

## The Effect of Service Quality, Delivery Timeliness, and Tracking System Facilities on Customer Satisfaction of J&T Express Kupang Branch

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### ABSTRACT

This study examines the effects of service quality, delivery punctuality, and tracking system facilities on customer satisfaction with J&T Express among Business Administration students at Nusa Cendana University, Kupang. The rapid growth of e-commerce in Indonesia has increased demand for efficient and reliable logistics services, making customer satisfaction a key competitive factor in the courier industry. J&T Express has emerged as one of the leading courier providers due to its wide service coverage, digital tracking features, and integration with major e-commerce platforms. However, customer complaints regarding delivery delays, inaccurate tracking information, and unresponsive staff remain evident. This research employed a quantitative descriptive approach using questionnaires and interviews to collect primary data. The population consisted of 11,988 students, and 99 respondents were selected through purposive sampling using the Slovin formula with a 10% margin of error. Data were analyzed using descriptive statistics, t-tests, and F-tests. The findings reveal that respondents generally perceived J&T Express positively in terms of service quality, punctual delivery, and ease of using the tracking system. Partial test results indicate that each independent variable significantly influences customer satisfaction. Furthermore, simultaneous testing confirms that service quality, delivery punctuality, and tracking system facilities collectively have a significant effect on customer satisfaction. The study concludes that improving these three aspects in an integrated manner can enhance customer satisfaction and strengthen J&T Express's competitiveness in the logistics market.

**Keywords:** Service Quality; Delivery Punctuality; Tracking System; Customer Satisfaction; J&T Express

### INTRODUCTION

The development of digital technology has had a major impact on various sectors of life, including in the shopping and logistics industries. In the midst of an increasingly massive flow of digitalization, Indonesians are starting to shift from a conventional transaction system to online shopping that is faster, easier, and more practical. E-commerce is now the main choice in meeting needs, especially for the younger generation who are very familiar with technology.

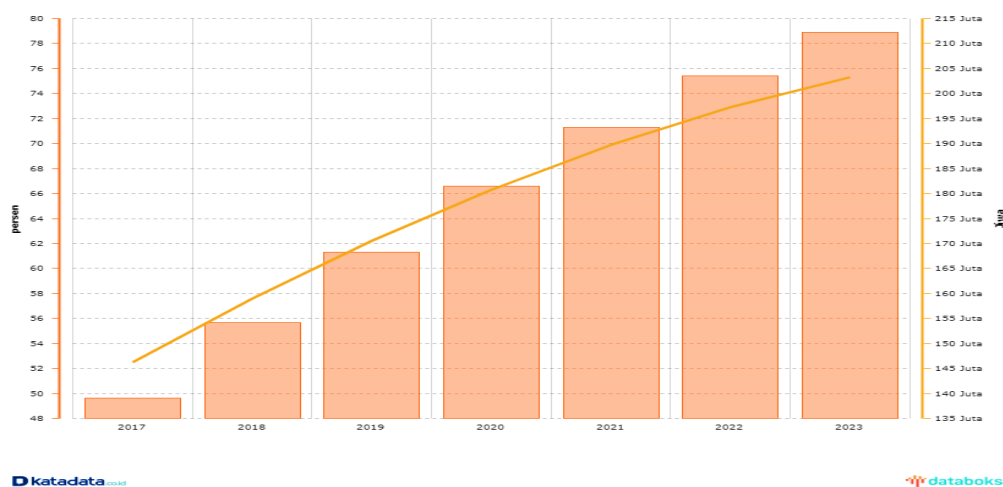


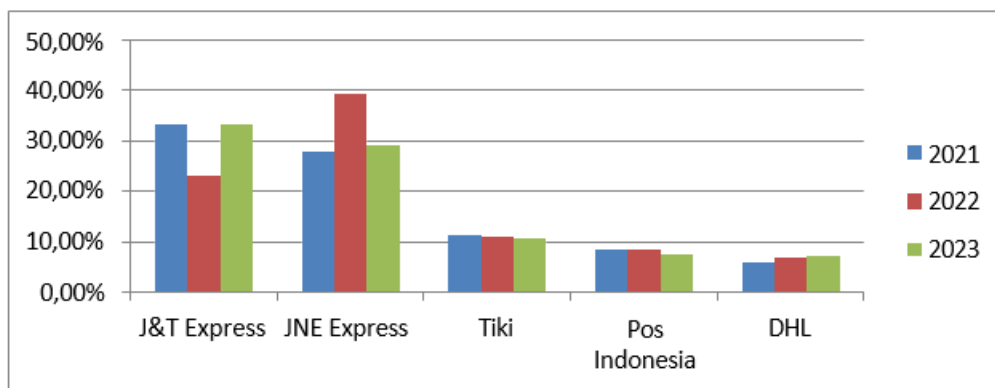
Figure 1. Growth of E-commerce Users in Indonesia in 2017-2023 Databoks.katadata.id (February 17, 2025)

Figure 1.1 shows that in 2017 the number of e-commerce users in Indonesia reached 140 million users, then increased by 10.8% to 154 million in 2018 and continues to increase until 2021 and is expected to continue to increase to reach 212 million in 2023.

The growth of e-commerce in Indonesia is driving the increasing demand for fast, accurate, and reliable logistics services. Logistics services are now an important element in creating a satisfying shopping experience. For this reason, logistics companies need to increase capacity and service quality to meet customer expectations (Susanto et al., 2024; Budiman, 2023). In the midst of fierce competition, this industry plays a strategic role in supporting the distribution of goods and operational efficiency (Permana et al., 2024).

Digitalization is the key to adapting the logistics industry to the development of e-commerce, with the aim of increasing efficiency, flexibility, and speed of services (Wiranto & Sanjaya, 2022). Technology allows for more effective operational processes, more responsive services, and the ease of tracking goods in real-time, which has an impact on increasing customer satisfaction (Sudianti et al., 2023).

**Table 1. Top Brand Index for Courier Services Category in Indonesia in 2021-2023**



Source: <https://topbrand-award.com/>

Based on table 1 above, the Top Brand Index (TBI) is an award for the best brands based on consumer research in Indonesia, and is a parameter to measure the success of brands in the market. Brands with a minimum TBI of 10% and in the top three in their category will win the title of Top Brand Award. In the courier service category, J&T Express, JNE Express, and TIKI consistently won this award from 2021 to 2023.

One of the fastest growing is J&T Express, with a wide range of services, a digital tracking system, and integration with various e-commerce platforms. However, the increase in the number of users also brings challenges, such as delivery delays, inaccurate tracking, and complaints about staff services.

In logistics services, service quality is the main factor that affects customer satisfaction. Tjiptono (2019) stated that service quality includes five main dimensions, namely physical evidence, reliability, responsiveness, assurance, and empathy. Good service creates a positive impression and increases customer trust and loyalty.

Another important factor is the timeliness of delivery, which reflects the company's ability to deliver goods on schedule. Heizer and Render (2014) emphasized that punctuality is an indicator of distribution efficiency and has a great influence on customer satisfaction. Delays, even if minor, can have an impact on customer perception of the service provider's credibility.

In addition, the presence of *tracking system* facilities is also an element that customers pay attention to. Bowersox et al. (2013) explain that tracking systems allow customers to monitor the position and status of goods in real-time. This system improves service transparency, reduces uncertainty, and provides a sense of security to users.

Students of the Business Administration Study Program, Nusa Cendana University are one of the active user groups of e-commerce services. They have a basic understanding of service management and experience using various logistics platforms, so they are able to critically assess delivery services. Based on an initial survey of 100 college students, J&T Express was recorded as the most widely used delivery service. However, complaints were still found related to delivery delays, tracking errors, and unresponsive service.

**Table 2. Survey of Delivery Service Users for Business Administration Students of Nusa Cendana University in 2025**



Source: processed research data.

Table 2 shows the results of an initial survey of 100 Business Administration students at Nusa Cendana University in March 2025, where the majority of respondents (51%) used J&T Express services, followed by Shopee Express (45%) and JNE (4%). The preference for J&T Express is driven by delivery speeds, competitive costs and wide range of services. The company has also collaborated with various large e-commerce companies such as Tokopedia and TikTok Shop, making it easier to access services. The high use of Shopee Express is related to direct integration with the Shopee platform which offers easy transactions and affordable prices for students. Meanwhile, the low number of JNE users is due to higher prices or less competitive services compared to the other two providers.

Based on an initial survey of 100 students, J&T Express became the most dominant service used, followed by Shopee Express and JNE. However, even though J&T has advantages in speed, cost, and service coverage, there are still complaints related to delivery delays, inaccurate tracking, and staff service. This condition shows the need to evaluate aspects of service quality, punctuality, and tracking systems to improve customer satisfaction. Therefore, this study is focused on analyzing the influence of these three variables on J&T Express customer satisfaction among students of the Business Administration Study Program, Nusa Cendana University.

**LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESIS**

*Quality of Service*

Service quality is the company's ability to meet or even exceed customer expectations through the delivery of superior services (Tjiptono, 2019). This quality is reflected in the extent to which the gap between customer expectations and perceptions can be minimized. In the context of *customer relationship management*, service quality must be managed externally—through direct interaction with customers—and internally, i.e., how the company prepares staff to be able to provide services consistently (Payne & Frow, 2017). Service quality is not only related to service delivery, but also how the service provides sustainable value and satisfaction (Gunara & Sudiby in Cesariana et al., 2022).

*Service Quality Indicators*

The service quality indicators according to Parasuraman in Tjiptono & Chandra (2016) consist of five main dimensions:

1. Reliability is a company's ability to provide services precisely, accurately, and as promised without errors.
2. Responsiveness reflects the readiness and speed of staff in assisting customers and providing certainty of service time.
3. Assurance involves professionalism, courtesy, and staff skills that can foster a sense of security and trust in customers.
4. Empathy shows the company's concern for customer needs through personal attention and service flexibility.
5. Physical evidence refers to the quality of facilities, equipment, and the appearance of staff that reflects professionalism.

### ***Delivery Timeliness***

Timeliness of delivery is the company's ability to deliver goods according to the promised schedule to customers (Heizer & Render, 2014). This accuracy shows the company's reliability in fulfilling commitments and is an important factor in building customer satisfaction and trust (Martono, 2010). In addition, in the context of logistics, punctuality also reflects the effectiveness of suppliers in delivering goods with appropriate and timely volumes, which affects the company's performance and reputation (Aminah et al., 2017 in Dewantoro et al., 2020).

### ***Delivery Punctuality Indicator***

The delivery timeliness indicator according to Akhmad and Fazizah (2024), and Hafizha et al. (2019), is used to assess how reliable and consistent a logistics service is in fulfilling its promises. The indicators used in this study include:

1. Delivery time suitability is the company's ability to deliver goods exactly according to the promised time.
2. Consistency of delivery time is punctuality that is maintained repeatedly in each delivery process.
3. The estimated delivery time is the schedule that the company informs the customer as an estimate of the delivery of goods.
4. Delivery timeliness is the company's success in delivering goods without delays according to a predetermined schedule.

### ***Tracking System Facilities***

Facility *tracking system* is a technology-based system that allows customers and logistics companies to monitor the status and location of goods in real-time (Bowersox et al., 2013). This system increases visibility in the supply chain by presenting accurate data related to the position of goods, thereby reducing shipping uncertainty and improving operational efficiency (Hasanuddin, 2007; Daryanto et al., 2019 in Barlian & Susanti, 2022). With transparent tracking, customers gain certainty about the estimated time of arrival of goods and the company can increase customer satisfaction and loyalty.

### ***Facility Tracking System Indicators***

Facility *tracking system* indicators are used to measure the extent to which tracking services support delivery effectiveness and customer experience. The indicators used in this study were compiled based on Parasuraman et al. (2005) and Eviani & Hidayat (2021), namely:

1. Efficiency is the ease of access and speed of the system in providing tracking information to customers.
2. System availability is the extent to which the tracking system can be accessed stably without interruption.
3. The reliability of information is the accuracy and accuracy of the data displayed by the system regarding the status of the shipment.
4. Privacy is the system's ability to maintain the confidentiality of customer information from unauthorized parties.

### ***Customer Satisfaction***

Customer satisfaction is a positive emotional condition that arises when the product or service received is able to meet or exceed consumer expectations (Kotler & Keller, 2016). This satisfaction is the result of subjective evaluation of the quality of products and services received, and is an important foundation in building loyalty and long-term relationships with customers (Tjiptono, 2017). Additionally, satisfaction reflects a customer's perception of the value, benefits, and experience gained while using the service (Lovelock & Wirtz in Khurrohman, 2023). If a company is able to create satisfaction consistently, then customers are more likely to make a repeat purchase, recommend services, and ignore competing brands.

### ***Customer Satisfaction Indicators***

Customer satisfaction indicators function to measure the level of success of services in meeting customer expectations and needs. In this study, the indicators used were compiled based on Tjiptono (2016) and Kotler (2009), namely:

1. The suitability of service with expectations is the extent to which the service received is in accordance with customer expectations.
2. The desire to return to the service is the tendency of customers to make a repeat purchase on the basis of a positive experience.
3. The willingness to recommend to others is the level of willingness of the customer to suggest services to others.
4. Not paying much attention to competitors' brands and not being very sensitive to price i.e. customer loyalty shown through indifference to offers from competitors.

*The Relationship between Service Quality, Delivery Timeliness, and Tracking System Facilities on Customer Satisfaction*

The quality of service has a significant influence on customer satisfaction. Reliable, responsive, and empathetic service can create a positive experience that drives customer satisfaction and loyalty (Tjiptono, 2019; Tambajong et al., 2023). The higher the quality of service, the greater the chances of the company gaining trust and recommendations from customers.

Timely delivery is also an important factor in forming satisfaction. On-schedule delivery creates a positive perception and shows a company's commitment to its customers (Heizer & Render, 2014; Yusuf, 2024). This precision strengthens the reliability of the service and increases the confidence of customers to make a repeat purchase.

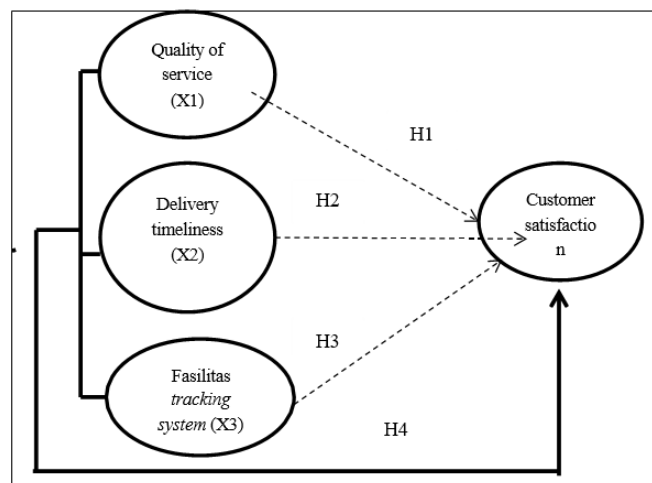
Meanwhile, the *tracking system facility* plays a role in increasing transparency and a sense of security during the delivery process. Through a real-time tracking system, customers can monitor the position of goods and obtain estimated time of arrival (Bowersox et al., 2013). Although some studies show significant influence (Fitri, 2023), there are also those who state that the effect is inconsistent depending on the context of its use (Yusuf, 2024).

Simultaneously, these three variables make a real contribution to creating customer satisfaction with delivery services. Research by Dewantoro et al. (2020) and Fitri (2023) proves that the combination of service quality, punctuality, and tracking systems has a positive and significant influence on customer satisfaction, and is the key in building loyalty and trust in delivery service companies.

Based on the explanation above, the description of the thought proposed is as follows: Service Quality (X1), Delivery Timeliness (X2), and Tracking System Facility (X3) are independent variables, while Customer Satisfaction (Y) is a dependent variable, which is described as follows:

Image caption :

- > = Simultaneous connection
- - - - -> = Partial connection



**Figure 2. Frame of Mind**

Source: *A model built for research (2025).*

H<sub>0</sub> : There was no significant effect between service quality (X1), delivery timeliness (X2), and tracking system facility (X3) on J&T Express (Y) customer satisfaction.

H<sub>1</sub> : Service Quality (X1) has a significant positive effect on Customer Satisfaction (Y).

H<sub>2</sub> : Delivery Punctuality (X2) has a positive and significant effect on Customer Satisfaction (Y).

H<sub>3</sub> : The Tracking System (X3) facility has a positive and significant effect on Customer Satisfaction (Y).

H<sub>4</sub> : Service Quality (X1), Delivery Punctuality (X2), and Tracking System Facility (X3) simultaneously have a positive and significant effect on Customer Satisfaction (Y).

## 2. Research Methods

### *Population and Sample*

The population in this study is all students of the Business Administration Study Program at Nusa Cendana University which totals 11,988 people (Data from the Ministry of Education and Culture, 2024). According to Sugiyono (2013:81), if the population is large and researchers want to simplify the process, then they can use the Slovin formula. With an error rate of 10%, a sample of 99 respondents was obtained. The sampling technique used is purposive sampling, which is the selection of respondents based on certain criteria, namely students who have used J&T Express services.

### *Data Collection Techniques*

The collection of primary data in this study was carried out through the distribution of questionnaires to students of the Business Administration Study Program at Nusa Cendana University who have experience using J&T Express services. In addition, the researcher also conducted direct interviews to dig deeper into information. Secondary data is obtained through literature studies from books, journals, articles, and other relevant sources that support the research topic.

### *Descriptive Statistical Analysis*

Descriptive statistics are statistics that are used to analyze data by describing or describing the data that has been collected as it is without intending to make conclusions that apply to generalities or generalizations (Sugiyono, 2017).

**Table 3. Descriptive Analysis Criteria**

Yes	Score Score	Performance/Category
1.	1,00 – 1,80	Being in a very low area
2.	1,81 – 2,60	Being in a low area
3.	2,61 – 3,40	Being in a medium area
4.	3,41 – 4,20	Being in a high area
5.	4,21 – 5,00	Being in a very high area

Source: Arikunto, (2016: 211)

### **Multiple Linear Regression Analysis**

Multiple linear regression analysis is used to examine the strong relationship between independent variables and bound variables.

### **Variable Contribution Test (t-test)**

This test is used to determine the influence of each independent variable on the bound variable whether it is meaningful or not (Sugiyono, 2017).

### **Model Contribution Test (F Test)**

This test is used to find out whether all independent variables together have a meaningful influence on the bound variables (Sugiyono, 2009).

## RESULTS AND DISCUSSION

The respondents in this study were 100 students of the Business Administration Study Program at Nusa Cendana University who had used J&T Express services. The profile of respondents by gender, female respondents were the most, namely 65 people, while men amounted to 35 people. Based on the year of the batch, the majority came from the class of 2021 as many as 57 people, followed by the class of 2024 as many as 16, 15 people, the class of 2023, and the class of 2022 as many as 12 people. Based on the frequency of service usage in the last six months, most respondents used J&T Express 3–4 times (40%), followed by 1–2 times (31%) more than 6 times (16%), and 5–6 times (13%).

### **Descriptive Statistical Analysis of Service Quality Variables (X1)**

This variable was measured using five indicators, namely reliability, responsiveness, assurance, empathy, and physical evidence. The average score for this variable is 4.02 and is categorized as high.

#### *Delivery Timeliness Variable (X2)*

This variable is measured using four indicators, namely delivery time suitability, estimated delivery time, delivery timeliness, and delivery time consistency. The average score for this variable was 3.79 and was categorized as high.

#### *Variable Facility Tracking System (X3)*

This variable is measured using four indicators, namely efficiency, system availability, information reliability, and privacy. The average score for this variable is 4.17 and is categorized as high.

#### *Customer Satisfaction Variable (Y)*

This variable is measured using four indicators, namely the suitability of expectations, the desire to buy again, the willingness to recommend, and not paying too much attention to competitor brands and not being sensitive to price. The average score for this variable is 3.95 and is categorized as high.

### *Multiple Linear Regression Analysis*

The results of the regression test in this study are correct with the regression equation as follows:  $Y = 2.246 + 0.217X_1 + 0.294X_2 + 0.367X_3$

#### *Variable Contribution Test (t-test)*

**Table 4. Results of the Analysis of the t Test**

Variable	Calculated t-value	Table t-values	Sig
Quality of Service	2,110	1,985	0,037
Delivery Timeliness	2,615	1,985	0,010
Tracking System Facilities	3,823	1,985	0,000

Source: Primary Data Processing (SPSS v.20), 2025

Based on the results of the data analysis above, for the Service Quality variable, it is known that the calculation is 2.110 and the significance = 0.037. While the ttable is known at alpha 0.05 of 1.985, the result of the ttable is > ttable (2.110 > 1.985). Therefore, the decision was to reject the null hypothesis (H<sub>0</sub>) and accept the alternative hypothesis (H<sub>1</sub>). This means that partially the Quality of Service has a significant effect on J&T Express Customer Satisfaction.

For the Delivery Timeliness variable, it is known that the tcount is 2.615 and its significance = 0.010. While the ttable at alpha 0.05 is 1.985, the result is tcalculated > ttable (2.615 > 1.985). Therefore, the decision was to reject the null hypothesis (H<sub>0</sub>) and accept the alternative hypothesis (H<sub>1</sub>). This means that Delivery Timeliness has a significant effect on J&T Express Customer Satisfaction.

Furthermore, for the Tracking System Facility variable, it is known that the calculation is 3.823 and the significance = 0.000. With a table of 1.985, the result of the calculation  $>$ Table (3,823  $>$  1,985). Therefore, the decision was to reject the null hypothesis ( $H_0$ ) and accept the alternative hypothesis ( $H_1$ ). This means that the Tracking System Facility also has a significant effect on J&T Express Customer Satisfaction.

*Model Goodness Test (F Test)*

**Table 5 Results of F Test Analysis**

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	1770,434	3	590,145	27,710	0,000b
Residual	2044,556	96	21,297		
Total	3814,990	99			
<i>a. Dependent Variable: Y</i>					
<i>b. Predictors: (Constant), X1, X2, X3</i>					

Source: Primary data processing (SPSS V.20), 2025

Based on the calculation results, the Fcal value is 27.710 and the significant (sig) is  $<$ 0.000. This shows that there is a significant influence of the variables of Service Quality (X1), Delivery Punctuality (X2), and Tracking System Facility (X3) simultaneously on J&T Express Customer Satisfaction in Students of the Business Administration Study Program, Nusa Cendana University.

**Coefficient of Determination Test ( $R^2$ )**

**Table 6 Model Contribution Test Results**

<i>Model Summary</i>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,681a	,464	,447	4,61492
<i>a. Predictors: (Constant), X1, X2, X3</i>				

Source: Primary data processing (SPSS V.20), 2025

Based on the analysis results in Table 4.8, the Adjusted R Square value of 0.447 shows that the variables of service quality (X1), delivery punctuality (X2), and tracking system facility (X3) together contribute 44.7% to J&T Express customer satisfaction. Meanwhile, the remaining 55.3% was influenced by other variables outside this research model. An R value of 0.681 indicates a strong relationship between independent variables and dependent variables. The standard error value of the estimate is 4.61492.

**The Effect of Service Quality (X1) on Customer Satisfaction (Y)**

Based on the results of the analysis, it is known that the calculated value is 2.110  $>$  table 1.985, so it can be concluded that  $H_1$  is accepted and  $H_0$  is rejected. This means that the quality of service has a significant partial effect on the customer satisfaction of J&T Express delivery services in Kupang City. The implication is that the higher the quality of service provided, the higher the level of customer satisfaction. The quality of service includes reliability, accuracy of service, friendliness, and package security assurance which are positively rated by respondents.

This result was strengthened by a descriptive analysis, where the majority of respondents gave a very high rating with an average score of 4.02. This variable was measured using thirteen indicators, but there was the highest neutral assessment in the some items, such as suitability of service information, identity verification, and courier appearance.

These findings are in line with the opinions of Tjiptono (2019) and Kotler & Keller (2009), as well as the results of research by Tambajong et al. (2023) and Yusuf (2024) who stated that service quality partially has a positive and significant effect on customer satisfaction.

### ***The Effect of Delivery Punctuality (X<sub>2</sub>) on Customer Satisfaction (Y)***

Based on the results of the analysis, it is known that the  $t_{cal}$  value is  $2.615 > t_{table}$  1.985, so it can be said that H<sub>2</sub> is accepted and H<sub>0</sub> is rejected. This means that the timeliness of delivery has a partial significant effect on J&T Express customer satisfaction in Kupang City. The implication is that the more consistent and timely the delivery is made, the higher the level of customer satisfaction.

This result was also strengthened by the results of the descriptive analysis, where the majority of respondents gave a high score with an average score of 3.79. For these variables, it was measured using twelve indicators, but some items such as time estimation accuracy and delivery consistency received the highest neutral score. This shows that the customer experience of the time aspect is still inconsistent.

These findings support the theory of Martono (2010) and the research results of Khurrohman (2023) and Yusuf (2024) who affirm that punctuality is a crucial factor in shaping customer satisfaction in the delivery service sector.

### ***The Effect of Tracking System Facilities (X<sub>3</sub>) on Customer Satisfaction (Y)***

Based on the results of the analysis, a calculated value of  $3.823 > t_{table}$  1.985, H<sub>3</sub> was accepted and H<sub>0</sub> was rejected. This means that the tracking system facility has a significant effect on J&T Express customer satisfaction in Kupang City. The implication is that the better the accuracy and ease of the tracking system, the higher the customer satisfaction rate.

This result was strengthened by the results of the descriptive analysis with an average score of 4.17 which showed that the majority of respondents were very satisfied with the tracking system provided. This variable is measured by eight indicators, but there is still a neutral assessment of the accuracy of location information and the speed of packet status updates.

These findings are supported by the opinions of Bowersox et al. (2013) and Hasanuddin (2007) as well as research by Fitri (2023) and Aisyah (2021), which shows that tracking system facilities partially have a positive and significant effect on customer satisfaction.

### ***The Effect of Service Quality (X<sub>1</sub>), Delivery Timeliness (X<sub>2</sub>), and Tracking System Facility (X<sub>3</sub>) on Customer Satisfaction (Y)***

Based on the results of multiple linear regression tests using the SPSS V.20 program, it was found that the variables of service quality, delivery timeliness, and tracking system facilities simultaneously had a significant effect on J&T Express customer satisfaction in Kupang City. This is evidenced by the  $F_{cal}$  value of  $27.710 > F_{table}$  2.70 (at a significance level of 0.05), so that H<sub>4</sub> is accepted and H<sub>0</sub> is rejected.

The implication is that all three independent variables together contribute significantly to increased customer satisfaction. This result is reinforced by the Adjusted R Square value of 0.447 which means that 44.7% of the variation in customer satisfaction is explained by these three variables, while the remaining 55.3% is explained by other variables outside of the study such as price, promotion, and customer service.

These results are also in line with the findings of Fitri (2023), Yusuf (2024), and Dewantoro et al. (2020), which show that service quality, punctuality, and tracking systems simultaneously have a positive and significant effect on customer satisfaction of delivery services.

### **Conclusion**

1. Based on the results of the analysis of the descriptive table of variables, the majority of respondents gave a highly categorized assessment of the three variables, namely: service quality (X<sub>1</sub>), delivery timeliness (X<sub>2</sub>), and tracking system facilities (X<sub>3</sub>). Therefore, the perception of students of the Business Administration Study Program at Nusa Cendana University as users of J&T Express Kupang Branch services towards the three aspects of service is relatively positive. This shows that J&T Express services are considered good, delivery is relatively on-time, and the tracking system is quite easy to use.
2. Based on the results of the t-test, the service quality variable (X<sub>1</sub>) had a significant effect partially on customer satisfaction (Y) at J&T Express Kupang Branch. This implies that the higher the quality of service provided (fast, friendly, and professional), the more customer satisfaction with J&T Express services will be increased.
3. Based on the results of the t-test, the delivery punctuality variable (X<sub>2</sub>) had a partial significant effect on customer satisfaction (Y) at J&T Express Kupang Branch. This shows that the more timely the delivery is, the higher the level of customer satisfaction

with J&T Express services.

4. Based on the results of the t-test, the tracking system facility variable ( $X_3$ ) had a significant partial effect on customer satisfaction (Y) at J&T Express Kupang Branch. This implies that the more accurate, accessible, and informative the tracking system provided, the more customer satisfaction increases.

5. Based on the results of the F test, the variables of service quality ( $X_1$ ), delivery punctuality ( $X_2$ ), and tracking system facilities ( $X_3$ ) simultaneously had a significant effect on customer satisfaction (Y) at J&T Express Kupang Branch. Thus, the combination of these three aspects is able to create higher customer satisfaction if managed in an integrated manner.

### Recommendation

1. The results of this study show that the service quality variable has a significant effect on customer satisfaction. For this reason, it is recommended to J&T Express Kupang Branch to maintain and improve service standards through routine training for couriers, especially related to attitude, ethics, and appearance. A service that Consistent and professional will strengthen customer trust and increase long-term loyalty.

2. The results of this study show that the delivery timeliness variable has a significant effect on customer satisfaction. For this reason, it is recommended to J&T Express Kupang Branch to evaluate and improve delivery management, especially when there is a surge in packages. Strategies that can be applied include: adding fleets, rescheduling deliveries, and the use of predictive systems in anticipating volume spikes.

3. The results of this study show that the variable of tracking system facilities also has a significant effect on customer satisfaction. For this reason, it is recommended to J&T Express Kupang Branch to continue to develop a more real-time and informative tracking system. For example, with automatic updates through applications, real-time integration of status information, and improved user interfaces to make it more accessible to all customers.

4. This study suggests that J&T Express Kupang Branch looks at the three variables (service quality, punctuality, and tracking system) in an integrated and sustainable manner. The three complement each other and are inseparable in creating a complete service experience. Therefore, improvements must be made comprehensively so that every aspect of service supports the achievement of maximum customer satisfaction.

5. This research can also be used as a guideline in conducting further research on customer satisfaction of expedition services. For this reason, researchers are then advised to add other variables such as service price, customer loyalty, brand trust, or quality of post-delivery service. In addition, researchers are also advised to designate specific J&T Express branches as the object of the study, as the quality of service can vary from region to region depending on local management and conditions.

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