

## Analysis of Customer Service Quality in Overseas Shipping in Increasing Customer Satisfaction of PT. Pos Indonesia Persero KCU 60000 Surabaya

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### **Abstract**

#### **Keywords:**

Marketing Management, Service Quality, Customer Satisfaction, Customer Loyalty.

*In service marketing management, service quality is a key determinant of competitive advantage. This study analyzes the performance of Customer Service (CS) in handling international shipments at PT. Pos Indonesia (Persero) KCU 60000 Surabaya. Using a descriptive qualitative method through participant observation from July to December 2025, this study evaluates service gaps that occur in the field. The results show that although shipping volumes are stable, there is an increasing trend of customer complaints due to goods being held at Customs. The analysis identifies the root of the problem as a competency gap among officers in understanding export regulations and weak document verification procedures at the initial point of interaction. This failure to provide assurance has a fatal impact on customer trust and satisfaction. As a strategic solution, this study recommends a relationship marketing approach through: holding intensive "Export Coaching Clinic" training to strengthen product knowledge, implementing a "Smart Checklist" as a verification quality control tool, and empowering supervisors to make tactical decisions for rapid service recovery. These steps are expected to transform services to be more proactive in maintaining customer loyalty.*

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## INTRODUCTION

In the dynamics of modern service marketing management, service quality has transformed into a key strategic asset for logistics companies to win global competition. Kotler and Keller (2016) assert that customer satisfaction is a feeling of pleasure or disappointment that arises from comparing perceived product performance to their expectations. For PT. Pos Indonesia (Persero) KCU 60000 Surabaya, the ability to provide excellent service is not merely an operational obligation, but a defensive strategy to maintain customer loyalty amidst the onslaught of private competitors. However, major challenges arise in the international shipping segment, which has high regulatory complexity. The company's inability to manage customer expectations at the service encounter point can have fatal consequences for brand trust.

This service quality gap phenomenon has been clearly identified in the field. Based on internal company data from January to September 2025, the volume of overseas shipments was recorded as quite substantial, with a peak of 248 transactions in January and a stable average of 180 transactions per month. Unfortunately, this quantitative stability is inversely proportional to the quality of customer relations. The data shows an anomaly in the form of a significant increase

in complaints in the last four months, particularly regarding goods held at Customs. This problem indicates that Customer Service (CS) services still tend to be reactive—waiting for complaints to arise rather than preventing them—and have not yet functioned optimally as a proactive marketing communicator in providing education on export regulations. This lack of clarity regarding requirements causes customers to experience material and immaterial losses, which, according to Wijaya (2025), risks destroying the trust that has been built over years.

The urgency of this research is based on empirical findings that the root cause of service failure stems from the competency gap of frontline officers. Hidayat (2024) demonstrated that product knowledge acquisition by officers positively correlates with successful service delivery. This is evident from a real-life incident where officers failed to verify crucial administrative documents at the beginning of a transaction—such as the case of a mismatch between the sender's name and the V-Legal document for a teak wood sample shipment to the United States—which resulted in the goods being rejected by customs authorities. This failure in the assurance dimension was exacerbated by rigid complaint handling (Service Recovery), where officers were fixated on bureaucracy, requiring top management to intervene with discretion to cover reshipment costs to mitigate customer disappointment. However, Lovelock and Wirtz (2016) emphasize that effective service recovery must be systematic and capable of transforming dissatisfaction into satisfaction.

In response to these issues, this study offers alternative solutions through an internal marketing approach and operational system improvements. The novelties offered include improving human resource competency through the "Export Coaching Clinic" program to ensure officers are capable of acting as solution-oriented consultants, as well as implementing the "Smart Checklist" instrument as a preventive quality control tool for every transaction. Furthermore, flexible Standard Operating Procedures (SOPs) are needed that empower supervisors to make tactical decisions in handling complaints, as suggested by Fauzi (2024) regarding the importance of empowerment in maintaining customer loyalty.

Overall, this study aims to analyze the implementation of customer service quality in an effort to improve customer satisfaction in international delivery services. The usefulness of this research is expected to provide strategic recommendations for the management of PT. Pos Indonesia KCU Surabaya in designing a service system that is not only operationally reliable, but also responsive to market needs, thereby strengthening long-term relationships with customers and minimizing the risk of switching to competitors (churn rate).

## METHOD

This study uses a qualitative approach with descriptive methods to obtain an in-depth overview of service quality and complaint handling strategies in logistics companies. This approach was chosen because the researchers aimed to understand the phenomena experienced by the research subjects holistically through descriptions in words and language.

The research was conducted at PT. Pos Indonesia (Persero) Main Branch Office (KCU) 60000 Surabaya, located at Jl. Kebon Rojo No. 10, Krembangan Selatan, Surabaya. Data collection activities took place during a five-month internship period, starting from July 21, 2025, to December 21, 2025. The focus of the research was centered on the Service Department, specifically the Customer Service unit and the Overseas Shipping Counter which act as the company's frontliners.

The research subjects included customer service officers, counter staff, and related operational management. Data collection techniques used three main methods:

1. Researchers were directly involved in daily operational activities in the Customer Service unit. Observed activities included customer service processes, the flow of receiving international shipments, and complaint handling procedures in the field.
2. Secondary data collection in the form of internal company reports, which include data on the volume of overseas shipping transactions and recapitulation data on customer complaints for the period January to September 2025. This data is used to map the trend of shipping stability versus increasing complaints..
3. Interviews Discussions and Q&A were conducted with field mentors and senior staff to confirm findings of operational issues, such as constraints on V-Legal document verification and customs procedures.

Data analysis techniques were conducted interactively through three stages: data reduction, data presentation, and conclusion drawing. The data reduction stage was carried out by sorting field findings relevant to the issue of failed export shipments. The data presentation stage was carried out by compiling narratives of case studies (such as the case of the detention of teak wood samples) and visualizing data trends. Finally, conclusions were drawn by comparing the empirical findings with theories of service quality and human resource competency to formulate improvement strategies.

## RESULTS AND DISCUSSION

As one of the main nodes in the logistics network in East Java, PT. Pos Indonesia (Persero) KCU 60000 Surabaya plays a strategic role in facilitating the flow of goods across borders. The international service unit is the company's backbone in facing global logistics competition. Based on observations and secondary data analysis during the internship period (January to September

2025), the operational performance of international shipping showed substantial and relatively stable volumes.

Based on operational data collected during the observation period (January–September 2025), the performance of international delivery services at PT. Pos Indonesia KCU 60000 Surabaya showed interesting dynamics. Quantitatively, delivery volume was recorded as stable and substantial. The average delivery ranged from 175 to 192 transactions per month, with the highest peak occurring in January 2025, reaching 248 shipments. This high volume indicates that initial public trust in Pos Indonesia's global service reach remains quite strong.

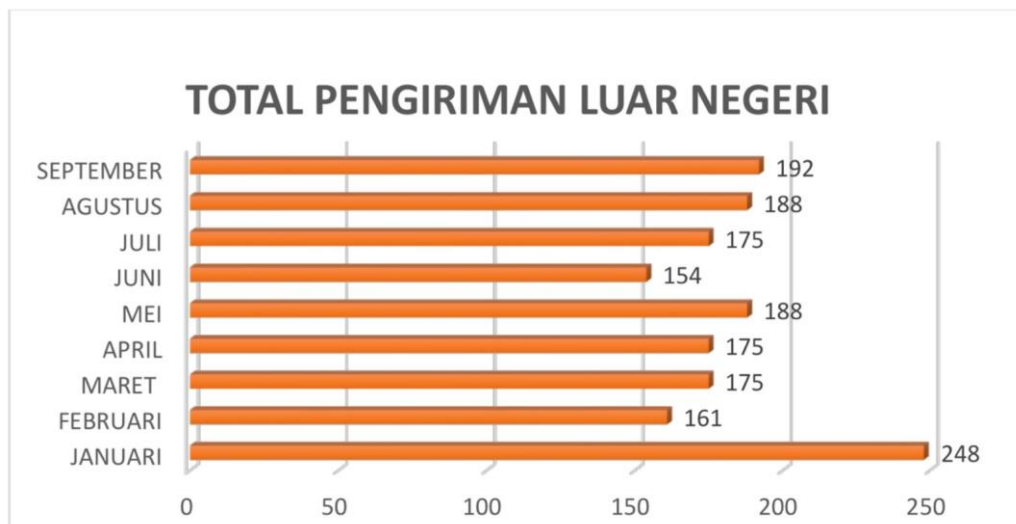


Figure 1. Overseas Shipping Data for KCU SB 60000 for the Period Jan – Sept 2025

However, this volume stability is inversely proportional to the quality of post-transaction service. Complaint summary data shows a significant upward trend in customer complaints, particularly in the last four months of the observation period. This increase indicates a decline in service quality (service failure) of a technical and administrative nature. The majority of complaints relate to unclear information regarding the status of goods and procedures for resolving issues when goods are held in the destination country or at Customs.

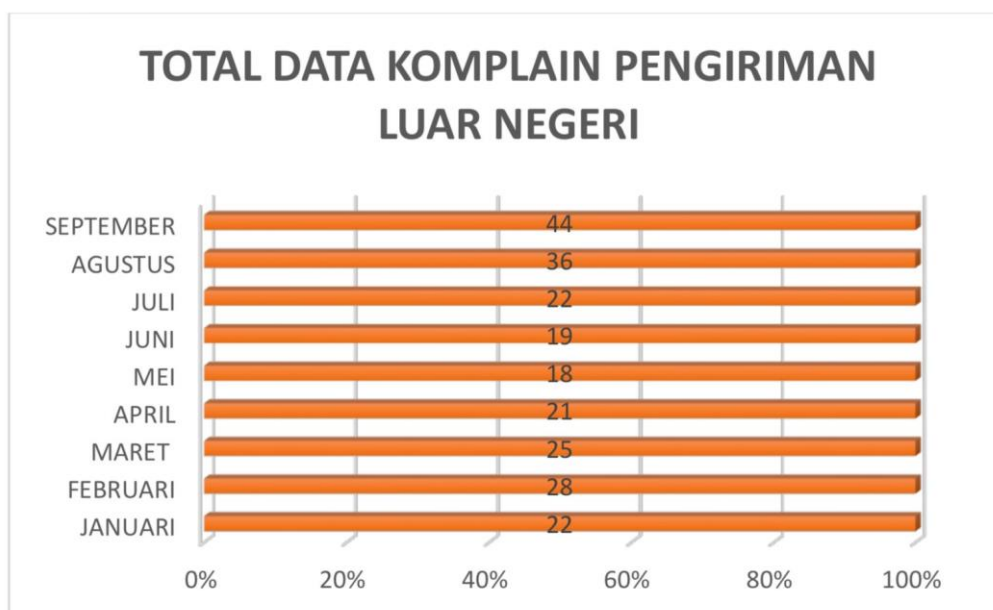


Figure 2. Customer Complaint Data for Overseas Shipping KCU SB 60000  
Period Jan – Sept 2025

To understand the root cause of the increase in complaints, this research utilizes a crucial incident that occurred in the field as a case study. A customer shipped samples of assembled teak chairs to the United States for urgent business purposes. The sender had enclosed timber legality documents (V-Legal/SVLK). However, the goods were detained by Jakarta Customs and were unable to be shipped.

The results of the investigation found that the main cause of the detention was an administrative error, namely that the name listed on the legal documents did not match the name of the sender of the package. This incident exposed a fatal flaw in the first-mile verification procedure at the counter. Counter staff were found to have failed to conduct detailed document cross-checks and to have failed to inform customers of these crucial requirements before processing their transactions. As a result, customers suffered significant time and financial losses.

This problem escalated when the complaint handling (service recovery) process became rigid. Customer Service officers, fixated on bureaucratic SOPs, were unable to provide a quick solution for shipping refunds or reshipments due to domestic cost-cutting regulations. This situation forced upper management (Service Manager and Deputy Head of Office) to intervene discretionarily by personally covering the reshipment costs to protect the company's reputation.

The above findings confirm a competency gap among frontline officers. Referring to Spencer & Spencer's (1993) theory, officers lack knowledge (regulatory knowledge) and skills (verification skills). In the international logistics industry, which is subject to dynamic regulations, officers' lack of knowledge regarding detailed export regulations—such as the requirement for

name matching on V-Legal documents—creates high operational risk. This aligns with Wardani's (2024) opinion, which states that officers' hesitation in providing regulatory information can undermine perceptions of professionalism and service assurance. Furthermore, the failure to handle this case highlights the need for flexibility in Service Recovery. Santoso (2024) emphasized that rigid complaint handling can actually trigger double deviation. In the case of the teak wood samples, convoluted bureaucracy nearly led to a loss of customer loyalty. Therefore, empowerment is needed for supervisors to make tactical decisions (such as waiving reshipment costs) without having to wait for escalation to top management.

As a systemic improvement solution, this study recommends two main strategies. First, implementing a "Smart Checklist" instrument at each counter to guide officers in verifying crucial points of export documents, thereby minimizing reliance on memory. Second, conducting regular "Export Coaching Clinic" training sessions that discuss case studies of the latest customs regulations to bridge gaps in officers' knowledge.

## CONCLUSION

Based on the analysis and discussion, this study concludes that the performance of international delivery services at PT. Pos Indonesia (Persero) KCU 60000 Surabaya is experiencing a performance paradox. Although delivery volume shows good quantity stability with an average of 180 transactions per month, there has been a degradation in service quality, marked by an increasing trend in customer complaints in the last four months of the observation period.

The main root of the problem was identified as an internal factor, namely the competency gap between frontline officers and Customer Service who lacked a thorough understanding of the details of export and customs regulations. This weakness is exacerbated by the lack of standardized document verification tools at the counter, leading to a high risk of administrative errors (such as the V-Legal case) that result in goods being held at Customs. Furthermore, rigid and bureaucratic complaint handling procedures (service recovery) have been shown to hinder the recovery of trust from disappointed customers.

Theoretically, these findings emphasize that in the international logistics business, the dimensions of assurance and reliability play a more crucial role than mere delivery speed. Failure at the first mile verification point has a fatal domino effect on customer loyalty.

Based on the findings of these problems, the author recommends the following improvement strategies:

1. Companies are advised to immediately implement export document verification checklists (physical or digital) at every counter. This serves as a quality control tool to prevent human error by officers when validating the completeness of shipment administration.
2. Companies need to hold regular training that examines the latest case studies related to the Customs regulations of the destination country, in order to close the knowledge gap of officers.
3. Companies are advised to adjust their SOPs by empowering supervisors to make tactical decisions, such as approving refunds or immediate resends to expedite the service recovery process and maintain customer loyalty.

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