



Research Article

The Effect of Service Quality, Promotion, and Price on Customer Satisfaction in Pt. Pos Indonesia (Persero) Pati

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Abstract. PT Pos Indonesia (Persero), as a long-established Indonesian state-owned enterprise, faces increasing competitive pressure in the logistics industry due to the rapid growth of e-commerce and the emergence of digital-based private courier services. This study focuses on the Pati Branch Post Office, which has experienced rising delivery demand while continuing to encounter challenges related to service quality, promotional effectiveness, and customer price perceptions—factors that potentially influence customer satisfaction. The study aims to analyze the partial and simultaneous effects of service quality, promotion, and pricing on customer satisfaction at the Pati Branch Post Office. A quantitative research approach was employed using survey data collected through questionnaires distributed to customers. The data were analyzed using multiple linear regression to examine the relationships among variables. The results indicate that service quality is the most dominant factor influencing customer satisfaction. Promotion and pricing also have a statistically significant effect, although their influence is relatively weaker compared to service quality. These findings highlight the importance for PT Pos Indonesia to prioritize improvements in service reliability, responsiveness, and assurance to enhance the overall customer experience. In addition, strengthening digital-based promotional strategies and implementing value-based pricing are shown to positively shape customer perceptions. Overall, this study concludes that improving customer satisfaction at the Pati Branch Post Office is primarily driven by service quality enhancement, supported by effective promotion and appropriate pricing strategies aligned with customer value expectations.

Keywords: Customer Satisfaction; Logistics Services; Pricing Strategy; Promotional Activities; Service Quality

Received: November 10, 2025

Revised: November 26, 2025

Accepted: December 28, 2025

Published: January 05, 2026

Curr. Ver.: January 05, 2026



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1. Introduction

PT. Pos Indonesia (Persero), a venerable Indonesian state-owned enterprise (BUMN), fulfills a critical function in the nation's provision of courier, logistics, and financial services. Through strategic business evolution, encompassing both systemic digitalization and the broadening of its service portfolio, the organization has augmented its pertinence in addressing societal requirements within the contemporary digital economy. The Pati Post Office Branch emerges as a salient locus for scholarly inquiry, characterized by vigorous e-commerce transaction activity, escalating exigencies for expedited logistics, and a heterogeneous patron base spanning micro, small, and medium enterprises (MSMEs) to individual purchasers. Consequently, the Pati Post Office serves as a suitable model for scrutinizing the impact of service attributes, promotional strategies, and pricing structures on overall customer contentment.

A considerable body of prior research has rigorously investigated the interconnections between marketing constructs and consumer contentment. The consensus derived from these investigations posits that the caliber of service delivery exerts a substantial influence on overall

satisfaction. Concurrently, promotional activities and pricing strategies have been identified as significant determinants of customers' perceived value (Akil & Ungan, 2022; Dwita & Agustine, 2023). Predominantly, these scholarly endeavors have employed quantitative methodologies, notably regression analysis, to elucidate both the isolated and combined impacts among the variables under scrutiny. While this methodological framework offers considerable power for the objective assessment of interrelationships, it is not without its limitations, particularly concerning its capacity to fully encapsulate the nuanced, subjective, and context-dependent dimensions of customer conduct.

Empirical observations within the operational environment at PT Pos Indonesia's Pati Branch reveal significant challenges pertaining to the velocity of service delivery, the clarity of pricing structures, and the efficacy of marketing initiatives. These deficiencies collectively compromise the customer's experiential journey. The heightened relevance of these concerns is underscored by the escalating competitive landscape, characterized by the emergence of private courier enterprises that provide expedited and technologically sophisticated solutions. Consequently, an in-depth investigation into the interrelationships between service attributes, promotional campaigns, and pricing strategies and their resultant effect on customer contentment is of paramount importance, serving as a foundational element for the formulation of informed strategic directives for the organization.

This research endeavors to present a quantitative framework, employing multivariate regression analysis, to meticulously investigate the concurrent and distinct impacts of service excellence, promotional strategies, and pricing structures on overall customer contentment. This analytical methodology was selected due to its capacity to furnish a quantifiable empirical depiction of the variables exerting the most substantial influence. Moreover, this investigation offers manifold contributions. Primarily, it advances theoretical understanding by corroborating and extending prior research findings pertaining to the interconnectedness of marketing-related variables and customer satisfaction within the logistics sector. Secondly, it furnishes actionable insights, manifesting as strategic recommendations tailored for PT Pos Indonesia, specifically its Pati Branch. Lastly, it contributes methodologically through the implementation of models assessing both partial and simultaneous influences, applied within the context of a state-owned enterprise operating in the service industry.

2. Literature Review

Extensive scholarly inquiry has been dedicated to the interrelationships among service quality, promotional strategies, pricing structures, and customer satisfaction within the domain of service marketing. A review of extant scholarly contributions, encompassing both foundational and current perspectives, reveals that these three pivotal constructs significantly influence how patrons perceive and appraise service providers, a phenomenon applicable to logistics enterprises such as PT Pos Indonesia. This exposition will systematically address seminal theoretical frameworks and pertinent empirical evidence from prior investigations, delineate discernible lacunae in the existing body of knowledge, and explicate the methodological and theoretical positioning of the present investigation within the broader academic discourse.

Quality of Service

In the field of service marketing research, the concept of service quality has long been considered a key principle. The groundbreaking definition by Lewis and Booms (1983), referenced in Tjiptono and Chandra (2011), suggested that service quality reflects an assessment of how well an organization meets or exceeds prior customer expectations. Additionally, the renowned SERVQUAL model, developed by Parasuraman, Zeithaml, and Berry (1985; 1988), outlines service quality through five main dimensions: tangibles, reliability,

responsiveness, assurance, and empathy. Current scholarly discussions consistently support the idea that service quality is a vital precursor to customer satisfaction.

Promotion

Promotion serves as an essential component within the marketing mix, particularly in the sector of intangible services. According to Kotler and Keller (2018), promotional activities significantly influence the initial expectations of consumers. A study conducted by Dwita and Agustine (2023) demonstrates that well-executed promotions can enhance the perceived value of a service. Nonetheless, there remains a scarcity of research focused on promotional strategies in the context of PT Pos Indonesia, especially concerning its regional branches.

Price

Cost serves as a measure of worth and excellence within the service domain (Zeithaml, 1988). Within the logistics sector, clients assess pricing through the lens of perceived advantages, including promptness, safety, and tracking capabilities. While value-oriented pricing holds greater significance for contemporary consumers, there remains a scarcity of studies focusing on how prices are perceived in state-owned enterprises (SOEs).

Customer Satisfaction

Customer satisfaction arises from the assessment of expectations versus actual service delivery (Oliver, 1997). Akil and Ungan (2022) discovered that elements such as service quality, promotional activities, and pricing collectively impact customer satisfaction. Nevertheless, studies specifically addressing the Pati Branch Post Office are currently lacking.

Research Gaps

The primary conclusions derived from earlier research are as follows:

1. The quality of service stands out as the most significant factor.
2. Marketing activities influence consumer expectations.
3. Pricing serves as an indicator of worth in services.
4. The factors of service quality, promotion, and pricing interactively affect consumer satisfaction.

Nevertheless, there exist gaps characterized by a lack of substantial research specifically targeting the PT Pos Indonesia Pati Branch, few empirical investigations regarding state-owned logistics firms, and a noticeable absence of studies that consider the effects of digitalization dynamics.

3. Method

This study utilizes a quantitative approach that includes various linear regression methods to investigate how service quality, promotional activities, and pricing impact customer satisfaction.

Types of Research

This study involves quantitative research utilizing a causal (explanatory) methodology to examine how variables X_1 , X_2 , and X_3 affect variable Y .

Population and Sample

The research team comprised all clients who came to the PT Pos Indonesia Pati Branch from April to June 2025, totaling 312,711 visits. The sample size was calculated using Slovin's formula, which included a 10% margin of error, resulting in the selection of 100 respondents.

$$n = \frac{N}{1 + N(e)^2}$$

Data Collection Techniques

Primary information was collected using a Likert scale survey. Secondary information was gathered from internal documents and existing literature.

Research Instruments

The tool was evaluated through tests of validity, which involved examining the item-total correlation, and reliability, determined by a Cronbach Alpha of 0.70 or higher.

Research Variables

- Service Quality (X_1): Physical Evidence, Dependability, Quickness of Response, Trustworthiness, Understanding.
- Promotion (X_2): Marketing, Sales Incentives, Media Relations, Personal Sales, Direct Advertising.
- Price (X_3): Price Affordability of Prices, Suitability of Prices in Relation to Quality/Benefits, Competitive Pricing, Clarity of Pricing, Fair Pricing.
- Customer Satisfaction (Y): Alignment with Expectations, Intent to Repurchase, Readiness to Suggest P.T. Pos Indonesia's services to others, Loyalty.

Data Analysis Techniques

Data analysis is conducted in the subsequent phases:

Validity and Reliability Test

- Validity examination utilizing Pearson correlation to verify that each element in the statement is legitimate.
- Reliability assessment employing Cronbach's alpha to evaluate the consistency of the measurement tool.

Classical Assumption Test

Includes: Normality Test, Multicollinearity Test, Heteroscedasticity Test

Multiple Linear Regression Analysis

The regression model used is:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Research Hypothesis

- The F test evaluates the simultaneous impact of independent variables.
- The t-test evaluates the individual effect of variables.
- Coefficient of Determination (R^2) measures how much independent variables contribute to dependent variables.

Research Flowchart

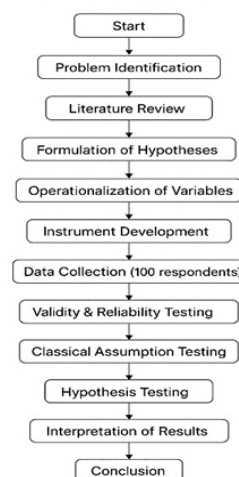


Figure 1. Research Flowchart.

4. Results and Discussion

This section outlines the findings derived from a data analysis conducted with recognized hardware and software tools. The complete analysis aimed to examine the influence of service quality (X1), promotion (X2), and pricing (X3) on customer satisfaction (Y) at the Pati Branch of PT Pos Indonesia (Persero).

The research utilized a standard computer running the Windows 10 operating system and employed Microsoft Excel for the initial processing of data and tabulating questionnaire results. For the validity and reliability assessments, as well as multiple linear regression analysis, t-tests, F-tests, and coefficient of determination (R^2), IBM SPSS (Statistical Package for the Social Sciences) was utilized. Lastly, Microsoft Word was used for the preparation of the manuscript.

Dataset Description

The research dataset was obtained by distributing questionnaires to 100 consumers who had used services at PT. Pos Indonesia Pati. The variables collected consisted of:

- X_1 – Quality of Service
- X_2 – Promotion
- X_3 – Price
- Y – Customer Satisfaction

Table 1. The variables collected.

Descriptive Statistics	X_1	X_2	X_3	Y
Valid	100	100	100	100
Missing	0	0	0	0
Mean	52.61	55.06	52.99	53.91
Median	53.00	56.00	53.00	54.00
Mode	49.00 ^a	62.00	49.00 ^a	C
Standard Deviation	9,617	9,033	9,312	5,156

Preliminary Analysis

Validity Test

Every statement item exhibits a correlation coefficient exceeding 0.195 (reference table, N=100), thus confirming the validity of all items.

Reliability Test

Cronbach's Alpha for the entire construct:

Table 2. Cronbach's Alpha for the entire construct.

Variable	Cronbach's Alpha	Information
Service Quality (X_1)	0.963	Reliable
Promotion (X_2)	0.957	Reliable
Price (X_3)	0.959	Reliable
Customer Satisfaction (Y)	0.953	Reliable

All values $> 0.70 \rightarrow$ instruments are very reliable

Results

Classical Assumption Testing

- a. Normality Test: The p-values of all variables exceed 0.05, indicating that the data distribution is normal.
- b. Multicollinearity Test
The VIF values (ranging from 1.011 to 1.011) and tolerance levels greater than 0.989 for all variables indicate that there is no occurrence of multicollinearity.
- c. Heteroscedasticity Test

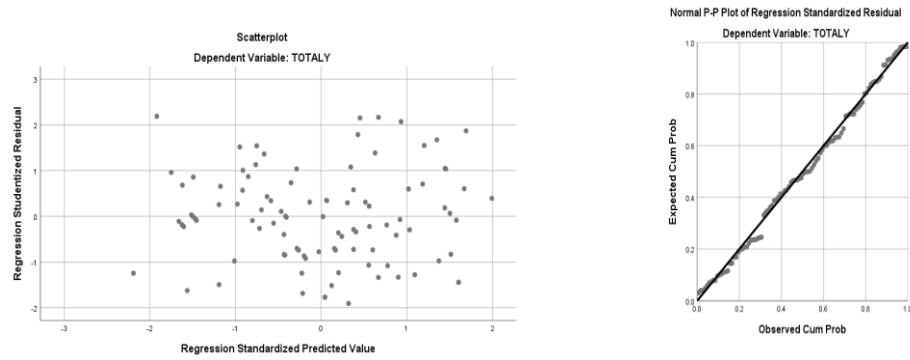


Figure 2. Results.

The results of the scatterplot indicate that the data points are distributed randomly and do not align along a central line, suggesting that heteroscedasticity is not present.

t-Test (Partial Hypothesis Testing)

The t-test is employed to analyze the impact of each independent variable on the dependent variable in a partial manner.

Table 3. t-Test.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,089	2,459		2,476	.015
	X ₁	.316	.025	.590	12,851	.000
	X ₂	.298	.026	.523	11,454	.000
	X ₃	.278	.025	.503	10,963	.000

a. Dependent Variable: Customer Satisfaction

Conclusion of the t-test:

All independent variables had a significant positive effect on purchasing decisions (p < 0.05). Thus, H1, H2, H3 are accepted.

F-Test (Simultaneous Test)

Table 4. F-Test.

ANOVA^a

Mode	Sum of Squares	df	Mean Square	F	Sig.
Regression	2105.857	3	701,952	128,032	.000 ^b
Residual	526,333	96	5,483		
Total	2632.190	99			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Price, Promotion, Quality of Service

F = 128.032

Sig. = 0.000

→ The elements of Service Quality, Promotion, and Price collectively exert a substantial impact on Customer Satisfaction.

Regression Model and Determination

The regression model is formulated as follows:

$$Y=6.089+0.316X_1+0.298X_2+0.278X_3+e$$

Coefficient of determination:

- $R = 0.894$
- $R^2 = 0.800$
- Adjusted $R^2 = 0.794$

This indicates that 80% of the differences in customer satisfaction are attributable to the quality of service, promotional activities, and pricing strategies. The other 20% can be accounted for by additional elements such as the shopping environment, customer loyalty to brands, among others.

Discussion

The results derived from this study suggest that each of the independent variables—Service Quality (X1), Promotion (X2), and Price (X3)—has a substantial impact on Customer Satisfaction (Y), both on an individual basis and collectively as a group.

Service Quality (X1) emerges as the most influential factor. Customers of PT Pos Indonesia Pati place great importance on reliability, responsiveness, and assurance, particularly in terms of the speed and accuracy of delivery. This supports the notion that the quality of service is a crucial element in determining satisfaction with logistics services.

Promotion (X2) and Price (X3) are also significant factors, highlighting the necessity of effectively communicating promotional offers and providing fair and transparent pricing. This approach enhances customer trust and boosts the perceived value, although their influence is less pronounced than that of service quality. Thus, these three variables collectively exert a strong influence on customer satisfaction, signifying that satisfaction arises from a blend of high-quality service, effective promotion, and reasonable pricing.

5. Comparison

The findings from the research reveal that the quality of service, promotional efforts, and pricing have a considerable impact on customer satisfaction at the Pati Branch of PT Pos Indonesia. This conclusion aligns with service marketing theory, which posits that customer satisfaction is shaped by the interplay of service delivery, marketing communication, and the fairness of the prices perceived by customers.

Service Quality (X₁), identified as the most crucial element, establishes that factors such as dependability, attentiveness, confidence, compassion, and physical manifestations of the service are the primary influences on customer satisfaction.

Promotion (X₂) and Price (X₃) also play important roles, corroborating earlier studies that indicate that well-executed promotional strategies and attractive pricing enhance the perceived value of services and foster customer satisfaction across different service environments.

Comparison with Previous Studies

The findings of this research align with various empirical studies detailed in the literature section of the proposal. They validate earlier evidence indicating that price, quality of service, and promotional activities collectively influence customer outcomes. The considerable impact of price is in harmony with previous research on consumers who are sensitive to pricing. Meanwhile, the crucial importance of service quality reinforces investigations that highlight reliability, responsiveness, and empathy as essential components for achieving customer satisfaction. Additionally, the beneficial effect of promotion corresponds with studies that

show how effective and compelling communication enhances perceived value and prompts positive reactions from customers.

Therefore, this study reinforces earlier empirical evidence suggesting that customer satisfaction results from the interplay of factors related to service quality, promotion, and pricing.

Contribution of this Study

This research makes several significant contributions: The investigation provides the most recent empirical data regarding how service quality, promotional strategies, and pricing affect customer satisfaction specifically within the PT Pos Indonesia Pati Branch, an area that has not been prominently featured in earlier studies. The results demonstrate that service quality stands out as the primary factor, while promotion and pricing also contribute significantly; this refines the findings from other service sectors that typically emphasize only one or two key variables. This research emphasizes that a blend of functional service delivery, effective promotional messaging, and equitable and clear pricing remains crucial in influencing customer satisfaction among the lower to middle economic classes served by state-owned postal and logistics firms.

6. Conclusion

This research indicates that the quality of service, promotional activities, and pricing play crucial roles in affecting customer satisfaction at the Pati Branch of PT Pos Indonesia, with service quality being the most influential element. The results suggest that customer satisfaction is shaped by evaluations of fairness, responsiveness, assurance, empathy, and tangible evidence of service. These aspects are further supported by clear promotional messages and a pricing framework that is regarded as equitable and straightforward.

In conclusion, the findings of the study align with the primary aim of examining the combined and individual effects of the three independent variables on customer satisfaction and recognizing the most impactful factors. The hypothesis posits that service quality, promotion, and pricing affect customer satisfaction both collectively and separately. This assumption is corroborated by empirical data, highlighting the significance of holistic management of operational elements and marketing tactics within the realm of state-owned postal and logistics services.

Notably, this research offers valuable insights for the management of PT Pos Indonesia, specifically the Pati Branch, encouraging the enhancement of the quality of customer-facing services, the promotion of truthful and relevant messaging, and the reevaluation of pricing strategies to ensure they are more competitive and clear for customers with lower to middle incomes. From a theoretical perspective, this study adds to the body of knowledge in service marketing by providing recent evidence from the realm of state-owned logistics companies that are experiencing digital transformation, a topic that has been less frequently examined in comparison to private firms or exclusively digital platforms.

This research presents various limitations, such as being confined to a single branch of PT Pos Indonesia and relying solely on a quantitative questionnaire method that inadequately addresses the qualitative dimensions of customer experience. Consequently, it is advisable for future investigations to broaden the geographic scope to include multiple branches, draw comparisons with private courier services, and integrate quantitative methods with qualitative techniques like in-depth interviews or focus group discussions. This will facilitate a more comprehensive insight into the factors influencing customer satisfaction within the delivery service sector.

Author Contributions: Conceptualization: S., D.F., D.S.L. and D.R.A.; Methodology: S.; Validation: D.R.A., D.F. and D.S.L.; Formal analysis: D.R.A. and S.; Research: D.R.A. and

S.; Data curation: D.R.A.; Writing—preparation of the original draft: D.R.A.; Writing—reviewing and editing: D.R.A.; Visualization: D.R.A.; Surveillance: D.R.A."

Acknowledgments: The author expresses gratitude for the contributions of all personnel at PT. Pos Indonesia (Persero) Pati Branch who granted permission, offered their time, and provided help throughout the data collection phase. Appreciation is extended to the participants who dedicated their time to fill out the questionnaire for this research. Furthermore, the author clarifies that the artificial intelligence tool was utilized solely to facilitate language enhancement and did not influence the research framework or data interpretation. Gratitude is also expressed to the supervisors and faculty members of the Business Administration Study Program for their guidance, feedback, and administrative assistance. The technical support and help during data analysis were crucial for the successful completion of this study. The author affirms that the entire procedure of analysis, data interpretation, and the structuring of the research content was conducted independently, adhering to scientific principles and academic ethical standards.

Conflicts of Interest: The authors state that there are no conflicts of interest that might affect how the results of this study are carried out or reported. The complete research process, including data gathering, analysis, interpretation of the findings, and preparation of the manuscript, was carried out autonomously and in alignment with scientific standards. Additionally, the authors affirm that no external entities provided funding for this research. Thus, "The funders did not influence the study's design, the gathering of data, analysis, interpretation, preparation of the manuscript, or the choice to publish the results."

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