# Analysis of Gronroos Service Quality Dimensions for Pospay Service and Mail Delivery on Customer Satisfaction (Study in Indonesia)

Nur Hayati<sup>1</sup>and Arni Siti Mahmudah<sup>1</sup>

<sup>1</sup>Department of Management, Indonesia Mandiri School of Economics, Bandung, Indonesia

#### Abstract:

This study aimed to determine the effect partially between technical and functional quality variables on consumer satisfaction in PT Pos Indonesia Bandung. Data collection techniques to perform spreader questionnaires to a number of consumers who are in the research sample to respondents Pospay and to the respondent Mail Delivery. The sampling technique used in this research was accidental sampling, then the data is processed by multiple regression analysis.

Mail delivery research results are based on partial test showed that the independent variable technical quality and functional quality that do not have a significant effect and the results of research based on the pospay with partial test showed that the only independent variable functional quality that have significant influences.

Keywords: Technical Quality, Functional Quality, Satisfaction, Pospay, Mail Delivery.

#### **1. INTRODUCTION**

Increasing competition and customers are increasingly selective and knowledgeable requires PT. Pos Indonesia as one of the service providers for the delivery of always improving service quality. And to improve quality of service, it must first be known whether the services have been provided to the customer has been in accordance with customer expectations or not (Berry, 1994).

Services is a complex phenomenon (Berry, 1994). The service has a lot of meaning and scope, from the most simple sense, the only form of services from one person to another, it could be interpreted as the start of the service provided humans, both of which can be seen (explicit service) or which can not be seen, can only be felt (implicit service) to support facilities that should be available in the sales of services and other objects (Berry, 1994).

The concept of customer satisfaction is essential for marketing managers in which customer satisfaction can encourage repeat purchases (Brady and Cronin, 2003). Customer satisfaction is an important asset for the company because it can be used as an indicator of quality and corporate earnings in the future. Customer satisfaction is the result of a comparison between expectations and reality that the customer received after consuming goods or services (Brady and Cronin, 2003).

Therefore, the company PT. Pos Indonesia as a company which is engaged in the distribution of goods and services delivery, it should be oriented to create customer satisfaction which is the marketing concept development effort in the face of changes in the market, because satisfied customers is one important asset for the survival and development of business itself. Management of appropriate strategies to attract customers need to be planned carefully so that customers would use the services produced by the company.

A phenomenon that occurs at this time that the existence of competition from similar companies, while PT. Pos Indonesia remains in place and demonstrate the quality of its services, which has become one of the first companies engaged in mail delivery services and payment services (Pospay). Mail delivery is the product document delivery services in post offices Indonesia (Persero) with two products, named postal mail special delivery and express mail.

In addition to mailing services products, PT Pos Indonesia also launched financial products in the field of payment Pospay that services the fastest way, easy and practical to conduct savings deposit, payment of electricity bill, telephone, speedy, mobile, finance, taps, channeling bank, tv cable, insurance, taxes, and other payments.

Some research results (Cronin and Taylor, 1992) stated that a good quality service is very important in creating customer satisfaction. Strauss and Neugaus (1997) suggested that a number of customers expressing satisfaction still switch brands. A number of customers are not satisfied, it does not switch brands.

It is commonly noted that quality of service is an important determinant of customer satisfaction. The results showed that service satisfaction is a function of both technical and functional performance (Gronroos, 1984:37).

In theory this justice can provide an explanation of the effect on the quality of technical and functional satisfaction. Explanation of the results of the theory of justice and the distribution of the results of some state justice theory states that an unfair relationship can negatively impact (not satisfied) (Dick and Basu, 1994).

Dick and Basu (1994) also suggests that consumers are influenced by the results and equity, then a separate evaluation will affect customer satisfaction. They also suggested that a theory of justice (or process) that finally reached in the procedure that aims to improve cooperation in a productive relationship only between the several parties that have a positive impact on consumer satisfaction.

Based on the description of the background issues and phenomena and facts described above, then on this occasion researchers interested in conducting a study entitled "Analysis of Gronroos Service Quality Model For Pospay Service and Mail Delivery on Customer Satisfaction (Case in Indonesia).

#### **2. THE PROBLEM STATEMENT**

Does the Gronroos Service Quality Model for Pospay Service and Mail Delivery affect the cutomer satisfaction ?

#### **3.** THE PURPOSE OF THE STUDY

The main purpose of this study is to find out the relationship between Gronroos Service Quality Model for Pospay Service and Mail Delivery and customer satisfaction.

#### **4. LITERATURE REVIEW**

Quality has several different meanings and varied meanings contained in it, ranging from the conventional to the more strategic. Gasperz argues the conventional sense for the quality that usually describes the characteristics of a product such as: performance, reliability, easy to use, aesthetics, and so on. Based on the notion of quality, both conventional and more strategic that basically quality refers to the definition of the following principal quality consists of a number of product features, either privilege directly, or privilege attractive that meet customer desires and provide satisfaction over the use of the product. Quality consists of everything that is free of flaws or damage.

Gronroos (1984) states that quality is everything that is able to meet the desires or needs of customers . Meanwhile, as described in the quality of Indonesian dictionary is defined as the level of a good or bad thing or a good personal behavior in the form of a good man who can be a role model in social life. Quality of service is the service provided to the customer in accordance with the standards of service that has been standardized as the guidelines in service delivery. The standard of service is a measure that is defined as a standardization of best care.

Gronroos (1990, 37) gives a definition that the service is defined as a series of activities more or less intangible nature that is normal but is not to be done, occurs in the interaction between customer service, which as a provider of solutions for customer problems. Thus, the service can be summarized as activities to serve and provide solutions for customers who are in trouble on the products they consume and are intangible.

While the quality of service is defined as a decision perceived, that emerges from the evaluation process in which the customers compare between expectations with the services they consider to have been received .

Gronroos (1984) also states that component of service quality can be divided into two dimensions:

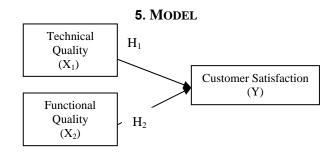
- 1. Tehnical Quality is a component related to the product quality of services received by customers. Basically technical quality can be broken down into several parts, among others:
- a. Search Quality, the quality can be evaluated by the customer before buying.
- b. Experience Quality, the quality of which can only be evaluated after customers buy or consume services.
- c. Credence Quality, the quality of which is difficult to be evaluated by the customer, even though it consumes services.
- 2. Functional Quality is a component related to the service quality, in the application and use of information technology relating to products or services where the quality of customer contact functions include dimensions, attitudes, behavior of customers, internal relationships, appearance and taste serve.

Customer satisfaction is the extent to which performance provided by a product with the expectations of the buyer if the product performance perceived equal to or greater than expectations, the customer will feel more satisfied and if the performance of the product is less than expected, the buyer will not be satisfied (Ghobadian, 1994). Dabholkar (1994,44) stated that customer satisfaction is a level where the needs, desires and expectations of customers are met which would result in a re-purchase or continued loyalty.

Based on the above understanding can be concluded that customer satisfaction is a level where the needs, desires and expectations of the customers will be satisfied in a transaction that would result in repeat purchases or loyalty to the product.

Suuroja (2003) states that the specific benefits for the customer satisfaction companies include:

- 1. The positive impact on customer satisfaction.
- 2. Potential to be a source of future revenue (mainly through repeat purchases, cross-selling, and upselling).
- 3. Reduce the cost of customer transactions in the future (especially the costs of communication, sales and customer service).
- 4. Pressing the volatility and risks related to future cash flow predictions.
- 5. Increase the price tolerance (especially willingness to pay premium prices and customers do not easily tempted to switch suppliers).
- 6. Recommendations positive word of mouth.
- 7. Customers tend to be more receptive to product-line extensions, brand extensions and new add-on services offered by the company.
- 8. The increased bargaining power relative to the company's network of suppliers, business partners and distribution channels.



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Based on the theoretical basis and the framework above, the main research hypothesis is formulated as follows:

#### **Pospay Hyphotheses**

H1: Pospay Technical Quality has positive affect on customer satisfaction at PT Pos Indonesia Bandung.

H<sub>2</sub>: Pospay Functional Quality has positive affect on customer satisfaction at PT Pos Indonesia Bandung .

#### Mail Delivery Hyphothesis

H<sub>1</sub>: Delivery Mail Technical Quality has positive affect on customer satisfaction at PT Pos Indonesia Bandung. H<sub>2</sub>: Delivery Mail Functional Quality has positive affect on customer satisfaction at PT Pos Indonesia Bandung.

#### 7.1 Population and Sample

#### 7. MATERIAL AND METHOD

In an activity that is both scientific and social nature, it is necessary to limit the population and how sampling. Samples taken should be representative which means that can represent the whole of the population. Population is the whole object of the research is composed of people and objects or events as a source of data that represents certain characteristics in the study (Malhotra, 2010).

In this study population is consumers who make a payment services pospay population of 840 people and a population of 344 people mailing in PT Pos Indonesia. And the sample are about 89 respondents for pospay and 77 for mail delivery.

#### 7.2 Sampling Technique

The method used in this study is accidental sampling technique. In this study, consumers who have been in for two as the respondents are customers of PT Pos Indonesia. The samples used were as much as 89 to consumers pospay and as many as 77 to mail delivery consumers, the method of determining the size of the sample will be using Slovin method.

#### 7.3 Data Collection

To support the discussion in this study, the data collection techniques used are as follows:

1) Field Study

Data collection techniques in this study using cross-sectional survey techniques or data one time is a set of data to examine a particular phenomenon in one year period by distributing questionnaires to the respond-

ents whose number corresponding predetermined sample, in order to generate data / information that is diverse from each respondent / individual with a lot of research variables.

2) Study of Literature

All the efforts made by researchers to gather information relevant to the topic or issue that will be or are being investigated. That information can be obtained from scientific books, research reports, scientific, and accompanied by written sources and sum both printed and electronic else. This literature study is also often referred to a secondary data, because its data not directly derived from the population.

#### 7.4 Sources of Data

To support the discussion in this study, the data used are as follows:

1) Primary Data

Primary data is data that collected and obtained directly from respondents by using questionnaire. Primary data in this study were obtained by distributing questionnaires to customers who use payment services Pospay and mail delivery services in PT Pos Indonesia Bandung.

#### 2) Secondary Data

Secondary data is data that is obtained indirectly from the object under study. This data was obtained from the literature, magazine, and documents required for the preparation of this study.

#### 8. RESULTS

Correlation is used to determine the relationship between variables. The formula for analyzing the partial correlation using Pearson Product Moment Correlation formula (Malhotra, 2010)

|                     |                       | Pospay                |      |                       | Mail Delivery         |                  |  |
|---------------------|-----------------------|-----------------------|------|-----------------------|-----------------------|------------------|--|
|                     | <b>X</b> <sub>1</sub> | <b>X</b> <sub>2</sub> | Y    | <b>X</b> <sub>1</sub> | <b>X</b> <sub>2</sub> | Y                |  |
| Pearson Correlation | 1                     | .371**                | .147 | 1                     | -0.88                 | .207             |  |
| X1 Sig.(2-tailed)   |                       | ,00                   | .167 |                       | .449                  | .072             |  |
| N                   | 89                    | 89                    | 89   | 77                    | 77                    | 77               |  |
| Pearson Correlation | .371**                | 1                     | 023  | 088                   | 1                     | 261 <sup>*</sup> |  |
| X2 Sig. (2-tailed)  | .000                  |                       | .830 | .449                  |                       | .022             |  |
| N                   | 89                    | 89                    | 89   | 77                    | 77                    | 77               |  |
| Pearson Correlation | .147                  | 023                   | 1    | .207                  | 0.261*                | 1                |  |
| Y Sig. (2-tailed)   | .169                  | .830                  |      | .071                  | .022                  |                  |  |
| N                   | 89                    | 89                    | 89   | 77                    | 77                    | 77               |  |

#### Table 1.Correlation between Variable

From the table it can be concluded as follows:

#### Correlations for Pospay:

Output correlation calculations are presented in Table 1 large correlation coefficient is 0.147  $X_1$  and  $X_2$  have a positive relationship. Thus sig. (2-tailed) worth 0.167> 0.05 shows the relationship between the technical quality and functional quality is not significant to customer satisfaction.

Output calculations presented correlation coefficient table 1  $X_1$  and  $X_2$  is -0.023 have a negative relationship. Thus sig. (2-tailed) worth 0.830> 0.05 shows the relationship between technical quality and functional quality is not significant to customer satisfaction.

#### **Correlations for Mail Delivery:**

Output correlation calculations are presented in Table 1 large correlation coefficient is 0.207  $X_1$  and  $X_2$  have a positive relationship. This sig. (2-tailed 0.072 >0.05 shows the relationship between technical quality and functional quality is not significant to customer satisfaction.

Output a calculated correlations presented in Table 1 large correlation coefficients  $X_1$  and  $X_2$  is -0.261 have a negative relationship. Thus sig. (2-tailed) 0.022 <0.05 indicates a significant relationship to customer satisfaction.

#### 8.1 Multiple Regression Analysis

Regression analysis was used to determine predictions of the changes that occur when there is a change of each independent variable that will affect change in the dependent variable.

|       | Table 2 Mail Delivery t test |                             |            |                           |       |      |  |  |
|-------|------------------------------|-----------------------------|------------|---------------------------|-------|------|--|--|
| Model |                              | Unstandardized Coefficients |            | Standardized Coefficients | т     | Sim  |  |  |
|       | Model                        | В                           | Std. Error | Beta                      | 1     | Sig. |  |  |
|       | (Constant)                   | 3.848                       | .523       |                           | 7.364 | .000 |  |  |
| 1     | X <sub>1</sub>               | .172                        | .109       | .180                      | 1.577 | .119 |  |  |
|       | X <sub>2</sub>               | 089                         | .113       | 090                       | 787   | .434 |  |  |

 $\mathbf{Y} = \mathbf{a} + \mathbf{x}_1 + \mathbf{x}_2$ 

Y = 3.848 + 0.172 - 0.089

In the above table, the column t contained figure of 3.848 and the  $X_1$  column sig. figures are 0.172 and -0.089  $X_2$ . Figures stretcher means that regression coefficients significant at  $\alpha$ > 0.05. Therefore, the quality of technical and quality of functional not significant effect on satisfaction, then H<sub>0</sub> is accepted.

#### Table 3 t test for Mail Delivery

| Variable                             | Significant | Criteria | Description   |
|--------------------------------------|-------------|----------|---|
| Technical quality (X₁)               | 0,119       | >0.05    | Ho accepted H <sub>1</sub> rejected meaning X <sub>1</sub> has no significant influence on consumer satisfaction  |
| Functional Quality (X <sub>2</sub> ) | 0.434       | >0.05    | Ho accepted H <sub>1</sub> rejected it means X <sub>2</sub> has no significant influence on consumer satisfaction |

Source : Primary Data, 2015

From the data table above 3 t test showed that, technical quality  $(X_1)$  and the functional quality not significant effect on customer satisfaction (Y).

#### Table 4 t test for Pospay

| Model |                       | Unstandardized Coefficients |            | Standardized Coefficients | Ŧ      | Sia  |
|-------|-----------------------|-----------------------------|------------|---------------------------|--------|------|
|       |                       | В                           | Std. Error | Beta                      |        | Sig. |
|       | (Constant)            | 3.607                       | .574       |                           | 6.285  | .000 |
| 1     | <b>X</b> <sub>1</sub> | .203                        | .122       | .185                      | 1.673  | .098 |
|       | X <sub>2</sub>        | 115                         | .052       | 245                       | -2.218 | .030 |

Significant level α = 0:05

• If the probability level of significance> 0.05, H<sub>0</sub> is not rejected

If the level of significance probability <0.05,  $H_0$  is rejected

 $Y = a + x_1 + x_2$ 

Y = 3.607 + 0.203 - 0.115

In the above table, the column t (identical with t - count) there is a figure of 3.607 and the X<sub>1</sub> column sig. figures are 0.203 and -0.115 X<sub>2</sub>. Figures stretcher means that regression coefficients significant at  $\alpha$  <0.05%. Therefore, the functional quality have a significant effect on satisfaction, then H<sub>0</sub> is rejected.

| Table 5 F test for Pospay |             |          |   |  |  |
|---------------------------|-------------|----------|---|--|--|
| Variable                  | Significant | Criteria | Description   |  |  |
| Technical Quality (X1)    | 0,098       | > 0,05   | Ho accepted H <sub>1</sub> rejected meaning X <sub>1</sub> has no significant<br>effect on consumers Y              |  |  |
| Functional Quality (X2)   | 0,030       | < 0,05   | Ho rejected H <sub>1</sub> accepted meaning X <sub>2</sub> has a significant influence on consumer satisfaction (Y) |  |  |

Source : Primary Data, 2015

#### 8.2. Coefficient of Determination

How much ability to explain Technical Quality  $(X_1)$  and Functional Quality  $(X_2)$  to customer satisfaction (Y) can be seen from the coefficient of determination is presented in the table below :

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| Table 6.Output for Pospay |                   |          |                   |                            |  |  |
|---------------------------|-------------------|----------|-------------------|----------------------------|--|--|
| Model                     | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |  |  |
| 1                         | .169 <sup>ª</sup> | ,029     | ,006              | ,30373                     |  |  |
|                           |                   |          |                   |                            |  |  |

Source : Primary Data, 2015

From table 6 magnitude coefficient is 2.9% that means, change-on technical quality variables ( $X_1$ ) and the functional quality ( $X_2$ ) while the rest of 97.1% is explained by other factors not examined. It was at 97.1% explained by factors other than quality of technical and functional quality such as price, product quality, etc.

| Model      | R                          | R Square | Adjusted R Square | Std. Error of the Estimate |  |  |  |
|------------|----------------------------|----------|-------------------|----------------------------|--|--|--|
| 1          | ,320 <sup>a</sup>          | ,102     | ,078              | ,35121                     |  |  |  |
| Source · I | Source : Primary Data 2015 |          |                   |                            |  |  |  |

#### Table 7 Output for Mail Delivery

#### Source : Primary Data, 2015

Table 7 shows that changes in customer satisfaction variable (Y) amounted to 10.2% can be explained by changes in variable technical quality ( $X_1$ ) and the functional quality ( $X_2$ ) While the rest of 89, 8% is explained by factors other than quality of technical and functional qualities such as pricing and product quality.

#### **9.** FINDINGS OF THE STUDY

# 9.1 Technical Quality

Pospay satisfaction and Mail Delivery
 Based on the analysis shows that the quality of technical pospay (X<sub>1</sub>) has a score of 370 compared to
 mail delivery by 312. It can be concluded in pospay higher level of satisfaction than mail delivery.

- 2. Pospay Service is variable in conveying requests and wishes Based on the analysis Pospay total 314 resumes in the category higher than the total mail delivery resumes 321 in the category of high criteria. It can be concluded in the service are variable in demand and higher consumer desires of mail delivery.
- **3.** Pospay Service and reliable mail delivery are always on appointment Based on the analysis Pospay total 367 resumes in the category higher than the total mail delivery resumes 330 in the category of high criteria. It can be concluded in a higher pospay service reliable and precise as the promise.
- 4. Creative Pospay and act in the interests of consumers. Based on the analysis Pospay total 377 resumes with the category of very high compared delivery mail total 324 resumes in the category of high criteria. It can be concluded in the service of acting in the interests consumer pospay higher compared mail delivery.
- 5. Employees knowledge of the mail delivery service and Pospay is good Based on the analysis Pospay total 377 resumes with the category of very high compared delivery mail total 324 resumes in the category of high criteria. It can be concluded within the knowledge of employees about good service with higher pospay than mail delivery.

# 6. Pospay and Mail Delivery Payment can be completed without interruption.

Based on the analysis Pospay total 374 resumes in the category higher than the total mail delivery resumes 314 in the category of high criteria. It can be concluded in the problem can be solved without more higher impaired pospay than mail delivery.

# 7. There is no error in inputting Pospay and Mail Delivery

Based on the analysis Pospay total 365 resumes in the higher category than the total mail delivery resumes 268 in the category of high criteria. Thus we can conclude there is no error in the pospay input data than mail delivery.

# 9.2 Functional Quality for Pospay and Mail Delivery

#### 1. Employees empathy to consumers Pospay and excellent Mail Delivery

Based on the analysis Pospay total of 369 high compared with the category criteria Delivery mail total 366 resumes with high criteria categories. It can be concluded in employee awareness to consumers pospay very good in the eyes of consumers.

2. Consumers feel comfortable with the attitude of the employees in the service Pospay and Mail Delivery

Based on the chart Pospay total 375 resumes in the category higher than the total mail delivery resumes 322 in the category of high criteria. It can be concluded in the consumer feels comfortable with the attitude of the employees in the service Pospay.

3. Location, working hours, and post office operating system easier for consumers to payment Pospay and Mail Delivery

Based on the analysis Pospay total 363 resumes in the category higher than the total mail delivery resumes 338 in the category of high criteria. It can be concluded within the location, working hours, and post office operating system easier for consumers to pospay payments due to resume high total. 4. Location, working hours, and post office operating system easier for consumers to Pospay Payment and Mail Delivery

Based on the analysis Pospay total 384 resumes in the category higher than the total mail delivery resumes 322 in the category of high criteria. It can be concluded within the location, working hours and post office operating system easier for consumers to pospay payment due location close to the home environment and office.

#### 5. Pospay and Mail Delivery reliable for consumers

Based on the analysis Pospay total 370 resumes with the category of very high compared mail delivery total 336 resumes in the category of high criteria. It can be concluded in pospay reliable consumers is very high than mail delivery

## 6. Pospay and mail delivery act in the interests of consumers

Based on the analysis Pospay total 368 resumes with the category of very high compared Delivery mail total 328 resumes in the category of high criteria. It can be concluded in pospay act in the interests of consumers than Mail Delivery

#### 7. Pospay and actively take measures to control the situation and find a solution

It can be concluded from the analysis Pospay total 373 resumes in the higher category than the total mail delivery resumes 337 in the category of high criteria. It can be concluded in pospay is actively taking measures to control the situation and determine the solution of consumer problems.

#### 9.3 Level of Satisfaction for Pospay and Mail Delivery

#### 1. Consumer say positive things about Pospay and Delivery Mail to others

Based on the analysis Pospay total 370 resumes with the category of very high compared delivery mail total 312 resumes in the category of high criteria. It can be concluded consumers say positive things about pospay to others or relatives.

## 2. Consumer will definitely promote Pospay to a friend or someone else

Based on the analysis Pospay total 384 resumes categorized as very high compared Delivery mail total 306 resumes in the category of high criteria. It can be concluded consumers would certainly promote pospay to a friend or someone else higher than mail delivery.

#### 3. Consumer have the intention to continue to make payments Pospay It can be concluded from the analysis Pospay total 374 resumes with high category and mail delivery total 299 resumes in the category of high criteria. It can be concluded consumers have the intention to

# continue paying higher for pospay. 4. Consumer will invite friends and relatives to make payments Pospay and Mail Delivery at post office

Based on the analysis Pospay total 369 resumes in the category higher than the total mail delivery resume high of 300 in the category criteria. It can be concluded in the consumer-park will invite friends and relatives to make payments pospay high.

#### 5. Consumer will continue to make payments even if the admin more expensive

Based on the analysis Pospay total 372 resumes in the category higher than the total mail delivery resumes 305 in the category of high criteria. It can be concluded in the admin although payments more expensive.

#### 6. Consumer satisfied with the service Pospay and Mail Delivery

Based on the analysis Pospay total 347 resumes in the category higher than the total mail delivery resumes 307 in the category of high criteria. It can be concluded in the service pospay consumers were satisfied with the services provided.

#### 7. Employees performance for Pospay and Mail Delivery is appropriate consumer expectations It can be concluded analysis Pospay total 369 resumes with the category very high compared Delivery mail total 309 resumes in the category of high criteria. Thus we can conclude the performance of employees is in conformity with the expectations of consumers.

#### 9.4. Pospay and Mail Delivery Analysis terms of the respondents

#### 9.4.1 Pospay

In Pospay services can be concluded that the consumer can be more comfortable and the service rendered more reliable but the other side of the research that pospay service quality by consumers is less satisfactory in view of the results significancy while the service is already as much as possible. Due pospay service is still new and many of its competitors.

#### 9.4.2 Mail Delivery

In the mail delivery service consumer data that comes to PT Pos Indonesiashows from the research that functional quality significantly influence consumer satisfaction.

#### **10.** CONCLUSSION

Based on the overall analysis that has been done shows that the significance value 0.018 < 0.05, which means that service quality has a significant impact on consumer satisfaction at PT Pos Indonesia Bandung.

From the test results proved that the coefficient of determination Pospay influence quality and functional quality to customer satisfaction is 2.9%. While 97.1% are influenced by other factors such as price and product quality. And the coefficient of determination of Mail delivery test results demonstrated that the effect of technical quality and functional quality to customer satisfaction was 10.2%. While 89.8% are influenced by other factors such as price and product quality. The results showed that for Pospay prove that technical quality and functional quality and not significant and negative effect of customer satisfaction and the results of research Mail Delivery significant effect on satisfaction and can influence customer satisfaction.

In this study it was realized that there are limitations that affect the results of this study. Several limitations of this study include:

- 1. The difference in perception between each customer in understanding the context of the questions presented in the questionnaire.
- 2. Respondents' answers were submitted in writing through the questionnaires do not necessarily reflect the actual state
- 3. Measurement of customer satisfaction variables with just a single item scale or measure the level of overall satisfaction with the services only.

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