



## Logistics Quality and Pricing Effects on Satisfaction and Courier Performance

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### Abstract

PT Satria Antaran Prima Tbk (SAPX) faced a 6.59% reduction in Gross Operating Profit during 2024, notwithstanding a 9.7% revenue increment versus the prior year. This contradiction suggests revenue expansion occurred without corresponding operational effectiveness. This investigation evaluates how logistics service excellence and pricing structures influence customer contentment and subsequently affect organizational outcomes. A quantitative framework utilizing descriptive and verificative approaches was employed, gathering information from 390 active clients within Jakarta and applying Structural Equation Modeling (SEM) for analysis. Findings demonstrate that service excellence and pricing both exert positive, statistically meaningful effects on customer contentment. Subsequently, customer contentment positively impacts organizational outcomes. Additionally, indirect influences of service excellence and pricing on organizational outcomes via customer contentment prove statistically meaningful. Results emphasize optimizing service standards and executing efficient pricing mechanisms to strengthen market competitiveness.

**Keywords:** *Logistics Service Excellence, Pricing Structure, Customer Contentment, Organizational Outcomes, Structural Equation Modeling*

### Introduction

PT Satria Antaran Prima Tbk (SAPX) operates as a courier, warehousing, and storage enterprise traded on Indonesia's Stock Exchange since October 3, 2018. The 2024 fiscal documentation reveals SAPX achieved a 9.7% revenue increase compared to the preceding year, yet gross profitability decreased by 6.59%. This divergence between revenue expansion and profitability decline signals operational ineffectiveness, presumably connected to service standards and pricing architecture. Within Jakarta's intensely competitive logistics sector, these elements critically determine customer contentment and retention.

Kankam (2023) underscored that service excellence complemented by innovation favorably affects business outcomes. Essential components of logistics service excellence encompass punctuality, dependability, security, and proficient communication (Arabelen & Kaya, 2021). Within Indonesia's context, Islamiyah et al. (2023) and Handayani et al. (2024) determined service excellence substantially affects customer contentment and retention, particularly concerning delivery precision, complaint resolution, and tracking information transparency (Veronica et al., 2025). Furthermore, pricing structures influence customer contentment, where fairness perceptions and pricing clarity constitute key factors in customer retention (Elvhidia et al., 2023; Veronica et al., 2025). Customer contentment directly impacts organizational outcomes (Handayani et al., 2024; Islamiyah et al., 2023). Consequently, this investigation examines how logistics service excellence and pricing structures influence customer contentment and their ramifications for PT SAPX outcomes, employing quantitative methodology and Structural Equation Modeling (SEM) within Jakarta's territory.

### Literature Review

Logistics Service Quality (LSQ) represents the degree to which service providers satisfy or surpass customer anticipations (Lin et al., 2023). Fundamental LSQ components include punctuality, dependability, security, communication, item preservation, and personnel interaction (Imelda et al., 2024). Research by Imelda et al.



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(2024) on J&T Express demonstrated that delivery timeliness and personnel competence substantially affect customer contentment, while Rosyada et al. (2020) highlighted claim resolution and punctuality significance. Sumarna (2022) and Al Akbar et al. (2022) likewise confirmed timely delivery and responsive communication prove essential for customer retention. Kotler (2020) referenced in Sudrajat (2025) classifies LSQ through five components: tangibles, dependability, responsiveness, assurance, and empathy.

Beyond service excellence, pricing structures crucially shape customer perceptions and contentment. According to Al Akbar et al. (2022), pricing determination considers weight, distance, and service category; however, fairness perceptions and pricing clarity prove more critical. Setiawan and Frianto (2021) state customers demonstrate greater contentment when expenditure corresponds with perceived value and service excellence. Kotler & Armstrong referenced in Rivanni et al. (2021) characterize pricing through four principal components: affordability, price-quality alignment, competitiveness, and price-benefit correlation.

Customer contentment emerges when service experiences align with or surpass initial anticipations (Ahyani, 2022; Farizky et al., 2022). Its components encompass customer attitudes, emotional wellness, and expectation satisfaction (Supriyanto et al., 2021), subsequently driving retention, repeated transactions, and enhanced organizational outcomes (Zhou et al., 2018; Suchánek & Králová, 2019). Meanwhile, logistics performance measurement incorporates efficiency, effectiveness, and service differentiation (Liang et al., 2020; Pradana et al., 2024). Research by Zadajali & Ullah (2024) emphasizes service excellence and competitive pricing constitute primary enablers of enhanced organizational performance.

Nevertheless, multiple investigations report contradictory conclusions. Azka et al. (2024) and Haqi (2020) identified no meaningful effect of service excellence or pricing on customer contentment. Similarly, Abror (2021) noted customer contentment doesn't consistently directly impact organizational outcomes. These contradictions expose theoretical and empirical gaps requiring additional investigation, particularly regarding courier service providers such as PT Satria Antaran Prima Tbk.

## Methods

This investigation employs a quantitative framework utilizing descriptive and verificative research architecture. This framework suits measuring relationships among variables through numerical information amenable to statistical evaluation (Sugiyono, 2021). The descriptive architecture describes average respondent perceptions toward individual variables, while verificative architecture tests causal relationships among variables.

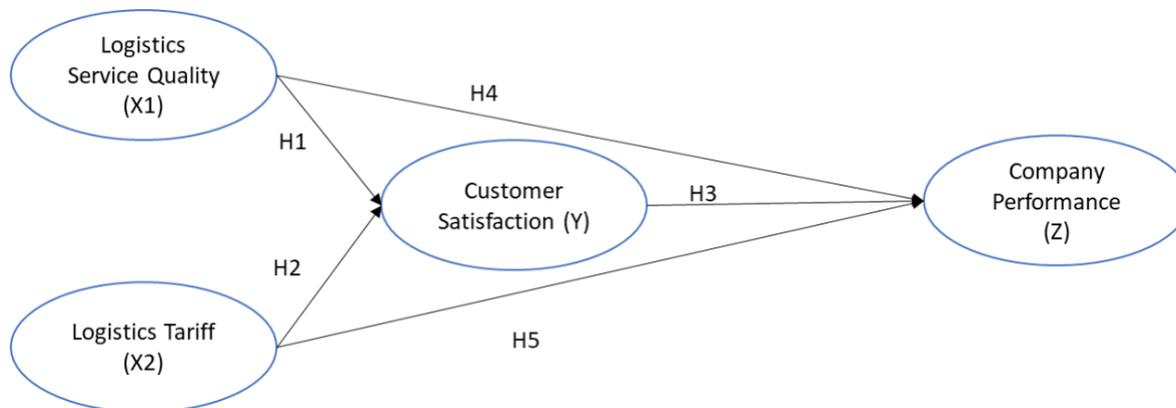
The primary instrument comprises a questionnaire undergoing validity and reliability assessment. Validity evaluation employed a minimum factor loading threshold of 0.7 (Hasnita, 2021), while reliability assessment utilized Cronbach's Alpha,  $\rho_A$ , and Composite Reliability, each requiring values exceeding 0.7 for reliability confirmation (Waskito, 2023). Descriptive assessment determined mean scores for individual variables, utilizing interpretation scales from Waskito (2023), spanning "very poor" through "very good."

Information was gathered from PT Satria Antaran Prima Tbk customers, with undefined population dimensions. Consequently, sample dimensions were calculated utilizing Lemeshow's formula (1990), presuming 95% confidence level and 5% margin of error, yielding 385 respondents. Information underwent analysis employing Structural Equation Modeling (SEM) methodology based on Partial Least Squares (PLS), considered appropriate for testing latent variables and complex frameworks simultaneously.

The analytical procedure encompasses measurement model evaluation assessing construct validity and reliability, succeeded by structural model evaluation testing hypotheses and relationship significance among variables (Hasnita, 2021). This methodology was selected for its capacity to comprehensively analyze exogenous variable influences (logistics service excellence and pricing structure) on the intervening variable (customer contentment), ultimately affecting the endogenous variable (organizational outcomes).

## Research Framework

The investigation framework appears in Figure 1.



**Figure 1.** Research Framework

The following hypotheses were established:

**H<sub>1</sub>:** Logistics service excellence exerts positive, meaningful influence on customer contentment at PT SAP

**H<sub>2</sub>:** Pricing structure exerts positive, meaningful influence on customer contentment at PT SAP

**H<sub>3</sub>:** Customer contentment exerts positive, meaningful influence on organizational outcomes at PT SAP

**H<sub>4</sub>:** Logistics service excellence exerts positive, meaningful influence on organizational outcomes at PT SAP

**H<sub>5</sub>:** Pricing structure exerts positive, meaningful influence on organizational outcomes at PT SAP

## Results and Discussion

Descriptive examination disclosed that all four observed variables—Logistics Service Excellence, Pricing Structure, Customer Contentment, and Organizational Outcomes—obtained average scores spanning 4.09 to 4.11. According to Waskito's (2023) interpretation scale, these values occupy the "good" classification (3.401–4.200), signifying respondents maintain favorable perceptions toward services and outcomes delivered by PT Satria Antaran Prima Tbk (SAPX). This indicates that, comprehensively, logistics services provided—encompassing excellence, pricing, and organizational outcomes—receive favorable customer evaluations.

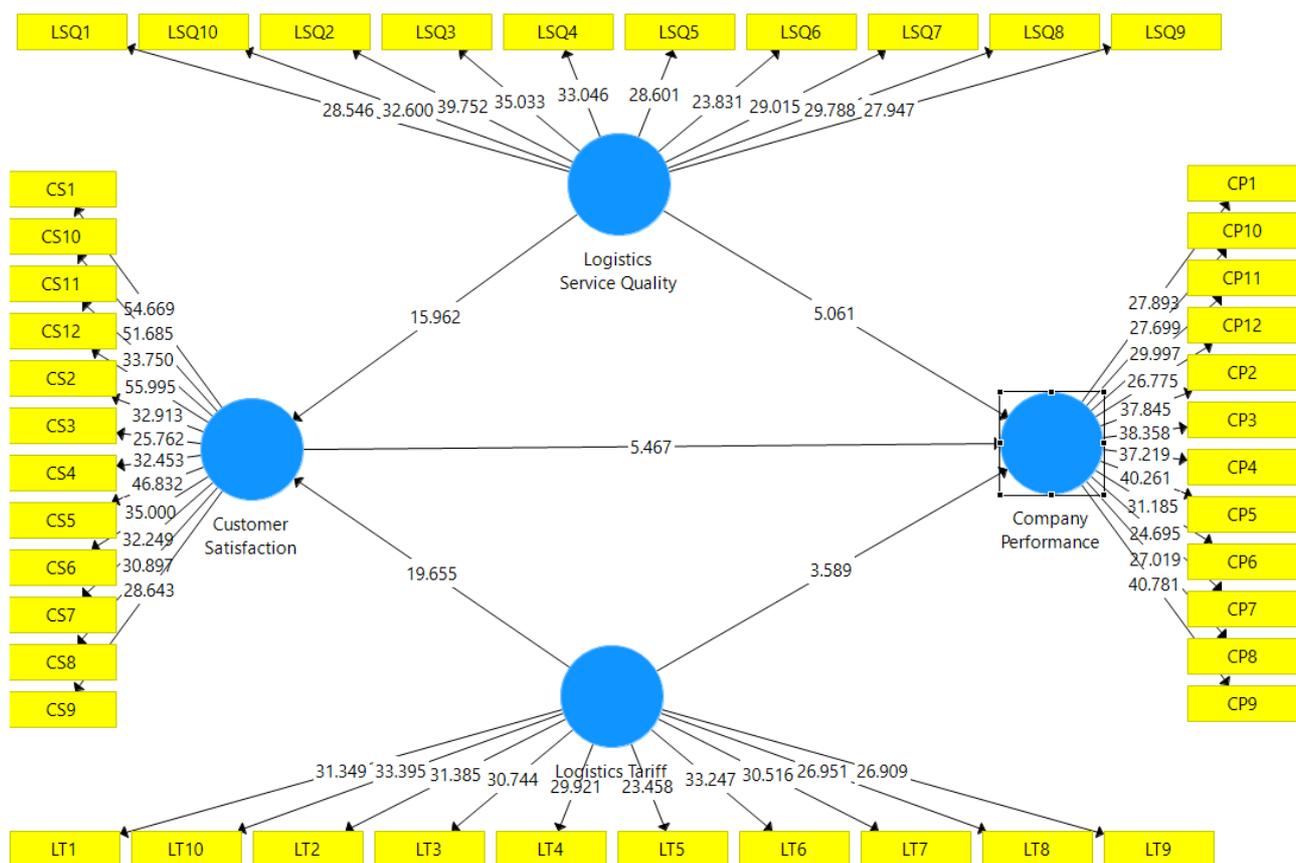
To verify construct validity, factor loading values for all indicators underwent assessment. According to Hasnita (2021), indicators qualify as valid when factor loading surpasses 0.700. Within this investigation, indicators for Logistics Service Excellence spanned 0.712 to 0.795, Pricing Structure from 0.712 to 0.775, Customer Contentment from 0.708 to 0.832, and Organizational Outcomes from 0.702 to 0.780. These outcomes confirm all questionnaire items prove valid and effectively represent respective latent variables.

Reliability assessments employed four statistical metrics: Cronbach's Alpha, rho\_A, Composite Reliability, and Average Variance Extracted (AVE). Following Hasnita (2021), minimum thresholds comprise >0.700 for Cronbach's Alpha, rho\_A, and Composite Reliability, and >0.500 for AVE. Results demonstrated Cronbach's Alpha values spanning 0.911 to 0.942, rho\_A values from 0.912 to 0.942, Composite Reliability from 0.926 to 0.949, and AVE values between 0.555 and 0.610. Since all indicators satisfied or surpassed recommended thresholds, each construct demonstrates internal consistency and reliability. Therefore, the instrument employed in this investigation proves suitable for additional analysis utilizing Structural Equation Modeling with SmartPLS methodology.

According to Waskito (2023), hypothesis acceptance occurs when t-statistic values surpass t-table values and p-values fall below 0.05. These conditions signify statistically meaningful and favorable influence between exogenous and endogenous variables. According to hypothesis testing outcomes for five primary relationships within this investigation, all proposed hypotheses satisfy both criteria.

Initially, Logistics Service Excellence exerts positive, meaningful influence on Customer Contentment, evidenced by t-statistic of 15.962, surpassing t-table value of 1.966, and p-value of 0.000, below 0.050. Subsequently, Pricing Structure demonstrates positive, meaningful influence on Customer Contentment, with

t-statistic of 19.655 and p-value of 0.000. Thirdly, Customer Contentment meaningfully influences Organizational Outcomes, demonstrated by t-statistic of 5.467 and p-value of 0.000. Furthermore, direct influence of Logistics Service Excellence on Organizational Outcomes proves statistically meaningful, supported by t-statistic of 5.601 and p-value of 0.000. Finally, Pricing Structure exerts meaningful, favorable effect on Organizational Outcomes, with t-statistic of 3.589 and p-value of 0.000. Therefore, all hypotheses within this investigation receive acceptance, confirming service excellence and pricing structures—either directly or through customer contentment mediation—contribute meaningfully to logistics organization performance. Comprehensive outcomes employing Structural Equation Modeling (SEM) with PLS application appear in Figure 2 below.



**Figures 1. Research Results**

### Conclusion

This investigation demonstrates Logistics Service Excellence (LSQ) and Pricing Structure exert positive, meaningful influence on customer contentment, which subsequently contributes substantially to organizational outcome enhancement. Furthermore, both LSQ and pricing structure demonstrably directly and indirectly affect PT Satria Antarana Prima Tbk (SAPX) performance through customer contentment mediation. These discoveries emphasize that elevating service excellence and implementing equitable pricing strategies constitute critical approaches for increasing customer contentment and strengthening courier organization performance. Nevertheless, subsequent research should incorporate additional variables including customer retention or perceived value, and contemplate longitudinal or mixed-method approaches, given determination coefficients ( $R^2$ ) of 70.6% for customer contentment and 64.8% for organizational outcomes indicate other influential variables beyond the current framework remain unexplored.



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