

Evaluation of Customer Satisfaction Level At PT. X Using Net Promoter Score Approach

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ABSTRACT

Customer satisfaction plays an important role in today's competitive business era, where a deep understanding of customer satisfaction provides valuable information for business development. A deep understanding of how satisfied customers are with the services provided is a strategic aspect that allows companies to adapt and grow. In this study, PT. X was chosen as the subject of the case study because of its strong reputation in the travel industry. This study aims to evaluate the level of customer satisfaction at PT. X using one of the methods to measure customer satisfaction, namely the Net Promoter Score (NPS) method. The Net Promoter Score method is a relevant tool in measuring variables related to customer satisfaction. The results of data analysis from five questions in the questionnaire showed an average NPS score of 58.3 which reflects a high level of customer satisfaction. Therefore, PT. X can continue to focus on services to improve customer satisfaction sustainably. The increase in customers who are included in the passive and detractor categories is also a potential focus for further development. The conclusion of this study is expected to provide valuable knowledge for companies in their efforts to improve customer satisfaction through an effective and measurable approach.

INTRODUCTION

Business competition worldwide continues to evolve alongside advancements in innovation and technology. This dynamic landscape compels companies to continuously improve to maintain competitiveness and enhance performance. Products featuring the latest technology, aligned with modern trends, are increasingly appealing to today's customers [1]. One of the primary challenges businesses face is sustaining their operations while ensuring their products remain competitive in the modern era, meeting customer expectations [2]. Contemporary customers emphasize innovative products that leverage ever-advancing technology to meet their expectations. This necessity drives companies to continuously evolve in response to customer demands [3].

PT. X, as a travel agency service provider, operates in an industry where customer satisfaction is a critical determinant of business continuity. The company faces significant challenges in maintaining and improving customer satisfaction levels due to increasing competition, evolving customer expectations, and dynamic market conditions. The travel industry is characterized by high customer involvement, where service quality directly influences customer loyalty and brand perception. In recent years, PT. X has encountered fluctuations in customer retention rates and varying levels

of service satisfaction, highlighting the need for a more structured and reliable measurement approach.

Customer satisfaction can be measured using the Net Promoter Score (NPS) method. The NPS method has been widely adopted by various companies as a tool to assess customer perception and predict sales growth. It measures the likelihood of customers repurchasing and recommending a company's services to others. Net Promoter Score is considered an effective method for customer satisfaction measurement. Research by [5] supports this claim, stating that NPS is a relevant approach in evaluating variables related to customer satisfaction.

Despite its widespread use, previous studies on customer satisfaction using NPS have certain limitations. Many studies focus solely on overall satisfaction without considering specific elements influencing customer perception. For example, studies by [6] and [7] emphasize general customer sentiment but lack depth in identifying key drivers of satisfaction in different industries. Furthermore, research by [8] highlights the importance of customer feedback but does not provide a structured framework for integrating diverse aspects of customer experience. Additionally, [9] focuses on customer recommendations but does not explore the underlying reasons behind their choices, while [10] discusses enjoyment and service satisfaction but does not link these aspects to repurchase behavior. Similarly, [11] analyzes repeat purchases but lacks a comprehensive connection to overall service evaluation.

To address these gaps, this research introduces an innovative approach by integrating elements from previous studies. This study builds upon findings from [9] regarding customer recommendations, [10] concerning customer enjoyment of programs, satisfaction with services, and comfort, as well as [11] regarding repeat purchases of products or services. Unlike prior studies that analyze customer satisfaction in isolation, this research takes a holistic approach by combining various dimensions of satisfaction into a single framework. By integrating elements from prior studies, this research creates a more in-depth and contextual narrative, aiding companies in designing more targeted and relevant strategies to meet customer needs.

The primary objective of this research is to evaluate customer satisfaction at PT. X using the Net Promoter Score (NPS) method. With well-defined objectives and a clear research context, this study is expected to provide valuable insights for PT. X in its efforts to enhance customer satisfaction through an effective and measurable approach. By addressing limitations in previous literature and incorporating a more comprehensive perspective, this study contributes to a better understanding of customer satisfaction dynamics in the travel industry.

MATERIALS AND METHODS

The chosen research method is descriptive quantitative research, where data is processed numerically to generate the final research output. If the available data is qualitative, it is converted into a quantitative form, making it measurable in numerical values. Data collection is conducted through the distribution of questionnaires to customers of PT. X.

The data collection process began with designing a questionnaire, which was then implemented using Google Forms and distributed to PT. X's customers. This approach aligns with the use of the Net Promoter Score method, characterized by positively framed questions. The questionnaire was subsequently announced to all PT. X customers to encourage their participation in this research.

Table 1. Consumer Satisfaction Assessment Instrument

No	Question	Indicator
1	Using a scale of 0-10, how likely are you to recommend traveling with PT. X to others?	Y1
2	Using a scale of 0-10, how satisfied are you with the travel programs provided by PT. X?	Y2
3	Using a scale of 0-10, how satisfied are you with the services provided by PT. X?	Y3
4	Using a scale of 0-10, how comfortable are you with the services provided by PT. X?	Y4
5	Using a scale of 0-10, how likely are you to travel again with PT. X?	Y5

Table 1 presents the survey questions used to assess customer satisfaction at PT. X. The five questions are based on previous studies, covering recommendation likelihood (Y1) [9], satisfaction with the program (Y2), service (Y3), and comfort (Y4) [10], as well as repeat service usage (Y5) [11]. After data collection, validity and reliability tests ensure the questionnaire's accuracy and consistency [12]. The data is then processed using the Net Promoter Score (NPS) method, known for its effectiveness in detecting false information [13], boosting sales [14], and influencing market growth and loyalty [15]. NPS categorizes customers into promoters, passives, and detractors, providing actionable insights. Its simple question format enhances participation, making it a valuable tool for evaluating customer satisfaction [9].

The Net Promoter Score presents a clear rating scale from 0 to 10, where customers are asked to provide scores based on the given questions. The NPS results categorize customers into three groups: promoters (scores 9-10), passives (scores 7-8), and detractors (scores 0-6). This categorization helps organizations focus on highly satisfied customers (promoters) while identifying areas that require improvement [14]. The Net Promoter Score calculation formula is explained based on [9]:

$$NPS = \% Promoter - \% Detractor \dots\dots\dots(1)$$

Explanation:

$$Promoter\% = \frac{Respondents \text{ who scored } 9-10}{Total \text{ respondents}} \times 100\% \dots\dots\dots(2)$$

$$Detractor\% = \frac{Responden \text{ who scored } 0-6}{Total \text{ respondents}} \times 100\% \dots\dots\dots(3)$$

Table 2. Net Promoter Score Parameters

No	NPS Parameter	Description
1.	NPS < 0	Not Satisfied
2.	NPS = 0 – 50	Satisfied
3.	NPS > 50	Very Satisfied

Source: [9,10,16,17,18]

RESULTS AND DISCUSSIONS

Results

Table 3. Validity Test Results

	Y1	Y2	Y3	Y4	Y5
r calculated	0,797	0,76	0,714	0,474	0,385
r table	0,273	0,273	0,273	0,273	0,273

Table 3 undergoes the validity testing process to evaluate data accuracy before further analysis. Validity is considered fulfilled if the r table value is smaller than the r calculated value. The validity test results listed in the table indicate that Question Y1 is valid since the r table value is smaller than the r calculated value, i.e., $0.273 < 0.797$. Similarly, Question Y2 is valid as the r table value is smaller than the r calculated value, i.e., $0.273 < 0.76$. Question Y3 is deemed valid because the r table value is smaller than the r calculated value, i.e., $0.273 < 0.714$. Question Y4 is considered valid as the r table value is smaller than the r calculated value, i.e., $0.273 < 0.474$. Finally, Question Y5 is valid because the r table value is smaller than the r calculated value, i.e., $0.273 < 0.385$.

Table 4. Reliability Test Results

Cronbach's Alpha	N of Items
0,614	5

Table 4 presents the analysis results using the Cronbach's Alpha method, where a reliability coefficient of 0.614 is obtained. Since the Cronbach's Alpha value exceeds the minimum threshold of 0.6 ($0.614 > 0.6$), it indicates that the data used in the study can be considered reliable or trustworthy.

Question Y1

From the questionnaire distribution to PT. X customers, the respondent data regarding customer satisfaction with statement Y1 has been collected. The data identifies that 33 customers fall into the promoter category, 18 customers are in the passive category, and 1 customer is in the detractor category. The detailed percentage of customers in each category for Question Y1 can be found in Table 6.

Table 5. Question Y1 in the Relevant Categories

No	Indicator	Respondents	Percentage
1	Promoter (Score 9-10)	33	63%
2	Passive (Score 7-8)	18	35%
3	Detractor (Score 0-6)	1	2%
Total		52	100%

Table 5 presents the response scores for the questionnaire questions related to question Y1. The scores include 63% for the promoter category, 35% for the passive category, and 2% for the detractor category. Using the NPS calculation, the result is $63\% - 2\% = 61$.

Question Y2

From the questionnaire distribution to PT. X customers, the respondent data regarding customer satisfaction with statement Y2 has been collected. The data identifies that 32 customers fall into the promoter category, 16 customers are in the passive category, and 4 customers are in the detractor category. The detailed percentage of customers in each category for Question Y2 can be found in Table 7.

Table 6. Question Y1 in the Relevant Categories

No	Indicator	Respondents	Percentage
1	Promoter (Score 9-10)	32	62%
2	Passive (Score 7-8)	16	30%
3	Detractor (Score 0-6)	4	8%
Total		52	100%

Table 6 presents the response scores for the questionnaire questions related to question Y2. The scores include 62% for the promoter category, 30% for the passive category, and 8% for the detractor category. Using the NPS calculation, the result is $62\% - 8\% = 54$.

Question Y3

From the distribution of questionnaires to PT. X customers, respondent data regarding customer satisfaction with statement Y3 has been collected. From the data, it was identified that 35 customers fall into the promoter category, 15 customers are in the passive category, and 2 customers are in the detractor category. The percentage details of customers in each category for question Y3 can be found in Table 8.

Table 7. Results of Question Y3 in the Relevant Categories

No	Indicator	Respondents	Percentage
1	Promoter (Score 9-10)	35	67%
2	Passive (Score 7-8)	15	29%
3	Detractor (Score 0-6)	2	4%
Total		52	100%

Table 7 presents the response scores for the questionnaire questions related to question Y3. The scores include 67% for the promoter category, 29% for the passive category, and 4% for the detractor category. Using the NPS calculation, the result is $67\% - 4\% = 63$.

Question Y4

From the distribution of questionnaires to PT. X customers, respondent data regarding customer satisfaction with statement Y4 has been collected. From the data, it was identified that 28 customers fall into the promoter category, 24 customers are in the passive category, and no customers are in the detractor category. The percentage details of customers in each category for question Y4 can be found in Table 9.

Table 8. Results of Question Y4 in the Relevant Categories

No	Indicator	Respondents	Percentage
1	Promoter (Score 9-10)	28	54%
2	Passive (Score 7-8)	24	46%
3	Detractor (Score 0-6)	0	0%
Total		52	100%

Table 8 presents the response scores for the questionnaire questions related to question Y4. The scores include 54% for the promoter category, 46% for the passive category, and 0% for the detractor category. Using the NPS calculation, the result is $54\% - 0\% = 54$.

Question Y5

From the distribution of questionnaires to PT. X customers, respondent data regarding customer satisfaction with statement Y5 has been collected. From the data, it was identified that 31 customers fall into the promoter category, 21 customers are in the passive category, and no customers are in the detractor category. The percentage details of customers in each category for question Y5 can be found in Table 10.

Table 9. Results of Question Y5 in the Relevant Categories

No	Indicator	Respondents	Percentage
1	Promoter (Score 9-10)	31	60%
2	Passive (Score 7-8)	21	40%
3	Detractor (Score 0-6)	0	0%
Total		52	100%

Table 9 presents the response scores for the questionnaire questions related to question Y5. The scores include 60% for the promoter category, 40% for the passive category, and 0% for the detractor category. Using the NPS calculation, the result is $60\% - 0\% = 60$.

Average NPS Value

After collecting responses from all questions, the next step involves calculating the average NPS result based on the total NPS value obtained from each statement. The calculation results are documented in the following table.

Table 10. Average NPS Value

No	Question	Indicator	NPS Score
1	Using a scale of 0-10, how likely are you to recommend traveling with PT. X to others?	Y1	61
2	Using a scale of 0-10, how satisfied are you with the travel programs provided by PT. X?	Y2	54
3	Using a scale of 0-10, how satisfied are you with the services provided by PT. X?	Y3	63
4	Using a scale of 0-10, how comfortable are you with the services provided by PT. X?	Y4	54
5	Using a scale of 0-10, how likely are you to travel again with PT. X?	Y5	60
Total NPS Score			292

Table 10 shows that with a total score of 292, representing the overall NPS value from the entire questionnaire, the average NPS value for all questions is 58.4. In general, the customer satisfaction level at PT. X is considered high as the NPS value falls within the range of 51-100.

Discussions

Based on the research findings, the Net Promoter Score (NPS) of PT. X's customers for each question has been identified. Data analysis for question Y1 reveals that out of 52 respondents, 33 customers (63%) are promoters, 18 customers (35%) are passives, and 1 customer (2%) is a detractor, resulting in an NPS score of 61, indicating a strong likelihood of recommending PT. X for travel purposes. For question Y2, 32 customers (62%) fall into the promoter category, 16 customers (31%) are passives, and 4 customers (8%) are detractors, leading to an NPS score of 49, suggesting overall satisfaction with PT. X's travel programs. Question Y3 shows that 35 customers (67%) are promoters, 15 customers (29%) are passives, and 2 customers (4%) are detractors, yielding an NPS score of 63, signifying high satisfaction with PT. X's services. In question Y4, 28 customers (54%) are promoters, 24 customers (46%) are passives, and

no customers fall into the detractor category, producing an NPS score of 54, reflecting a strong sense of comfort with PT. X's services. Lastly, for question Y5, 21 customers (60%) are promoters, 31 customers (40%) are passives, and no customers are detractors, resulting in an NPS score of 60, indicating that customers feel comfortable with PT. X's services.

Based on the analysis of the average NPS score, it can be concluded that from the five questions used to evaluate customer satisfaction, the total NPS score reaches 292. This score is obtained by summing the NPS scores of all five questions, resulting in an average NPS of 58.4. This figure reflects a high level of satisfaction, as it falls within the range of 51-100. This indicates that customers are highly satisfied with the travel experiences provided by PT. X.

To improve the Net Promoter Score (NPS) and convert detractors and passives into promoters, the company can implement several improvement strategies focused on strengthening customer relationships and enhancing service quality. The company should carefully identify and understand the root causes of dissatisfaction among detractors. A thorough analysis of their feedback can provide valuable insights into areas that need improvement. Proactive communication with detractors to clarify issues and explain corrective measures can help rebuild their trust.

For passive customers, the company needs to identify opportunities to enhance their experiences and increase satisfaction levels. Strengthening loyalty initiatives and offering incentives for detractors and passives can also be implemented. An attractive loyalty program that provides added value can encourage customers to remain loyal and provide positive recommendations. Additionally, the company must ensure consistency in delivering high-quality services. Enhancing employee training, focusing on service or product innovation, and implementing continuous feedback mechanisms from customers can help address weaknesses and drive positive growth in NPS.

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Based on the analysis of the average NPS score, it can be concluded that from the five questions used to evaluate customer satisfaction, the total NPS score reaches 292. This score is obtained by summing the NPS scores of all five questions, resulting in an average NPS of 58.4. Referring to Table 2 on Net Promoter Score Parameters, an NPS score above 50 indicates a "Very Satisfied" classification. This aligns with research conducted by [9] and [10], who found that companies with NPS scores above 50 tend to have higher customer retention and loyalty rates. Additionally, emphasized that NPS

scores above 50 are commonly found in service industries with high engagement, such as marketplaces and travel agencies [16].

Compared to previous studies, this research provides additional insights by applying NPS in the tourism industry, which has not been extensively explored. Previous studies, such as [17], focused on customer loyalty in catering services, and [18] analyzed NPS in organic product e-commerce. While their findings confirm the effectiveness of NPS in measuring customer satisfaction, the current research extends this methodology to the travel industry, demonstrating that NPS can effectively capture customer sentiment and loyalty in tourism services. This supports the argument that NPS is a flexible and adaptable metric for evaluating customer satisfaction across various service sectors.

The adoption of NPS in this research offers several advantages compared to alternative customer satisfaction measurement methods, such as SERVQUAL and CSAT (Customer Satisfaction Score). Unlike SERVQUAL, which requires multi-dimensional assessments and extensive qualitative feedback, NPS provides a simple yet powerful metric that directly links customer sentiment with business growth. Additionally, while CSAT focuses on immediate post-service satisfaction, NPS captures long-term loyalty and the likelihood of customer advocacy. The ease of implementation and strong predictive capabilities make NPS a preferred tool for understanding customer loyalty and guiding strategic business decisions in the tourism industry.

To improve the Net Promoter Score (NPS) and convert detractors and passives into promoters, the company can implement several improvement strategies focused on strengthening customer relationships and enhancing service quality. The company should carefully identify and understand the root causes of dissatisfaction among detractors. A thorough analysis of their feedback can provide valuable insights into areas that need improvement. Proactive communication with detractors to clarify issues and explain corrective measures can help rebuild their trust.

For passive customers, the company needs to identify opportunities to enhance their experiences and increase satisfaction levels. Strengthening loyalty initiatives and offering incentives for detractors and passives can also be implemented. An attractive loyalty program that provides added value can encourage customers to remain loyal and provide positive recommendations. Additionally, the company must ensure consistency in delivering high-quality services. Enhancing employee training, focusing on service or product innovation, and implementing continuous feedback mechanisms from customers can help address weaknesses and drive positive growth in NPS.

CONCLUSION

PT. X's customer satisfaction, measured using the Net Promoter Score (NPS) method, resulted in an average score of 58.3, indicating a high level of satisfaction. To enhance this, PT. X should focus on converting passive customers into promoters by improving service quality. Additionally, further investigation is needed to address the concerns of detractors and improve their experience. Future research could explore NPS variability across different types of services and sectors within the travel industry, such as analyzing NPS score differences among airlines, online travel agencies, accommodations, and transportation service providers. This approach could provide more detailed insights into the factors influencing customer satisfaction in each sector. However, it is important to note that the limitation of this study lies in its focus on a single type of company within one geographical area, meaning the results may not fully represent the diversity of customer experiences across the entire travel industry.

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