

Competitive Advantage of Mail & Package Courier Service Products Pt Pos Indonesia (Persero) Kuningan Post Office 45500

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Abstract. This study aims to determine the factors that influence competitive advantage in the mail and package courier service products of PT Pos Indonesia (Persero) Kantor Kuningan. In order to achieve this goal, the implementation of quantitative analysis methods with primary data sources in the form of respondents' answers and secondary data analysis sourced from PT Pos Indonesia (Persero) Kuningan Post Office in the form of data on the number of production of mail and package deliveries, financial reports, and reports on handling customer complaints. The population in this study were customers of the Kuningan Post Office users of mail and package delivery services. The sampling technique used was a statistical purposive sampling approach. Based on the results of data analysis and processing, there are results that the competitive advantage of the mail and package courier service products of PT Pos Indonesia (Persero) Kantor Kuningan in this study was formed based on the variables of product leadership, operational excellence, and customer intimacy and had a simultaneous and significant influence on competitive advantage.

Keywords: Service Product; Competitive Advantage; Customer Complaints

1 Introduction

Superior companies are companies that have a competitive advantage where these advantages are built by the existence of superior resources within the business organization. Seeing the fierce increasing competition between companies, companies should have a strategy to win the competition, namely by focusing on and relying on the basis of competitive advantage which includes three value disciplines including Product Leadership, Operational excellence, and customer intimacy. This will provide an advantage for a company compared to its competitors. (Treacy & Wiersema in Tjiptono 2008:210).

Courier service is one of the goods delivery activities that are carried out directly to move an item from one place to another, this service is quite an opportunity for business people. Currently, courier service actors have mushroomed starting from online and offline couriers, if you look at the history that the first courier service in Indonesia, which was founded in 1746 until now and faithfully serves the Indonesian people, is PT Pos Indonesia (Persero), which currently has more than 4,400 service points spread throughout Indonesia, one of which is located in Kuningan Regency which provides mail and package delivery services with coverage throughout Indonesia.

The current condition of the courier service business is growing rapidly, the competitors of PT Pos Indonesia (Persero) including PT. Tiki Lintas Nugraha Ekakurir (better known as JNE), J&T Express, Sicepat, Tiki, Dakota, SAP Express, and other companies. Courier services exist in Indonesia which in terms of service quality offer mail and package delivery services with fast delivery times, competitive prices, and well-maintained shipment security and a guarantee for loss or damage. Diugwu (2011) states that the increasing number of companies that offer similar goods and services to consumers, the competition will increase, the increasing competition will actually provide benefits in the form of creating a company advantage compared to its competitors or competitive advantage.

ased on data collected over the last 4 years starting from January 2018 to September 2021, the revenue performance of sending letters and packages through the Kuningan Post Office is not so encouraging, this is in the accounting report for the performance of the Kuningan Post Office which explains in 2019 the performance mail and package delivery had revenue growth of 1.89% when compared to 2018, in 2020 the performance of mail and package delivery had a revenue growth of 5.45% when compared to 2019, and in 2020 the performance of mail and parcel delivery the package has a revenue growth of -24.85% SD data September 2021 when compared to 2020. According to CNBC Indonesia's records, logistics has become one of the industries that have contributed positively over the last 10 years with a growth range of 1-10% per year. This condition certainly needs to be carefully resolved so that the level of users of the Kuningan Post Office mail & package service can increase for the coming years.

Previous research conducted by Verweire et al. (2012) and Sinambela (2014) found that customer intimacy has a positive and significant effect on competitive advantage. Alan et.al., (2011), explained that operational excellence is one element of business excellence in conducting competition. Brown et.al., (2010) show that there is a relationship between good strategic processes and operational performance to achieve competitive advantage. Zubi et.al., (2016), The best service strategy is an implicit factor of operational excellence. In a study conducted by Chan et al. (2014) explains that product excellence and product innovation can provide the best performance for the company's sustainability to win the competition. Bellini et al (2018) The achievement of competitive advantage is influenced by product leadership factors, maintaining good relationships with customers, and good operational processes. That's what is able to make a business survive in a sustainable and profitable manner. Hartini et al (2013) stated that operational excellence is needed to achieve the best performance in the company.

The solution that can be done is to identify and evaluate factors internally and externally for users of mail and package delivery services in Kuningan Regency. However, this research is limited to research on internal factors in order to increase the competitive advantage of mail and package products at the Kuningan Post Office which is formed based on product leadership, operational excellence, and customer intimacy variables. Lopez-Santos et al. (2020) revealed that as a result of globalization, technological innovation and a chaotic business environment as well as dramatic competition cause actions and reactions between companies to occur quickly, therefore competitive advantage is very important to note.

This study aims to analyze the variables of product leadership, operational excellence, and customer intimacy as forming factors for competitive advantage. With this research, it is expected to be able to answer the company's needs to win the competition and be able to become a conceptual basis for company leaders, especially at the Kuningan Post Office.

2 Methodology

This study uses quantitative methods. Wollenschlager (2011) In quantitative research, researchers look for facts and phenomena, first developing hypotheses for use in certain populations and samples, collecting data using research instruments, statistical testing, and drawing general conclusions.

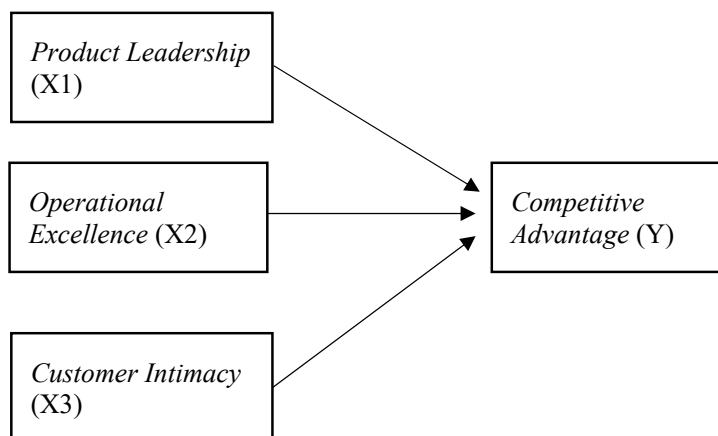
This research begins by analyzing data to identify and compose the variables of competitive advantage, product leadership, operational excellence, customer intimacy at the Kuningan Post Office courier service company. After the variables were identified and dimensions and indicators were obtained to measure the variables, it was continued by making a research questionnaire. Based on these results, the adjustment of variables and indicators was poured into a questionnaire containing 20 question items with a measurement scale using a Likert scale: 1 = Strongly Disagree; 2 = Disagree; 3 = Doubtful; 4 = Agree and 5 = Strongly Agree. The measurement scale is then adapted into the descriptive analysis criteria table to make it easier to describe the research variables. The criteria in question are as follows:

Table 1.1. Criteria Description Analysis

Category	Skor
1.00 – 1.79	Very Not Good / Very Low
1.80 – 2.59	Not Good / Low
2.60 – 3.39	Enough / Moderate
3.40 – 4.19	Good / High
4.20 – 5.00	Very Good / Very High

Source : Muhidin et all (2007:146)

This research is outlined in the form of a framework of thinking and hypotheses as shown in Figure 1.1 below:



Picture 1.1 . Research Thinking Framework

The research conducted by the author highlights the variables of Product Leadership (X1), Operational Excellence (X2), Customer Intimacy (X3), and Competitive Advantage as variables (Y), as well as their influence between these variables. It can be seen that there are 4 types of hypotheses used in this study. Based on theoretical studies, the research hypotheses are as follows:

- a. Product Leadership against Competitive Advantage (X1 against Y)
 1. The null hypothesis (Ho): states that there is no significant effect between Product Leadership on Competitive Advantage.
 2. Working hypothesis (Ha): states that there is a significant influence between Product Leadership on Competitive Advantage.
- b. Operational Excellence against Competitive Advantage (X2 against Y)
 1. The null hypothesis (Ho): states that there is no significant effect between Operational Excellence and Competitive Advantage
 2. Working hypothesis (Ha): states that there is a significant effect between Operational Excellence on Competitive Advantage.
- c. Customer Intimacy against Competitive Advantage (X2 against Y)
 1. The null hypothesis (Ho): states that there is no significant effect between Customer Intimacy on Competitive Advantage.
 2. Working hypothesis (Ha): states that there is a significant influence between Customer Intimacy on Competitive Advantage..
- d. Product Leadership, Operational Excellence, Customer Intimacy against Competitive Advantage (X1, X2, X3 against Y)
 1. Zero hypothesis (Ho): simultaneously states that there is no significant effect between Product Leadership, Operational Excellence, Customer Intimacy on Competitive Advantage
 2. Working hypothesis (Ha): Simultaneously states that there is a significant influence between Product Leadership, Operational Excellence, Customer Intimacy on Competitive Advantage.

The research population is all users of mail and package product courier services at the Kuningan Post Office, amounting to 2,837 active customers. The sampling technique used was purposive sampling. Sugiyono (2019:133) suggests that the purposive sampling technique is a sampling technique with certain considerations. The considerations used are samples taken from Kuningan Post Office customers who have used mail and package delivery service products more than 2 times. Ferdinand (2014) recommends that quantitative research with a proper number of samples is 100 people. So the number of samples used in this study were 100 respondents.

The data analysis technique in this study uses multiple linear regression analysis and path analysis with the help of the IBM SPSS 26 application. (Sugiyono, 2019:147) Multiple linear regression analysis is a linear relationship between two or more independent variables (X1, X2,....Xn) with the dependent variable (Y). This analysis is to determine the direction of the relationship between the independent variable and the dependent variable whether each independent variable is positively or negatively related and to predict the value of the dependent variable if the value of the independent variable increases or decreases. The data used is interval or ratio scale. Multiple linear regression equation as follows:

$$Y' = a + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_nX_n$$

Information:

- Y' = Variabel dependen
- X1 , X2, X3 = Variabel independen
- a = Konstanta
- b = Koefisien regresi

The design of hypothesis testing is used to determine the correlation of the four variables studied. Sugiyono (2017: 184) The stages in this hypothesis testing design begin with the determination of the null hypothesis (Ho) and the alternative hypothesis (Ha), the selection of statistical tests, the calculation of statistical values and the determination of the significant level. This hypothesis test includes Partial Hypothesis Testing (t-test) where the results of the t-count hypothesis are compared with t-table with the following conditions:

- a. If t count > t table at = 5% then H0 is rejected and Ha is accepted (influential)
- b. If t count < t table at = 5% then H0 is accepted and Ha is rejected (no effect)

Meanwhile, decision making based on probability or significance (sig) refers to the following provisions:

- a. If the probability value (sig) > 0.05 then H0 is rejected and Ha is accepted (significantly affected)
- b. If the probability value (sig) < 0.05 then H0 is accepted and Ha is rejected (no significant effect)

Simultaneous Hypothesis Testing (f test). The test compares f arithmetic with f table with the following conditions:

- a. If f count > f table then Ho is rejected and Ha is accepted (influential)
- b. If f count < f table then Ho is accepted and H α is rejected (no effect)

Penetapan hipotesis nol (Ho) dan hipotesis alternatif (H α) sebagai berikut:

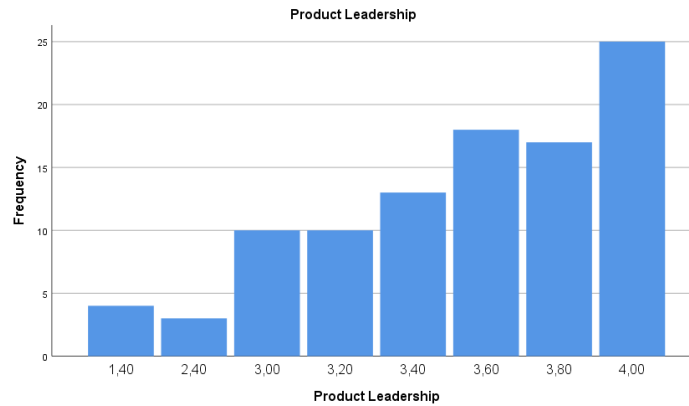
Ho: $\rho = 0$ Product Leadership, Operational Excellence, Customer Intimacy affect Competitive Advantage.

H α : $\rho \neq 0$ Product Leadership, Operational Excellence, Customer Intimacy have no effect on Competitive Advantage

3 Result and Discussion

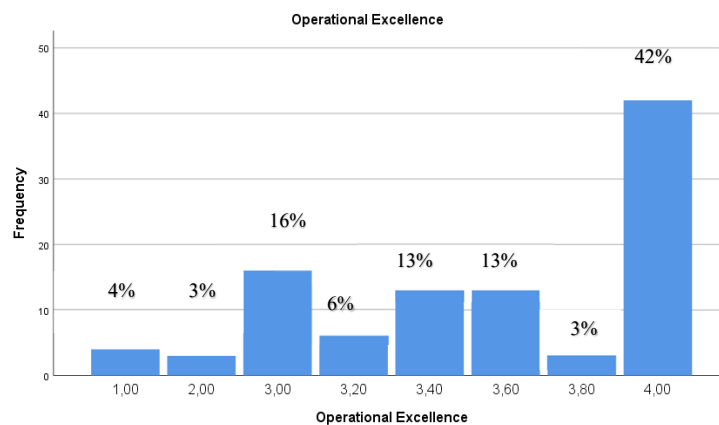
Based on the data collected in this study, there were 100 respondents who gave statements in the questionnaire given by the researcher. The results of the description analysis of the product leadership, operational excellence, customer intimacy, and competitive advantage variables are as follows:





Picture 1.2. Responses to Product Leadership Variables

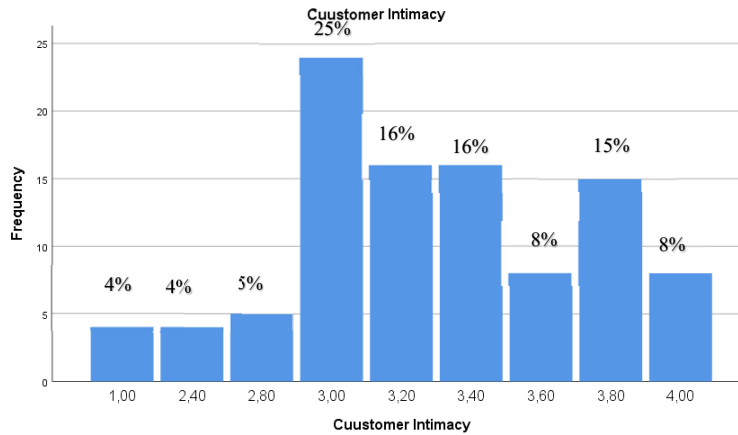
Diagram 1.2. shows that 25% of respondents give a 4 point assessment of the Product Leadership variable and if you compare it with the interpretation scale of the average score, that number is in the range of 3.40 - 4.19 or is in the good category.



Picture 1.3. Responses to Operational Excellence Variabel

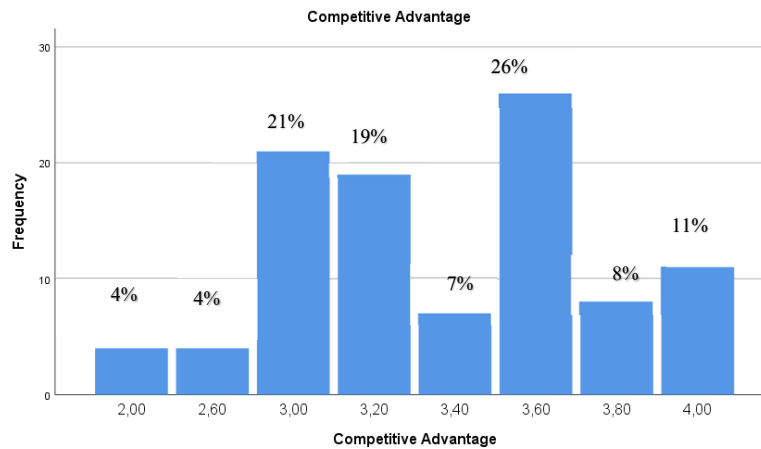
Diagram 1.3 menunjukkan bahwa 42% responden memberikan penilaian 4 point terhadap variabel Operational Excellence dan jika sandingkan dengan skala penafsiran skor rata-rata maka angka sebesar itu berada pada rentang 3,40 – 4,19 atau berada pada kategori baik.

Diagram 1.3 shows that 42% of respondents give a 4-point rating to the Operational Excellence variable and if you compare it with the interpretation scale of the average score, the number is in the range of 3.40 - 4.19 or is in the good category..



Picture 1.4. Responses to *Customer Intimacy* Variabel

Diagram 1.4 shows that 25% of respondents give a 3 point assessment of the Customer Intimacy variable and if you compare it with the interpretation scale of the average score, that number is in the range of 2.60 - 3.39 or is in the sufficient category. the attention of the management of the Kuningan 4550 Post Office to be able to further foster good relations with customers who use mail and package courier services.



Picture 1.5. Responses *Competitive Advantage* Variabel

Diagram 1.5 shows that 26% of respondents gave an assessment of 3.60 points on the Competitive Advantage variable and if you compare it with the interpretation scale of the average score, the number is in the range 3.40 - 4.19 or is in the good category.

Furthermore, to answer the pre-determined hypothesis to determine the effect on the variables of product leadership, operational excellence, customer intimacy, and competitive advantage, the researcher conducted data analysis using multiple linear regression method and path analysis using the help of the IBM SPSS 26 application. the following :

Table 1.2. Multiple Regression t Test Results (Coefficients^a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6,244	,944		6,611	,000
Product Leadership	,103	,119	,130	,863	,390
Operational Excellence	,271	,093	,418	2,907	,005
Customer Intimacy	,245	,064	,322	3,828	,000

a. Dependent Variable: Competitif Advantage

Answering the hypothesis of the effect of the Product Leadership (X1) variable on Competitive Advantage (Y) there are t-test results based on table 1.2, the t-test value is 0.863 and the significance level is 0.3902, it can be concluded that the t-count value < t table 0.863 < 1.660 and the probability value (sig) > 0.05 it can be concluded that the Product Leadership variable does not have a significant effect on Competitive Advantage.

Answering the hypothesis of the effect of the Operational Excellence (X2) variable on Competitive Advantage (Y) there are t-test results based on table 1.2, the t-test value is 2.907 and the significance level is 0.005, so it can be concluded that the t-count value > t table 2, 907 > 1.660 and the probability value (sig) < 0.05 it can be concluded that the Operational Excellence variable has a significant influence on Competitive Advantage.

Answering the hypothesis of the influence of the Customer Intimacy (X3) variable on Competitive Advantage (Y) there are t-test results based on table 1.2, the t-test value is 3.828 and the significance level is 0.000, it can be concluded that the t-count value > t-table 3.828 > 1.660 and the probability value (sig) < 0.05 it can be concluded that the Customer Intimacy variable has a significant influence on Competitive Advantage.

Answering the hypothesis of product leadership, operational excellence, customer intimacy on competitive advantage (X1, X2, X3 against Y) there are the following results :

Table 1.3. Multiple Regression f Test Results (ANOVA^a)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	312,370	3	104,123	50,324	,000 ^b
Residual	198,630	96	2,069		
Total	511,000	99			

a. Dependent Variable: Competitif Advantage

b. Predictors: (Constant), Customer Intimacy, Operational Excellence, Product Leadership

Based on table 1.3, the f test value is 50.324 and the significance level is 0.000, it can be concluded that the f value > f table 50.324 > 2.700 and the probability value (sig) < 0.05, it can be concluded that the product leadership, operational excellence, customer intimacy variables have an influence simultaneously and significantly on the competitive advantage variable (X1, X2, X3 simultaneous and significant effect on Y).

Table 1.4. Multiple Regression Test Results (Model Summary^b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,782 ^a	,611	,599	1,43842

a. Predictors: (Constant), Customer Intimacy, Operational Excellence, Product Leadership
b. Dependent Variable: Competitif Advantage

Based on table 1.4 the results of calculations using the SPSS program show that the coefficient of determination (R) is 0.782 and the value of R Square is 0.611, it can be explained that the competitive advantage variable is influenced by 61.10% by the product leadership, operational excellence variable. , customer intimacy while the remaining 38.90% is influenced by other variables not examined in this study.

4 Conclusion

Based on the results of this study, it can be concluded that currently customers value operational excellence and customer intimacy variables more than product leadership variables when using mail and package service products, especially at the Kuningan Post Office. Leadership does not have a significant effect on Competitive Advantage, while the Operational Excellence and Customer Intimacy variables have a simultaneous and significant effect on Competitive Advantage. The results of further research explain that product leadership, operational excellence, customer intimacy variables simultaneously and significantly affect the competitive advantage variable by 61.10% while the remaining 38.90% is influenced by other factors not examined in this study.

Suggestions for the future, companies should pay more attention to and improve the performance of the Product Leadership variable indicator which currently does not have a partial and significant effect on the Competitive Advantage variable. If not taken seriously, it can certainly affect the competitive advantage of mail and package courier service products at the Kuningan Post Office. Competitive advantage can be achieved optimally when the variables of product leadership, operational excellence, customer intimacy can be achieved as well as possible.

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