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Enhancing Loyalty in the Indonesian Post: Unraveling the Influence of Relational Benefits and Relationship Quality

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Abstract: The advancement of technology has led to the proliferation of e-commerce services, resulting in an increased demand for courier services in Indonesia. Pos Indonesia, a pioneer in courier services, now faces competition from industry players such as JNE, J&T, SiCepat, and others, who employ strategies focused on providing relational benefits. These benefits include special discount facilities, free item pick-up, and establishing social relationships and trust through integrated technology. However, contrary to previous research findings, these built-in benefits do not necessarily contribute significantly to customer loyalty. This study examines the role of relational benefits, with relationship quality as a mediating variable, in enhancing customer loyalty within the context of Pos Indonesia's efforts to retain loyal customers through various innovations. The study used a quantitative method to sample 205 respondents who have used Pos Indonesia's services in the last 6 months. The PLS-SEM method was used to analyze the data. The study reveals that repurchase intention increases with high levels of trust and satisfaction, supporting the confidence and social benefits that have been built. Surprisingly, unique treatment benefits do not influence consumer loyalty behavior.
Keywords: Relational Benefits; Relationship Quality; Repurchase Intention; Willingness to Pay More; Word of Mouth
JEL Classification: Z33

Introduction

In the era of digitalization, technological advancements have emerged as a critical macroeconomic factor driving the growth of the courier services industry. E-commerce, known as electronic commerce, enables purchasing and selling products online. Buying and selling products is intrinsically tied to the involvement of courier service companies, as they play a crucial role in delivering online store products to customers. According to GlobalWebIndex, approximately 90% of internet users in Indonesia have engaged in online shopping, making Indonesia the world's leader in e-commerce usage. McKinsey's report predicts Indonesia's e-commerce market will reach $40 billion by 2022. The data reveals a recorded consumer spending of $8 billion, with 15% of the adult population, or 195 million people, engaging in online purchases. McKinsey's forecast is supported by Indonesia's mobile-oriented market, where 40% of the total population already uses smartphones. The increasing digital literacy among consumers and the government's support for the digital economy,

particularly in fostering the growth of SMEs, contribute to this trend. The Ministry of Communication and Information in Indonesia disclosed a 78% growth in e-commerce transactions in 2019, the highest in the world. This growth indicates a robust digital landscape in the country, with a significant portion of the population embracing digital transactions. The considerable growth of e-commerce presents substantial opportunities to continually attract Indonesian consumers, with e-commerce expected to further bolster Indonesia's economy. The ease of establishing online stores across various e-commerce platforms assists micro, small, and medium-sized enterprises (UMKM) in selling their products and services to a broader consumer base (Kristiani, 2022).

The historical development of the courier service industry began in 1746 with the VOC (Vereenigde Oostindische Compagnie) opening mail and package delivery services in Indonesia. Subsequently, in 1856, the first official postal service was established by the colonial government of the Netherlands under the name "Dienst der Posterijen en Telegrafie." Over time, Pos Indonesia operated this postal service exclusively, undergoing various name changes from Jawatan PTT (Post, Telegraph, and Telephone) to the State-owned Postal and Telecommunications Company and later to Perum Pos and Giro. On the other hand, in the 1980s, the courier industry in Indonesia experienced rapid growth alongside economic development, with international courier companies such as DHL, UPS, and FedEx entering the market in the 1990s. In 1995, the state-owned company Perusahaan Umum Pos dan Giro, which was a pioneer in the Indonesian courier service industry, changed its legal status to a limited liability company under the name PT Pos Indonesia, leading to changes in its financial management system and service development (Sejarah Pos). The enactment of Law Number 38 of 2009 brought about changes in the postal service industry in Indonesia. As a result of this change, PT Pos Indonesia was no longer the sole provider of postal services. Consequently, many similar companies such as JNE, J&T, TIKI, SiCepat, and others began to compete in this courier service industry.

The entry of new players into the courier service industry is focused on developing new values, such as offering free item pick-up to accommodate the delivery of both e-commerce transactions and other types of shipments. These new players also provide discounts or special facilities like loyalty memberships and cashback services and emphasize building customer trust through shipment tracking and real-time customer feedback with integrated technology. The increasing number of competitors entering the market has led to a fragmented industry concentration, causing Pos Indonesia to face tariff wars and free shipping phenomena. As the competition intensifies, companies must innovate and differentiate by offering various benefits and services to attract and retain customers. Pos Indonesia's challenges, including tariff wars and free shipping trends, indicate the dynamic and evolving nature of the courier service industry in response to changing market demands and increasing competition.

Due to the ongoing phenomenon, PT Pos Indonesia, a state-owned enterprise providing courier services, logistics, financial services, and property services, has experienced a decline in market share within the courier service industry. While the industry's market size continues to grow by 13% from 2020 to 2023, the market share of PT Pos Indonesia

has dropped by 10%. The decline is evident from the market share 2018, where Pos Indonesia only captured 11% of the courier service sector, placing it third behind JNE, J&T, and Tiki. The highly competitive landscape is evident from the market share data for 2022, where new leading players such as SiCepat and Ninja Express emerged, displacing Tiki from the top positions. Considering this phenomenon, it is likely that Pos Indonesia is experiencing customer switching behavior and facing challenges in capturing market share in this courier service industry. In a competitive business environment, maintaining customer repurchase intention and avoiding switching behavior is crucial for sustaining operations and gaining a competitive advantage, as suggested by (Kuo et al., 2013). Emami et al. (2013) also emphasize that the cost of attracting new customers equals retaining current customers.

Currently, Pos Indonesia is undergoing a transformation to enhance and develop its courier services. This transformation process includes the launch of the app-based package delivery service, PosAja, free package pick-up services through Oranger, the introduction of 24-hour package delivery services, the implementation of Cash On Delivery (COD) services, and various shipping cost discounts during specific events, indirectly impacting the revenue acquisition of Pos Indonesia's courier services in 2023. Amid this intense competition in the courier service industry, retaining existing customers is vital for the company's sustainability and acquiring new customers. Facing these phenomena, Pos Indonesia must carefully evaluate to gain new customers, win back lost customers, and create loyal customers in every decision and marketing strategy adopted, with effective financing strategies in place.

Based on a study conducted by Dandis and Al Haj Eid (2022) focusing on understanding and managing customer loyalty using marketing theories to examine the influence of relational benefits and brand experiences on customer loyalty dimensions such as willingness to pay more, word of mouth, and repurchase intention. In this study, relational benefits were classified into three types: confidence benefits, social benefits, and particular treatment benefits. The research primarily examined the impact of relational benefits and brand experience on loyalty in the fast-food restaurant industry. The results indicated that relational benefits significantly influenced customer attitudes and loyalty behaviors, confirming previous theories identifying significant relationships between these variables and positive effects on outcome relationship marketing. Relational benefits were crucial for developing marketing strategies in the fast-food restaurant sector. This study was conducted in Jordan, a Middle Eastern country. The authors recommend further research in different countries and diverse service industries, as well as the impact of these variables on other factors like relationship quality and other variables.

Relationship quality is a concept that encompasses the quality of the relationship between a seller and its customers, with three components: satisfaction, trust, and commitment. In a study by Wisker (2020), it was found that relationship quality is a multidimensional construct with components including satisfaction, trust, commitment, and perceived value. These components significantly affect repurchase intention and word of mouth in e-tailing or business-to-consumer (B2C) businesses like Amazon.

In the context of tariff competition in the courier service industry in Indonesia, each company establishes almost similar rates and strives to provide its services maximally, thereby exhibiting a tendency to be indistinguishable from one another. However, what sets them apart is how each company leverages the benefits of relationships and the quality of the connections built with customers to succeed in the courier service industry. Observing the existing phenomenon, the researcher aims to understand the impact of the established relationship benefits on customer loyalty, such as the willingness of consumers to make future purchases, the desire to pay premium rates, and repurchasing when rates have increased. Additionally, the study examines word-of-mouth as an influencing factor in consumer switching behavior. The role of relationship quality is measured through satisfaction, trust, commitment, and perceived value in the courier service products of PT Pos Indonesia.

Literature Review

Relational Benefits

The concept of "Relational Benefits," as proposed by Kim and Ok (2009) and Hennig-Thurau et al. (2002), stems from the idea that established relationships between customers and service providers yield benefits for both parties. From the service provider's perspective, these benefits translate into revenue and cost considerations. Conversely, customers find relief from decision-making risks in purchases through stable relationships. Kim and Ok (2009) emphasize that boosting self-esteem contributes to positive relationships with service providers. Furthermore, Hennig-Thurau et al. (2002) categorize these relational benefits into confidence benefits, social benefits, and unique treatment benefits (Triadinda et al., 2018).

Confidence Benefit

According to Gwinner et al. (1998), confidence benefit involves transforming anxiety into confidence, where trust in service providers enhances consumer satisfaction (Jahroni, 2014). Kim and Ok (2009) highlight that confidence benefits surface when uncertainty decreases during service encounters. In summary, confidence benefits alleviate anxiety in purchasing decisions and foster customer trust.

Social Benefit

Derived from Gwinner et al. (1998) and Price and Arnould (1999), the social benefit is the emotional satisfaction customers gain from relationships with specific service providers (Jahroni, 2014). As Kotler and Armstrong (1998) articulated, customers receive social needs such as friendship and recognition. Social benefits emerge when customers establish relationships with providers and experience pleasure and comfort due to familiarity and recognition by service employees (Kim & Ok, 2009).

Special Treatment Benefit

Dagger et al. (2011) define special treatment benefits as the physical advantages service companies provide. As outlined by Hennig-Thurau et al. (2002), these benefits encompass price reductions expedited and personalized service. Kim and Ok (2009) elaborates that special treatment benefits include economic advantages and customization, fostering feelings of importance and comfort.

Relationship Quality

Crosby et al. (1990) elaborate on "relationship quality" as consumers' evaluation of the strength of their relationship with service providers. Relationship quality focuses on long-term customer relationships, with satisfaction, trust, commitment, and perceived value significantly contributing to brand loyalty (Huang & Wilkinson, 2013; Rizan et al., 2014; Vesel & Zabkar, 2010). Kotler and Keller (2016) define satisfaction as the perceived effectiveness assessment of a product relative to expectations. Satisfaction reflects the product's performance in cognitive and emotional aspects related to expectations (Spreng et al. 1996). Trust is the expectation of positive outcomes from an honest and reliable partner (Morgan & Hunt, 1994). Trust arises from the willingness to depend on a trusted exchange partner (Moorman et al., 1993). As described by Moorman et al. (1992), commitment is a desire to endure and maintain a valuable relationship. Commitment involves investment, emotional involvement, and lasting relationships (Gundlach et al., 1995; Garbarino & Johnson, 1999). According to Babin and James (2010), perceived value is a primary source of competitive advantage. Four definitions include low price, product customization, quality for price, and value for exchange (Zeithaml, 1988).

Loyalty

According to Hellier et al. (2003), "repurchase intention" in the context of service entails an individual's evaluation of repurchasing services from the same service provider in the future, based on the present situation and potential future conditions (Balla et al., 2015). Ho and Chung (2020) affirm that repurchase intention originates from personal experiences and any content related to individuals who have purchased products or services from the company. According to Akbar and Parvez (2009), from a customer perspective, repurchase intention results from the attitudes and commitment of customers to repurchase specific products.

When consumers have a strong emotional attachment to a brand, they tend to be more inclined to engage in actions that require the significant consumption of consumer resources such as time, money, and reputation. This includes the readiness to pay a premium price to acquire the product (Thomson et al., 2005). Thus, the willingness to pay more represents behavioral outcomes related to the strength of consumer brand preferences (Chernev et al., 2011). It is defined as the amount customers are willing to pay for their preferred brand compared to equivalent or lower-quality brands based on the size or quantity of the same package. Customer willingness to pay a premium is associated with the pricing level. The margins a company can achieve make it a crucial

driver of profitability. At the same time, loyalty may be more related to the revenue volume a brand can generate over a more extended period (Anselmsson et al., 2014).

According to Tripathi (2017), consumers no longer trust a company's marketing messages and prefer to hear about real-life customer experiences. Positive word of mouth can effectively build customer loyalty (Karim & Rabiul, 2022). Word of mouth is classified as attitudinal loyalty (Dick & Basu, 1994). The adoption-diffusion theory proposed by Rogers (2003) explains that word of mouth is one of the channels through which information about innovation is transmitted. According to Keller and Berry (2003), word-of-mouth information about a product becomes more important when consumers ignore advertisements. Information disseminated through word of mouth has a more significant impact on purchase decisions than information disseminated through marketing practices such as advertising and publicity (Herr et al., 1991; Ismail, 2015; Price & Feick, 1984; Vernette, 2004)

Research Method

This research builds on the relationship model between confidence, social, and special treatment benefits as constructs of relational benefits. It integrates the relationship model of relationship quality with trust, satisfaction, commitment, and perceived value. The study hypothesizes the relationships between these constructs and loyalty. The research uses a quantitative approach with purposive sampling, focusing on Pos Indonesia's courier services. Data collection employs online surveys with Likert scales for validity and reliability. The data analysis utilizes Partial Least Square - Structural Equation Modelling (PLS-SEM) to examine interdependent variables and relationships.

Confidence Benefit and Loyalty

In the study's benchmark model, it was unearthed that confidence benefits wield a substantial influence on repurchase intent, word-of-mouth promotion, and the willingness to invest more in Jordan's fast-food industry. This insight finds reinforcement in the revelations of Gremler et al. (2020), where loyalty is discernibly swayed by confidence benefits. However, social benefits and trust exhibit more potency. Consequently, it is plausible to propose the following hypotheses:

H_{1a}: Confidence benefits positively influence repurchase intention.

H_{1b}: Confidence benefits positively influence willingness to pay more.

H_{1c}: Confidence benefits positively influence word of mouth.

Social Benefit and Loyalty

Chang and Chen (2007) delineated that social benefits play a pivotal role in shaping loyalty and erecting barriers to customer switching. Additionally, the research by Channa et al.

(2022) brought to light a significant positive correlation between social benefits and customer loyalty, accentuating the impact of social benefits on both loyalty and e-loyalty. From these observations, the following hypotheses emerge:

H_{2a}: Social benefits positively influence repurchase intention.

H_{2b}: Social benefits positively influence willingness to pay more.

H_{2c}: Social benefits positively influence word of mouth.

Special Treatment Benefits and Loyalty

Building on Dagger et al. (2011), the study suggests that customers are inclined to engage in relationships where perceived benefits outweigh perceived costs. Aligning with reciprocity principles, the bestowal of special treatment upon customers elicits a sense of obligation, nurturing commitment to the relationship. Within the foundational model, it was further uncovered that special treatment benefits significantly influence repurchase intent, the willingness to pay more, and word-of-mouth within the authentic domain of brand loyalty. Consequently, the hypotheses formulated are as follows:

H_{3a}: Special treatment benefits positively influence repurchase intention.

H_{3b}: Special treatment benefits positively influence willingness to pay more.

H_{3c}: Special treatment benefits positively influence word of mouth.

Relational Benefits and Relationship Quality

Drawing from the insights of Garbarino and Johnson (1999), trust emerges as a catalyst for enhanced customer benefits, amplifying relationship effectiveness by reducing transaction costs. This, in turn, elevates customer commitment and loyalty within the relationship. As highlighted by Clark et al. (2011), relational benefits positively influence relationship quality. Moreover, in the research by Gremler et al. (2020), Confidence Benefit is directly correlated with a positive impact on relationship quality within service-oriented companies. The resulting hypotheses are as follows:

H_{4a}: Confidence benefits positively influence relationship quality.

Social benefits center around the relationship itself, transcending transactional outcomes. According to Goodwin and Gremler (1996), social benefits positively correlate with customer commitment within the relationship. Additionally, in the study conducted by Gremler et al. (2020), Social Benefit is found to have a direct positive impact on relationship quality in service companies. The corresponding hypothesis is as follows:

H_{4b}: Social benefits positively influence relationship quality.

Guiltinan (1989) suggested that an organization's special treatment benefits, such as economic savings or customized services, can heighten emotional or cognitive barriers to switching. This, in turn, leads to increased loyalty and commitment to the organization, as proposed by (Selnes, 1993). Considering the impact of this treatment on commitment, it's crucial to note that commitment is a facet of the relationship quality construct. According to research by Clark et al. (2011), relational benefits positively impact relationship quality. In a study by Gremler et al. (2020), it was found that Special Treatment Benefit has a direct positive impact on relationship quality in service companies. The resulting hypothesis is as follows:

H_{4c}: Special treatment benefits positively influence relationship quality.

The Role of Relationship Quality

The Relationship Quality model posited by Roberts et al. (2003) encompasses quality constructs, service quality constructs, and loyalty constructs. The dimensions of relationship quality include partner benevolence, affective commitment, satisfaction, and affective conflict. This construct indirectly influences loyalty. Antwi (2021) demonstrated that the three dimensions of relationship quality measurement positively impact repurchase intention among e-retailer and e-commerce platform customers in Ghana. Therefore, the overarching hypothesis is:

H_5: Relationship quality positively impacts repurchase intention.

The conceptual framework, elucidating the interplay between the dimensions of relational benefits and relationship quality, is inspired by the findings of (Gremler et al., 2020). In this context, the constructs of relational benefits, comprising confidence, social, and special treatment benefits, are observed to positively influence relationship quality within service-oriented companies. The relationship quality construct in this study is adapted from (Wisker, 2020), integrating dimensions such as trust, commitment, satisfaction, and perceived value as endogenous variables that positively impact repurchase intention. The ensuing hypotheses are:

H_{6a}: Confidence benefits positively influence repurchase intention through relationship quality.
H_{6b}: Social benefits positively influence repurchase intention through relationship quality.

H_{6c}: Special treatment benefits positively influence repurchase intention through relationship quality.

This study adopts a quantitative research approach, employing the purposive sampling method to scrutinize the impact on customer loyalty toward Pos Indonesia's courier services. Respondents must have utilized Pos Indonesia's courier services within the last 6 months, with survey questionnaires being distributed online. Utilizing a Likert scale ranging from 1 to 6 ensures robust validity and reliability levels (Budiaji, 2013). Data collection spanned over 2 months, from July 1, 2023, to September 1, 2023. For data analysis, the Partial Least Square - Structural Equation Modelling (PLS-SEM) method will be employed, providing a nuanced examination of the relationships between interdependent variables, culminating in their integration into a cohesive model (Malhotra et al., 2017).
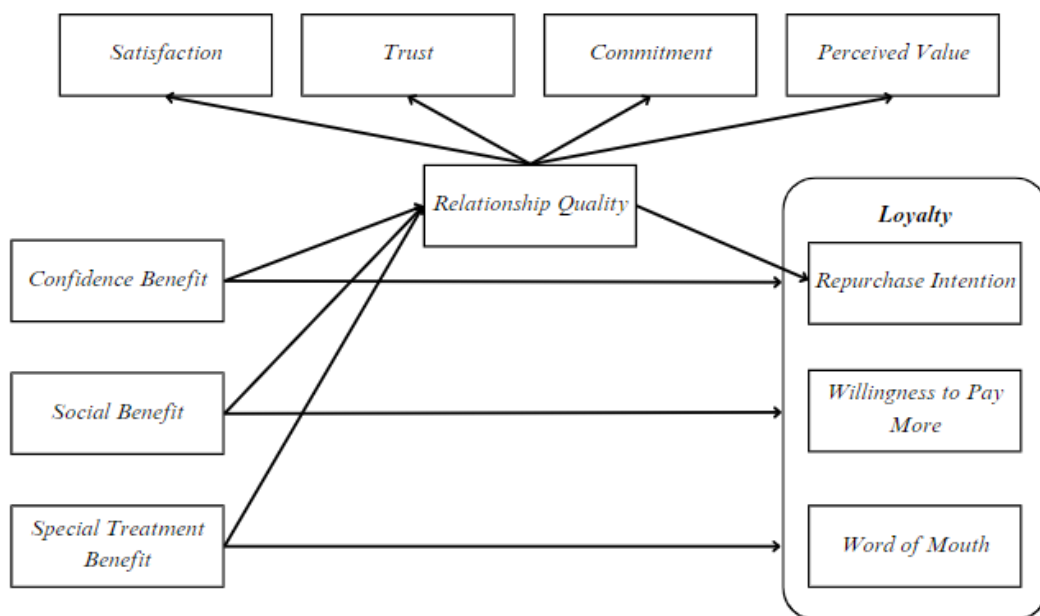
Figure 1 Research Conceptual Framework
Source: Primary data processed (2023)

Result and Discussion

In the study conducted with 205 respondents who have utilized Pos Indonesia's courier services within the last six months, the majority consists of the millennial generation, as evident in Table 1. The usage frequency of courier services is most prevalent in the range of 2 to 3 times per month, as depicted in Table 2, providing additional insights into consumer behavior.

Table 1 Respondent Characteristics

Variable	Category	Frequency	Percentage
Age	17-21	12	5,85
	22-26	25	12,20
	27-31	71	34,63
	32-36	40	19,51
	37-42	18	8,78
	>42	39	19,02
Domicile	Jabodetabek (Jakarta, Bogor, Depok, Tangerang, Bekasi)	32	15,61
	Outside Java Island	129	62,93
	Outside Java Island (Outside Jabodetabek)	44	21,46
Education	High School	50	24,39
	Diploma	38	18,54
	Bachelor	107	52,20
	Master	8	3,90
	Doctoral	1	0,49
	Others	1	0,49
Occupation	Unemployed	2	0,98
	Student	12	5,85
	Government Employee	123	60,00
	Private Sector Employee	27	13,17
	Professional	2	0,98
	Self-employed	12	5,85
	Online Business Operator	6	2,93
	Others	21	10,24

Source: Processed Questionnaire Data (2023)

Table 2 Respondent's parcel sending frequency.

Parcel Sending Frequency	Frequency	Percentage
Once a month	34	16,59
Once every 6 months	39	19,02
Once a week	22	10,73
2-3 times a month	61	29,76
3-4 times every 6 months	49	23,90

Source: Processed Questionnaire Data (2023)

In this study, there are ten variables under examination, namely confidence benefits (CB), social benefits (SB), special treatment benefits (STB), relationship quality (RQ), repurchase intention (RI), willingness to pay more (WPM), and word of mouth (WOM). The variable of relationship quality will be measured through dimensions such as satisfaction (RQ-S), trust (RQ-T), commitment (RQ-C), and perceived value (RQ-PV). To construct research questions about these variables, this study adapted question items from previous works (Dagger & O'Brien, 2010; Kim et al., 2001; Palaima & Auruškevičienė, 2007; Wisker, 2020; Klaus & Maklan, 2013; Francisco-Maffezzolli et al., 2014; Clark et al., 2011; Graciola et al., 2018; Wu et al., 2012).

Table 3 Validity and reliability of variables

Variable	Indicators	Mean	Outer Loading	AVE	Cronbach's Alpha	Composite Reliability
Confidence Benefit (CB)	CB1	5,327	0,912	0,791	0,912	0,938
	CB2	5,283	0,894			
	CB3	5,317	0,881			
	CB4	5,146	0,869			
Social Benefit (SB)	SB1	5,190	0,918	0,853	0,942	0,959
	SB2	5,083	0,940			
	SB3	5,278	0,897			
	SB4	5,161	0,939			
Special Treatment Benefit (STB)	STB1	3,483	0,937	0,880	0,955	0,967
	STB2	3,385	0,930			
	STB3	3,380	0,955			
	STB4	3,512	0,930			
Satisfaction (RQ-S)	RQ-S1	5,268	0,892	0,834	0,934	0,953
	RQ-S2	5,283	0,930			
	RQ-S3	5,278	0,908			
	RQ-S4	5,171	0,922			
Trust (RQ-T)	RQ-T1	5,346	0,910	0,798	0,936	0,952
	RQ-T2	5,444	0,924			
	RQ-T3	5,337	0,895			
	RQ-T4	5,424	0,832			
	RQ-T5	5,278	0,903			
Commitment (RQ-C)	RQ-C1	5,312	0,889	0,744	0,885	0,921
	RQ-C2	4,576	0,798			
	RQ-C3	5,010	0,891			
	RQ-C4	5,376	0,869			
Perceived Value (RQ-PV)	RQ-PV1	5,254	0,934	0,905	0,965	0,974
	RQ-PV2	5,215	0,975			
	RQ-PV3	5,171	0,964			
	RQ-PV4	5,093	0,931			
Repurchase Intention (RI)	RI1	5,112	0,942	0,894	0,960	0,971
	RI2	5,039	0,936			
	RI3	5,093	0,968			
	RI4	5,190	0,936			
Willingness to Pay More (WPM)	WPM1	5,112	0,829	0,754	0,889	0,924
	WPM2	4,405	0,936			
	WPM3	4,454	0,933			
	WPM4	4,380	0,763			
Word of Mouth (WOM)	WOM1	5,298	0,914	0,874	0,952	0,965
	WOM2	5,224	0,961			
	WOM3	5,102	0,922			
	WOM4	5,239	0,942			

Source: Processed Questionnaire Data (2023)

In the conducted PLS-SEM research analysis method, before hypothesis testing, an outer model test or a measurement model test was undertaken, as illustrated in Table 3. In the validity test, the correlation magnitude between indicators and latent variables was measured, requiring the outer loading values to be >0.5. Subsequently, the AVE (Average

Variance Extracted) measurement was performed to assess the instrument's reliability, ensuring it met the criteria of >0.5. A discriminant validity test using Fornell-Larcker was then carried out to examine the distinctiveness of a construct compared to others in the model by comparing the square root of AVE between constructs. Reliability testing was also conducted to ensure the measurement tool was both reliable and consistent, with the conditions of Cronbach's alpha >0.6 and composite reliability >0.7 (Hair et al., 2016).

In Table 3, it is demonstrated that the outer model test has satisfied the validity and reliability criteria, paving the way for the subsequent inner model test or hypothesis testing, as presented in Table 4. The criterion for a significant relationship between variables is established if the p-values are <0.05 and t-table >1.645 (Malhotra et al., 2020).

Table 4 Results of Hypothesis Testing

Hypothesis	Path Coefficient	t-value	p-value	Conclusion
H_{1a}: CB → RI	-0,069	0,737	0,231	Rejected
H_{1b}: CB → WPM	0,356	3,340	0,000	Accepted
H_{1c}: CB → WOM	0,513	5,008	0,000	Accepted
H_{2a}: SB → RI	0,076	1,074	0,141	Rejected
H_{2b}: SB → WPM	0,239	2,597	0,005	Accepted
H_{2c}: SB → WOM	0,325	3,845	0,000	Accepted
H_{3a}: STB → RI	-0,055	1,505	0,066	Rejected
H_{3b}: STB → WPM	0,225	3,721	0,000	Accepted
H_{3c}: STB → WOM	-0,082	1,808	0,035	Rejected
H_{4a}: CB → RQ	0,698	9,652	0,000	Accepted
H_{4b}: SB → RQ	0,141	2,121	0,017	Accepted
H_{4c}: STB → RQ	0,059	1,477	0,070	Rejected
H_5: RQ → RI	0,907	12,480	0,000	Accepted
H_{6a}: CB → RQ → RI	0.633	7.833	0.000	Accepted
H_{6b}: SB → RQ → RI	0.128	2.091	0.018	Accepted
H_{6c}: STB → RQ → RI	0.054	1.473	0.070	Rejected

Source: Processed Questionnaire Data (2023)

The hypothesis testing results reveal that all components of relational benefits, namely confidence benefit, social benefit, and special treatment benefit, do not directly influence repurchase intention, contrary to the hypotheses tested by previous researchers. Positive influences are observed in the analysis of the impact of confidence and social benefit on willingness to pay more and word of mouth, confirming earlier research findings. Notably, a significant impact is found in examining the relationship between special treatment benefit and willingness to pay more and word of mouth; however, there is a negative relationship between special treatment benefits and word of mouth. Upon investigating the cause of this negative relationship, it is revealed that the average value of the special treatment benefit instrument testing is relatively low at 3,440. This suggests that many respondents have not received significant facilities or special treatment from Pos Indonesia's courier services. Respondents still exhibit a positive word-of-mouth attitude, as indicated by the instrument's average value of 5,216.

The hypothesis testing results regarding the relationship between confidence benefit, social benefit, and relationship quality each demonstrate a positive influence, confirming the supporting theories of the research model. However, in analyzing the relationship between special treatment benefits and relationship quality, the result shows no significant impact, differing from previous research findings. A positive influence is observed in the direct relationship analysis between relationship quality and repurchase intention, confirming earlier theories.

In the indirect influence test with relationship quality as a mediating variable, it is found that confidence and social benefit positively influence repurchase intention with relationship quality as a mediating variable, confirming the acceptance of the hypotheses. Conversely, in the test of the impact of special treatment benefits on repurchase intention, no significant influence is found, even when using relationship quality as a mediating variable, leading to the rejection of the hypothesis. In the further analysis of the dimensions comprising relationship quality, it is revealed that the trust dimension plays a significant role, with an outer loading value of 0.945, followed by the satisfaction dimension (0,931) and perceived value (0,924). At the same time, commitment has an outer loading value of 0,871.

Overall, the hypothesis testing results indicate that Pos Indonesia's confidence and social benefits to its customers will create an intention for future purchases when accompanied by a good relationship quality, with trust being the most crucial element, followed by satisfaction and perceived value. In the competitive business world, one key factor distinguishes successful brands or companies from others: customer trust. In marketing, a crucial factor plays a significant role in encouraging customers to consistently choose products or services from a brand namely the quality of the relationship between the customer and the company. When this relationship quality is well-established, customers are more inclined to have a solid intention to repurchase the same products or services from that brand. It is important to note that the quality of this relationship is not formed instantly but is the result of positive interactions, mutual understanding, and mutually beneficial relationships between the company and the customer (Morgan & Hunt, 1994). When customers trust a brand, they not only make a one-time purchase but tend to become loyal customers who will continue to choose the same product or service. It is important to note that customer trust is not formed overnight. It results from repeated positive experiences, consistency in product or service quality, and honest communication from the brand to the customer (Morgan & Hunt, 1994). When customers feel they can rely on a brand to meet their needs effectively, they will feel comfortable making repeat purchases. Customer trust theory suggests that customers with high trust levels also have high satisfaction. They believe that the product or service they purchase will meet their expectations. This satisfaction creates an emotional bond between the customer and the brand, making them more likely to choose the product or service again rather than seek alternatives (Oliver, 1999).

The relational benefits possessed by Pos Indonesia, such as confidence benefits, social benefits, and special treatment benefits, influence customer loyalty attitudes, including a willingness to pay more, pay for premium products, stick with PT Pos Indonesia's services

despite increased tariffs, and recommend the provided services to friends or relatives. In marketing, developing a solid relationship between a company and its customers significantly impacts customer loyalty attitudes. This relationship is often driven by the benefits provided by the company to customers as a form of appreciation for their trust and loyalty. It's important to note that these benefits are not limited to financial gains but include personalized service, convenience, and adequate customer support (Parasuraman et al., 1988). This can increase customer loyalty attitudes, where they tend to stick with the brand rather than seek alternatives.

Furthermore, relational benefits can also influence customer behavior in providing positive recommendations to others (Andreassen & Lindestad, 1998). Satisfied customers who receive the benefits will likely speak favorably about the brand or company to their friends and family. This not only enhances current customer loyalty but also aids in attracting new customers. Therefore, Pos Indonesia must enhance customer trust and build relationships by committing to the service level agreement they set, including timely parcel delivery, parcel tracking facilities, customer service, and various instruments to increase customer trust.

Conclusion

As a pioneering company in the courier service industry in Indonesia, Pos Indonesia, currently undergoing transformation and various innovations to face the fragmented industry competition, can employ several strategies. Starting with enhancing customer loyalty, the company aims to have a positive impact on reacquiring old customers and acquiring new ones. Pos Indonesia should focus on creating end-to-end integrated digital operations and services, as initiated in the digital technology PosAja. To foster repurchase intentions, the company should establish a Real-Time Track & Trace system with accurate data, providing customer feedback features through chat or 24/7 customer service to enhance customer trust. The company can build personalized services through data analytics technology in the PosAja feature, such as scheduling special pick-ups or deliveries during specific hours. Ensuring resource readiness for service provision, creating superior and appealing reward points, and consistently improving the quality of service level agreements, such as timely delivery, are also crucial. Creating integrated services is expected to increase customer loyalty, leading to more transactions in Pos Indonesia's courier services. Additionally, positive recommendations from customers in their communities can attract new customers and bring back old ones.

In future research, it is anticipated that additional studies, such as exploratory methods, will be conducted to deepen the analysis of the measured dimensions. This includes introducing control variables for customers who have received discounts or special treatments as additional criteria to gain new insights. The research is also expected to be expanded to encompass the entire courier service industry.

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