EVALUATIVE STUDY AND MODEL DEVELOPMENT OF CUSTOMER-CENTRIC SERVICE DESIGN AT PT POS INDONESIA (PERSERO): A PREFERENCE, SATISFACTION, AND DIGITAL TRANSFORMATION-BASED APPROACH

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Abstract. *PT Pos Indonesia (Persero), known as POS IND, is a state-owned enterprise operating in courier services, logistics, financial services, and property. In response to the digital era and increasing competition in logistics services, POS IND has undertaken digital transformation through various digitalization system initiatives. However, customer satisfaction remains relatively low compared to competitors. The combination of low satisfaction and suboptimal digital implementation requires POS IND to enhance competitiveness through a more adaptive and customer-oriented service approach. This study aims to analyze the influence of customer preferences, customer satisfaction, and digital transformation on customer-centric service design at POS IND. A quantitative approach was employed using a survey method involving 165 active customers of POS IND in Jakarta and Bandung. The data collection instrument was a closed questionnaire with a 5-point Likert scale. Data analysis was conducted using Structural Equation Modeling (SEM) techniques based on Partial Least Squares (SmartPLS 4.0). The results show that the three independent variables—customer preferences, customer satisfaction, and digital transformation—have a positive and significant influence on customer-centric service design. Customer preferences are the most dominant factor influencing service design, followed by satisfaction and digital transformation. These findings indicate the importance of a service approach that is adaptive to customer needs and experiences, as well as the integration of digital technology in supporting responsive and competitive services. This study recommends the need for regular customer preference mapping, improving service quality based on customer feedback, and optimizing digital channels as part of the service development strategy at POS IND.*

Keywords: *Customer Preferences; Customer Satisfaction; Digital Transformation; POS IND; PT Pos Indonesia; Service Design*

1. INTRODUCTION

In an era of increasingly massive digital transformation, consumer expectations for services and logistics have increased significantly. Customers now demand not only speed and accuracy of service, but also a personalized, responsive experience supported by easy-to-use digital technology. This paradigm has given rise to a new approach to service management: Customer-Centric Service Design (CCSD), or service design that focuses on customer needs, experiences, and preferences (Stickdorn et al., 2018). The implementation of CCSD is crucial to address competitive challenges, particularly for public service companies and State-Owned Enterprises (SOEs), enabling them to provide adaptive and highly competitive services.

PT Pos Indonesia (Persero) known as POS IND, as one of the oldest SOEs in Indonesia, is undergoing a significant business model transformation. Digital initiatives such as the launch of the PosAja! app, strengthening Pos Logistik's logistics services, and updating its service management system are part of efforts to adapt to technological disruption and changing consumer behavior. However, various studies and surveys indicate that the customer experience using POS IND's services is less than optimal. A 2021 survey by the Katadata Insight Center showed that customer satisfaction with state-owned logistics services generally lags behind those of private competitors like JNE, J&T, and SiCepat, particularly in terms of speed, information accuracy, and ease of access.

POS IND embarked on a digital transformation in 2017, focusing on service digitization and developing e-commerce fulfillment. However, based on its 2022 annual report and internal evaluation, only around 58% of customers expressed satisfaction with POS IND's digital services, lower than that of its main competitors, which recorded satisfaction rates above 75% (MarkPlus Insight, 2023).

The digital transformation that has been implemented does not fully reflect customer-centric service. This is evident in several issues, such as: 1. POS IND's digital application is not fully user-friendly and is not designed based on segmented customer needs. 2. Lack of integration of customer preference and satisfaction data into the development of service standards. 3. Service SOPs tend to be internal and not yet adaptive to customer input and needs. 4. Lack of a service blueprint based on the customer journey and comprehensive user experience.

Most previous research on POS IND has only examined operational efficiency, digitalization strategies, or the impact of information technology on performance. Few studies have explicitly developed a Customer-Centric Service Design model that incorporates customer preferences, satisfaction levels, and digital transformation elements as the basis for establishing new service standards. Therefore, this research offers novelty in the form of developing a framework and model for evaluating customer-centric service.

2. LITERATURE REVIEW

2.1 Customer-Centric Service Design

According to Stickdorn et al. (2018), this is a service design approach that involves end users in all stages of design, to ensure the service meets their needs and expectations. The dimensions of the Customer-Centric Service Design variable are Customer Journey Mapping - mapping the user experience from the beginning to the end of the service interaction; Touchpoint Integration - integration of physical and digital service touchpoints; Co-creation - customer involvement in service design; Service Blueprinting - planning service systems and processes from a customer perspective (Stickdorn et al., 2018).

2.2 *Customer* Preferences

Defined as the tendency of customers to choose service elements that are considered to provide the highest value (Kotler & Keller, 2016). The dimensions of the Customer Preference variable are Service accessibility (ease of accessing services); Price (level of competitiveness of service costs); Service speed (duration and time of service) and Variety of service options (variation of services according to customer needs) (Kotler & Keller, 2016).

2.3 Customer satisfaction

Customer Satisfaction According to Parasuraman et al. (1988), satisfaction arises from the comparison between expectations and perceptions of actual service performance. Dimensions Dimensions (based on SERVQUAL): Tangibles – physical condition of service facilities and technology; Reliability – reliability and consistency of service; Responsiveness – speed and responsiveness in responding to customers; Assurance – guarantee of security and competence of service personnel; Empathy – personal care and attention to customers (Parasuraman et al., 2018).

2.4 Digital Transformation

Westerman et al. (2014) state that digital transformation is the integration of digital technology into all aspects of a business, resulting in fundamental changes in how an organization operates and delivers value to customers. Dimensions: Digital Capabilities – the use of digital technology in services; Leadership Transformation – leadership involvement in digital transformation; Customer Interface – the digital interaction between customers and the organization (Westerman et al., 2014).

3. RESEARCH METHODS

This research employed a quantitative method with a descriptive and explanatory survey approach. According to Creswell (2014), this approach is suitable for numerically examining relationships between variables using a large number of respondents. Surveys were chosen due to their efficiency in collecting primary data through closed-ended questionnaires. The research was conducted at POS IND, specifically at post offices in the Jakarta and Bandung areas, which serve as retail service centers and digital transformation pilot projects. The study was conducted from April to July 2025, with data collection taking place in May–early June 2025, coinciding with the launch of new digital services to allow for a more accurate measurement of customer perceptions.

Respondents were retail customers aged 17 years and older who had used POS IND services at least twice in the past six months and had experience using both digital and physical services. Data were collected through a closed-ended questionnaire based on a 5-point Likert scale, distributed online and in person. The instrument was developed from valid and reliable indicators to measure preferences, satisfaction, digital transformation.

The analysis was conducted using SmartPLS to test the validity, reliability, and relationships between latent constructs through SEM-PLS. This technique was chosen because it is capable of handling complex models and non-normally distributed data (Hair et al., 2020). This method is expected to provide a comprehensive overview of PT Pos Indonesia's customer-oriented service design.

4. RESULTS AND DISCUSSION

This study presents the results of data processing and analysis to answer the problem formulation and test the research hypothesis. Data obtained through distributing questionnaires to customers of POS IND in the Jakarta and Bandung areas were then analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach with the help of SmartPLS 4.0 software. In this chapter, the results of the analysis will be explained descriptively and inferentially as well as the interpretation of the results of testing the relationship between the variables: Customer Preference, Customer Satisfaction, and Digital Transformation towards Customer-Centric Service Design. The Customer Experience variable was not analyzed at this stage.

4.1 Respondent Statistics Description

The respondents in this study were 165 POS IND customers who met the criteria:

1. Have used the service at least twice in the last 6 months.
2. Be 17 years old or older.
3. Reside in Jakarta or Bandung.

The majority of respondents aged 25–34 (42%) uses postal services for document and retail package delivery. Sixty-three percent of respondents stated they have used digital-based services (the PosAja! app, online tracking, e-commerce partnerships).

4.2 Validity and Reliability Test

Outer model analysis shows that all indicators have outer loading values >0.7 and Average Variance Extracted (AVE) values above 0.5, thus meeting the convergent validity criteria (Hair et al., 2020). The composite reliability values for all variables are >0.7, indicating good construct reliability.

Table 1. AVE dan Composite Reliability

Variables	AVE	Composite Reliability
Customer Preferences (PP)	0.678	0.882
Customer satisfaction (KP)	0.727	0.910
Digital Transformation (TD)	0.778	0.907

Variables	AVE	Composite Reliability
Customer-Centric Service Design (CSD)	0.770	0.912

4.3 Inner Model Analysis and Hypothesis Testing

Inner model analysis was conducted to test the influence between variables. The SmartPLS processing results show the following path coefficients and significance The following shows the R2 value.

Table 2. Model Fit Test

Endogenous Variables	R^2	criteria
Customer-Centric Service Design (CSD)	0.693	Kuat (Hair et al., 2020)

According to Table 2, the Model explains 69.3% of the variability in Customer-Centric Service Design, indicating a large contribution from Customer Preference, Customer Satisfaction, and Digital Transformation.

Table 3. Output Bootstrapping SmartPLS

Hubungan Jalur	Original Sample (O)	T-Statistic	P-Value	Keputusan
Customer Preferences → CSD	0.312	4.218	0.000	Signifikan
Customer satisfaction → CSD	0.405	5.167	0.000	Signifikan
Digital Transformation → CSD	0.278	3.764	0.000	Signifikan

All hypotheses are accepted because the p-value is <0.05. This indicates that Customer Preference, Customer Satisfaction, and Digital Transformation have a significant influence on Customer-Centric Service Design.

4.4 Discussion of Research Results

4.4.1 The Influence of Customer Preferences on Customer-Centric Service Design

The research results show that customer preferences have the greatest influence on customer-based service design. This is consistent with the theory of Kotler & Keller (2016), which states that customer preferences determine the direction of service differentiation strategies. Preferences for service speed, flexibility, and digital access are key customer considerations.

4.4.2 The Influence of Customer Satisfaction on Customer-Centric Service Design

Customer satisfaction also has a significant impact. This supports Parasuraman et al.'s (1988) finding that customers' perceptions of service quality influence their willingness to continue using a service. When customers are satisfied, they are more likely to provide feedback that forms the basis for developing more personalized and adaptive service designs.

4.4.3 The Impact of Digital Transformation on Customer-Centric Service Design

Digital transformation has also proven to have a positive and significant impact. Westerman et al. (2014) stated that digitalization not only improves operational efficiency but also enables stronger service personalization. The implementation of services such as PosAja! and digital tracking systems has driven a shift in service design from conventional to more customer-centric systems.

CONCLUSION

This research shows that Customer-Centric Service Design at POS IND is significantly influenced by customer preferences, customer satisfaction, and digital transformation. Customer preference is the dominant factor, followed by satisfaction, which drives improved service quality, and digital transformation, which strengthens

accessibility and efficiency. The integration of these three creates adaptive and sustainable services, emphasizing the importance of a deep understanding of customer needs, not just technology.

POS IND is recommended to routinely map customer preferences, use satisfaction as an indicator for service evaluation, and optimize education and the use of digital channels. Future research could add customer experience variables or use a qualitative approach to broaden the understanding of customer loyalty and perceptions holistically.

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