

1. INTRODUCTION

In this era of globalization and free markets, competition is very sharp. This requires every business person to try to improve their performance. In this era, every company experiences competition in developing its business. The occurrence of increased competition is marked by competition, a number of companies always pay attention to the wants and needs of consumers by improving services beyond competing companies. Globalization demands changes and improvements in all fields, one of which is the field of services and services. The increasing competition in local and global businesses and conditions of uncertainty force companies to achieve competitive advantage in order to win the competition in the global business. To achieve this, the company must implement a Service Strategy that is able to compete with other companies in the service sector.

Competition and development of companies in the field of services and services in Indonesia is growing rapidly since the deregulation in the monetary and financial fields. In a situation of increasingly fierce competition, every service and service company must have its own characteristics

that become the company's advantages that cannot be imitated by other companies. The quality of services and services provided by a company to customers is one of the most important competitive advantages for the survival of an organization. Therefore, every service and service company is competing to provide the best service for its customers, both in terms of quality and service quantity. In general, the level of customer satisfaction depends on the quality or quality of services received.

A service is an activity, benefit or satisfaction offered for sale. For example, delivery service companies such as PT Pos Indonesia (Persero), JNE Expedition, JNT, Anteraja, Paxel and others. The definition of service quality can be different for each person, because quality has various criteria and is very dependent on the context of its implementation.

Previous research has been carried out related to strategies to improve services at shipping companies. In the research conducted by (Sopfan Syaiful, 2020) it was concluded that JNE Lampung Branch in its service strategy has met quality standards according to the needs of the community based on aspects of physical evidence, reliability, responsiveness, assurance and empathy. While research conducted by Pujiono et al (2015) concluded that PT Pos Indonesia (Persero) Jember branch carried out a product diversification strategy, improved human resources, and improved company facilities and infrastructure in improving the quality of its services to consumers.

Based on several previous studies, it can be concluded that the emergence of courier service companies is currently in tandem with the rise of online sales, causing increasingly fierce competition and its own challenges in improving service quality. However, PT Pos Indonesia (Persero) as an expedition company with the largest network in all sub-districts in Indonesia is experiencing a decline in the quality of postal services at this time which is marked by consumer dissatisfaction such as complaints about service quality, shipping rates, or speed of delivery. If this dissatisfaction is not immediately responded to properly, it can result in the shift of PT Pos Indonesia (Persero) customers to the private sector. Judging by the number of companies engaged in services and services, PT Pos Indonesia (Persero) PT Jakarta as the head office must have a special strategy that is able to compete with service and service companies globally. This strategy also determines the level of customer satisfaction to remain loyal to using the services of a company.

Based on the above background, the authors are interested in conducting research on the implementation of service quality improvement strategies in the Outer Service Unit division at PT Pos Indonesia (Persero) Jakarta. This study aims to determine the strategies implemented in improving the quality of service at the Outer Service Unit Division at PT Pos Indonesia (Persero) Jakarta and to find out the obstacles faced and solutions to handle them.

2. LITERATURE REVIEW

Service

Service is an act or deed offered by one party to another that is intangible and does not result in ownership of anything (Zurkain & Sumarsono, 2018). (Goodman, 2011) said that Customer satisfaction, an often-expressed fundamental goal of organizations on both sides of the product-service dichotomy, was taking on added significance in service industries from the standpoint of employees. (Helkkula, 2011) Two important themes have emerged in the service quality research. First views service quality as the gap between expected level of service and the perception of actual performance received.

According to Zeithaml, Parasuraman and Berry's on (Stewart, 2018) dimensions of service quality are inherently psychological constructs of how the typical customer classifies different elements of his or her perceptions of the just completed service encounter. Parasuraman et al in (Blanton, 2000) described service quality as similar to an attitude, (Parasuraman, 1988) suggested that attitude is initially a function of expectations and subsequently a function of the prior attitude toward and the present level of satisfaction with a product or service. (Hesami, 2013) suggested that service quality and consumer satisfaction are distinct constructs, but are related in that satisfaction mediates the effect of prior-period perceptions of service quality to cause a revised service quality perception to be formed.

According in Passaruman et.al (Easther Gracia, 2013) The four intangible dimensions of the original version (reliability, responsiveness, assurance, and empathy) were taken into account, but the dimension tangibles was not because this dimension does not depend on the units' interaction process.

According to Kotler in (Bulkia, 2018) "Service can be interpreted as an activity that is useful or provided by one or several parties to another party to be able to satisfy needs and desires which are basically tangible". According to Solomon in (Goodman, 2011) that Effective management of the service encounter involves understanding the often complex behaviors of employees that can distinguish a highly satisfactory service encounter from a dissatisfactory one, and then training, motivating, and rewarding employees to exhibit those behaviors determined to be satisfactory by both organizational members (e.g. employees and managers) and recipients of the service.

According to Hayat in (Aisyah, 2017)"Services are activities in the context of fulfilling service needs in accordance with laws and regulations for every citizen and resident of goods and services provided by public service providers". According to Barata Excellent Service (Atmadjati, 2018)"Service excellence is concern for customers by providing the best service to facilitate the ease of meeting needs from realizing satisfaction, so that they are always generous to the company".

According to Daryanto and Setyobudi (Silvia, 2018) "Excellent service is the best service provided by the company to meet customer expectations and needs, both customers within the company and outside the company". According to Lovelock in (Semil, 2018)explains that, "Excellent service is an extraordinary service or extraordinary thought which is known as satisfactory service".

Excellent service (excellent service) literally means the best service. According to Rahmayanty in (Silvia, 2018) excellent service is:

1. Excellent service and beyond customer expectations.
2. Services that have a characteristic quality (quality nice).
3. Service with high quality standards and always following the development of customer needs at any time, consistently and accurately (reliably).
4. Services that meet the practical needs and emotional needs of customers.

Companies engaged in services and services are required to satisfy customer needs, which means that service companies must provide quality services to customers. (Esfahan B, 2013) The transfer of positive (or negative) experiences from one person to another can occur in organizations where performance is a combined effort. (Holle, 2011) Customer demand is based on the customer's perspective and behaviour. To understand and deliver on customer demands, service providers should connect with the customer and analyse and understand the customer's perspective and behaviour. For this reason, the establishment of customer relationships should be widely adopted.

Regarding service quality, there are at least three service quality models (Fatihudin & Firmansyah, 2019) that can be used as references to build service quality, namely:

1. Quality Triangle Model (Service Triangle)

The service triangle is an interactive model of service management that connects the company with its customers. The model consists of three elements, namely:

- a. Service Strategy A strategy to provide services to customers with the best possible quality in accordance with the standards set by the company.
- b. Resources of the service provider (Service people) People who interact directly or indirectly with customers must provide services sincerely (empathy), responsive, friendly, focused and realize that customer satisfaction is everything.
- c. The service system is a service procedure to customers that involves all physical facilities including human resources owned by the company.

2. Integrated Service Quality Model (Total Quality Service)

The integrated service quality model or called Total Quality Service is the ability of a company to provide quality services to people with an interest in customers, namely customers, employees, and owners. Five important interrelated elements in the integrated quality service model, namely:

- a. Research elements of the market and customers. This element is a research to find out the market structure, market segment, demographics, potential market analysis, market power analysis given.
- b. Strategy formulation. The second element is directions in providing quality services to customers so that the company can retain customers and even acquire new customers.
- c. Education, training, and communication. The third element is an action to improve human resources in order to be able to provide quality services.
- d. Process improvement, this element is a continuous redesign that aims to improve the service process that is applied in the process of continuous service improvement.
- e. Assessment, measurement and feedback This last element is a series of activities consisting of assessments, performance measurements that have been achieved by employees for services that

have been provided to customers and seeing feedback given by customers for services that have been provided.

3. Conceptual Model Of Service Quality

This model is a quality creation model that starts from recognizing the service gaps that occur to finding a way out to eliminate these gaps. Inequality has two categories, namely:

- a. Gaps within the company Is a gap caused by things that exist within the company, for example the way of working, management, resource capabilities including facilities and technology.
- b. Gaps outside the company. The discrepancy between what the consumer expects and what is received and the service provider arises because of things outside the company related to the capabilities to the resources owned by the service provider.

(Han J., 2011) suggested expectations were difficult to measure accurately and performance of the service was critical and more meaningful. The debates on the merits of SERVQUAL verse SERVPERF have been raging for the last two decades. (Gebauer C, 2012) suggested that organizations need to determine how to establish measurement scales that should facilitate the interface between the assessment process and organizational change that leads to continuously improving service delivery.

Service Strategy

Service strategy is needed in improving service quality. With the strategy, the company will set a target to get profit. used on study (Leena Nitin Fukey, 2014) the key elements to service delivery quality improvements are market and customer focus, motivated staff, understanding of concepts of service delivery and its factors etc.

According to Morrisey in (Agtovia, 2017), explaining that strategy is a process to determine the direction that the company must go so that its mission is achieved and as a driving force that will assist the company in determining its products, services and markets in the future. In carrying out daily operational activities in the company, leaders and top managers always feel confused in choosing and determining the right strategy because the circumstances are constantly changing. (Rehman, 2012) Therefore strongest brand has most important effects on services parts, when a gym can do innovative services that gym (includes customers & staffs& managers) do Integrated Marketing & obtain competitive advantage in long term.

(Bahri, 2012)Service strategy is a process carried out by the company in providing its best strategy in the service sector to meet customer expectations and needs in determining the products and services to be used. Every company will plan the strategic process as much as possible to meet customer expectations. (Zairi, 2015) Business excellence can be achieve effectively when the commitment and involvement of the top management is higher and also the evaluation of top management can result in the level of business brilliance.

(Chen P.T, 2015) Total Quality Service is one of the service strategies used in the service industry which has a core concept that in an effort to improve the quality of services the company must involve commitment and awareness of all levels of work in the company where this effort must be carried out continuously all the time so that an increase in sales will be obtained. and a wider market share.

(Daniel LP, 2010) mentions several issues that must be considered. First, the instrument measures attributes of objects not the objects themselves. Second, when the researcher is assessing the quality of an instrument, coefficient alpha is absolutely the first measure to calculate. A low coefficient alpha indicates the sample of items performs poorly in capturing the construct which motivated the measure.

(Al Sagheer, 2011) The suggested model has been used in two case study companies in Iran. During the first round study output has been increased in six months. So this model can be utilized to be productive method to effective process in organizations. This study has considered several critical factors to propose this integrated model. According to Fandi in (Agtovia, 2017), Total Quality Service (TQS) is an integrative strategic management system that involves all managers, employees and uses qualitative and quantitative methods for continuous improvement. Organizational processes in order to meet and exceed the needs, wants and expectations of consumers.

The service quality strategy / internal service (Pratama, 2015) must include the following four things:

1. Customer Service Attributes

Delivery of services / services must be timely, accurate, with attention and friendliness. This is important because services are intangible and are a function of perception. In addition, services are also perishable, highly variable, and inseparable between production and consumption (inseparable).

2. Approach for Service Quality Improvement

Improving service quality is an important aspect in order to create customer satisfaction. This is due to cost factors, time to implement the program, and the impact of customer service. These three factors are the core of understanding and implementing a system that is responsive to customers and organizations to achieve optimum satisfaction.

3. Feedback System For Quality Customer Service

Feedback is needed for continuous evaluation and improvement. For this reason, organizations need to develop systems that are responsive to customer needs, wants and expectations. Feedback information should focus on the following:

a. Understanding customer perceptions of the organization, company services and competitors.

b. Measure and improve organizational performance.

c. Turning the organization's strongest areas into market differentiators.

d. Turn weaknesses into growth opportunities, before other competitors do.

e. Develop internal communication tools so that everyone knows what they are doing.

f. Demonstrate organizational commitment to quality and customers. In essence, the measurement of feedback is divided into two types, namely customer satisfaction, which depends on the transaction and service quality, which depends on the actual relationship.

4. Implementation is the most important strategy.

Most of the implementation process, management must determine the scope of service quality and customer service levels as part of the organization's policies. In addition, management must also determine an implementation plan. The plan should include time schedules, tasks and reporting cycles.

According in (E Salbiah, 2020) the purpose of the complaints management system is essentially to respond to complaints both from the community, working partners, other agencies and from the internal organization to the implementation of services and follow-up handling. (Reil ACR, 2013) research that showed there is significant relationship between service quality after selling & customers' satisfaction & keeping them & their loyalty.

(Farzam F, 2015) research that they pointed that there is significant & positive relationship between service quality dimensions of gyms & the level of customers' satisfaction & loyalty. According in

(Safikhani, 2017) The results showed that the impact of service quality on customer satisfaction, but customer loyalty and enhance their strategic position has no effect. (Bijunaci, 2015) Customer satisfaction and brand loyalty are affected, but the upgrade does not affect strategic position. Strategic location also has an impact on improving customer loyalty.

(Sahadev, 2011) A service-quality information system uses multiple research approaches to systematically capture, organize, and disseminate service-quality information to support organizational decision making. According in (Kuo, 2015) that Firms will be able to precisely select an appropriate strategy to satisfy service quality requirements from different market customers.

(Shahin R, 2010) Critical success factors can represent a quality gap, however, they can also be used as a base for internal operations planning and modification. (Wu, 2012) stress strategies for service improvement that concentrate on the "sociotechnical interface"(STI) between end users and computing service providers. This interface could be vastly improved by increasing the computing competence of users through education and help from IS personnel.

3. RESEARCH METHOD

The research used includes the type of research in the form of (1) descriptive research with a qualitative approach, (2) determining the research location using the purposive area method In conducting research for the preparation of this study, the authors collect data sourced from:

1. Observation Method

Conduct direct observation of activities regarding services related to the material to be compiled. Observations were made at PT Pos Indonesia Lapangan Banteng Jakarta, during the period from April to June 2020.

2. Interview Method

Interview with the Assistant Manager of the External Handling Unit (UPL) Ms. Rika regarding matters related to this research material. Interviews will be conducted during the research period, from April to June.

3. Documentation Methods and Literature Studies

Obtaining complementary data by attaching supporting documents as evidence of confirmation of research on service improvement strategies at PT Pos Indonesia Jakarta. Documents that will be attached are company documentation as well as books and papers related to the title taken.

4. RESULT AND DISCUSSION

Strategy to Improve Service Quality

Strategy is an important thing in developing a business in order to survive and compete with competing companies. Strategic innovation continues to be carried out in order to maintain customer satisfaction and attract new customers, the following is a strategy to improve service quality in service unit divisions outside the Jakarta Post Office:

1. Strategy for implementing excellent service.

Excellent service or Excellent Service is the best form of service used to serve customers. Excellent service has always been a reference for service standards in service and service companies. The concept and characteristics of excellent service are things that are always applied in serving customers with the aim of meeting and satisfying customer needs.

a. Application of Grooming /appearance

Grooming or appearance is the first thing customers see when they first arrive. The application of grooming is very important in getting positive feedback, if someone's grooming is bad, the first impression seen by customers is also bad.

b. Application of the concept of attention

Attention is a form of intangible strategy carried out by employees to show attention to customers, this concept is indispensable in service. Customers will feel appreciated if serving employees always apply an attitude of attention, several things that need to be considered in the application of this concept are greeting, offering assistance, always trying to understand customer desires, providing friendly service, and always putting customer needs first.

c. Application of the concept of action/action.

The concept of this action or action must pay attention to what the customer wants, if the customer has difficulty or does not understand, action is needed to explain in a friendly manner, and find the right solution in dealing with customer problems.

d. Apply a polite and friendly attitude.

Polite and friendly attitude is a priority when it comes to serving customers. Maintaining a friendly and polite attitude is mandatory for every Pos Indonesia Jakarta employee, especially when serving customer complaints. Customers who complain often show an angry and annoyed attitude, so employees should not be provoked and still maintain a polite and friendly attitude.

e. Adopt an honest attitude

In doing service, honest attitude is everything, honest in the availability of goods, honest in timeliness, to be honest in the applicable rules. Honesty at work is a virtue that must be applied by all employees.

f. Punctuality

In performing the service, punctuality is very necessary, for example: delivery of goods takes 9 hours on the way, so employees must meet the timeliness. Timeliness in service is the main capital for a customer to maintain his loyalty.

2. Strategy for developing new delivery services at Pos Indonesia Jakarta

Service development strategy is a strategy that develops and prioritizes the services offered and introduces new delivery services. PT Pos Indonesia (Persero) has several services in the field of superior services engaged in the delivery of goods and letters at home and abroad. PT Pos Indonesia (Persero) has several product delivery services, such as: standard service post, express post, express post, and jumbo economy post. The delivery service product development strategy continues to change following developments. Launching of new delivery service strategies, such as: Qcomm Postal Service, Q9 Postal Service sameday service.

a. Q-Comm Postal Service

Q-Comm service is a service intended for e-commerce business players, where aspects of speed, security, Cash On Delivery (COD) features and the practicality of shipping goods are important parts of business success. Q-Comm is a package delivery service between cities in Java with a delivery weight of up to 5,000 grams, with a maximum delivery time of two days from the time the customer sends it at the counter, this service is also equipped with a pick up facility. , that is:

- 1) Have a pick up service so there is no need to come to the post office but the courier will pick up the item.
- 2) If the seller does not want to use the Q-Comm pick-up service, it can also be done at the post office counter and postal agent.
- 3) Receipt will be obtained automatically by registering a quick booking online account.
- 4) There is a Cash On delivery service that will be connected to a virtual account.
- 5) Availability of real time balance checks to view the latest sales balance information.
- 6) Availability of Notifications that will be sent to the recipient of the goods shortly after the shipment is Posted through the Post Office counter, O-Ranger and Postal Agent.
- 7) There is insurance or guarantee, namely a guarantee for loss or damage to the shipment and the provision of compensation.
- 8) Has a tracking status feature so that the position and status of the shipment can be tracked through the official Pos Indonesia website at www.posindonesia.co.id or HaloPos 161.

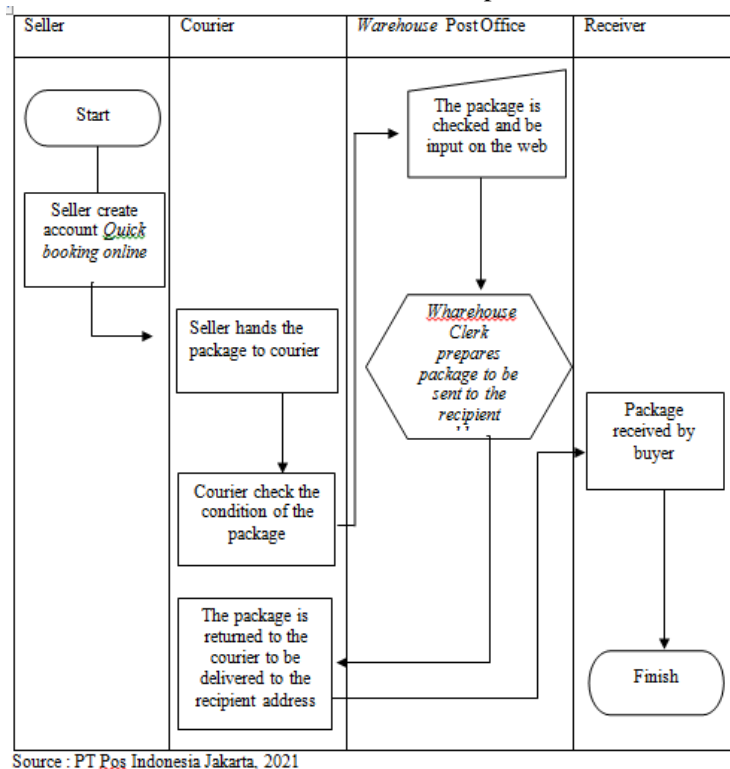


Figure 1.

The Flowchart of Shipping goods using the Q-Comm method

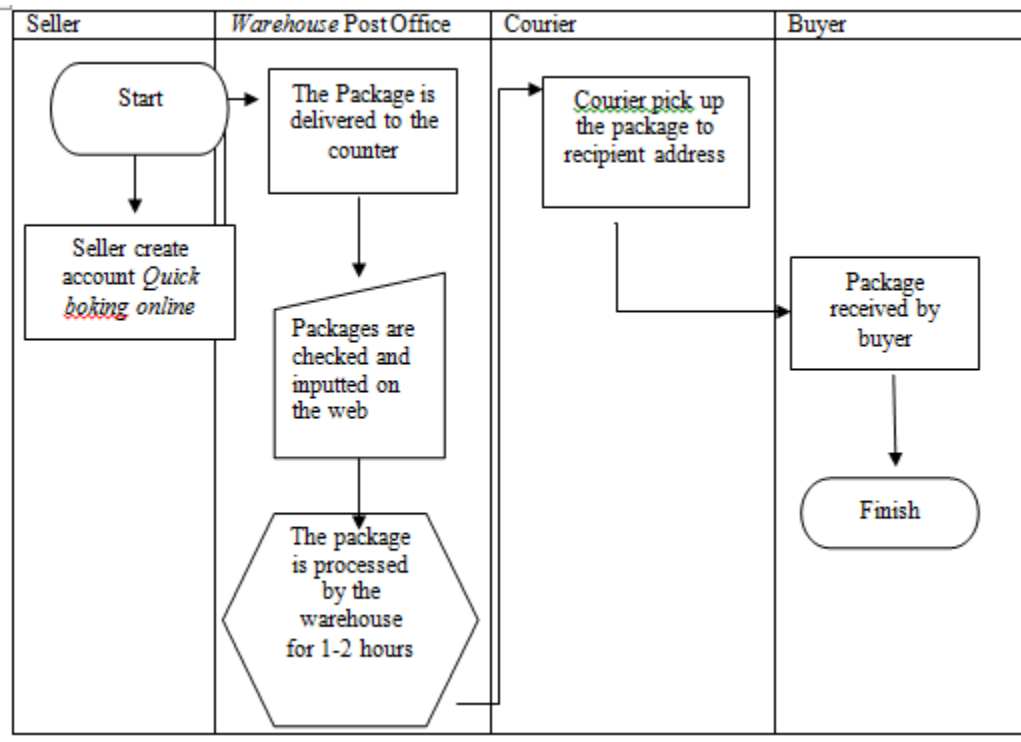
Based on the flowchart of shipping goods using the Q-Comm method in table III.1 it can be explained:

1. Sellers or e-commerce business people register themselves through a Quick Online Booking account to register an account and open a Pos Giro account or enter a virtual bank account number if you want to use the Cash On Delivery system, then place an order to get a package delivery label or receipt number then contact 161 so that the courier can pick up the goods
2. After the seller contacts 161 couriers, pick up the goods according to the address provided by the seller. After that the goods are handed over to the courier so that they can be processed.
3. Previously the courier must check the condition of the package, the weight of the package and the contents of the package
4. The courier then brings the package of goods to the post office warehouse so that it can be inputted on the online postal system web. This data is inputted so that the seller can monitor and track the whereabouts of the package of goods
5. After the package is processed or packaged to be prepared to be sent to the address of the buyer of the package, this processing will take 1-2 days depending on the number of items in the warehouse
6. After the package has been processed, the package is returned to the courier to be delivered to the recipient's address
7. Package received by buyer's address.
8. Based on the flowchart above, the seller is required to have a quick booking online account, especially for sellers who choose the cash on delivery payment method, because after the goods are received by the buyer, the post office clerk will send the money through a postal checking account or through a virtual bank account number.

Postal Service Q9 Sameday service

The Q9 sameday service postal service is the latest service from the Indonesian Post which is one of the right choices for online businesses. Postal service Q9 sameday service is a service that sends online merchandise, letters, files or packages quickly in cities (especially Java) and provincial capitals outside Java with a maximum time limit of 9 hours for delivery. The following are some of the advantages of the Q9 Sameday service:

1. Prompt delivery with a maximum of 9 hours of delivery
2. Premium rate calculated per KG with a maximum weight of 5 kg
3. Q9 service can be done at the post office counter or by courier pick up method by calling 161 which serves 24 hours
4. Cash on delivery payment method is available
5. There is a package tracking feature to find out where the package is
6. Get a guarantee or guarantee if the package is lost or damaged.



Source : Pos Indonesia, 2021

Figure 2.
Flowchart of delivery of goods using the Q-9 Sameday Service method

Based on the flowchart of shipping goods using the Q-Comm method in table III.3 it can be explained

1. Sellers or e-commerce business people register themselves through a Quick Online Boking account to register an account and open a Pos Giro account or enter a virtual bank account number if you want to use the Cash On Delivery system, then place an order to get a package delivery label/receipt number then contact 161 so that the courier can pick up the goods
2. The seller can also submit directly to the counter to make the delivery process faster
3. the goods are submitted to the data counter to be inputted so that the seller can monitor and track the whereabouts of the goods package
4. After the package is processed or packaged to be prepared to be sent to the address of the buyer of the package, this processing will take 1-2 hours After the package is finished processing the package is returned to the courier to be delivered to the recipient's address
5. Package received by buyer's address.

Based on the flowchart above, sellers are required to have a quick booking online account, especially for sellers who choose the cash on delivery payment method, and sellers can choose whether they want the goods to be picked up by the courier or delivered directly to the counter.

The difference between the Q-Comm and Q9 postal services can be seen from the length of time it takes, the maximum weight of a package, to the price set per kg. The external service unit division said that this

latest postal service strategy could make such a big change in improving the quality of services that have been trusted for a long time.

Table 1.
Differences in Indonesian Postal Service Product

No	Name of Product Service	Weight	Time Standard
1	Standard service	Maximal 2 Kg Package 2 Kg > s.d ≥ 20 Kg	Jabodetabek 1-4 days Outside of Province 5-6 days Outside of island 7-10 days
2	Express post service	Maximal 30 Kg	Jabodetabek 1-3 days Outside of Province 3-4 days Outside of island 6-7 days
3	Economic Jumbo Post	20 Kg s.d ≥ 30 Kg	Jabodetabek 7 hari Outside of Province 7-10 days Outside of island 14 days
4	Q-Comm Post Service	Maximal 2 Kg Package 2 Kg > s.d ≥ 20 Kg	Jabodetabek Only 1-4 days
5	Q9 Service	Maximal 2 Kg Package 2 Kg > s.d ≥ 20 Kg	Jabodetabek Only Maximal 9 hours

Sumber : Pos Indonesia, 2021

B. Obstacles in Facing Strategies to Improve Service Quality

In carrying out the strategy to improve service quality there are several obstacles faced, these obstacles include:

1. Lack of patience of Post Office employees in dealing with customers who submit complaints
2. The occurrence of problems in the delivery of goods such as weather factors, technical errors to human errors that cause delays in the delivery of goods
3. Lack of accuracy in the processing process to make goods exchanged
4. Internet connection problems that make packages untraceable by buyers and sellers maupun
5. In the COD system the buyer is sometimes not in place so that the goods cannot be paid for so the package must be brought back to the courier
6. The process of returning damaged or lost goods is too long, causing complaints

C. Solutions in Facing Strategic Constraints to Improve Service Quality

The solutions in dealing with the obstacles made by Indonesian postal employees, among others:

1. Extra patience is needed in convincing customers to complain, by finding out the problem and helping to solve the problem
2. If the problem in the shipping process is due to unpredictable weather so that the item is damaged, it is to inform the seller of the problem, apologize and immediately process the return for the replacement of the item. If there is a technical problem or human error, such as the courier unable to find the home address of the package buyer, it is mandatory to contact the recipient so that further communication can be made.

3. The solution to the warehouse accuracy problem is to sort a number of items according to their respective regions so that there will be no exchange of goods
4. In overcoming internet connection problems, contact a technician to immediately repair the internet connection so that the package can be traced back by the seller and the buyer
5. The COD problem, how to solve it, is that before the courier delivers the goods, contact the recipient of the package first and ask if the recipient of the package is in the right place, so that there is no delay in delivery
6. The long process of returning goods occurs due to the problem checking process, if the package is damaged due to the seller's error then returns cannot be done and if the package is damaged due to courier error, this process will take 1-2 days.

5. CONCLUSION & RECOMMENDATION

Based on the description and results of the discussion about the implementation of the strategy to improve service quality in external service units at the post office in Indonesia, Jakarta, which the authors have done and observed during the research, the authors can conclude:

1. PT Pos Indonesia is a company that was established during the Dutch colonial era with the aim of guaranteeing residents' letters, now Pos (the letter authority company) Indonesia is managed by a BUMN which aims to provide goods delivery services, letters, money orders to philately.
2. The service improvement strategy at Pos Indonesia has 2 forms, namely by relying on the application of excellent service as a form of service standards that have been set from welcoming to delivery of goods by courier and by developing a delivery product strategy that has been developed and adapted to the expected customer needs.
3. Pos Indonesia Jakarta also encountered obstacles in implementing the service improvement strategy at Pos Indonesia, namely the lack of patience in dealing with customer complaints, lack of accuracy in the processing process, problems in shipping goods such as weather factors, technical errors, to human error which resulted in delays in the process. in the delivery of goods, but solutions in dealing with obstacles will be carried out quickly so that the obstacles do not increase.
4. How to overcome the obstacles faced by Pos Indonesia Jakarta finding out every customer problem Complaints, fixing technical problems, improving communication with customers so that there are no obstacles in the delivery of goods.

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