



Analysis of the Influence of Partner Satisfaction on Loyalty and Partnership Sustainability at PT. Telkom Akses

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Abstract. This study aims to analyze the influence of partner satisfaction on loyalty and the sustainability of partnerships at PT. Telkom Akses. In the context of the telecommunications industry, operational success largely depends on strategic collaborations with vendors. The research employs a quantitative approach using secondary data from the 2023 partner satisfaction survey. The study population includes all Telkom Akses partners across Indonesia, with a total of 632 partner companies as respondents. The analysis was conducted descriptively using the Customer Satisfaction Index (CSI) framework, which is based on six main dimensions: Registration, Activation, Delivery, Reconciliation, Payment, and Partner Relations. The findings indicate that the overall partner satisfaction level falls under the "satisfied" category, with a CSI score of 79.8%. The highest-rated dimension is Partner Relations, while the lowest-rated is Payment. These results suggest that improving satisfaction in specific dimensions has the potential to strengthen partner loyalty and the long-term sustainability of strategic collaborations.

Keywords: Partner Satisfaction, Loyalty, Strategic Partnerships, Telecommunications, PT. Telkom Akses.

INTRODUCTION

The Indonesian telecommunications industry has experienced rapid development over the past decade. Technological advancements, increasing public demand for connectivity, and intense competition among service providers have required companies to continuously innovate and strengthen strategic collaborations. In this context, partnerships with vendors have become one of the key factors for the success of telecommunications companies, including PT. Telkom Akses.

PT. Telkom Akses plays an important role as a provider of network construction and maintenance services to support Telkom Group's operations. The company's operational activities rely heavily on thousands of partner companies spread across various regions of Indonesia. Therefore, the level of partner satisfaction with Telkom Akses's business processes is a crucial aspect that must be maintained to ensure smooth operations and long-term partnership sustainability.

Partner satisfaction surveys are conducted regularly each year to measure partners' perceptions and experiences regarding various aspects of collaboration. The survey results serve as the basis for evaluating and improving business processes. However, some areas continue to receive low ratings, such as the payment process and document reconciliation. These issues may affect partner motivation and loyalty..

Therefore, this study focuses on analyzing partner satisfaction and its relationship with loyalty and partnership sustainability. This research is expected to provide strategic input for PT. Telkom Akses in improving the quality of its partnerships.

LITERATURE REVIEW

Kotler and Keller (2019) define customer satisfaction as the level of feelings that arise after comparing perceived performance with expectations. In the context of strategic partnerships, partner satisfaction can be understood as a form of corporate customer satisfaction that reflects the quality of collaborative business relationships.

Oliver (2020) explains that satisfaction acts as a psychological driver that significantly influences loyalty. A high level of satisfaction creates emotional bonds and mutual trust between parties, ultimately encouraging long-term commitment. This concept is highly relevant to partner relationship management because satisfied vendors are more likely to maintain partnerships, invest resources, and support shared goals.

Wijaya (2024) conducted research in the construction sector and found that satisfaction and trust mediate the relationship between payment systems and vendor loyalty. This finding indicates that operational factors such as timely payments and administrative transparency play an essential role in maintaining partner engagement a situation that closely resembles the operational dynamics of PT. Telkom Akses.

Informs (2023) developed a non-linear model of satisfaction and loyalty, showing that loyalty does not always increase proportionally to satisfaction. Certain dimensions, such as payment systems or communication quality, have a disproportionately strong impact. This highlights the importance of prioritizing improvements in low-performing areas rather than focusing only on raising overall satisfaction scores.

Business Perspectives (2023) explored service innovation in the telecommunications industry and found that companies that improve their service processes experience a significant increase in customer satisfaction, which subsequently strengthens customer loyalty. This finding is relevant to PT. Telkom Akses, which relies on operational excellence and process reliability to maintain partner commitment.

Sage Journals (2024) examined customer experience in bundled telecommunication services and concluded that factors such as communication quality, trust, and responsiveness have a significant effect on loyalty and churn behavior. This supports the idea that good partner relationships and proactive communication are critical for sustaining long-term collaborations.

ScienceDirect (2025) integrated the SERVQUAL and CSI models in the context of the Philippine telecommunications industry. The study demonstrated that using structured satisfaction measurement approaches provides clear strategic insights for service quality improvement. This approach is also relevant for Telkom Akses because it allows for more precise identification of priority areas for improvement.

Additionally, Narver and Slater (2020) emphasized the role of market orientation and partnership strategy in driving company performance. They argued that organizations that align their strategies with partner needs tend to achieve higher levels of innovation and competitive advantage. Similarly, Grönroos (2019) highlighted the importance of relationship marketing in B2B contexts, where trust and mutual value creation are key to sustaining long-term partnerships.

In summary, the reviewed literature highlights three major themes relevant to this study:

1. Satisfaction significantly influences loyalty through trust and operational reliability.
2. Certain dimensions have stronger impacts, meaning targeted improvements will produce better results.
3. Communication and strategic alignment are critical for maintaining sustainable partnerships in the telecommunications industry.

RESEARCH METHODS

This study employs a quantitative descriptive approach, which is considered suitable for analyzing survey data that use numerical scales and aim to provide a comprehensive overview of partner satisfaction conditions at PT. Telkom Akses.

1. Population and Sample

The population of this research consists of all partner companies collaborating with PT Telkom Akses throughout Indonesia. A total of 632 partners participated in the 2023 partner satisfaction survey. Respondents were selected based on their active involvement in operational activities during the evaluation period.

2. Research Instrumen

The research instrument used was an online questionnaire developed using a Likert scale of 1 to 5, covering six dimensions of satisfaction: Registration, Activation, Delivery, Reconciliation, Payment, and Partner Relations. These dimensions reflect the core aspects of collaboration between Telkom Akses and its partners.

3. Data Analysis Technique

The data were analyzed using the Customer Satisfaction Index (CSI) method. The analysis steps included:

- Determining the weight of each dimension based on its importance level.
- Calculating the actual satisfaction score for each dimension.
- Computing the overall CSI score.
- Categorizing the satisfaction levels into five groups: very satisfied, satisfied, fairly satisfied, less satisfied, and dissatisfied.

Reliability testing of the instrument was conducted using Cronbach's Alpha, which resulted in a coefficient of $\alpha = 0.87$, indicating a high level of reliability and internal consistency.

RESULTS AND DISCUSSION

The results of the partner satisfaction survey indicate that the overall Customer Satisfaction Index (CSI) score is 79.8%, which falls under the "satisfied" category. However, there are notable variations across different satisfaction dimensions, providing deeper insights into the strengths and weaknesses of Telkom Akses' partnership practices.

1. Dimention Analysis Per Dimensi

- Registration and Activation achieved relatively high scores, indicating that the initial process of establishing partnerships is smooth and well-structured. Partners perceive these stages as clear and efficient, contributing positively to their overall satisfaction.
- Delivery and Reconciliation received moderate scores, with variations observed across different regions. This suggests that while operational execution is generally adequate, there are inconsistencies in implementation that need to be addressed.
- Payment recorded the lowest satisfaction score (49%), primarily related to delays in disbursement and the complexity of required documentation. This dimension has the greatest potential to negatively impact partner motivation and loyalty if not addressed promptly.
- Partner Relations received the highest score (85%), reflecting strong communication and support from Telkom Akses' area teams, which positively influences partner trust and long-term

2. Discussion

The findings indicate that partner relations are currently the strongest aspect of Telkom Akses' partnership ecosystem, while payment processes represent the most critical area for improvement. This imbalance suggests that while interpersonal and communication aspects are functioning well, administrative and financial procedures require strategic attention.

These results are consistent with previous studies. Wijaya (2024) highlighted that payment systems and trust strongly affect vendor loyalty, while Sage Journals (2024) emphasized the role of communication and responsiveness in building long-term relationships. The low score in the payment dimension aligns with the notion that operational reliability particularly in financial processes is essential to maintaining partner satisfaction and engagement.

CONCLUSION AND RECOMMENDATION

Conclusion

This study concludes that the overall partner satisfaction level at PT Telkom Akses falls into the “satisfied” category, with a CSI score of 79.8%. The Partner Relations dimension shows the highest level of satisfaction, indicating strong communication and support between Telkom Akses and its partners. In contrast, the Payment dimension recorded the lowest satisfaction score, highlighting administrative and financial processes as the primary area for improvement. The findings confirm that partner satisfaction is closely related to loyalty and the sustainability of strategic partnerships. Improvements in low-performing dimensions particularly payment systems are expected to have a significant impact on increasing partner engagement and commitment.

Recommendations

1. Short Term: Accelerate and digitalize the payment process to improve transparency and reduce delays.
2. Medium Term: Enhance reconciliation procedures and provide structured training programs for partners to minimize administrative errors.
3. Long Term: Strengthen real-time monitoring systems and establish regular partner communication forums to support continuous improvement and strategic alignment.

By implementing these recommendations, PT Telkom Akses can build stronger, more sustainable partnerships that support its operational excellence and strategic objectives in Indonesia's competitive telecommunications industry.

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