THE EFFECT OF SERVICE TIME AND EMPLOYEE RESPONSIVENESS ON CUSTOMER LOYALTY AT THE KRAKSAAN PROBOLINGGO POST OFFICE BRANCH

Krisdayanti*[1], Munifa[2]

[1,2]Universitas Islam Zainul Hasan Genggong, Indonesia
e-mail: krisdayanti1006@gmail.com, ifamunifa90@gmail.com

Abstract: This study aims to analyze the influence of service time and employee responsiveness on customer loyalty at the Kraksaan Probolinggo Post Office Branch. The research background highlights the crucial role of service quality in enhancing customer satisfaction and loyalty, particularly within the increasingly competitive postal and delivery service industry. The research adopts a quantitative approach using linear regression analysis. Data were collected through questionnaires distributed to 75 respondents, all customers of the Kraksaan Post Office Branch, selected through purposive sampling. Research instruments were tested for validity and reliability, and the data were analyzed using t-tests, F-tests, and multiple linear regression with the assistance of SPSS 22 software. The findings reveal that the service time variable (X1) has a positive and significant effect on customer loyalty, with a significance value of < 0.05. Similarly, the employee responsiveness variable (X2) also demonstrates a positive and significant impact on customer loyalty, with a significance value of < 0.05. Simultaneously, both variables significantly influence customer loyalty, as indicated by the calculated F-value (119.573) being greater than the F-table value (3.12) at a significance level of < 0.05. These results indicate that shorter service times and higher levels of employee responsiveness contribute significantly to strengthening customer loyalty at the Kraksaan Post Office Branch.
Keywords: Service time, Employee responsiveness, and Customer loyalty

Introduction

Changes in consumption patterns and increasing public expectations of both public and private services have encouraged every service provider to continuously improve their service standards. One institution that faces this challenge is the Post Office. Amid intense competition from private delivery companies and digital logistics platforms, the Post Office is required not only to offer competitive prices but also to provide fast and responsive services that meet customer expectations. This aspect is crucial because customer satisfaction is a major factor in building sustainable loyalty (Supriyanto, 2021a).

Pos Indonesia is an Indonesian state-owned enterprise (BUMN) engaged in postal services. The Post Office is an institution that provides mail and package delivery and receipt services, as well as financial services such as bill payments, money transfers, and other related services. Postal institutions are generally managed by the government through national postal companies, although in several countries there are also private postal companies operating in the same sector.

Pos Indonesia's delivery services have long been known to the public and can even be regarded as the oldest delivery service in Indonesia. To improve accessibility, Pos Indonesia

divides the territory of Indonesia into eleven regional divisions that cover all provinces. This regional structuring makes it easier for the public to access postal delivery services.

The role of the Post Office in society is to bridge communication between regions—especially in remote areas—support economic activities through delivery and payment systems, serve as a partner in the distribution of government assistance and important documents, and support MSME players in product delivery (Pos Indonesia, 2023). This study focuses on how the Post Office operates, particularly at the Kraksaan Probolinggo Branch Post Office.

Customer needs are a key consideration in providing satisfaction to service users. Service time and employee responsiveness are indicators that determine whether customer expectations and needs are met. Therefore, these two factors become essential variables in achieving satisfaction and ultimately influence user or customer loyalty toward Post Office services. A logistics system is considered good if it can meet customer needs quickly. Customer satisfaction is one of the main and most important goals in the service sector, especially in maintaining long-term relationships with customers.

According to Fitzsimmons (2014), customer satisfaction with a service is identified by comparing the perceived service with customer expectations. Dissatisfaction may arise due to a lack of responsiveness from employees in handling customer problems, needs, and complaints. Dwiyanto (2014) defines responsiveness as an organization's ability to identify community needs, set priorities, and develop service programs to address them. Low employee responsiveness can reduce public trust and discourage people from submitting complaints, resulting in a low number of feedback cases in many public institutions.

In contrast, satisfaction arises when customers perceive positive experiences from the services provided. This satisfaction fosters trust, encouraging customers to continue using the service and recommending it to others (Cristobal, 2018). There are many internal and external factors that influence the increase or decrease in the number of Post Office customers. Based on these considerations, the researcher examines the relationship between service quality and customer loyalty, with the study entitled "The Effect of Service Time and Employee Responsiveness on Customer Loyalty at the Kraksaan Probolinggo Post Office Branch."

Customer loyalty can be measured through customer satisfaction and dissatisfaction. When customer perceptions of the provided services are low, they tend to switch to other providers unless there are strong reasons to stay. Conversely, if customers are satisfied with the services, they are likely to return and recommend them to others. Therefore, this study aims to identify and analyze the effect of service time and employee responsiveness on customer loyalty at the Kraksaan Probolinggo Post Office Branch, both simultaneously and partially.

Method

This study employed a quantitative research method. According to Creswell (2014), this approach is used to test specific theories by examining the relationships among variables. The purpose of this method is to measure a phenomenon involving two independent variables service time (X1) and employee responsiveness (X2) as well as one dependent variable, namely customer loyalty (Y). The population in this study consisted of residents of the Kraksaan Sub-district who had used the services of the Kraksaan Post Office Branch. The sample comprised 75 respondents, determined through a purposive sampling technique, which was selected based on specific criteria relevant to the research objectives.

The measurement of research variables employed the Likert scale, which is commonly used in questionnaires to measure attitudes, perceptions, and opinions through a series of statements with response options indicating the level of agreement or disagreement (Adil, 2023). The data collection technique utilized a questionnaire, designed to obtain primary data directly from respondents. The questionnaire was structured to identify respondents' demographic characteristics and their responses regarding the variables influencing customer loyalty at the Kraksaan Post Office Branch in Probolinggo.

Results and Discussion

Validity Test

A validity test is a statistical test used to determine how valid an item statement is in measuring the variable being studied.

Table 1. Validity Test

Statement	Calculated r	r-Table	P(Sig.)	Description
P1	0.891	0.227	0.001	Valid
P2	0.904	0.227	0.001	Valid
P3	0.894	0.227	0.001	Valid
P4	0.916	0.227	0.001	Valid
P5	0.854	0.227	0.001	Valid
P6	0.849	0.227	0.001	Valid
P7	0.905	0.227	0.001	Valid
P8	0.814	0.227	0.001	Valid
P9	0.905	0.227	0.001	Valid

The table above presents the results of the validity test, showing that each item included in the questionnaire is valid. The R-Count represents the correlation coefficient between each item and the total score, while the R-Table indicates the critical value used for comparison. The P (Sig) value shows the significance level of each item, and the description column specifies whether the item meets the validity criteria. Based on these results, all questionnaire items are declared valid, meaning that the instrument used in this study is appropriate and reliable for measuring the intended research variables.

Reliability Test

Table 2. Reliability Test

Number Statement	Cronbach's Alpha	Requirement	Description
3	0.873	0.6	Reliable
3	0.845	0.6	Reliable
3	0.847	0.6	Reliable

Based on the reliability test results above, each variable in this study, including service time (X1), employee responsiveness (X2), and customer loyalty (Y1), has a Cronbach's alpha value of 0.6, which is generally considered reliable. Therefore, the data above can be considered reliable.

T-test

Table 3. T-test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.500	.343		1.455	.150
	Waktu Layanan	.633	.090	.625	7.017	<,001
	Responsivitas Karyawan	.296	.088	.300	3.365	.001

a. Dependent Variable: Loyalitas Pelanggan

Based on the results of the t-test above, the acceptance or rejection of the hypothesis is determined by comparing the (sig) or significance value from SPSS.

1. If the calculated t value is greater than the table t value or the significance value is below 0.05, then H_0 is rejected. The table above shows that the independent variables of service time (X1) and employee responsiveness (X2) have a significant effect on customer loyalty (Y).
2. If the calculated t value ≤ the table t value or the significance value is above 0.05, then H_0 is accepted, meaning that the variables do not affect the dependent variable.

t = 7.017 with Sig < 0.001 < 0.05, so it has a positive and significant effect on customer loyalty. Beta (0.625) shows the standardized effect, and the value is quite large. This means that service time is the most dominant variable affecting customer loyalty.

t = 3.365 with Sig = 0.001 < 0.05, indicating a positive and significant effect on customer loyalty. Beta (0.300) is smaller than the service time variable, so its contribution is lower, but still significantly influential.

It can be concluded that from the t-test values above, the service time variable value is 0.001 and the employee responsiveness value is 0.001. Therefore, since the values of both variables are < 0.05, service time and employee responsiveness have a significant effect on customer loyalty.

F-Test

Table 3. Anova

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	235.642	2	117.821	119.573	<,001[b]
	Residual	70.945	72	.985		
	Total	306.587	74			

a. Dependent Variable: Loyalitas Pelanggan

b. Predictors: (Constant), Responsivitas Karyawan, Waktu Layanan

The ANOVA table is used to determine whether the regression model simultaneously (together) has a significant effect on the dependent variable. In Table 4, the calculated F value is 119.573. To determine the F table value, use the formula below:

1. Determining the F table value: DF1 = k (number of independent variables) = 2
2. DF2 = n - k - 1 = 75 - 2 - 1 = 72
3. F table = 3.12

Decision criteria:

1. If the F table value is greater than the F calculated value, then H$_0$ is accepted.
2. If the F table value is less than the F calculated value, then H$_0$ is rejected.
3. From the above provisions, it can be seen that the calculated F value is greater than the table F value (119.573 > 3.12) and the significance is < 0.05 (0.001 < 0.05), which means that H$_0$ is rejected. This tends to indicate that there is an influence of service time and employee responsiveness on customer loyalty.

Based on the table above, it should be noted that:

1. Calculated F value = 119.573 with df (2;72).
2. Sig < 0.001 (< 0.05).

Since Sig < 0.05, the regression model consisting of service time and employee responsiveness variables simultaneously has a significant effect on customer loyalty. In other words, both independent variables have a significant effect on the dependent variable simultaneously.

DISCUSSION
The Effect of Service Time on Customer Loyalty

Service time refers to the duration required to complete a service process, starting from when the customer submits a request until the service is completed. This concept is often used in both public and private sector service management as an essential measure for evaluating service quality, efficiency, and user satisfaction. According to Tjiptono (2014), service time is one of the dimensions of service quality that relates to the speed and accuracy of service providers in meeting user needs. The shorter and timelier the service process, the higher the level of customer satisfaction.

The effect of service duration on customer loyalty can be explained through two main aspects: satisfaction and trust. First, satisfaction arises when customers do not feel disadvantaged by long waiting times. Quick and efficient service provides convenience, encouraging customers to make repeat purchases. Second, trust develops when a company consistently provides services within the promised time frame. This reliability strengthens customer loyalty, as customers become confident that their needs will always be met properly. Thus, if customers are satisfied with the service provided, it fosters loyalty toward the institution or service provider (Setiono & Hidayat, 2022).

The findings of this study show that service time has a significant effect on customer loyalty. The relationship between service time and loyalty can be described as follows: service quality acts as a key driver of customer loyalty. Loyalty is not limited to repeat purchases but also includes positive word-of-mouth, emotional attachment, and resistance to competitor

offers (Fajar, 2023). In the service industry, particularly postal services, loyalty develops through repeated interactions with service providers who consistently deliver positive experiences. Several factors influence loyalty, such as service quality, competitive pricing, facility comfort, trust, and service time (Dakhi et al., 2021). Among these factors, service time is often the most directly perceived by customers, thus playing a crucial role in shaping perceptions of the professionalism and reliability of the Post Office.

The Influence of Employee Responsiveness on Customer Loyalty

Employee responsiveness refers to the attentiveness, accuracy, and willingness of employees to assist customers and respond promptly to their requests or complaints. In the SERVQUAL model, responsiveness is one of the most critical dimensions determining customer satisfaction (Sinollah & Masruroh, 2019). The results of this study indicate that employee responsiveness has a significant effect on customer loyalty.

In service-oriented organizations, employees' positive and proactive attitudes enhance customer loyalty. In the context of loyalty, responsiveness serves as a key factor that shapes a memorable service experience. Loyalty is not only shown through repeat purchases but also through customers' willingness to recommend services to others and remain loyal despite competitor offers. When customers experience responsive service, they feel comfortable and confident that their needs will be met quickly (Iddrisu et al., 2015). This sense of assurance creates an emotional bond that reinforces their loyalty to the Post Office.

For instance, when a delivery delay occurs, responsive employees promptly provide explanations, track the package, and offer alternative solutions. Such actions not only resolve issues effectively but also demonstrate responsibility and attentiveness. Even when customers face service obstacles, their positive experience with responsive employees can maintain and even increase their loyalty.

The Relationship Between the Two Variables and Customer Loyalty

The two variables—service time and employee responsiveness—complement each other in fostering customer loyalty. Fast service time must be supported by responsive employees so that customers experience both efficiency and personal attention. The combination of these two factors creates a comprehensive service experience: customers receive what they need promptly while also feeling valued.

Theoretically, this balance strengthens the formation of strong customer loyalty. Loyalty manifests not only through repeat transactions but also through positive recommendations and resistance to competing offers. Customers who are fully satisfied with both the speed and attentiveness of service tend to remain loyal, even when faced with alternative options. Therefore, service speed and employee responsiveness serve as two foundational pillars in maintaining long-term relationships between companies and their customers (Merdekawati, 2023). When both variables are optimized, customer loyalty grows stronger. Customers will not only continue using the Post Office's services but also recommend them to others and remain loyal, even when competitors offer appealing deals (Supriyanto, 2021b).

Conclusion

Service time represents one dimension of service quality that relates to how quickly and accurately service providers fulfill customer requests. Employee responsiveness, on the other hand, refers to the willingness and readiness of employees to deliver services promptly, accurately, and in accordance with customer needs. In the service context, responsiveness reflects the extent to which employees can immediately address customer questions, requests, or complaints and provide satisfactory solutions without delay. Both service time and employee responsiveness have a positive and significant relationship with customer loyalty, both partially and simultaneously. The faster the service process and the more responsive employees are in meeting customer needs, the higher the level of customer loyalty toward the Kraksaan Post Office Branch.

References

Adil, A. (2023). *Quantitative and qualitative research methods: Theory and practice.*

Cristobal. (2018). *Expectations on library services, library quality (LibQual) dimension and library customer satisfaction: Relationship to customer loyalty.*

Dakhi, D., Duha, T., & Halowo Fau, S. (2021). Analysis of factors affecting customer loyalty at Ud. Desta Jaya Hilisimaetano. *South Nias Student Scientific Journal, 4*(2), 21–35. http://jurnal.stienisel.ac.id/index.php/jim/article/view/221

Dwiyanto. (2014). *Realizing good governance through public services.*

Fajar, A. A. (2023). *The effect of service quality, price, and promotion on customer loyalty mediated by customer satisfaction (in the Gorental Malang transportation service).*

Fitzsimmons, J. A. (2014). *Service management: Operations, strategy, information technology.*

Iddrisu, A., Nooni, I., & Mensah, W. (2015). Assessing the impact of service quality on customer loyalty: A case study of the cellular industry of Ghana. *British Journal of Marketing Studies, 3*(6), 2053–4051. www.eajournals.org

J.W, C. (2014). *Research design: Qualitative, quantitative, and mixed approaches.*

Merdekawati, I. (2023). The influence of service quality and customer satisfaction on customer loyalty at Pos Kupi Langsa. *Journal of Social Science Utilizing Technology, 1*(1), 1–10. https://doi.org/10.70177/jssut.v1i1.585

Pos Indonesia. (2025, August 28). Retrieved from https://www.posindonesia.co.id/id

Setiono, B. A., & Hidayat, S. (2022). Influence of service quality with the dimensions of reliability, responsiveness, assurance, empathy and tangibles on customer satisfaction. *International Journal of Economics, Business and Management Research, 6*(9), 330–341. https://doi.org/10.51505/ijebmr.2022.6924

Sinollah, S., & Masruroh, M. (2019). Measuring service quality (Servqual – Parasuraman) in shaping customer satisfaction to create customer loyalty. *Dialektika: Journal of Economics and Social Sciences, 4*(1), 45–64. https://doi.org/10.36636/dialektika.v4i1.285

Supriyanto, A. (2021a). *Cogent Business & Management, 8*(1).

Supriyanto, A. (2021b). *Effects of service quality and customer satisfaction on loyalty of bank customers.*

Tjiptono, F. (2014). *Service marketing: Principles, application, and research.*