

CUSTOMER SATISFACTION ANALYSIS WITH IMPORTANCE PERFORMANCE ANALYSIS METHOD IN PT TUNGGAL IKA MAHAKARYA (TIM TRAVEL)

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Abstrak

This study aims to analyze customer satisfaction with PT Tunggal Ika Mahakarya (TIM Travel) services using the Importance Performance Analysis (IPA) method. The research was conducted quantitatively with a descriptive approach through distributing questionnaires to 30 respondents. IPA is used to measure the gap between the level of importance and performance of 15 service attributes. The results showed that the average level of importance was 86.93% and the performance was 86.76%. Gap analysis shows most attributes have small differences, although some attributes such as overall satisfaction and staff ability have negative values. Through IPA quadrant mapping, it was found that four attributes are in quadrant I (top priority), two attributes in quadrant II (maintained), and the rest are spread across quadrants III and IV. This study recommends that companies prioritize service improvements on attributes that enter quadrant I and maintain the strength of services that have satisfied customers.

Keywords: Customer satisfaction, Importance Performance Analysis, TIM Travel.

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INTRODUCTION

In the context of modern tourism, customer satisfaction is not only determined by the quality of service provided by travel agents, but also by the suitability of the travel experience to the values and expectations of customers. As stated by Setiawan & Batubara (2022), the application of ecotourism principles in destination management can be a key factor in creating sustainable and satisfying tourist attractions for travelers. Therefore, travel agencies such as TIM Travel need to pay attention to both service aspects and the selection of destinations that are relevant and valuable to customers.

Customer satisfaction itself is a crucial component in the success of tourism service providers, especially travel agencies that offer package tours. According to Kotler & Keller (2016), customer satisfaction is the level of a person's feeling resulting from comparing perceived performance with expectations. In the tourism sector, as highlighted by Sasongko Sambodo Rio (2021) customer satisfaction and loyalty are interrelated, and understanding the influencing factors is crucial for maintaining long-term relationships in the tourism industry. Ensuring customer satisfaction is essential for creating loyalty and encouraging repeat business.

As competition grows, understanding customer expectations and how well these are fulfilled becomes a key strategy for maintaining customer loyalty. The increasing competition in travel services has prompted companies to adopt digital strategies to strengthen brand image and customer loyalty (Suryawan et al., 2024). PT Tunggal Ika Mahakarya (TIM Travel) is a travel agency that seeks to enhance its service quality. However, some customer complaints and inconsistencies in service delivery have raised concerns regarding the alignment between customer expectations and actual service.

The purpose of this research is to assess how well TIM Travel meets customer expectations through the Importance Performance Analysis (IPA) method. The IPA method, developed by Martilla & James (1977), is a useful tool for identifying which service attributes need improvement and which ones are already performing well. The Importance Performance Analysis (IPA) method,

as further discussed by Wardhana (2024), helps organizations prioritize areas that require service improvement based on customer perceptions. By identifying priority areas, companies can focus on enhancing aspects that significantly impact customer satisfaction.

METHOD

This study uses the variable “Customer Satisfaction” to assess the extent to which the services provided by PT Tunggal Ika Mahakarya (TIM Travel) meet customer expectations. Referring to Irawan (2008) as cited Aditia Indra & Suhaji (2012), customer satisfaction is influenced by five main dimensions: price, service quality, product quality, emotional factors, and convenience. These dimensions form the basis for developing research indicators.

A descriptive quantitative method was used in this study to analyze customer satisfaction based on 15 service attributes categorized into the five dimensions mentioned above. This study involved 30 respondents, all of whom had used TIM Travel services at least once. This number was determined by considering time limitations and referring to the opinion of Singarimbun and Effendi (2012) in Suharto & Hariadi (2021), which states that a minimum of 30 respondents is sufficient for quantitative descriptive research.

Each attribute was rated for both its importance and performance using a Likert scale from 1 to 5. The data were analyzed using descriptive statistics to determine average scores, followed by quadrant mapping using the Importance Performance Analysis framework (Martilla & James, 1977).

To evaluate customer satisfaction comprehensively, this study examined 15 service attributes grouped into five key dimensions: price, service quality, product quality, emotional factors, and convenience. Irawan (2008) in (Aditia Indra & Suhaji, 2012). These attributes are listed in Table 1.

Table 1. List of Service Attributes A

Code	Attribute Description	Dimension
X1	Price is in line with service quality	Price
X2	More affordable than other travel agencies	Price
X3	No additional unexpected costs	Price
X4	Prompt response to complaints/inquiries	Service Quality
X5	Staff's ability to solve problems	Service Quality
X6	Friendly and professional staff behavior	Service Quality
Code	Attribute Description	Dimension
X7	Travel destinations match expectations	Product Quality
X8	Transportation and accommodation facilities are good	Product Quality
X9	Clear and enjoyable itinerary	Product Quality
X10	Overall satisfaction with services	Emotional Factor
X11	Willingness to recommend TIM Travel	Emotional Factor
X12	Memorable and pleasant travel experience	Emotional Factor
X13	Easy booking process	Convenience
X14	Clear information on travel packages	Convenience
X15	Customer service is easy to reach	Convenience

Source : Author's Processed Data, 2025

These attributes represent various aspects of the travel experience from the customer's perspective and serve as the foundation for measuring both importance and performance levels in the subsequent analysis.

RESULT AND DISCUSSION

General Description of Research Object

This study was conducted on customers of PT Tunggal Ika Mahakarya (TIM Travel), a domestic travel service provider. This study employs a descriptive quantitative method to analyze customer satisfaction based on 15 service attributes grouped into five dimensions: price, service quality, product quality, emotional factors, and convenience. The sample size consists of 30 customers who have used TIM Travel services at least once.

Validity and Reliability Testing

This section presents the core findings of the research. Before conducting the main data analysis, the validity and reliability of the questionnaire were assessed using statistical methods, as recommended by Sugiyono (2018), to ensure the quality and consistency of the measurement instrument.. The validity test results showed that all items had correlation values (r-count) greater than r-table (0.361), so all questions were declared valid. The reliability test using Cronbach's Alpha yielded a value of 0.964 for importance and 0.961 for performance. These values are > 0.9, so the questionnaire is categorized as highly reliable and consistent in its measurements.

Table 1. Results of Customer Satisfaction Validity Test

Dimension	Instrument	r-Count		r-Table	Description
		Importance	Performance		
Price	X1	0,668	0,721	0,361	<i>Valid</i>
	X2	0,584	0,711	0,361	<i>Valid</i>
	X3	0,379	0,529	0,361	<i>Valid</i>
Service Quality	X4	0,627	0,824	0,361	<i>Valid</i>
	X5	0,784	0,887	0,361	<i>Valid</i>
	X6	0,785	0,898	0,361	<i>Valid</i>
Product Quality	X7	0,833	0,724	0,361	<i>Valid</i>
	X8	0,602	0,741	0,361	<i>Valid</i>
	X9	0,827	0,921	0,361	<i>Valid</i>
Emotional Factor	X10	0,862	0,805	0,361	<i>Valid</i>
	X11	0,751	0,849	0,361	<i>Valid</i>
	X12	0,590	0,642	0,361	<i>Valid</i>
Convenience	X13	0,715	0,882	0,361	<i>Valid</i>
	X14	0,785	0,844	0,361	<i>Valid</i>
	X15	0,864	0,907	0,361	<i>Valid</i>

Source : author's processed data (2025)

Based on the validity test results in Table 1, all statement items have a calculated r value greater than the table r (0.361) for both importance and performance variables. Thus, all instruments are declared valid and suitable for use in research. Once all items in the statement have been declared valid, the next step is to test the reliability of the instrument to determine the consistency between items in measuring the variable in question.

Table 2. Results of Reliability Test of Customer Satisfaction Importance and Performance

	<i>Cronbach's Alpha</i>	<i>N of Items</i>
Importance	0,920	15
Performance	0,951	15

Source : author's processed data (2025)

The reliability test results show that Cronbach's Alpha value for the importance aspect is 0.920 and for the performance aspect is 0.951. Both values are above 0.9, which means that the instrument has a very high level of consistency. Thus, all statement items are declared reliable and suitable for use in the next stage of analysis.

Analysis of Average Importance and Performance

Table 3. Result Of Average Importance and Performance

Attribute	Total Score of Importance	Avg. of Importance	Total Score of Performance	Avg. of Performance
X1	125	4.17	127	4.23
X2	125	4.17	127	4.23
X3	128	4.27	131	4.37
X4	126	4.20	133	4.43
X5	133	4.43	129	4.30
X6	135	4.50	133	4.43
X7	132	4.40	129	4.30
X8	134	4.47	130	4.33
X9	130	4.33	131	4.37
X10	134	4.47	128	4.27
X11	129	4.30	127	4.23
X12	134	4.47	132	4.40
X13	130	4.33	129	4.30
X14	129	4.30	134	4.47
X15	132	4.40	132	4.40

Source : Author's Processed Data (2025)

The next step is to calculate the average score for each attribute based on two variables, namely importance and performance. This data was obtained through a questionnaire using a Likert scale of 1 to 5. Each respondent provided an assessment of 15 TIM Travel service attributes. The average score for each

attribute was calculated by dividing the total score obtained by the number of respondents.

Average calculation formula:

$$\text{Average} = \frac{\text{Total Score}}{\text{Number of Respondents}}$$

If the total score obtained for attribute X1 in the importance aspect is 125, and the number of respondents is 30, then:

$$\text{Average} = \frac{125}{30} = 4.17$$

This value indicates that this attribute is considered very important by customers. The same process is also used to calculate the average value for the performance aspect.

From the table 3, almost all attributes have an average score above 4 in both importance and performance. This shows that customers generally feel that these attributes are important and that the service is already good. However, to find out which attributes still need further improvement, it is necessary to conduct a gap analysis and IPA mapping.

GAP Analysis

GAP analysis is conducted to assess the alignment between customer expectations (importance) and actual service performance. Each attribute is rated using a 1-5 Likert scale, and then the average is calculated. GAP is obtained by subtracting the performance value from the importance value. A negative GAP indicates that the service has not met expectations, while a zero or positive value indicates that the service meets or exceeds expectations.

Table 4. Result of GAP Analysis

Attribute	Importance	Performance	GAP
X1	4.17	4.23	0.07
X2	4.17	4.23	0.07
X3	4.27	4.37	0.10
X4	4.20	4.43	0.23
X5	4.43	4.30	-0.13
X6	4.50	4.43	-0.07

X7	4.40	4.30	-0.10
X8	4.47	4.33	-0.13
X9	4.33	4.37	0.03
X10	4.47	4.27	-0.20
X11	4.30	4.23	-0.07
X12	4.47	4.40	-0.07
X13	4.33	4.30	-0.03
X14	4.30	4.47	0.17
X15	4.40	4.40	0.00

Source : Author’s Processed Data (2025)

The results show that most attributes have a small GAP. The price dimension shows a positive GAP, meaning that this aspect is rated highly by customers. Conversely, the service quality and emotional factors dimensions tend to have a negative GAP, particularly in the problem resolution (X5) and overall satisfaction (X10) attributes, indicating a need for improvement.

The ease dimension shows the most stable results, with attribute X14 (package information) even having a GAP of +0.20. This indicates that the ease aspect is a strength of TIM Travel's service.

Importance Performance Analysis (IPA) Quadrant Mapping

All subsequent attributes are mapped into four quadrants based on their average importance and performance values to determine service improvement priorities. The quadrants are divided as follows:

1. Quadrant I (Concentrate Here): Important attributes with low performance that need to be improved.
2. Quadrant II (Keep Up the Good Work): Important attributes with good performance that need to be maintained.
3. Quadrant III (Low Priority): Attributes that are less important and have low performance, not a primary focus.
4. Quadrant IV (Possible Overkill): Attributes that are less important but have very good performance, potentially for efficiency.

Tabel 5. Mapping Attributes in the IPA Quadrant

Attribute	Avg. of Importance	Avg. of Performance	Quadrant
X1	4.17	4.23	Quadrant III
X2	4.17	4.23	Quadrant III
X3	4.27	4.37	Quadrant IV
X4	4.20	4.43	Quadrant IV
X5	4.43	4.30	Quadrant I
X6	4.50	4.43	Quadrant II
X7	4.40	4.30	Quadrant I
X8	4.47	4.33	Quadrant I
X9	4.33	4.37	Quadrant IV
X10	4.47	4.27	Quadrant I
X11	4.30	4.23	Quadrant III
X12	4.47	4.40	Quadrant II
X13	4.33	4.30	Quadrant III
X14	4.30	4.47	Quadrant IV
X15	4.40	4.40	Quadrant IV

Source : Author's Processed Data (2025)

To clarify the position of each attribute, a Cartesian diagram is used to map all attributes into four quadrants of Importance Performance Analysis (IPA). This diagram provides a visualization of improvement priorities based on the combination of importance and performance levels as perceived by customers.

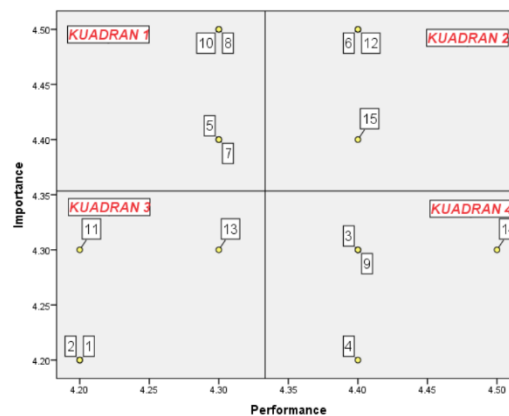


Figure 1. Importance Performance Analysis (IPA) Quadrant Diagram for TIM Travel Services
Source: Author's Processed Data (2025)

The results of mapping attributes into the IPA Cartesian diagram show that there are four attributes that fall into Quadrant I (Concentrate Here), namely X5, X7, X8, and X10. These attributes are considered very important, but their performance is still not optimal. Therefore, this aspect needs to be a top priority in service improvement.

In Quadrant II (Keep Up the Good Work), there are attributes X6 and X12. Both have high levels of importance and performance, making them strengths of the service that need to be maintained.

Quadrant III (Low Priority) includes attributes X1, X2, X11, and X13, which have relatively low importance and performance values. These attributes are not the primary focus of customers and therefore do not need to be a priority for development at this time.

Meanwhile, Quadrant IV (Possible Overkill) contains attributes X3, X4, X9, X14, and X15. These attributes have high performance despite their low importance level. Therefore, the company may consider optimizing resource efficiency in this area and redirecting them to areas that require more attention.

CONCLUSION

This study aims to analyze customer satisfaction with the services of PT Tunggal Ika Mahakarya (TIM Travel) using the Importance Performance Analysis (IPA) approach. The results show that the level of customer importance towards the services is in the high category, with an average score of 86.93%, especially in the dimensions of emotional factors and product quality. Meanwhile, the level of service performance is also rated as good, with an average of 86.76%, particularly in terms of ease of access and staff attitude.

The GAP analysis shows that most attributes have a small gap. Attributes in the price and accessibility dimensions tend to have a positive or zero GAP, indicating performance that meets or exceeds expectations. However, there are some attributes with a negative GAP, particularly in the emotional and service quality dimensions, indicating the need for improvement.

Through IPA mapping, attributes in Quadrant I such as problem resolution, travel facilities, and overall satisfaction need to be prioritized for improvement. Attributes in Quadrant II such as staff friendliness and enjoyable experience need to be maintained. Meanwhile, attributes in Quadrants III and IV are currently not the focus of customers.

Overall, customers are satisfied with TIM Travel's services; however, improvements in certain key areas are still needed to ensure optimal and sustainable service quality.

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