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Strategy to Improve Courier & Logistics Performance in the Enterprise Business Directorate through the Influence of Price and Service Quality on Competitive Advantage: Empirical Evidence from PT Pos Indonesia (Persero) Regional 3 Bandung

Yogi Sudrajat¹, Saptono Kusdanu Waskito², Agus Purnomo³

¹Universitas Logistik dan Bisnis Internasional, Bandung, Indonesia, 211230049@std.ulbi.ac.id

²Universitas Logistik dan Bisnis Internasional, Bandung, Indonesia, saptono@ulbi.ac.id

³Universitas Logistik dan Bisnis Internasional, Bandung, Indonesia, agusapurnomo@ulbi.ac.id

Corresponding Author: 211230049@std.ulbi.ac.id¹

Abstract: The logistics and courier service sector plays an important role in supporting economic growth, especially in the era of digitalization and e-commerce expansion. PT Pos Indonesia, as one of the main players in this industry, faces challenges in improving the performance of couriers and logistics in Regional 3 Bandung. This study is important to understand the factors that influence company competitiveness in orders to improve efficiency and customer satisfaction. This study aims to analyze the effect of price and service quality on competitive advantage, and its impact on company performance at PT Pos Indonesia Regional 3 Bandung. The research method used is quantitative with a descriptive and verification approach. Data were collected through questionnaires from 182 PT Pos Indonesia customers and analyzed using SMART PLS to test the relationship between variables. The results of the study indicate that price and service quality have a significant effect on competitive advantage, which in turn has a positive impact on company performance. In addition, price and service quality also directly affect company performance. This study contributes to understanding strategies for increasing competitiveness in the logistics sector. The implication is that PT Pos Indonesia needs to adjust prices to the promised service standards and increase responsiveness to customer needs in order to improve competitiveness and business performance.

Keyword: Price, Service Quality, Competitive Advantage, Company Performance, PT Pos Indonesia

INTRODUCTION

The logistics and courier services sector plays an important role in supporting economic development, especially in the era of digitalization and rapid e-commerce growth. PT Pos Indonesia (Persero), as a company that operates the largest service network in Indonesia, continues to strive to optimize the performance of its courier and logistics services in each operational area, including in Region 3 Bandung, which covers most of West Java. However, in recent years, there has been a significant decline in performance in a number of work units in the region.

**Table 1. Courier and Logistics Performance in the Enterprise Business Directorate
PT Pos Indonesia Regional 3 Bandung 2024**

No	Office	Realization	Target	Ach%
1	KCU Bandung	31,812,261,341	63,357,773,475	50.21%
2	KCU Karawang	22,087,552,630	27,761,352,871	79.56%
3	KCU Cirebon	6,439,380,950	14,534,481,035	44.30%
Total		60.339.194.920	105,653,607,381	57.11%

Source: Kibana Data - Courier and Logistics Enterprise Business Revenue (2025)

Based on the performance data of couriers and logistics in Regional 3 Bandung, the achievement of the target was recorded at 57.11%. This phenomenon indicates that the company is facing problems in the field of company performance that is not in accordance with the target. The author conducted a study with the aim of evaluating the performance of work units in Regional 3 Bandung, Company revenue is one of the main benchmarks in assessing company performance. (Moeheriono, 2022).(Darmawan, 2023) found that competitive advantage contributes significantly to performance of MSME businesses in Surabaya City. (Purwatiningsih, 2023) revealed that competitive advantage influences the sustainability of MSME businesses in Depok City.(Purwanto, 2021) shows that competitive advantage has an impact on performance at PT Indocement Tungal Prakasa Tbk.(Wulan, 2024) stated that competitive advantage influences economic performance in state-owned companies listed on the Indonesia Stock Exchange. Meanwhile,(Nofrizal, 2021) identified that competitive advantage has an effect on the marketing performance of rattan craftsmen SMEs in Pekanbaru. On the other hand, the author has not found any research that competitive advantage does not always have a significant effect on company performance. In connection with this, there has been no research that specifically examines the effect of competitive advantage on company performance at PT Pos Indonesia, especially in Regional 3 Bandung, so even though there has been no research stating that there is no effect of competitive advantage, the author continues to examine the effect of competitive advantage and company performance at PT Pos Indonesia Regional 3 Bandung.

Previous research has shown that price has an influence on competitive advantage in various business sectors. (Dewi, 2022) found that price has a significant effect on competitive advantage at Toko Baja Bardesi Tasikmalaya. (Ayu, 2021) stated that the price factor influences competitive advantage at Barbershop Koko Purwodadi. Meanwhile, (Hendri, 2021) revealed that price has an impact on competitive advantage in SMEs in Batam City. (Syairi, 2023) also shows that price influences competitive advantage in Banjarmasin coffee shops, while (Zuhdi, 2021) found that similar factors play a role in the competitive advantage of MSMEs in Bogor City. However, until now the author has not found any other research that shows that price does not have a significant impact on competitive advantage. Although until now there has been no research that proves that there is an influence of price on competitive advantage, the author continues to conduct research on the influence of price on competitive advantage, because in the research, the author will combine the influence of price and the influence of service quality on competitive advantage. Several studies show that service quality has an influence on competitive advantage in various businesses. (Naphtali, 2021) revealed that service quality influences competitive advantage of the Miracle Aesthetic Clinic Brand in Surabaya. (Bagus, 2021) found an influence between service quality and competitive advantage at Resto Bebakaran Yogyakarta. (Karinda, 2022) explains that service quality has an influence on competitive advantage at Kedai Janji Jiwa Sidoarjo, while (Ayu, 2021) stated that service quality influences competitive advantage at Barbershop Koko Purwodadi. In addition, (Khaeruddin, 2023) stated that service quality has an effect on competitive advantage in Trans Jogja. However, until now the author has not found any research on the absence of service quality influence on competitive advantage. Therefore, this study aims to further examine the

relationship between service quality and competitive advantage on courier and logistics performance in the enterprise business of PT Pos Indonesia Regional 3 Bandung.

Although various studies have proven that competitive advantage, price, and service quality have an influence on company performance in various business sectors, there has been no research that specifically examines the relationship between price and service quality on competitive advantage and its implications on courier and logistics performance at PT Pos Indonesia Regional 3 Bandung.

This study offers novelty by integrating price and service quality as the main factors in building competitive advantage, and exploring how competitive advantage acts as a mediating variable that impacts company performance. In addition, this study highlights specific problems faced by PT Pos Indonesia, especially in improving the competitiveness of logistics services in the digital era and facing the challenges of competition in the courier service industry.

Thus, this study fills the gap in the literature by providing empirical evidence on the mechanism of the relationship between price, service quality, competitive advantage, and company performance in the context of the courier and logistics business. The results of this study are expected to be a strategic reference for PT Pos Indonesia in improving its operational effectiveness and competitiveness in the logistics sector.

Price

According to (Sudrajat, 2024), price refers to the amount of money that consumers must pay to obtain a product or service. Price not only involves the value of money paid, but also reflects how consumers perceive the value they receive from the product or service. Kotler also emphasizes the importance of price in determining the market position and competitiveness of the company, because the right price can attract customers and influence their purchasing decisions. The price dimension includes price lists, discounts, and credit facilities. The Price List dimension has several indicators of Price that is cheaper than competitors, Price in accordance with the SLA (Service Level Agreement) offered. The Discount dimension has several indicators of Flexibility of price cuts offered to customers, Discount settings that are in accordance with customer requests. The Credit dimension has several indicators of Flexibility in providing credit facilities to customers, Transaction limits to obtain credit facilities according to customer needs.

Service Quality

According to (Kotler, 2020), service quality refers to customers' perceptions of the service they receive, compared to their expectations. This service quality focuses on how well a service can meet or even exceed customer expectations, which ultimately affects their level of satisfaction with the company. Dimensions of service quality according to (Kotler, 2020) includes responsiveness, assurance, and empathy. The Responsiveness dimension has several indicators, namely the speed of fulfilling customer requests or complaints, How quickly customer problems are resolved. The Assurance dimension has several indicators of staff knowledge and skills, Confidence and professionalism in interacting with customers. The Empathy dimension has several indicators of Attention to individual customer needs. Customer feelings are valued and understood.

Competitive Advantage

According to (Bahri, 2024) Competitive advantage is the advantage gained by a company when the product or service offered is considered superior by the target market compared to its closest competitors. This advantage allows the company to provide more value to customers, which in turn can increase profits and improve the company's image in the eyes of consumers. The dimensions of competitive advantage include quality, operational efficiency, and distribution network. The Quality dimension has several indicators, namely transportation

arrives on time at the origin office, transportation departs on time from the origin office, transportation arrives on time at the destination city. The Operational Efficiency dimension has several indicators of lower costs than competitors, officers are more solution-oriented than competitors' officers. The Distribution Network dimension has several indicators of having a wide network, having an easily accessible network.

Company Performance

According to (Fitria, 2022), company performance can be interpreted as the results achieved by the company based on agreed standards, with the main goal of increasing profitability. This performance is also a measuring tool to assess the effectiveness and efficiency of the strategies implemented by the company in achieving targets. (Moeheriono, 2022) argues that corporate performance includes results that can be achieved by individuals or groups in an organization. These results are measured based on the responsibilities and authorities given, and must support the achievement of organizational goals legally, ethically, and in accordance with applicable norms. (Sudarmanto, 2023) defines corporate performance as the ability of individuals, groups, or organizations as a whole to complete assigned tasks, with certain standards set to ensure effective and efficient task execution in order to achieve organizational goals. (Wirawan, 2021) states that company performance is the result of work activities carried out by individuals or groups, which are achieved through the implementation of predetermined tasks, responsibilities, and authorities.

This performance is focused on achieving organizational goals. (Akadiati, 2021) states that company performance reflects the extent to which the company has succeeded in achieving the goals, objectives, vision and mission stated in its strategic plan, and describes the level of effectiveness and efficiency in utilizing resources and carrying out operational activities to achieve the targets that have been set. Overall, company performance describes the results achieved by individuals, groups, or organizations based on standards set to achieve predetermined goals. (Fitria, 2022) emphasizes that performance serves as a measure of effectiveness and efficiency in increasing profitability. (Moeheriono, 2022) adding that the company's performance must be in accordance with responsibilities, authority, and applicable norms ethically and legally. (Sudarmanto, 2023) explains that performance involves the organization's ability to carry out tasks effectively and efficiently according to certain standards. Meanwhile, (Wirawan, 2021) describes performance as the result of individual or group work carried out in accordance with tasks and responsibilities to achieve organizational goals. (Akadiati, 2021) explains that performance shows the extent to which a company has succeeded in achieving its vision, mission and strategic goals by utilizing resources efficiently in daily operational activities. Company performance assessment often involves two dimensions, namely the financial dimension and the operational dimension. The financial dimension includes indicators such as increased retail service revenue, domestic and international postal parcel revenue, and financial service revenue. In addition, the total revenue target achieved and lower cost expenditures than the previous year are also included in this dimension. The operational performance dimension includes indicators such as the level of delivery timeliness, postal service diversity, efficient processes, decreased number of customer complaints, and increased number of service points.

The Influence of Price on Competitive Advantage

(Dewi, 2022) found that price has a significant effect on competitive advantage at Toko Baja Bardesi Tasikmalaya (Ayu, 2021) stated that the price factor influences competitive advantage at Barbershop Koko Purwodadi. Meanwhile, (Hendri, 2021) revealed that price has an impact on competitive advantage in SMEs in Batam City. (Syairi, 2023) also shows that price influences competitive advantage in Banjarmasin coffee shops, while (Zuhdi, 2021) found that similar factors play a role in the competitive advantage of MSMEs in Bogor City. However, until now the author has not found other studies that show that price does not always have a significant impact on competitive advantage, so there is still a research gap in this context. Therefore, this study aims to further explore the influence of price on competitive advantage at PT Pos Indonesia, especially in Region 3 Bandung. The approach used in this study is different from previous studies conducted by (Dewi, 2022), (Ayu, 2021), (Hendri, 2021), (Syairi, 2023), And (Zuhdi, 2021)

H1: There is a positive and significant influence of Price on Competitive Advantage

The Influence of Service Quality on Competitive Advantage

Several studies show that service quality has an influence on competitive advantage in various businesses. (Naphtali, 2021) revealed that service quality influences competitive advantage of the Miracle Aesthetic Clinic Brand in Surabaya. (Good, 2021) also found an influence between service quality and competitive advantage at Resto Bebakaran Yogyakarta. (Karinda, 2022) explains that service quality has an influence on competitive advantage at Kedai Janji Jiwa Sidoarjo, while (Ayu, 2021) stated that service quality influences competitive advantage at Barbershop Koko Purwodadi. In addition, (Syairi, 2023) stated that service quality has an influence on competitive advantage in Trans Jogja.

H2: There is a positive and significant influence of Service Quality on Competitive Advantage

The Influence of Competitive Advantage on Company Performance

(Darmawan, 2023) found that competitive advantage contributes significantly to the business performance of MSMEs in Surabaya City. (Purwatiningsih, 2023) revealed that competitive advantage influences the sustainability of MSME businesses in Depok City. (Purwanto, 2021) shows that competitive advantage has an impact on performance at PT Indocement Tungal Prakasa Tbk. (Wulan, 2024) stated that competitive advantage influences economic performance in state-owned companies listed on the Indonesia Stock Exchange. Meanwhile, (Nofrizal, 2021) identified that competitive advantage influences the marketing performance of rattan craftsmen SMEs in Pekanbaru.

H3: There is a positive and significant influence of Competitive advantage on the Company Performance

The Influence of Price on Company Performance

According to (Setiawan, 2022), (Nurhaliza, 2023), (Kartika, 2021), (Suryani, 2024), (Wijaya, 2023) there is an influence of price on company performance. Therefore, the author conducted a study with the main topic of examining the influence of price on company performance.

H4: There is a positive and significant influence of Price on Company Performance.

The Influence of Service Quality on Company Performance

According to (Ali, 2023), (Wei Li, 2024), (Thompson, 2023), (Tanaka, 2024), (Martinez, 2023), there is an influence of service quality on company performance. Therefore, the author conducted a study with the main topic of examining the influence of service quality on company performance.

H5: There is a positive and significant influence of Service Quality on Company Performance.

Gap Analysis

Until now, the author has not been able to find an article that discusses that there is no influence of price, service quality on competitive advantage, and the influence of competitive advantage on company performance. Although all articles used as references for research to conduct research explain that there is an influence of price on competitive advantage, the influence of service quality on competitive advantage, and the influence of competitive advantage on company performance, but from the types of businesses carried out by previous researchers are different from the business carried out by PT Pos Indonesia, so the author still conducts research with the main topic of the influence of price, service quality on competitive advantage and its implications on the performance of couriers and logistics enterprise business PT Pos Indonesia Regional 3 Bandung

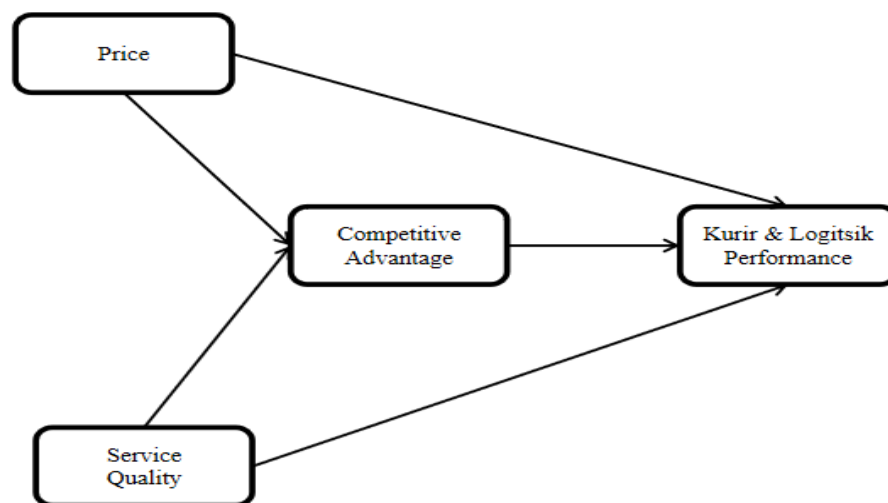


Figure 1. Research Model

METHOD

This research is included in the quantitative, descriptive, and verification research types. According to (Sugiyono, 2021) quantitative research is an approach used to examine a population or sample by collecting data in the form of numbers or statistics. Meanwhile, descriptive research aims to provide a detailed description and explanation of a phenomenon, whether it occurs naturally or is caused by humans. Descriptive methods want to know the average value of variables. Verification research functions to test the truth of previously formulated hypotheses in order to determine whether a theory or concept can be applied in certain conditions.

In this study, the verification method is used to confirm the relationship between variables through empirical data analysis. This method plays an important role in scientific research because it helps prove or reject a theory based on real-world data. Descriptive research focuses on accurately describing phenomena without examining the relationships between variables, while verification research aims to test hypotheses and ensure the validity of theories in certain situations. The combination of these two methods provides a more comprehensive basis for researchers to analyze, describe, and verify a phenomenon in various fields of science.

According to (Sugiyono, 2021) Population in the study is defined as an object that can be a human, animal, or other object, with the number and characteristics that have been determined by the researcher, according to the variables studied, which will then be analyzed to draw conclusions. In this study, the selected population includes all customers who have a PKS (cooperation agreement) with PT Pos Indonesia Regional 3 Bandung who transact in 2024. The

total population is 333 customers with a total of 182 respondents according to the Slovin formula.

An online survey was conducted on 182 corporate customers at PT Pos Indonesia Regional 3 Bandung, West Java, Indonesia, by providing a Likert scale questionnaire in a form format. Of the total 182 questionnaires distributed, 182 responses were considered complete and qualified for further analysis.

This study used Variance-based Partial Least Squares Structural Equation Modeling (PLS-SEM) for analysis. The PLS-SEM model was used to examine the relationship between variables. The measurement model was evaluated using SmartPLS 3.0 to ensure the validity and reliability of the construct variables. Although the data were not normally distributed, this study validated the conceptual model through the application of PLS-SEM (Hair et al., 2021).

RESULTS AND DISCUSSION

Validity Test: The results of the Validity Test are presented in Table 2.

Table 2. Validity Test Results.

No	Variable Name	Outer Loading Value	Standard	Decision
1.	Price	0.816-0.890	0.700	Valid
2.	Service Quality	0.766-0.941	0.700	Valid
3.	Competitive Advantage	0.808-0.894	0.700	Valid
4.	Logistic Company Performance	0.765-0.875	0.700	Valid

Source: Questionnaire (2025)

According to (Hasnita, 2021), an indicator can be categorized as valid if its loading factor value exceeds 0.700. Based on the table presented, all indicators show a loading factor value greater than 0.700. By referring to the loading factor data and (Hasnita, 2021) view, it can be concluded that all indicators in this study meet the validity criteria.

Reliability Test: The results of the Reliability Test are presented in Table 3.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	Decision
Price	0.926	0.921	0.942	0.731	Reliable
Service Quality	0.924	0.934	0.941	0.726	Reliable
Competitive Advantage	0.954	0.954	0.962	0.785	Reliable
Logistic Company Performance	0.917	0.921	0.934	0.669	Reliable

Source: Questionnaire (2025)

Table 4 shows that the variables in this study have a Cronbach's Alpha value > 0.700 , a Rho A value > 0.700 , a Composite Reliability value > 0.700 , and an Average Variance Extracted value > 0.500 . Based on information from the table and referring to Hasnita's opinion (2021), these variables can be declared reliable

Descriptive Test: The results of the Reliability Test are presented in Table 4.

Table 4. Descriptive Test Results

Variable	Mean	Interpretation
Price	3.11	Fairly Good
Service Quality	3.03	Fairly Good
Competitive Advantage	3.33	Fairly Good

Logistics Company Performance	3.23	Fairly Good
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Source: Questionnaire (2025)

Based on the data displayed in Table 5, it can be concluded that the average value of each variable is below 3,400.(Waskito, 2023)reveals that variables with values below 3,400 are considered relevant for research because they provide an opportunity for researchers to understand the root of the problem and allow the author to propose improvements to the issue.

Hypothesis Testing: Hypothesis Test Results are presented in Table 5

Table 1. Hypothesis Test Results

Hypothesis	T Statistics	P Values
Price -> Competitive Advantage	4,135	0,000
Service Quality -> Competitive Advantage	3,218	0,000
Competitive Advantage -> Logistics Company Performance	29,230	0,000
Price -> Logistics Company Performance	2,685	0.007
Service Quality -> Logistics Company Performance	3,144	0.002

Source: Questionnaire (2025)

Table t-value for respondents according to(Waskito, 2023) of 0.676. Taking into account Waskito's opinion (2023), the author tested the hypothesis with the following results:

1. There is a positive and significant influence of Price on Competitive Advantage because the t-value is $4.135 > 0.676$ and the p-value is $0.000 < 0.050$.
2. There is a positive and significant influence of Service Quality on Competitive Advantage because the t-value is $3.218 > 0.676$ and the p-value is $0.000 < 0.050$.
3. There is a positive and significant influence of Competitive Advantage on Logistics Company Performance because the t-value is $29.230 > 0.676$ and the p-value is $0.000 < 0.050$.
4. There is a positive and significant influence of Price on Logistics Company Performance because the t-value is $2.685 > 0.676$ and the p-value is $0.007 < 0.050$.
5. There is a positive and significant influence of Service Quality on Logistics Company Performance because the t-value is $3.144 > 0.676$ and the p-value is $0.002 < 0.050$.

The results of the Partial Effect Hypothesis Test are presented in Figure 2. Below

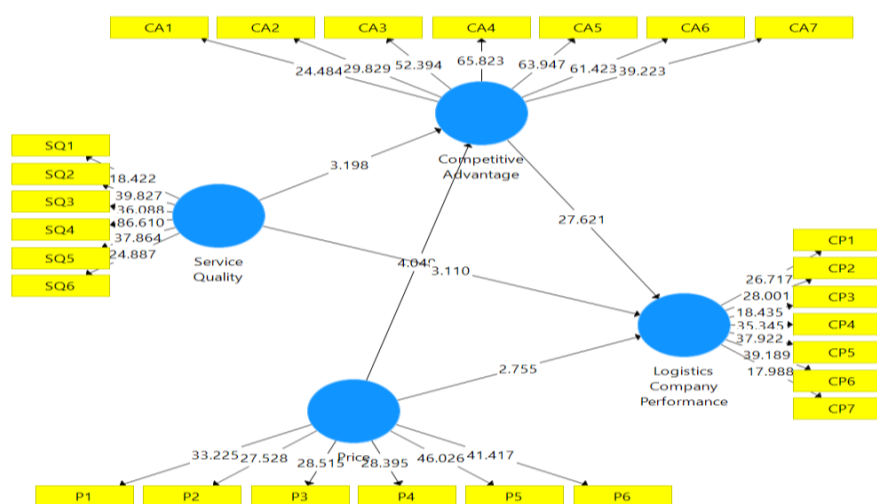


Figure 2. Partial Hypothesis Test

Simultaneous Effect Hypothesis Test Using R Square Adjust Test in Table 6.

Table 2. R Square Adjusted

Simultaneous Effects	Endgen Variable	R Square Adjusted
Price and Service Quality	Competitive Advantage	0.561
Price and Service Quality	Logistics Company Performance	0.748

Source: Questionnaire (2025)

Table 6 above provides an explanation that the Adjusted R Square value obtained in this study for the influence of Price and Service Quality on Competitive Advantage is 0.563. This means that the Determination Coefficient of Price and Service Quality on Competitive Advantage is $0.561 \times 100\% = 56.10\%$. The meaning of the Determination Coefficient of 56.10% is that Competitive Advantage is largely influenced by Price and Service Quality. While the remaining $100\% - 56.10\% = 43.90\%$ is influenced by variables not studied in this study. Variables not studied in this study include the placement of outlet locations that are easily accessible to customers, and the creation of services that are in accordance with customer desires.

Table 6 above provides an explanation that the Adjusted R Square value obtained in this study for the influence of Price and Service Quality on Logistics Company Performance is 0.740. This means that the Determination Coefficient of Price and Service Quality on Competitive Advantage is $0.740 \times 100\% = 74\%$. The meaning of the Determination Coefficient of 74% is that Logistics Company Performance is largely influenced by Price and Service Quality, while the remaining $100\% - 74\% = 26\%$ is influenced by variables not studied in this study. Variables not studied in this study include the placement of outlet locations that are easily accessible to customers, and the creation of services that are in accordance with customer desires.

Based on the research results, price has a positive and significant effect on competitive advantage with a t-value of 4.135 and a p-value of 0.000. This shows that competitive pricing plays an important role in increasing the competitive advantage of PT Pos Indonesia Regional 3 Bandung. This finding is in line with previous research which shows that prices that are in accordance with customer expectations can increase the company's competitiveness (Dewi, 2022). In the context of PT Pos Indonesia, flexibility in providing discounts and credit facilities to customers is a major factor in increasing the attractiveness of services compared to competitors. Therefore, companies can consider a more flexible pricing strategy and adjust the pricing scheme to the service standards offered in order to increase competitiveness in the logistics industry. The results of the analysis show that service quality has a positive and significant influence on competitive advantage with a t-value of 3.218 and a p-value of 0.000. This indicates that service quality plays a major role in creating competitive advantage for PT Pos Indonesia Regional 3 Bandung.

Several dimensions of service quality that contribute to competitive advantage include responsiveness, assurance, and empathy. Timeliness of delivery, skills and professionalism of staff, and attention to customer needs are important aspects that need to be continuously improved. This finding is in line with previous studies which state that good service quality can increase competitive advantage (Naftali, 2021). Therefore, PT Pos Indonesia needs to improve service standards, speed up response times to customer complaints, and increase customer trust through better interactions. This study also found that competitive advantage has a positive and significant effect on company performance, with a t-value of 29.230 and a p-value of 0.000. This confirms that the higher the competitive advantage of PT Pos Indonesia, the better the business performance achieved. Competitive advantage allows companies to provide greater added value to customers, increase loyalty, and improve the company's image. This is in line with previous findings showing that competitive advantage can improve business performance, both in financial and operational aspects (Purwatiningsih, 2023). Thus, PT Pos Indonesia needs to maintain and strengthen its competitive advantage strategy through service innovation and

operational efficiency.

Another finding in this study revealed that price has a significant effect on company performance, with a t-value of 2.685 and a p-value of 0.007. This means that the pricing policy implemented by PT Pos Indonesia not only contributes to competitive advantage but also has a direct impact on the company's overall performance. A more flexible pricing policy, such as discounts or loyalty programs for loyal customers, can increase transaction volume and improve the achievement of revenue targets. Previous studies have also shown that competitive prices can increase profitability and overall company performance (Wijaya, 2023). Therefore, PT Pos Indonesia can conduct periodic evaluations of its pricing structure and adjust to market conditions in order to remain competitive.

The results of the study also show that service quality has a positive and significant effect on company performance, with a t-value of 3.144 and a p-value of 0.002. This confirms that high service quality can improve operational performance and customer satisfaction. In the logistics industry, good service quality can speed up the delivery process, reduce the number of customer complaints, and increase user loyalty. Previous studies support this finding by stating that superior service quality contributes to the achievement of business targets and the company's operational efficiency (Ali, 2023). Therefore, PT Pos Indonesia can strengthen employee training, improve service support technology, and speed up response times to customer requests in order to maintain and improve company performance.

Based on the research results, there are several strategic recommendations that can be implemented by PT Pos Indonesia to improve the company's competitiveness and performance:

1. **Price Adjustment Strategy:** PT Pos Indonesia needs to adopt a more flexible pricing strategy by considering discount packages, transaction volume-based pricing schemes, and customer loyalty programs to increase competitiveness.
2. **Improving Service Quality:** Companies need to improve employee training to strengthen customer service skills and adopt technology that supports the acceleration of the customer complaint delivery and resolution process.
3. **Optimizing Competitive Advantage:** PT Pos Indonesia needs to continue to innovate in logistics services to maintain competitive advantages, such as expanding distribution networks, accelerating delivery times, and improving the quality of digital-based services.
4. **Infrastructure and Technology Development:** Companies can invest more resources in developing logistics infrastructure as well as adopting technologies such as real-time tracking systems to improve operational efficiency.

CONCLUSION

This study aims to identify factors that can improve the performance of couriers and logistics in the Enterprise Business Directorate of PT Pos Indonesia Regional 3 Bandung, with a focus on the influence of price and service quality on competitive advantage. Based on the results of the study, the objectives have been achieved well. The main findings indicate that price and service quality have a positive and significant effect on competitive advantage and company performance. Competitive pricing and superior service quality have been shown to increase the competitiveness of PT Pos Indonesia, which in turn also contributes directly to better company performance. This shows the importance of pricing and service strategies in strengthening PT Pos Indonesia's position in the logistics market.

Scientifically, this study makes a significant contribution to the development of competitive advantage theory in the logistics industry, by emphasizing the important role of price and service quality in improving company performance. The findings also provide practical guidance for PT Pos Indonesia to formulate more flexible pricing policies and improve service quality. The policy implications of this study indicate that strengthening competitive

advantage through service innovation, price evaluation, and technology and infrastructure development can significantly improve operational performance and customer satisfaction. However, this study has limitations, especially in its limited scope to PT Pos Indonesia Regional 3 Bandung, and does not explore external factors that affect company performance, such as government policies or broader market conditions. Further research can expand the scope, consider other variables such as technology and digital marketing, and provide valuable insights for logistics companies to compete more effectively in a dynamic global market.

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