Analysis of Customer Satisfaction with Pos Indonesia Courier Services Post-Transformation in Jakarta

Ziel Mahqwa Sunarto, Bunga Indah Permatasari, Andrianto Widjaja

PPM School of Management, Jl. Menteng Raya No. 9, Kb. Sirih, Menteng District, Central Jakarta City, Jakarta, Indonesia

ARTICLE INFO	ABSTRACT

This study aims to analyze the level of customer satisfaction with PT Pos Indonesia's courier services after the company underwent a digital transformation in response to the pressures of the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) business environment and increasing competition from private companies such as JNE, J&T, and TIKI. This study uses a quantitative approach with a survey method of 67Respondents of PT Pos Indonesia courier service customers in the DKI Jakarta area who use courier services after 2022. The population is unknown, so the sampling technique used the Lemeshow formula. Data collection was conducted online from June 2–12, 2025, with national coverage. Data were analyzed using the Customer Satisfaction Index (CSI) and Importance Performance Analysis (IPA) methods. The results show a high level of customer satisfaction, but there are still dimensions that need improvement. Further research is recommended using a qualitative approach to explore internal factors and customer expectations in more depth.

Corresponding author:
and_widjaja@yahoo.com

SARI PATI

Penelitian ini bertujuan untuk menganalisis tingkat kepuasan pelanggan terhadap layanan kurir PT Pos Indonesia setelah perusahaan menjalani transformasi digital sebagai respons terhadap tekanan lingkungan bisnis VUCA (Volatilitas, Ketidakpastian, Kompleksitas, Ambiguitas) dan peningkatan persaingan dari perusahaan swasta seperti JNE, J&T, dan TIKI. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei yang menargetkan 67 responden pelanggan layanan kurir PT Pos Indonesia di wilayah DKI Jakarta yang telah menggunakan layanan kurir setelah tahun 2022. Populasi tidak diketahui, sehingga teknik pengambilan sampel menggunakan rumus Lemeshow. Pengumpulan data dilakukan secara daring dari tanggal 2–12 Juni 2025, mencakup wilayah nasional. Data dianalisis menggunakan metode Customer Satisfaction Index (CSI) dan Importance Performance Analysis (IPA). Hasil menunjukkan bahwa tingkat kepuasan pelanggan tinggi, tetapi masih ada area yang perlu ditingkatkan. Penelitian lebih lanjut disarankan menggunakan pendekatan kualitatif untuk mengeksplorasi faktor internal dan harapan pelanggan secara lebih mendalam.

INTRODUCTION

The rapid development of digital technology has driven disruption in various industrial sectors, including the logistics and courier services industry. The current business environment is characterized by uncertainty, complexity, and rapid change, known in management literature as VUCA: Volatility, Uncertainty, Complexity, and Ambiguity. This concept was first adapted from the military and later used to describe the challenges facing organizations in the era of globalization and digitalization (Bennett & Lemoine, 2014). These conditions force companies to adapt quickly and comprehensively to remain relevant and competitive.

PT Pos Indonesia, a state-owned enterprise (BUMN) that has long operated in the postal and delivery services sector, faces strong external pressures due to increasing competition from private companies such as JNE, J&T, and TIKI, as well as changes in consumer behavior that now prefer digital-based services that are faster, easier, and more efficient. Prior to 2018, PT Pos Indonesia's courier services still relied on traditional models, lacked a self-service application, offered too many types of services that confused customers, and were not integrated with marketplace systems or real-time tracking. This situation reflects a gap between market needs and service capabilities, which ultimately impacted the company's competitiveness (PT Pos Indonesia Annual Report, 2023).

As a strategic response to VUCA pressures and customer complaints, PT Pos Indonesia officially began a comprehensive transformation in 2021. This transformation was implemented through a holistic approach that includes seven main aspects: (1) business model, (2) products and service channels, (3) business processes, (4) infrastructure and technology, (5) human resources, (6) organizational structure, and (7) culture and performance systems (Sugiarsono, 2023). In the context of courier services, the business transformation carried out by Pos Indonesia is to digitalize products and distribution channels, simplify the types of courier services into three main categories, namely,*Same Day Service, Next Day Service*, And *Regular Service*and strengthening technological and operational infrastructure. In addition, the company launched an application*PosAja!*as the main digital platform for ordering courier services, adding features*pickup service*(package pick-up service), integrating operational systems with*marketplace*, and implementing a 24-hour, digitally connected delivery monitoring system. New features that emerged after this transformation include the presence of application-based digital services (*PosAja!*), a self-service ordering system, real-time tracking, partnerships with digital ecosystems (such as e-commerce), and service simplification to make it easier for customers to choose their delivery method. These steps are part of PT Pos Indonesia's strategic repositioning from a conventional courier service provider to a customer-centric digital entity.

Meanwhile, based on the author's observations on PT Pos Indonesia's social media platform, namely Instagram, several complaints from PT Pos Indonesia customers were reported between 2022 and 2025. These complaints can be found atIn the comments section of several Instagram posts belonging to PT Pos Indonesia, customers still find them unsatisfactory. These include PT Pos's slow response in handling complaints, as found in an Instagram post (PT Pos Indonesia, 2022); delayed deliveries, as found in an Instagram post (PT Pos Indonesia, 2023); inaccurate and outdated tracking statuses found in Instagram posts (PT Pos Indonesia, 2024); and difficulties accessing customer service found in Instagram posts (PT Pos Indonesia, 2025).

These complaints indicate that despite the digital transformation, there are still gaps in the quality of service experienced by customers, which need to be addressed in evaluating the sustainability of PT Pos Indonesia's transformation. Therefore, research is needed to determine the level of customer satisfaction with Pos Indonesia's courier services after the transformation. Therefore, the purpose of this study is to analyze the level of customer satisfaction with Pos Indonesia's courier services after the transformation, specifically after 2022.

Unlike most customer satisfaction studies that use the SERVQUAL and Customer Satisfaction Index (CSI) approaches to evaluate service quality under relatively stable operational conditions (Parasuraman et al., 1988; Fornell et al., 1996), this study specifically focuses on evaluating customer satisfaction after the implementation of digital transformation of PT Pos Indonesia's courier services. Thus, this study not only measures the level of customer satisfaction descriptively, but also examines how changes in systems, processes, and digital service channels post-transformation are perceived by customers, which has not been widely discussed in SERVQUAL and CSI studies in the postal service sector in Indonesia.

This research contributes to providing empirical evidence regarding the impact of service transformation on customer perceptions at state-owned postal services, particularly in the context of competition with private courier companies. The findings provide practical insights for postal and logistics service managers in evaluating the sustainability of digital transformation.

Satisfaction measurements are based on customer perceptions of service quality that has undergone digital renewal. To provide a theoretical foundation, this study refers to the SERVQUAL model developed by Parasuraman et al. (1988), which assesses service quality based on five main dimensions: reliability, assurance, tangibility, empathy, and responsiveness. This model has been widely used in service quality management studies because it is able to capture the gap between customer expectations and perceptions. In addition, satisfaction measurements are carried out using the Customer Satisfaction Index (CSI) approach to assess aggregate satisfaction levels and Importance Performance Analysis (IPA) to map service attributes based on their importance and performance according to customers. It is hoped that the results of this study can serve as a practical reference for PT Pos Indonesia in managing customer-oriented transformation amidst the dynamics of the digital era.

LITERATURE REVIEW
Customer Satisfaction with Servqual Method
Customer satisfaction is the level of feelings of an individual or consumer when receiving a product or service offered by a company and comparing the performance of the product or service with whether or not consumer expectations are met.(Filtenborg et al., 2021). Therefore, the Servqual method is used to measure service quality based on the attributes of each dimension. This is done to identify gaps, namely differences between respondents' perceptions of the service they received (Qazi et al., 2017). This method is broadly divided into:
a. The expectations section, which contains questions aimed at determining the level of importance of service quality for a particular service.
b. The perception section, which contains questions aimed at measuring consumer perceptions of the services provided by a company in a particular category.

The variables measured to determine customer satisfaction with the services offered by a company are as follows:

a. Reliability, namely the ability to perform the promised service accurately and dependably.
b. Assurance, namely how the knowledge and courtesy of employees or workers provide trust and confidence.
c. What is meant by tangible is the physical appearance of facilities, equipment, personnel, and communication materials.
d. Empathy, attention, and care for customers.
e. Responsiveness, namely the willingness to help customers and provide service as quickly as possible.

Customer Satisfaction Index (CSI)

According to Aritonang (2005), the Customer Satisfaction Index (CSI) is used to measure the overall level of customer satisfaction with a service. The calculation of CSI involves several stages: (1) calculating the Average Importance Score (MIS) and Average Satisfaction Score (MSS), (2) determining the Weighting Factor (WF) as the proportion of relative importance of each attribute, (3) calculating the Weighted Score (WS) for each attribute, (4) summing the WS to obtain the Weighted Total (WT), and (5) calculating the CSI by dividing the WT by the maximum scale, then converting it to a percentage. The CSI value represents the level of customer satisfaction on a scale of 0–100%, with the following interpretations: very dissatisfied (0–20%), dissatisfied (21–40%), quite satisfied (41–60%), satisfied (61–80%), and very satisfied (81–100%).

Importance Performance Analysis (IPA)

Importance Performance Analysis (IPA) is used to map service attributes based on their importance and performance levels as perceived by customers (Deng, 2018). The results are presented in an IPA quadrant diagram consisting of: (I) High Priority (high importance, low performance), (II) Maintain Performance (importance and high performance), (III) Low Priority (importance and low performance), and (IV) Excessive (low importance, high performance). This analysis helps identify service aspects that need to be improved or maintained.

Conceptual Framework

Based on the literature review that has been presented, this study compiles a conceptual framework shown in Figure 1 to describe the relationship between service quality, customer satisfaction, and customer satisfaction measurement methods in PT Pos Indonesia's post-transformation courier services.

The conceptual framework shows that service quality measured through the SERVQUAL dimensions is analyzed using the Customer Satisfaction Index (CSI) and Importance Performance Analysis (IPA) to obtain customer satisfaction levels and service improvement priorities.

METHOD

The approach used in this study was quantitative. Data sources were obtained from primary data in the form of questionnaire results and secondary data in the form of literature searches. The research subjects were customers of PT Pos Indonesia domiciled in the DKI Jakarta area, who had used services after the company's transformation after 2022, and were 17 years old. The research area was limited to Jakarta to ensure the suitability of the research context, considering that the service characteristics and intensity of courier service use in large urban areas have different patterns compared to other regions.

The number of respondents was determined using the Lameshow formula, because the population size was not precisely known. In this calculation, a Z value of 1.64 was
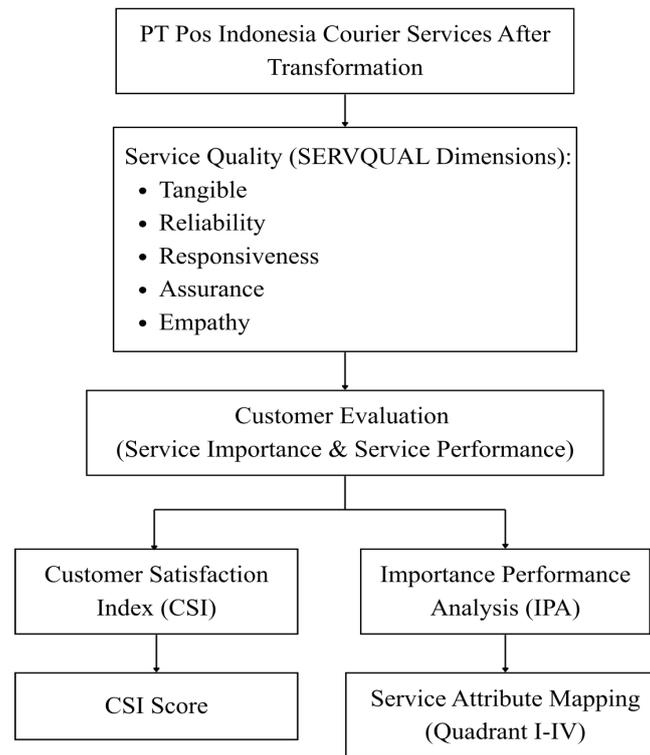
Figure 1. Conceptual Framework

used, representing a 90% confidence level, a proportion value (p) of 0.5 and a q value of 0.5 (q = 1 − p), which were used to generate the maximum sample size in conditions of an unknown population, and a margin of error (d) of 0.10. The 10% margin of error was chosen consciously and methodologically because this research is exploratory in nature, with the primary goal of obtaining an initial picture of customer perceptions and satisfaction, rather than to estimate population parameters with high precision. Then the sample size is calculated as follows:

$$n = \frac{Z^2 . p . q}{e^2}$$

$$n = \frac{(1,64)^2 . 0,5 . 0,5}{(0,1)^2} = 67,24$$

Based on the calculation results, the number of respondents used in this study

was set at 67 individuals. This sample size is considered adequate for exploratory research, particularly in studies of customer satisfaction. A relatively moderate sample size is sufficient to analyze customer perceptions and evaluations, especially when the research objective focuses on mapping perceptions and improving service quality, and when it is supported by valid and reliable research instruments (Hair et al., 2019; Malhotra, 2010). Furthermore, Martilla and James (1977) emphasize that the Importance–Performance Analysis (IPA) method is designed to identify service performance priorities based on customer perceptions and therefore does not require a large sample size. A similar view is expressed by Fornell et al. (1996), who explain that the Customer Satisfaction Index (CSI) approach is oriented toward the evaluation of aggregated customer perceptions, thus placing greater emphasis on data quality rather than sample quantity.

The data collection methods used in this study were documentary analysis and a questionnaire survey. Documentary analysis, or literature review, was employed to collect secondary data from the company's annual reports, official corporate websites, academic journals, and related literature. The questionnaire consisted of closed-ended questions and was distributed from June 2 to June 12, 2025, via Google Forms. There are a total of 40 questions, divided into 20 questions to measure the level of importance and 20 questions to measure the level of satisfaction. These variables are broken down into questions as presented in the operational definitions in Appendix 1 (Operational Definitions).

In addition, validity and reliability testing were conducted to determine whether the research instruments were valid and reliable. The validity and reliability tests in this study were performed using SPSS software, version 23. The results of the validity test are presented in Appendix 2 (Validity Test Results).

Sugiyono (2017) stated that an instrument can be considered valid if the calculated r value is greater than the table r value and the significance value is less than 0.05. Based on SPSS output, all questions in this instrument are considered valid. Next, a reliability test was conducted with the following results in table 1.

Table 1. Result of Reliable Analysis

Alfa Cronbach	The amount of goods	Conclusion
0.911	40	Reliable

Source: SPSS Output (2025)

Ghozali (2016) stated that an instrument can be considered reliable if the Cronbach's Alpha value is greater than 0.6. Based on the SPSS output table, the Cronbach's Alpha value in this study was above 0.6, indicating that the instrument can be considered reliable. Furthermore, the analysis was conducted using the Customer Satisfaction Index (CSI) and Importance Performance Analysis (IPA).

RESULTS AND DISCUSSION

PT Pos Indonesia (including Pos Courier Services) underwent a business transformation from 2018 to 2022, changing its entire process and model from traditional to modern. This study aims to determine whether consumers or customers of Pos Indonesia's courier services in the DKI Jakarta area are satisfied with these changes. The customer satisfaction indicators in this study are taken from the SERVQUAL (Service Quality) concept, which includes five dimensions: Tangible, Reliability, Responsiveness, Assurance, and Empathy. Furthermore, questionnaire data were analyzed using CSI analysis and IPA analysis with the help of Microsoft Excel software.

CSI Analysis

This questionnaire consists of two main parts: the first part measures the level of importance, and the second part measures the level of satisfaction. The importance scores of each respondent are averaged to produce a Mean Importance Score (MIS), while the satisfaction scores of each respondent are averaged to produce a Mean Satisfaction Score (MSS). The calculations for WF, WSi, WT, and CSI are carried out according to the CSI concept, waith the results attached in Appendix 3 (CSI Analysis Results).

Based on the Customer Satisfaction Index (CSI) calculation, the customer satisfaction index score for PT Pos Indonesia's courier service in the DKI Jakarta region was 85.30%, which is included in the "very satisfied" category according to Aritonang's (2005) classification. This finding indicates that PT Pos Indonesia's courier service in the DKI Jakarta region, after

implementing the company's transformation (post-2022), has been able to provide a very high level of customer satisfaction. This satisfaction is inseparable from the significant changes made by the company through digital and operational transformation, particularly in aspects of products, service channels, business processes, and technology infrastructure.

The results of this study also align with the company's internal CSI score in 2023. PT Pos Indonesia's 2023 Annual Report recorded a CSI score of 8.6, a 4.3% increase compared to the previous year. The consistency between these research results and the company's internal data indicates that the transformation undertaken is not merely administrative or internal, but has a significant impact on the customer experience. Therefore, the high CSI score can be understood as a reflection of the success of PT Pos Indonesia's transformation in significantly improving the quality of courier services.

The indicator that has the greatest influence on customer satisfaction can be identified through the highest Weight Score (WSi), namely operating hours (I20). The high contribution of this indicator is closely related to the new operational policy after the transformation, where PT Pos Indonesia expanded service hours by opening post offices every day, including weekends. Before the transformation, services were only available on weekdays (Monday–Friday), which limited customer flexibility. This change has a direct impact on customer comfort and convenience, especially individual consumers and MSMEs who require flexible and responsive delivery services. Therefore, the expansion of operating hours after the transformation is one of the key factors that significantly increased customer satisfaction.

In addition to operating hours, room cleanliness (I1) and parking availability

(I4) also significantly contributed to the high CSI score. These findings indicate that customers assess service quality not only from the intangible aspects but also pay close attention to the tangible aspects of courier services. This aligns with PT Pos Indonesia's transformation agenda, which includes improving and modernizing physical assets as part of a repositioning of its service image. The implementation of the new brand identity "PosIND", post office renovations, the development of public space concepts such as PosBloc, and the opening of 84 new branch offices in various regions (Annual Report, 2023) have improved the comfort and perception of service professionalism. These improvements to the physical environment contribute to a more positive service experience, thus driving higher levels of customer satisfaction.

PT Pos Indonesia's transformation is also marked by significant investments in operational infrastructure and technology, which have a direct impact on customer satisfaction. One example is the automation of logistics processes through the use of robotic sorting machines in Surabaya, which has increased the efficiency and speed of shipment processing (Annual Report, 2023). The impact of this investment is reflected in the accuracy and speed of delivery indicator (I14), which received a high satisfaction rating. With a faster and more accurate sorting process, the risk of delays and delivery errors can be reduced, resulting in customers experiencing increased reliability of courier services following the transformation.

Furthermore, indicators of service speed during delivery (I8), transaction speed (I9), and transaction security (I16) also show a strong correlation with the digital transformation of PT Pos Indonesia's courier services. The launch of the PosAja! application as the primary digital platform for ordering courier services allows

customers to place orders independently, use pickup services, and make digital payments via QRIS or bank transfers. This innovation reduces customer dependence on face-to-face services at post offices in the DKI Jakarta region, speeds up the transaction process, and increases the perception of security in transactions. In addition, the implementation of real-time digital tracking and a 24-hour delivery monitoring system provides a sense of security and transparency for customers, ultimately strengthening their level of satisfaction with PT Pos Indonesia's courier services in the DKI Jakarta region after the transformation.

IPA Analysis

Importance Performance Analysis (IPA) can assess customer satisfaction by correlating the Mean Importance Score (MIS) and Mean Performance Score (MPS) of Pos Indonesia's courier service. The MPS score itself is obtained from a customer satisfaction questionnaire (MPS score in IPA = MSS score in CSI). In this analysis, the MPS and MIS are plotted on a Cartesian diagram, with the MPS score on the X-axis (horizontal) and the MIS score on the Y-axis (vertical). The following is an IPA Cartesian diagram in Figure 2.

Based on the Cartesian diagram above, there is a distribution of indicators across all quadrants, as analyzed below.

1. Quadrant I (High Priority).

Based on the Cartesian Importance Performance Analysis (IPA) diagram, there are a number of indicators spread across all quadrants. Quadrant I (High Priority) represents service attributes that are perceived as very important by customers, but their performance is still below expectations, thus potentially reducing
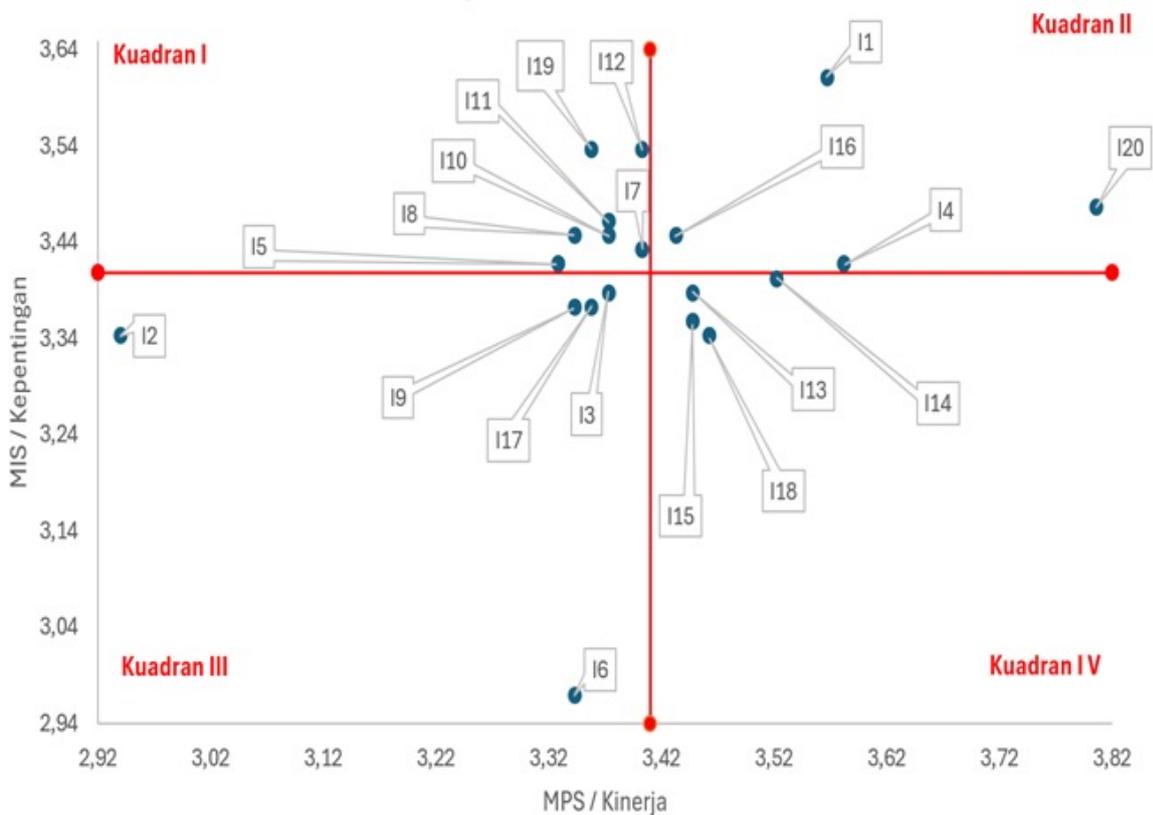

Figure 1. Cartesian Diagram IPA
(Source: Microsoft Excel Output)

the level of satisfaction significantly if not immediately addressed. Indicators included in Quadrant I include ease of access to the store or agent location (I5), neatness and appearance of employees (I7), speed of service when delivering packages (I8), accuracy of order recording (I10), employee readiness in serving customers (I11), compliance of delivery services with operational standards (I12), and employee attention to customers (I19).

Although PT Pos Indonesia has expanded its network by opening 84 new branch offices in 2023, the IPA results show that ease of location access (I5) remains a major customer complaint. This indicates that accessibility issues are not only related to the number of offices, but also to location accessibility and ease of finding service location information. Therefore, a more practical operational approach is needed, such as integrating a GPS-based search feature for the nearest post office into the PosAja! application, which is equipped with real-time information on operating hours, queue density, and estimated service times. This integration is expected to reduce customer uncertainty before visiting the post office and increase the efficiency of service visits.

In addition to accessibility, several Quadrant I indicators are directly related to human resource performance and compliance with service procedures, such as order recording accuracy (I10), employee readiness to serve customers (I11), and compliance with delivery operational standards (I12). To address these issues concretely, PT Pos Indonesia can develop an internal application-based digital verification system, where each delivery transaction must be accompanied by digital data input evidence and real-time package photo documentation before being processed. This mechanism not only serves as internal quality control but also serves as an accountability tool in the event of recording errors or customer complaints.

Furthermore, indicators of service speed (I8) and employee attention to customers (I19) indicate that, despite ongoing digital transformation, face-to-face interactions remain a critical element in the customer experience. Therefore, operational innovations beyond existing business changes are needed, such as implementing a Service Level Agreement (SLA) for frontline service based on service time, integrated into the employee performance evaluation system. For example, the system can record service duration per transaction and provide automatic alerts if service time exceeds the established standard. This approach allows for objective and continuous monitoring of service performance.

Strategic Recommendations (Operational and Applicative):
•   Mintegrate GPS-based office/agent search features and real-time service information into the PosAja! application;
•   Implement a digital verification system for shipping transactions equipped with real-time photo documentation to improve accuracy and SOP compliance;
•   Implementing internal application-based frontline service SLAs to monitor service speed and quality of customer interactions.

These steps are expected to close the gap between the level of importance and service performance in Quadrant I attributes, thereby supporting the sustainability of customer satisfaction post-transformation.

2. Quadrant II (Maintaining Performance). This quadrant includes factors that customers consider important and have demonstrated satisfactory performance. Indicators in this quadrant are:
•   Cleanliness of service desk (I1)
•   Parking at outlet/agent (I4)

- Transaction security (I16)
- Flexible operating hours (I20)

Flexible operating hours have the highest Weighted Score (WSi). This demonstrates the success of PT Pos Indonesia's transformation, providing services every day, including weekends (Annual Report, 2023). Furthermore, transaction security and the convenience of physical facilities demonstrate that the company is not only focused on digital transformation but also maintaining the tangible elements of its services.

Strategic Recommendations:
PT Pos Indonesia needs to maintain and sustain its performance in these areas, as these factors are strengths that contribute to customer satisfaction. To ensure consistency, Pos Indonesia can conduct regular audits and establish measurable standards of service excellence. Furthermore, marketing activities that highlight these strengths can also be used as selling points in promotions.

3. Quadrant III (Low Priority).
This quadrant includes attributes that customers consider less important and whose performance is not outstanding. These include:
- Comfort of the service counter environment (I2)
- Room lighting (I3)
- Promotions carried out (I6)
- Employee attention to customers (I9)
- Trust in information from employees (I17)

Strategic Recommendations:
Although these aspects are not top priorities, PT Pos Indonesia is still advised to maintain minimum standards to avoid creating negative perceptions. Improvements can be made incrementally and efficiently, utilizing existing resources. Specifically for promotions, the company can consider more modern and broader approaches to attract more customers, although the current urgency is low.

4. Quadrant IV (Excessive).
This quadrant contains service aspects that perform very well but are not considered important by customers. Indicators included in this quadrant are:
- Accuracy of information provided by employees (I13)
- Speed and timeliness of package delivery (I14)
- Employee responsiveness in handling problems (I15)
- Friendliness towards employees (I18)

Interestingly, although on-time delivery is considered standard service for couriers, in the context of Pos Indonesia's transformation, customers seem to place greater emphasis on tangible aspects. This may be influenced by the perception that on-time delivery has become the "basic standard," rather than a differentiator.

Strategic Recommendations:
PT Pos Indonesia can streamline resources in these areas while maintaining quality to avoid significant declines. Investment and attention can be partially diverted to indicators in Quadrant I. However, the company can also leverage its strengths in Quadrant 4 to create a positive image or differentiate its services, particularly in terms of friendliness and responsiveness, which indirectly support the customer experience.

CONCLUSION AND SUGGESTIONS
After conducting the analysis, it can be concluded that the level of customer satisfaction with Pos Indonesia's courier service in the DKI Jakarta region, based on the Customer Satisfaction Index (CSI), is 85.3%. This indicates that customers are "very satisfied" with Pos Indonesia's courier service after the transformation (after 2022). The three most significant indicators influencing customer satisfaction with Pos Indonesia are flexible operating hours (I20), cleanliness of the

premises (I1), and parking availability (I4).

On the other hand, based on the IPA analysis, there are several indicators that PT Pos Indonesia needs to improve because its performance has not met customer expectations. These indicators are: *Ease of access to outlet/agent locations (I5), neatness and appearance of employees (I7), speed of service when customers want to send packages (I8), accuracy of order recording (I10), employee willingness to serve customers (I11), compliance of delivery services with operational standards (I12), and employee full attention to customers (I19).*PT Pos Indonesia needs to prioritize continuous improvement in these aspects/ indicators before addressing others. This is because these indicators are considered highly important by customers, yet their performance remains below expectations, posing a significant risk of declining overall satisfaction levels.

Academic suggestions for further research include combining quantitative approaches like this with qualitative (mixed methods) approaches to allow researchers to gain deeper insights from within the company. Furthermore, it is recommended to use a larger population sample to ensure that the research results are more representative and can be more broadly generalized. ◣

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APPENDIX

Table 1. Operational Definitions

Dimensions	Variables	Indicator	Parameter/Question Code
Real (Tjiptono & Chandra, 2016)	Building	Cleanliness	Cleanliness of service desk (A1-Importance; B1-Satisfaction)
		Comfort	Comfort of the atmosphere at the service counter (A2-Importance; B2-Satisfaction)
		Lighting	Adequate lighting at the service desk (A3-Importance; B3-Satisfaction)
		Parking	Availability of parking at outlets/agents (A4-Importance; B4-Satisfaction)
	Location	Outlet Location	Ease of access to store/agent location (A5-Importance; B5-Satisfaction)
	Promotion	Promotions offered	Promotions conducted by the company (A6-Importance; B6-Satisfaction)
	Employee Appearance	Employee appearance	Neatness of employee appearance (A7-Importance; B7-Satisfaction)
Reliability (Tjiptono & Chandra, 2016)	Order Time	Service Speed	Fast service from employees when customers send packages (A8-Importance; B8-Satisfaction)
		Transaction Speed	Fast transaction activity when customers send packages (A9-Importance; B9-Satisfaction)
	Employee Accuracy	Recording Accuracy	Orders are recorded correctly (A10-Importance; B10-Satisfaction)
	Serve	Service Availability	Employee readiness to serve customers (A11-Importance; B11-Satisfaction)
	Delivery Service	Package delivery	Package delivery service in accordance with Pos Indonesia SOP (A12-Importance; B12-Satisfaction)
Responsive (Tjiptono & Chandra, 2016)	Provide information	Information	Accuracy of information provided by employees (A13-Importance; B13-Satisfaction)
	Delivery Accuracy	Delivery time	Packages are delivered quickly and on time (A14-Important; B14-Satisfaction)
	Response to Complaints	Responsive	Employees are quick to help resolve customer issues (A15-Importance; B15-Satisfaction)
Guarantee (Tjiptono & Chandra, 2016)	Guarantee to Customers	Transaction security	Transaction security (A16-Importance; B16-Satisfaction)
		Employees can be trusted	Employees can be trusted when providing information (A17-Importance; B17-Satisfaction)
Empathy (Tjiptono & Chandra, 2016)	Employee Services	Employee friendliness	Employee friendliness (smiling, greeting, being polite) (A18-Importance; B18-Satisfaction)
		Full attention	Employees' full attention to customers (A19-Importance; B19-Satisfaction)
	Working Hours	Operating Hours	Flexible operating hours make it easier for customers to send packages (A20-Importance; B20-Satisfaction)

Source: Processed Data (2025)

Table 2. Validity Test Results

a list of questions	Dimensions	Question	R-value	Meaning	Conclusion
		A01	0.436	0,016	Legitimate
		A02	0.474	0,008	Legitimate
		A03	0,593	0,001	Legitimate
	Real	A04	0.400	0,029	Legitimate
		A05	0.569	0,001	Legitimate
		A06	0,389	0,034	Legitimate
		A07	0.511	0,004	Legitimate
		A08	0,388	0,034	Legitimate
		A09	0,393	0,032	Legitimate
Level of	Reliability	A10	0,551	0,002	Legitimate
Importance		A11	0.413	0,023	Legitimate
		A12	0.549	0,002	Legitimate
		A13	0,502	0,005	Legitimate
	Responsive	A14	0.500	0,005	Legitimate
		A15	0,439	0,015	Legitimate
	Guarantee	A16	0.610	0.000	Legitimate
		A17	0.626	0.000	Legitimate
		A18	0.559	0,001	Legitimate
	Empathy	A19	0,556	0,001	Legitimate
		A20	0.413	0,023	Legitimate
		B21	0.497	0,005	Legitimate
		B22	0.440	0,015	Legitimate
		B23	0,377	0,040	Legitimate
	Real	B24	0,422	0,020	Legitimate
		B25	0.434	0,017	Legitimate
		B26	0.499	0,005	Legitimate
		B27	0,425	0,019	Legitimate
		B28	0.507	0,004	Legitimate
		B29	0.437	0,016	Legitimate
Satisfaction Level	Reliability	B30	0,387	0,034	Legitimate
		B31	0,572	0,001	Legitimate
		B32	0.426	0,019	Legitimate
		B33	0.406	0,026	Legitimate
	Responsive	B34	0.568	0,001	Legitimate
		B35	0.416	0,022	Legitimate
	Guarantee	B36	0.433	0,017	Legitimate
		B37	0.663	0.000	Legitimate
		B38	0,423	0,20	Legitimate
	Empathy	B39	0,423	0,20	Legitimate
		B40	0.416	0,022	Legitimate

Source: SPSS Output (2025)

Table 3. CSI Analysis Results

Indicator	Indicator Description	Means Importance Shoes (MIS)	Means Satisfaction Shoes (MSS)	Weight Factor (WF)	Weighted Score (WSi)
I1	Cleanliness of the room at the package pick-up location.	3.61	3.57	5.30	18.9
I2	Comfortable atmosphere at the package delivery counter.	3.34	2,94	4,90	14.42
I3	Lighting at the parcel delivery service counter	3.39	3.37	4,97	16,76
I4	Parking at outlet/agent	3.42	3.58	5.01	17,96
I5	Ease of access to store/agent locations.	3.42	3.33	5.01	16,69
I6	Promotions carried out	2,97	3.34	4.36	14.56
I7	Cleanliness and appearance of employees	3.43	3.40	5.04	17.13
I8	The speed of employee service when sending packages	3.45	3.34	5.06	16,91
I9	Transaction speed (delivery costs, etc.)	3.37	3.34	4,95	16.54
I10	Employees record orders correctly (e.g., for package labels and courier applications)	3.45	3.37	5.06	17.06
I11	Employee willingness to serve customers	3.46	3.37	5.08	17.13
I12	Delivery services that comply with operational standards.	3.54	3.40	5.19	17.66
I13	Employees can provide accurate information.	3.39	3.45	4,97	17.13
I14	The package was delivered quickly and on time.	3.40	3.52	4,99	17.58
I15	Employee responsiveness when customers experience problems	3.36	3.45	4,93	16,98
I16	Transaction security	3.45	3.43	5.06	17.36
I17	Employees can be trusted when providing information.	3.37	3.36	4,95	16.61
I18	Friendliness of employees (including smiles, greetings, and politeness) towards customers	3.34	3.46	4,90	16,98
I19	Employee attention to customers	3.54	3.36	5.19	17.42
I20	Flexible operating hours make it easier for customers to send packages.	3.48	3.81	5.10	19.41
	Total WSi or WT				341,20
	CSI (%)				85.30

Source: Microsoft Excel Output (2025)