



## **Analysis of Distributive, Procedural and Interactional Service Recovery and Its Impact on Customer Satisfaction of J&T Courier Services in Pekanbaru City**

**Nuryuni Nabila<sup>1\*</sup>, Annisa Meliana<sup>2</sup>, Fharisa Nabila Rizvi<sup>2</sup>,  
Ronald Kurniawan<sup>2</sup>, Okta Rizal Karsih<sup>2</sup>,**

<sup>1</sup>Department of Management, Faculty of Economics and Business,  
Lancang Kuning University, Pekanbaru 28293, Indonesia

<sup>2</sup>Department of Aquaculture, Faculty of Fisheries and Marine Sciences,  
Universitas Riau, Pekanbaru 28293 Indonesia

**Corresponding Author: [nuryuninbla@gmail.com](mailto:nuryuninbla@gmail.com)**

---

### **Article info**

Keywords:  
Service Recovery,  
Distributive,  
Procedural,  
Interactional.

---

Received:  
28 March 2026

Accepted:  
29 April 2026

---

### **Abstract**

The courier industry in Indonesia has experienced significant growth in recent years, driven by the rapid expansion of e-commerce and increased online shopping activity. This study is based on the fact that many customer complaints regarding J&T services, such as late deliveries, damaged goods, and difficulties communicating with couriers, remain, despite J&T being one of the courier service companies with the highest market share in Indonesia. This study aims to analyze the effects of service recovery on distributive, procedural, and interactional justice. The study was conducted from August to September 2025. The method used was quantitative, with a descriptive approach. Data were collected through questionnaires administered to 100 residents of Pekanbaru City who had used J&T services and experienced delivery-related complaints. The analysis technique used was multiple linear regression in SPSS. The results show that, both partially and simultaneously, distributive, procedural, and interactional service recovery have a positive and significant influence on customer satisfaction. This implies that the better the company handles complaints using an appropriate justice approach, the higher the customer satisfaction.

---

## **1. INTRODUCTION**

The courier industry in Indonesia has experienced significant growth in recent years, driven by the rapid expansion of e-commerce and increased online shopping activity. The courier industry in Indonesia has significant potential for continued growth (Rahmayanti, 2021). The courier industry in Indonesia is highly competitive, with several major players dominating the market. This has led to price wars and a focus on innovation and service quality to attract customers. Although the courier industry is growing rapidly, it faces challenges such as competition, infrastructure limitations, and the need to adapt to ever-evolving customer expectations (Hamat et al., 2024). However, the continuously growing e-commerce sector and the increasing demand for fast and reliable delivery services present significant opportunities for growth and innovation.

J&T Express is one of the leading courier companies in Indonesia among the many existing freight forwarding companies (Chairulddin et al., 2024). The company has partnered with several major marketplaces in Indonesia, including Shopee, BukaLapak, Tokopedia, and Lazada. In 2018, J&T Express

built automated sorting warehouses in Surabaya and Semarang. The company, operating under the name PT Global Jet Express, has also expanded its operations to several Southeast Asian countries, including the Philippines, Thailand, Cambodia, and Malaysia (Paays, 2024). According to the Jet.co.id website, J&T currently has 24 branch offices in Palembang.

## 2. RESEARCH METHODS

### *Time and Place*

The research was conducted from August to September 2025 at the Regional Disaster Management Agency (BPBD), Jl. Dr. Setiabudi No. 44 & 46, Pesisir, Pekanbaru City, Riau.

### *Methodology*

The data used in this study are primary. Primary data is research data obtained directly from its source, such as interviews, surveys of individuals or groups, or observations of an object, event, or test results.

## 3. RESULT AND DISCUSSION

This study employed a descriptive analysis method within a quantitative research approach, in which descriptive analysis was used to describe the characteristics of the respondents, and quantitative data, based on a positivist methodology (concrete data), consisted of numerical values measured using statistical tests to conclude the research problem. The collected questionnaire data were processed using SPSS version 22 (Statistical Product and Service Solutions) and analyzed using theoretical frameworks to address the problems encountered and to draw conclusions. This analysis will present a description of respondents by gender, age, highest level of education, frequency of J&T use, and how often they have experienced problems with J&T.

This study used a purposive sample of 100 respondents, selected based on specific criteria. In this study, the respondents were residents of Pekanbaru who had used J&T courier services and experienced complaints. The researcher determined the sample size using the Lemeshow formula, as the population size was not precisely known. Furthermore, this descriptive analysis presents the frequency distribution of respondents' answers for each item of the research variables. In this study, the researchers used a Likert scale to measure respondents' attitudes, opinions, and perceptions.

This study includes statements for each research variable: the distributive service recovery variable (6 statements), the procedural service recovery variable (5 statements), the interactional service recovery variable (5 statements), and the customer satisfaction variable (5 statements).

### ***Restoration of Distribution Services (X1)***

Distributive justice refers to the redress of a service that yields a fair outcome. When a service fails, customers expect compensation. This compensation may take the form of an apology, a refund, a repair, a replacement, a price adjustment, or a combination thereof. Table 1 shows that, regarding financial compensation for the restoration of J&T's distribution services, 12 respondents (12%) strongly agreed, followed by 48 respondents (48%) who answered "agree," 26 respondents (26%) who answered "somewhat agree," 11 respondents (11%) who answered "disagree," and 3 respondents (3%). The average response score of 3.55 falls within the range of 3.41–4.20, indicating that respondents are satisfied with the compensation.

Table 2 shows that, regarding non-financial compensation for the restoration of J&T's distribution services, 24 respondents (24%) strongly agreed, 35 respondents (35%) agreed, 28 respondents (28%) somewhat agreed, 9 respondents (9%) answered "disagree," and 4 respondents (4%) answered "neutral." The average response score of 3.66 falls within the range of 3.41–4.20, indicating that respondents are satisfied with the non-financial compensation provided during the restoration of J&T's distribution services.

**Table 1. Respondents' Views on Financial Compensation for the Restoration of Distribution Services at J&T**

NO.	Response	Score	Frequency (people)	Percentage (%)	Weight
1.	Strongly Agree	5	12	12%	60
2.	Agree	4	48	48%	192
3.	Somewhat Agree	3	26	26%	78
4.	Disagree	2	11	11%	22
5.	Strongly Disagree	1	3	3%	3
Total			100	100%	355
On average					3,55

**Table 2. Respondents' Views on Non-Financial Compensation in the Restoration of Distribution Services at J&T**

NO.	Response	Score	Frequency (people)	Percentage (%)	Weight
1.	Strongly Agree	5	24	24	120
2.	Agree	4	35	35	140
3.	Somewhat Agree	3	28	28	84
4.	Disagree	2	9	9	18
5.	Strongly Disagree	1	4	4	4
Total			100	100	366
On average					3,66

**Table 3. Respondents' Responses Based on How Often They Have Experienced Problems with J&T Services**

NO.	How Often Do You Experience Issues with J&T's Services	Number of Respondents (People)	Percentage (%)
1.	Rarely	68	68
2.	Often	30	30
3.	Always	2	2
Total		100	100

As shown in the table above, the largest number of respondents—68 people, or 68%—selected rarely, next, 30 respondents, or 30%, selected often, and 2 respondents, or 2%, selected always.

#### 4. CONCLUSION

There is a simultaneous effect of the quality of distributive, procedural, and interactional service recovery on customer satisfaction with J&T courier services in Pekanbaru. The higher the simultaneous quality of distributive, procedural, and interactional service recovery, the higher the level of customer satisfaction.

#### REFERENCES

- Chairuddin, I., Purwoko, H., Utami, A.P., & Ramadania, I. (2024). Analysis of the Effect of Customer Service Quality, Timeliness and Brand Equity on Customer Loyalty of the J&T Express Customer at the Cipinang Muara Branch. *Advances in Transportation and Logistics Research*, 7: 669-685
- Hamat, M.C., Arifin, A., & Ramli, M.N.S. (2024). Service Quality and Customer Satisfaction Toward Logistics Service Providers in Pasir Mas, Kelantan. *Politeknik & Kolej Komuniti Journal of Social Sciences and Humanities*, 9(1): 105-118

Paays, P.S. (2024). The Effect of Service Recovery Accessibility on Customer Satisfaction and Loyalty. *Jurnal Ekonomi Bisnis, Manajemen dan Akuntansi (Jebma)*, 4(1): 539-554

Rahmayanti, S. (2021). *Pengaruh Service Recovery terhadap Kepuasan Pelanggan pada Jasa Pengiriman Barang J&T Express di Kota Palembang*. Universitas Sriwijaya.