Enhancing Customer Loyalty in PT. Telkom Ternate: The Role of Service Quality and Customer Satisfaction

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Enhancing Customer Loyalty in PT. Telkom Ternate: The Role of Service Quality and Customer Satisfaction

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Compiled and submitted to meet the final exam requirements in order to obtain a Bachelor's degree in Management Study Program Faculty of Business and Economics, Islamic University of Indonesia

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DECLARATION OF AUTHENTICITY

Hereby, I state that in this internship document, there are no works that have been submitted by other people to obtain a bachelor's degree in a university, and to the best of my knowledge, there are also no works or opinions that have been written or published by other people, except those that are written in reference, in this manuscript and mentioned in the Ref. If it is proven that this statement is not true, I am capable of receiving any punishment/sanction according to the applicable provisions.

Yogyakarta, 5 September 2024



Nurul Faizah Chairunnisa Djuniady

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Enhancing the Customer Loyalty in PT. Telkom Ternate: The Role of Service Quality and Customer Satisfaction

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Enhancing Customer Loyalty in PT. Telkom Ternate: The Role of Service Quality and Customer Satisfaction

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ABSTRACT

The research was conducted at PT. Telkom Indonesia's branch office at Ternate**.** This study aims to investigate the role of service quality and customer satisfaction in improving customer loyalty at Telkom Ternate. The study employed a quantitative approach, where the data was collected through a closed questionnaire from 70 Telkom customers who had directly encountered the services. The data results were then analyzed using descriptive analysis and the SmartPLS tool to investigate the relationship between service quality, customer satisfaction, and customer loyalty. The findings show that customer loyalty towards Telkom Ternate is significantly impacted by tangible and reliable aspects of service quality, while responsiveness does not have a significant impact. This study also found that customer satisfaction insignificantly affects customer loyalty and does not mediate the relationship between service quality and customer loyalty. The findings of this study can be utilized by Telkom Ternate to consider the impact of service quality on customer loyalty.

Keywords: *Service Quality, Customer Satisfaction, Customer Loyalty*.

PREFACE

Bismillahirrahmanirrahim,

Assalamualaikum Warahmatullah Wabarakatuh

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This internship final project has been prepared as a requirement to fulfill the Strata-1 (S1) degree in the Management study program, Faculty of Business and Economics, Islamic University of Indonesia.

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Nurul Faizah Chairunnisa Djunaidy

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CHAPTER I

INTRODUCTION

1.1 Company Profile

PT Telkom Indonesia (Persero) Tbk. commonly known as Telkom, is a State-Owned Enterprise (BUMN) that operates in the field of information and communication technology (ICT) services and telecommunications networks in Indonesia (PT. Telkom Indonesia, 2022). Telkom has gone through various business dynamics and several phases of change throughout its history, including the invention of the telephone, changes in service organization that led to Telkom's beginning, cellular technology growth, digital age development, international commercial expansion, and transformation into a digital-based telecommunications company (Telkom Indonesia, 2021).

In 1882, PT. Telkom Indonesia was founded to establish a private company providing postal and telegraph services (PT. Telkom Indonesia, 2022). Telkom (2022) explained that The State Post and Telecommunications Company, known as PN Postel, was established by the Indonesian Government in 1961. However, due to the rapid development of telephone and telex services, the Indonesian government enacted the Government Decree (*PP*) No. 30 on July 6, 1965, to divide the postal and telecommunications businesses into PN Postel: *PN Pos dan Giro serta PN Telekomunikasi*. The precursor to Telkom, which exists today, was the formation of the State Telecommunication Company. The management of Telkom has declared on July 6, 1965, to be the company's birthday since 2016.

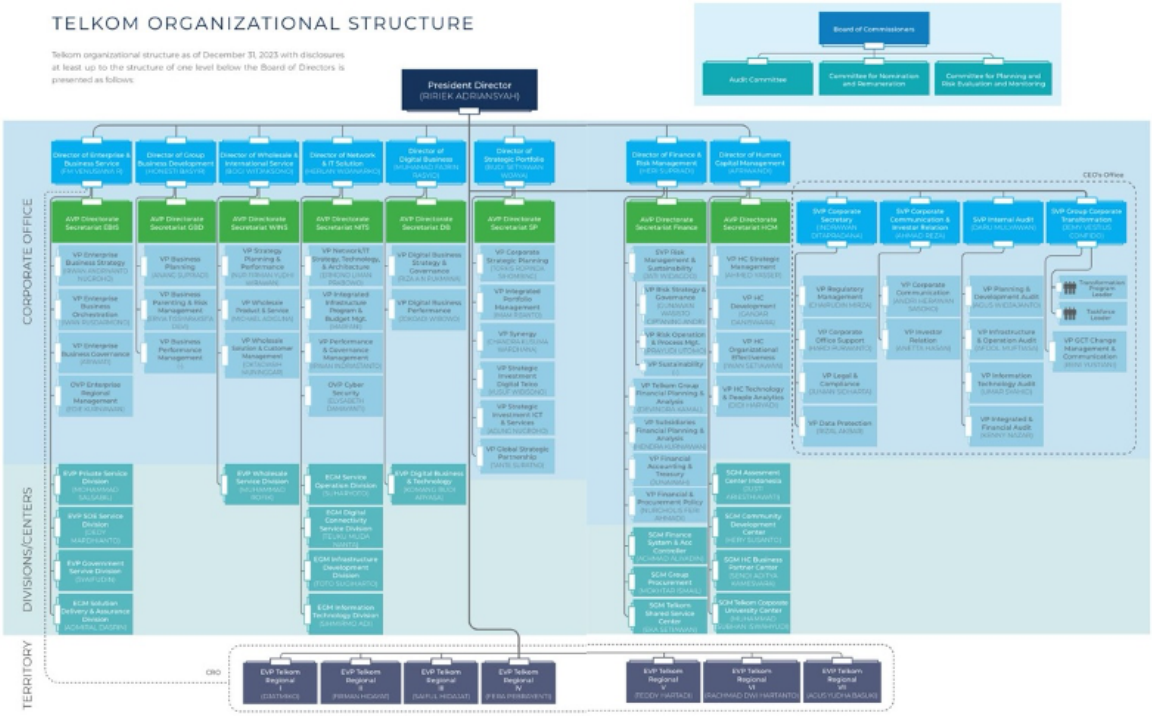
Telkom Group uses customer-focused business and operational methods to transform into a digital telecoms company (Telkom Indonesia, 2023). This transformation makes the Telkom Group business leaner and more agile, allowing it to respond to rapid developments in the telecommunications industry (Telkom Indonesia, 2023). This new strategy is also expected to improve efficiency and effectiveness in providing excellent customer experiences (Telkom Indonesia, 2023).

Telkom Group's commercial operations evolve with technological, information, and digitalization advancements, although Telkom remains within the confines of the telecommunications and information industries. This can be observed in the business lines that continue to flourish, complementing the current legacy (Telkom Indonesia, 2023). The picture below shows Telkom's organizational structure based on the information from Telkom's Annual Report (2023).

Community Development (CD) Regional and CD Witel are located in Telkom's Regional Office and Telkom Branch Office, generally known as Witel (*Wilayah Telkom*), and are located almost everywhere in Indonesia. Recorded in Telkom's annual report (2022) that there are 7 Telkom's regional offices, which are Regional I (Sumatra), Regional II (DKI Jakarta & Batam), Regional III (West Java), Regional IV (Central Java & DIY), Regional V (East Java & Madura), Regional VI (Kalimantan), Regional VII (Eastern Region of Indonesia).

Figure 1. 1

Telkom Organizational Structure



Source: (Telkom Indonesia, 2023)

Telkom manages its business based on customer segments or Customer Facing Unit (CFU) categorized into five segments, namely Consumer, Mobile, Enterprise, Wholesale and International Business, and Others but as of 27 June 2023, Telkom's Financial Statement (2023) mentioned that the Company signed the Spin-off Decree of IndiHome Business to Telkomsel No. 140 that AGM has approved of Stockholders based on Notarial Deed of Ashoya Ratam, S.H., M.Kn., No. 35 dated on June 23, 2023 (PT. Telkom Indonesia, 2023). The value of the IndiHome Business Segment to be

transferred is Rp58,250 billion (PT. Telkom Indonesia, 2023). This means that the consumer segment that offers IndiHome moved to Telkomsel.

1.2 Background

These uncertain markets, particularly those in the Internet service provider industry, require thoughtful consideration to maintain customer loyalty. Customer loyalty is an essential aspect that significantly affects the company's purchase cycle (Rane et al., 2023). Maintaining existing customers is as crucial as obtaining new ones in a rapidly growing technology and changing market dynamics. This supports the argument of Thangeda et al. (2024) that it costs far more to get new customers than to keep existing ones. Therefore, maintaining and growing a company's market share and profit depends heavily on its ability to retain customers.

In certain regions, Telkom Ternate is unable to meet customer demands due to infrastructure limitations, such as the unavailability of fiber optic networks or capacity that has reached its maximum capacity. Therefore, Starlink's recent entry into the Indonesian market is a significant transition that may impact Telkom's position as Ternate's primary internet service provider. Quoted from CNN Indonesia (2024), Space X's internet service is heralded as 'magic' because it can reach underdeveloped, frontier, and outermost areas. This can threaten Telkom Ternate, which can clearly be an alternative for customers. Luhut also highlighted this competition in Kompas Indonesia (2024), and the entrance of international businesses into the telecommunications industry, such as Starlink, will provide opportunities for the community to compete for

the best services. The community is the ultimate beneficiary of this competition. According to Luhut, the company is at fault if a player fails to compete.

This developing market competition highlights the value of customer loyalty for Telkom's Ternate branches. Customer loyalty is a critical problem for every business because it measures a customer's likelihood of repeating business with a brand or organization (Singh, 2020). A company's attempts to continuously provide an excellent product, service, and brand experience lead to customer loyalty (Kotler et al., 2022). The ultimate goal of any company is to generate a profit and thrive in the business world for a lifetime. Thereby, it will only be possible if satisfied customers continue to purchase from this organization and indicate loyal customers to support the organization (Safi & Alagha, 2020). With a lack of great customer relationships, even a dominant company like Telkom in Ternate might suffer as customers become unsatisfied and look for alternatives.

Prior research also confirmed that service quality significantly influences the enhancement of customer loyalty and customer satisfaction as a mediating factor. An existing study from Phi and Huong (2023) showed the mutual correlation in the banking industry between customer loyalty, satisfaction, reputation, and quality of service. Mahmood et al. (2018) also studied whether customer satisfaction acted as a mediating factor in the relationship between service quality and customer loyalty. This study delivers evidence for this mediation, revealing that customer satisfaction greatly mediates the relationship between customer loyalty and service quality in Pakistan's banking industry (Mahmood et al., 2018). Ashiq and Hussain's (2024) research focused

on the Pakistani e-commerce industry, which participates in the more considerable academic discussion regarding e-loyalty, e-satisfaction, e-trust, and e-services quality. To maintain consumer loyalty, online firms should prioritize trust-building and high-quality service delivery (Ashiq & Hussain, 2024).

Through an examination of customer satisfaction and service quality, this study aims to bring insight into the problem of customer loyalty and offer valuable recommendations for Telkom's Ternate branches. Telkom's long-term viability and market position are further dependent on its ability to retain its loyal customers amid Starlink's arrival into the Indonesian market or further market competitors. By exploring Telkom Ternate's customer service quality process, relevant insights will be given that will enable Telkom Ternate to make and apply improvements to service quality intended to preserve and keep customer relationships when markets change.

1.3 Problem Formulation

Based on the preceding background, Telkom, a significant player in the Indonesian internet service provider industry, has substantial growth potential, particularly in regions like Ternate. Nevertheless, Telkom Ternate faces obstacles in meeting customer demand in certain regions due to infrastructure limitations, such as the unavailability of fiber optic networks or capacity that has reached its maximum quota in certain areas. These challenges directly affect the quality of service that Telkom Ternate can offer customers. According to the researcher supervisor, as the Account Manager, there are instances in which customers cannot complete the transaction due to the absence of product availability in their region.

"*There were a variety of unsuccessful transactions. For instance, some customers wanted to move the network location, but no fiber optic quota was available for the relocation. Others wished to add a network, but the fiber optic quota in the area was already full, and so on* (The Account Manager of Telkom Ternate).

This situation can impact customer dissatisfaction, loyalty, and the grade of service provided. When customers encounter multiple issues, the quality of service plays a crucial role in maintaining their loyalty. In this context, customer satisfaction is a mediating factor in the relationship between customer loyalty and service quality. This relates to prior research by Özkan et al. (2020) who stated that customer loyalty directly and positively correlates with customer satisfaction and service quality. Telkom Ternate can enhance consumer satisfaction by offering high-quality services within its infrastructure's limitations. Therefore, this study aims to analyze the role of service quality and customer satisfaction in increasing customer loyalty to PT. Telkom Ternate, the problem formulation obtained is as follows:

1. How do service quality and customer satisfaction affect customer loyalty in Telkom Ternate?
2. How does service quality affect Telkom Ternate customer loyalty with customer satisfaction as a mediate variable?

1.4 The Purpose of the Internship

The internship aims to learn about the application of service management by Telkom Indonesia branches in Ternate and how it affects customer loyalty. Additionally, this internship aims to investigate the role of service quality and customer

satisfaction in improving customer loyalty at Telkom Ternate. By optimizing the service quality process, Telkom Indonesia branches can ensure that the products and services received by customers meet quality standards and satisfy customers, thereby enhancing the company's reputation and customer loyalty.

1.5 The Benefits of the Internship

1.5.1 Benefits for Apprentices

This internship can be a means of training and application of lecture knowledge for apprentices, it can also add knowledge, experience, and insight into the field of work regarding the world of work. In addition, this internship also helps apprentices improve their skills and socialize in the work environment.

1.5.2 Benefits for the University

Internships benefit the university as a bridge to provide opportunities for students to apply their expertise, allowing them to generate better-qualified graduates. Also, universities can test the extent of their students' abilities if they have gone down in a more professional field. It can also be a means of establishing cooperation between the university and the company where students do their internships.

1.5.3 Benefits for the Company

This study has the potential to offer beneficial information to Telkom by explaining the dynamics of the correlation between service quality, customer satisfaction, and customer loyalty in the constantly evolving digital era and market. The study is expected to assist Telkom in optimizing resource allocation, focusing on service areas that significantly impact long-term customer loyalty.

CHAPTER II

LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Customer Loyalty

Loyalty may differ from satisfaction with the company's product to advocacy and devotion from customers who regard the product or service as an extension of their identity and believe they oversee its success (Kotler et al., 2022). Enhancing customer loyalty is crucial for business success, and it can be influenced by various factors such as customer satisfaction, quality of service, customer experience, and customer relationship management (Rane et al., 2023). A better strategy for relationship management will help improve the relationship between service providers and customers, which will eventually lead to greater loyalty on the part of the clients or better performance of the service provider (Huang et al., 2019). Customer satisfaction is one of the most influential factors that drives customer loyalty, which may be influenced by service and product quality, brand loyalty, and corporate reputation. Measuring and understanding customer satisfaction is vital for improving customer loyalty (Rane et al., 2023).

Some authors categorize customer groups based on their behaviour and loyalty status (Fedotova et al., 2019). In particular, Kotler et al. (2022) differentiated that there are four statuses of loyalty first is hard-core loyal, those customers who consistently purchase from just one brand, second is split-loyal customers who stick with two or

three brands, third is shifting-loyalty which are customers who switch brands frequently, and lastly, switchers who are not committed to any particular brand.

Customer satisfaction is one of the most important factors influencing consumer loyalty. Thus, companies that want to have loyal customers need to learn about customer expectations and how to make a customer feel through the product. The ability to bring out the necessary nature of consumers' loyalty is crucial in satisfying them with the services offered. The next step will be to retain those customers with a loyalty plan based on the customer's satisfaction (Tanjung & Rahman, 2023).

2.1.2 Service Quality

The ability of a service provider to efficiently please customers in order to improve business success is referred to as service quality (Ramya et al., 2019). Service quality is one of the most essential factors for service providers to increase their performance and competitiveness in the service industry (Park et al., 2021). Customer satisfaction at the company will rise if the quality of service is growing (Scherrer et al., 2023).

Regarding the evaluation and management of service quality, the SERVQUAL model is the most extensively used method with an extensive number of academic and practical implications (Grigoroudis & Siskos, 2010). The concept of service quality has been divided into 22 items by the SERVQUAL scale of Parasuraman et al. (1988) in Prakasha and Mohanty (2013). The 22 items can be categorized into five constructs, which are tangibles (physical facilities, equipment, staff's appearance, etc.), reliability

(ability to perform service dependably and accurately), responsiveness (willingness to help and respond to customer needs), assurance (staff's capacity to inspire confidence and trust), and empathy (the degree to which caring, individualized service is provided) (Prakasha & Mohanty, 2013).

2.1.3 Customer Satisfaction

Customer satisfaction is the customer's assessment of the product or service that has provided the expected enjoyment level. With customer satisfaction, business continuity will be maintained (Widodo & Sutopo, 2018). If customers are satisfied, it will foster a positive working relationship between them and the company (Aulijaa et al., 2020). However, if customers are dissatisfied with the services and products supplied, they will leave and seek alternative products (Aulijaa et al., 2020).

Continuous satisfaction is one of the most reliable indicators of a business's viability and profitability. Increasing the continuity of relationships with existing customers and continuing to acquire new customers with the concept of customer satisfaction will have a more significant influence on market share (Hadiati & Ruci, 1999). In order to guarantee a positive impression of the organization, it is crucial for the company to maintain a superior level of service. By integrating the competencies of each internal organization with customers, service quality will positively affect the company's customer engagement (Harimurti & Suryani, 2019). The customer has decided that the quality they have gotten may satisfy their wants and preferences. When the customers receive quality that meets or above their expectations, they experience

feelings of pride, happiness, and satisfaction as their expectations are fulfilled (Harimurti & Suryani, 2019).

2.1.4 Hypotheses Formulation

2.1.4.1 Relationship Between Service Quality and Customer Satisfaction

Septianna et al. (2022) revealed that there is a substantial positive correlation between overall service quality and customer satisfaction. According to Zygiaris et al. (2022), customer satisfaction refers to the level of satisfaction expressed by a customer after the service delivery process has been completed. The investigation into the relationship between service quality and customer satisfaction revealed that, while there is a strong correlation between the two constructs, they are, in fact, distinct, necessitating that service providers view the two constructs separately (Sureshchandar et al., 2002). Ashiq and Hussain (2024) recently discovered that service quality positively impacted on customer satisfaction in the online purchasing market. Based on Djunaid's (2023) test results at a variety of places, namely restaurants and stores, it shows a significant impact of service quality on customer satisfaction.

H1. Service quality (tangible, responsiveness, and reliability) has a positive impact on customer satisfaction.

2.1.4.2 Relationship between customer satisfaction and customer loyalty

The phrase "customer satisfaction" is most frequently used in the business and commerce sector. It is a business phrase that describes how a company measures the kind of products and services it offers to satisfy its customers (Dimaro, 2023).

Mahmood et al. (2018) indicated that customer satisfaction with service is a significant indicator of customer loyalty. According to Phi and Huong (2023), customer satisfaction has a positive effect on customer loyalty to the bank. Thus, in order to keep customers loyal, banks must increase their customer satisfaction (Phi & Huong, 2023). A recent study conducted by Ashiq & Hussain (2024) also found that in the online shopping industry, customer satisfaction has affected positively on customer loyalty.

H2. Customer satisfaction has a positive impact on customer loyalty.

2.1.4.3 Relationship between service quality and customer loyalty

Service quality is the most significant variable in determining customer loyalty (Moreira et al., 2017). Providing high-quality products/services fosters positive relationships and consumer loyalty (Safi & Alagha, 2020). According to Makanyeza & Chikazhe (2017), customer loyalty is positively impacted directly by service quality, customer satisfaction, and business image. This suggests that customers are more loyal when the quality of the services is more excellent (Makanyeza & Chikazhe, 2017). Srivastava & Rai (2014) also studied the life insurance business; customer loyalty has become highly dependent on service quality. The result of Kuswibowo & Tyasti's (2023) study is that service quality has a positive and beneficial effect towards customer loyalty in the furniture industry. A recent study carried out by Ashiq & Hussain (2024) also indicated that service quality in the online shopping industry has a substantial effect on customer loyalty.

H3. Service quality (tangible, responsiveness, and reliability) has a positive impact on customer loyalty.

2.1.4.4 Customer satisfaction as a mediating role between service quality and customer loyalty

Service quality acts as one of the most effective ways to increase customer satisfaction and loyalty (Safi & Alagha, 2020). Wantara's (2015) study concluded that customer loyalty in the library is directly correlated with service quality and customer satisfaction. Wantara (2015) added that it is possible to view service quality as the precursor of satisfaction, with satisfaction operating as a mediator between it and loyalty. Customer satisfaction mediates the relationship between five service quality parameters and customer loyalty in a positive way (Mahmood et al., 2018). The study on the utilisation of the Bukalapak platform in Bogor Regency found that satisfaction is a significant mediator between the influence of service quality and customer loyalty (Titan & Suasana, 2023).

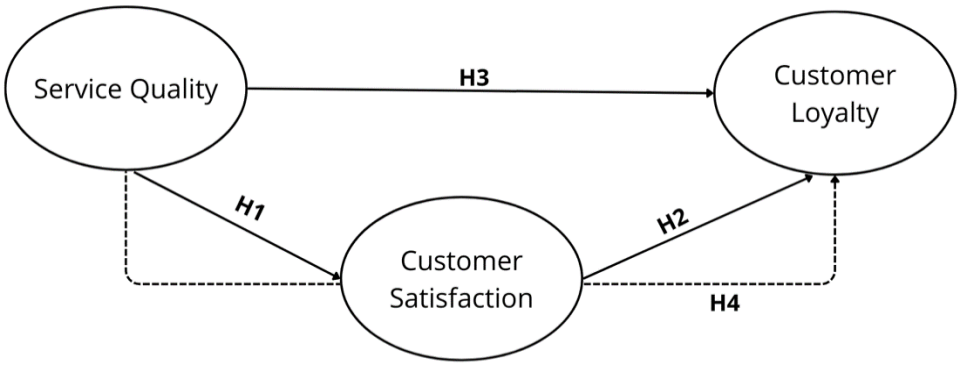
H4. Customer satisfaction mediates a positive relationship between service quality (tangible, responsiveness, and reliability) and customer loyalty.

2.2 Conceptual Framework

As seen in the figure below, a study model framework can be developed based on the researcher's explanation provided above.

Figure 2. 1

Conceptual Framework



Source: Adapted from Ashiq & Hussain (2024)

CHAPTER III

METHODS

3.1 Methods

3.1.1 Research Approach

The researcher used a quantitative approach as a type of research method. Quantitative data refers to information that is presented in numerical form and is typically collected through standardized questionnaires (Sekaran & Bougie, 2016). The researcher decided on the quantitative approach in this study, as it involves developing hypotheses based on prior research. This study utilized a survey method to collect data, specifically through a closed questionnaire. A closed question requires responders to select from an established list of options the researcher provides (Sekaran & Bougie, 2016). In this way, the researcher will obtain an understanding of the perception and impression shared by Telkom's customers who have directly encountered the services, as well as the overall impact on customer loyalty.

3.1.2 Research Location

The research was conducted at PT Telkom Indonesia's Ternate branch office, which is located in Jl. Kapitan Pattimura No.124, Kalumpang, Central Ternate District, Ternate City, North Maluku, Indonesia.

3.1.3 Data Collection Types and Methods

The researcher specifically collected primary data to answer research questions. According to Sekaran & Bougie (2016), the discourse on primary data collection is structured around four primary methods: interviews, observation, questionnaire

administration, and experiments. In this case, primary data was obtained through a survey method, namely questionnaires distributed to Telkom customers who have reported service failures they experienced. The questionnaire is divided into two sections, one involves responder identity and the other with a variable section. The responder identity part includes questions regarding gender, age, and prior visits to the Telkom office. The following part regards variable questions: Tangible, Responsiveness, Reliability, Customer Satisfaction, and Customer Loyalty.

3.1.4 Population and Sample

The whole group of individuals, occasions, or interesting objects that the researcher wants to investigate is referred to as the population (Sekaran & Bougie, 2016). The set of individuals, occasions, or subjects of interest for which the researcher wishes to draw conclusions (using sample statistics) (Sekaran & Bougie, 2016). The population in this research is Business, Government, and Enterprise (BGES) customers who use Telkom Ternate's services. Based on data obtained from the company, the population for this research is known to be roughly 200 customers.

According to Sekaran & Bougie (2016), a sample refers to a smaller, representative portion of a larger population consisting of a few chosen members. Sekaran and Bougie (2016) added that the sample consists of some aspects from the population, but not all of them. Through the examination of the sample, the researcher should be able to formulate findings that can be applied to the entire population of interest (Sekaran & Bougie, 2016). Purposive sampling technique was used to take the sample, as the targeted respondents were customers who had experienced service

failures. In this context, the sampling is limited to individuals who own the required information, either because they are the sole provider of it or because they meet specified criteria established by the researcher (Sekaran & Bougie, 2016).

The researcher employed the 'Minimum Sample Sizes for Different Levels of Minimum Path Coefficients (p_{min}) and Significance Levels' approach, as advised by Hair et al. (2022), to determine the appropriate sample size for this study. The minimum sample size of 69 was necessary to obtain sufficient statistical power in PLS-SEM analysis, as the expected minimum path coefficient is significant and falls within the range of 0.21 to 0.30, with a desired significance level of 0.05.

3.1.5 Research Instruments and Measurement Scale

3.1.5.1 Research Instruments

1) Tangible

In this study, Tangible is situated in the (T) section and serves as an independent variable. The measurement of Tangible is based on research conducted by Amoako et al. (2023) and Kartika (2020). The indicators used for measurement are shown in Table 3.1.

Table 3.1

Variable Tangible (T)

Variable	Code	Indicators	References
Tangible(T)	T1	Telkom office has an easily accessible location.	(Amoako et al., 2023)

Variable	Code	Indicators	References
	T2	Comfortable waiting room, air-conditioned and adequate seating.	(Amoako et al., 2023)
	T3	Large and convenient office parking lot.	(Kartika, 2020)

2) Responsiveness

In this study, Responsiveness is situated in the (R) section and serves as an independent variable. The measurement of Responsiveness is based on research conducted by Amoako et al. (2023). The indicators used for measurement are shown in Table 3.2.

Table 3.2

Variable Responsiveness (R)

Variable	Code	Indicators	References
Responsiveness (R)	R1	Telkom officers are easy to contact when you want to report service problems	(Amoako et al., 2023)
	R2	The response from Telkom employees is good when providing information and handling your problems	(Amoako et al., 2023)

Variable	Code	Indicators	References
	R3	Field officers are quick to resolve your problem	(Amoako et al., 2023)

3) Reliability

Reliability is situated in the (K) section and serves as an independent variable in this study. The measurement of Reliability is based on research conducted by Amoako et al. (2023) and Pratama (2018) in Jannah (2018). The indicators used for measurement are shown in Table 3.2.

Table 3.3

Variable Reliability (K)

Variable	Code	Indicators	References
Reliability (K)	K1	Services are provided on time	(Amoako et al., 2023)
	K2	Telkom provides clear information regarding the status of your problem during the service recovery process.	(Pratama, 2018; Jannah, 2018)
	K3	You receive clear and easy to understand information regarding your problems that you reported	(Pratama, 2018; Jannah, 2018)

4) Customer Satisfaction

In this study, Customer Satisfaction is situated in the (CS) section and serves as a mediating variable. Customer satisfaction measurement is based on research conducted by Kotler (2000) in Virgostin's (2011) study and Kusumawardhani (2017) in Jannah (2018). The indicators used for measurement are shown in Table 3.4.

Table 3.4

Variable Customer Satisfaction (CS)

Variable	Code	Indicators	References
Customer Satisfaction (CS)	CS1	You are satisfied with the process of reporting your problem to the Telkom branch in Ternate.	(Kotler, 2000; Virgostin, 2011)
	CS2	Telkom's attempt to solve your problem has met your expectations.	(Kotler, 2000; Virgostin, 2011)
	CS3	You are satisfied with the compensation or settlement provided by Telkom for the problem you reported.	(Kusumawardhani, 2017; Jannah, 2018)

5) Customer Loyalty

In this study, Customer Loyalty is situated in the (CL) section and serves as a dependent variable. Customer loyalty measurement is based on research conducted by Amoako et al. (2023) and Griffin (1996) in Virgostin's (2011) study. The indicators used for measurement are shown in Table 3.5.

Table 3.5

Variable Customer Loyalty (CL)

Variable	Code	Indicators	References
Customer Loyalty (CL)	CL1	You would recommend Telkom to others based on your recent experience with the service recovery process.	(Griffin, 1996; Virgostin, 2011)
	CL2	If there is an internet service provider other than Telkom, you will still use Telkom's service.	(Amoako et al., 2023)

3.1.5.2 Measurement Scale

The measurement scale used is the Likert scale. The Likert scale is specifically developed to assess the level of agreement or disagreement of subjects towards statements, using a five-point scale with the following points (Sekaran & Bougie, 2016):

Table 3.6

Five-point Likert scale

No.	Questions	Score
1.	Strongly Agree	5
2.	Agree	4
3.	Neutral	3
4.	Disagree	2
5.	Strongly Disagree	1

Source: Sekaran & Bougie (2016)

3.1.6 Data Analysis Techniques

3.1.6.1 Descriptive Analysis

Descriptive statistics refer to statistical measures such as frequency, mean, and standard deviation that offer descriptive insights into a dataset (Sekaran & Bougie, 2016). Descriptive statistics are consistently employed to analyze data presented in tables or graphs, including means, standard deviations, and the number of subjects per cell (Sekaran & Bougie, 2016). This study used descriptive analysis to present descriptive statistics based on the research data and to portray the profile of the respondents. The descriptive analysis includes respondents' personal data such as gender, age, and prior visits to the Telkom office.

3.1.6.2 Inferential Statistics

Inferential statistics are statistical methods that are used to establish relationships between variables and derive conclusions (Sekaran & Bougie, 2016). This research applies the analysis technique of structural equation modeling (SEM) along with SmartPLS analysis. The software used to apply the method is PLS-SEM SmartPLS 4. The PLS-SEM approach is made up of two components: the measurement model (also known as the outer model in PLS-SEM) and the structural model (inner model), which evaluates the link (path) between constructs (Hair et al., 2022).

1) Measurement Model Evaluation

This study applies an assessment of reflective measurement models, which includes assessing the reliability of indicators, as well as their convergent and discriminant validity (Hair et al., 2022).

a. Reliability Test

The researcher used composite reliability and Cronbach's alpha to assess the reliability of the research variables. Hair et al. (2022) explained that the standardized outer loadings should be 0.708 or higher as a common rule of thumb. It is a well-established principle that a latent variable should account for a significant portion of the variance of each indicator, typically at least 50% (Hair et al., 2022). Therefore, the standardized outer loading of an indicator, as indicated by the PLS-SEM results, should be 0.708 or higher, as the square of that number (0.708^2) is 0.50 (Hair et al., 2022). Hair et al. (2022) added that it is essential to note that 0.70 is generally regarded

as sufficiently close to 0.708 to be considered acceptable. Accordingly, the composite reliability value and Cronbach's alpha must exceed 0.7.

b. Convergent Validity

Convergent validity is the degree to which a variable correlates positively with other variables of the same construct (Hair et al., 2022). The average variance extracted (AVE) is a usually used statistic for establishing convergent validity at the construct level (Hair et al., 2022). According to Hair et al. (2022), by employing the same reasoning as that used for assessing indicator reliability, an Average Variance Extracted (AVE) score of 0.50 or above signifies that, on average, the construct explains more than half of the variability observed in its indicators. Hence, acceptable values for AVE are ≥ 0.50.

c. Discriminant Validity

The degree to which a construct is actually different from other constructs according to empirical standards is known as discriminant validity (Hair et al., 2022). Discriminant validity was tested using Fornell-Larcker (Fornell & Larcker, 1981; Hair et al., 2022) and Cross-Loadings. It compares the square root of the AVE values with the latent variable correlations, where the square root of each construct's AVE should be greater than its highest correlation with any other construct (Hair et al., 2022).

2) Structural Model Evaluation

In PLS-SEM, the structural model, also known as the inner model, describes the latent variable interactions (Hair et al., 2022).

a. Collinearity VIF

The VIF measure was employed by researchers to evaluate the formation of the collinearity model. The variance inflation factor (VIF) is a related measure of collinearity, defined as the reciprocal of the tolerance (Hair et al., 2022). It is necessary for researchers to conduct individual tests on each set of construct predictors for each element of the structural model. Preferably, the VIF values should be close to 3 or below. As a general rule, VIF values of 5 or higher suggest that the indicators of formatively measured constructs are experiencing critical collinearity issues (Hair et al., 2022). The removal of one of the corresponding indicators should be considered if the level of collinearity is exceptionally high, as indicated by a VIF value of 5 or higher (Hair et al., 2022). Nevertheless, this necessitates that the remaining indicators continue properly conveying the construct's content from a theoretical perspective.

b. Coefficient of Determination Test (R^2)

The R-Square value of each independent latent variable must be analyzed in order to evaluate a model with PLS. The endogenous latent variables have R-Square values of 0.67, 0.33, and 0.19, indicating a weak, moderate, and strong model based on the PLS R-Square results (Hair et al., 2022).

c. Hypothesis Testing

1. **Resampling Bootstrapping**

Bootstrapping is a resampling technique that involves randomly selecting samples (with replacement) from the data and using these samples to estimate the path model multiple times with significantly changed data configurations (Hair et al.,

2022). Assuming a given degree of confidence (e.g., 95%), the confidence interval represents the range into which the population parameter will fall (Hair et al., 2022). The value or cutoff on which the coefficient's significance is decided. The null hypothesis of no effect is rejected in case the empirical t value exceeds the critical t value. Two-tailed tests reveal typical critical t values for significant levels of 1%, 5%, and 10%, correspondingly as 2.57, 1.96, and 1.65 (Hair et al., 2022). Hence, according to Hair et al. (2022), hypothesis testing involves several requirements, one of which is that the t-statistic value must exceed 1.96.

2. Path Coefficients Testing

Path coefficients are the anticipated path relationships between the constructs in the structural model. In a regression analysis, they are equivalent to standardized betas (Hair et al., 2022). A general assessment, or standard path coefficient value, can be used to evaluate the path coefficient value, a number between -1 and 1.

d. Predictive Relevance (Q^2)

Predictive relevance is a test determining the quality of the resulting observation value by employing a blindfolding procedure. Blindfolding is a technique used for reusing samples in which specific portions of the data matrix are excluded, and the missing piece is predicted using model estimations (Hair et al., 2022). This is utilized for calculating the Q2 statistic. In the context of structural models, the Q-Square predictive relevance refers to the extent to which the observation values generated by the model and its parameter estimations accurately represent the data. A Q-Square > 0 indicates a high level of predictive relevance for the model, whereas a

Q-Square value < 0 indicates a low level of predictive relevance. The subsequent equation is utilized to execute Q-Square computations:

$Q^2 = 1 – (1 – Rsquare\ 1) \times (1 – Rsquare\ 2)$

3.2 Unit Analysis

This study employed a micro-unit analysis, specifically focusing on individual BGES customers. During the internship, the researcher was assigned to the Business, Government, and Enterprise (BGES) unit at Telkom Ternate. Therefore, the unit of analysis in this study focuses on BGES customers, especially those who have or have experienced service failure and have made complaints to Telkom Ternate.

CHAPTER IV

RESEARCH FINDINGS AND DISCUSSION

4.1 Findings

4.1.1 Descriptive Analysis

4.1.1.1 Respondents Profile

The data analysis results that have been collected and distributed through a questionnaire are summarized below and organized according to the respondent profile in this study. This profile encompasses the variables of gender, age, and previously used to visit the Telkom office.

1) Respondents Profile Based on Gender

According to the data obtained from the respondents, the results indicate that there are 37 male respondents, or 52.9% of the total respondents, dominating the research respondents, and there are 33 female respondents or 47.1% of the total respondents. The specific information is provided in the following table:

Table 4.1

Gender Section

Gender	Total	Percentage
Male	37	52.9%
Female	33	47.1%
Total	**70**	**100%**

Source: Primary Data Processed (2024)

2) Respondent Profile Based on Age

The age range of the respondents is the following profile that is analysed. There are five age ranges: below 20 years old, 20-25 years old, 26-35 years old, 36-45 years old, and more than 45 years old. The data indicates that the highest percentage of participants is the age categories of 20-25 years, 26-35 years, and 36-45 years, each contributing to 28.6% of the total responses with equal distribution among the three age groups on 20 respondents each. Followed by >45 years old categories with 8 participants or 11.4% of total respondents. Lastly, there are two respondents under 20 years old, with 2.8% of the total respondents. The specific information is provided in the following table:

Table 4.2

Age Section

Age	**Total**	**Percentage**
<20 years old	2	2.8%
20-25 years old	20	28.6%
26-35 years old	20	28.6%
36-45 years old	20	28.6%
>45 years old	8	11.4%
Total	**70**	**100%**

Source: Primary Data Processed (2024)

3) Respondent Profile Based on Prior Visit to the Telkom Office

This section shows the number of respondents who have previously visited the Telkom office. In total, 70 respondents, or 100% of the respondents, had previously visited Telkom offices. The table provides clear information that each respondent in this study has visited the Telkom office at least once, indicating that all respondents had direct experience with the office. The specific information is provided in the following table:

Table 4.3

Prior Visit to the Telkom Office

Office Visit	Total	Percentage
Yes	70	100%
No	0	0%
Total	**70**	**100%**

Source: Primary Data Processed (2024)

4.1.1.2 Descriptive Variable

1) Tangible

There are questions on the questionnaire that refer to tangible variables, and this variable was assessed utilizing three questions. From the data collection, the average result of the descriptive analysis of tangible was found to be 4.30 in total. The highest average in Tangible indicators is on the T1 item, with an average value of 4.53,

which indicates that the location of Telkom's office is highly favored by customers. This is followed by the T2 item with 4.34 and the T3 item with the lowest average with an average value of 4.03. As a result, it can be concluded that customer perception of Tangible variables was positive. The specific information is provided in the following table:

Table 4.4

Variable Tangible (T)

Code	Indicators	Mean
T1	Telkom office has an easily accessible location.	4.53
T2	Comfortable waiting room, air-conditioned and adequate seating.	4.34
T3	Large and convenient office parking lot.	4.03
Total		4.30

Source: Primary Data Processed (2024)

2) Responsiveness

There are questions on the questionnaire that refer to responsiveness variables, and this variable was assessed utilizing three questions. From the data collection, the average result of the descriptive analysis of responsiveness was found to be 4.07 in total. The highest average in responsiveness indicators is on the R2 item, with an average value of 4.27, which indicates that when it comes to provide information and addressing customer concerns, Telkom employees are generally responsive. This is

followed by the R1 item with 4.10 and the R3 item with the lowest average with an average value of 3.83. As a result, it can be concluded that customer perception of responsiveness variables was positive. The specific information is provided in the following table:

Table 4.5

Variable Responsiveness (R)

Code	Indicators	Mean
R1	Telkom officers are easy to contact when you want to report service problems	4.10
R2	The response from Telkom employees is good when providing information and handling your problems	4.27
R3	Field officers are quick to resolve your problem	3.83
Total		4.07

Source: Primary Data Processed (2024)

3) Reliability

There are questions on the questionnaire that refer to reliability variables, and this variable was assessed utilizing three questions. From the data collection, the average result of the descriptive analysis of reliability was found to be 4.09 in total. The highest average in reliability indicators is on the K3 item, with an average value of 4.16, which indicates that customers receive information that is both comprehensible and clear in regard to the issues the customer had reported. This is followed by the K2

item with 4.11 and the K1 item with the lowest average with an average value of 3.99. As a result, it can be concluded that customer perception of reliability variables was positive. The specific information is provided in the following table:

Table 4.6

Variable Reliability (K)

Code	Indicators	Mean
K1	Services are provided on time	3.99
K2	Telkom provides clear information regarding the status of your problem during the service recovery process.	4.11
K3	You receive clear and easy to understand information regarding your problems that you reported	4.16
Total		4.09

Source: Primary Data Processed (2024)

4) Customer Satisfaction

There are questions on the questionnaire that refer to customer satisfaction variables, and this variable was assessed utilizing three questions. From the data collection, the average result of the descriptive analysis of customer satisfaction was found to be 4.10 in total. The highest average in customer satisfaction indicators is on the CS1 item, with an average value of 4.14, which indicates that customers were satisfied with the process of reporting problems to the Telkom branch. This is followed by the CS2 item with 4.10 and the CS3 item with the lowest average with an average

value of 4.07. As a result, it can be concluded that customer perception of customer satisfaction variables was positive. The specific information is provided in the following table:

Table 4.7

Variable Customer Satisfaction (CS)

Code	Indicators	Mean
CS1	You are satisfied with the process of reporting your problem to the Telkom branch in Ternate.	4.14
CS2	Telkom's attempt to solve your problem has met your expectations.	4.10
CS3	You are satisfied with the compensation or settlement provided by Telkom for the problem you reported.	4.07
Total		4.10

Source: Primary Data Processed (2024)

5) Customer Loyalty

There are questions on the questionnaire that refer to customer loyalty variables, and this variable was assessed utilizing two questions. From the data collection, the average result of the descriptive analysis of customer loyalty was found to be 4.01 in total. The highest average in customer satisfaction indicators is on the CL1 item, with an average value of 4.10, which indicates that customers would recommend Telkom to others based on their recent experience with the service. This is

followed by the CL2 item, with the lowest average with an average value of 3.91. As a result, it can be concluded that customer perception of customer satisfaction variables was positive. The specific information is provided in the following table:

Table 4.8

Variable Customer Satisfaction (CS)

Code	Indicators	Mean
CL1	You would recommend Telkom to others based on your recent experience with the service recovery process.	4.10
CL2	If there is an internet service provider other than Telkom, you will still use Telkom's service.	3.91
Total		4.01

Source: Primary Data Processed (2024)

4.1.2 Inferential Statistics

The researcher conducted a study by distributing questionnaire inquiries to respondents and analyzing the questionnaire results using the SmartPLS 4 application, which is helpful in measuring two tests: validity test and reliability test. The total number of respondents in this study was 70, who met the criteria of being Telkom customers who have previously experienced Telkom's services. This study's validity and reliability tests measure various variables including tangible, responsiveness, reliability, customer satisfaction, and customer loyalty.

4.1.2.1 Measurement Model Evaluation

1) Convergent Validity

Convergent validity is a method used in testing to establish a benchmark where item variants may be characterized, and construction indicators show a positive association with their construction. The evaluation relies on the value of AVE (Average Variance Extracted) and Outer Loadings. If the Average Variance Extracted (AVE) exceeds 0.5, the Outer Loadings can be determined by loadings that exceed 0.70 (Hair et al., 2022). This indicates that the construct explains more than 50% of the variance in the indicator.

Table 4.9

Outer Loadings

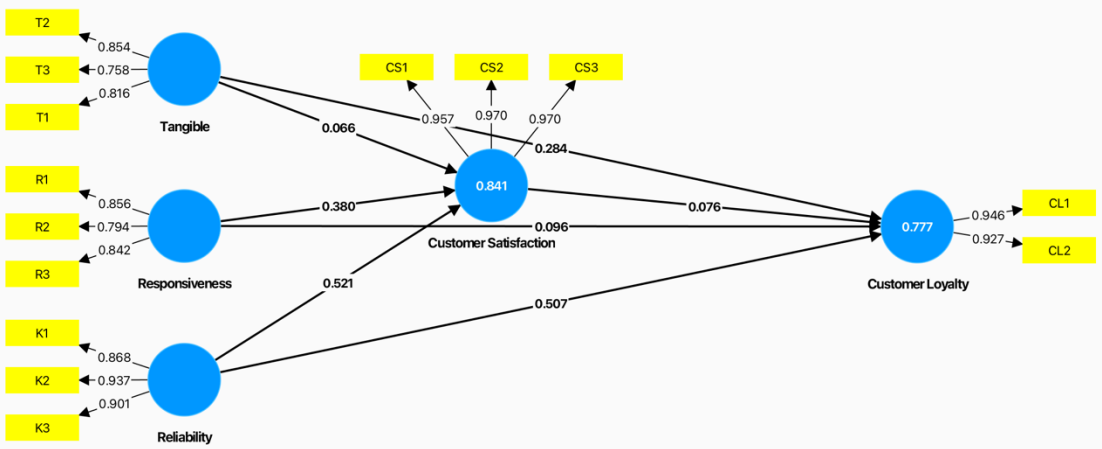
	Customer Loyalty	Customer Satisfaction	Reliability	Responsiveness	Tangible
CL1	0.946				
CL2	0.927				
CS1		0.957			
CS2		0.970			
CS3		0.970			
K1			0.868		
K2			0.937		
K3			0.901		
R1				0.856	
R2				0.794	
R3				0.842	
T2					0.854
T3					0.758
T1					0.816

Source: Primary Data Processed (2024)

According to the data in Table 4.9, the outer loading value meets the requirement stated in Hair et al.'s (2022) book. The value must be more than 0.7. Therefore, no variables should be modified or removed. Furthermore, the outcomes of outer loadings can be displayed in the following figure:

Figure 4. 1

Outer Loadings



Source: Primary Data Processed (2024)

Other than that, the Average Variance Extracted (AVE) is an essential factor in assessing convergent validity. To establish consistency, each variable must have an Average Variance Extracted (AVE) value of at least 0.5 or higher. Table 4.10 shows that the Average Variance Extracted (AVE) value for each variable, including customer loyalty, customer satisfaction, reliability, responsiveness, and tangibility, exceeds 0.5 on average. Thus, it can be inferred that all variables are considered valid. More comprehensive results can be found in Table 4.10.

Table 4.10

Average Variance Extracted

	Average Variance Extracted (AVE)
Customer Loyalty	0.877
Customer Satisfaction	0.933
Reliability	0.814
Responsiveness	0.691
Tangible	0.657

Source: Primary Data Processed (2024)

2) Reliability Test

The reliability test evaluates the questionnaire's quality by measuring each variable through composite reliability and Cronbach's alpha. Variables with composite reliability and Cronbach's alpha values greater than 0.7 are considered reliable. The information presented in Table 4.11 demonstrates that each variable displays a composite reliability and Cronbach's alpha value that exceeds or equals 0.7. For instance, the customer loyalty value is 0.861, the customer satisfaction value is 0.964, the reliability value is 0.886, the responsiveness value is 0.776, and the tangible value is 0.739. More comprehensive results can be found in Table 4.11.

Table 4.11

Reliability Test

	Cronbach's Alpha	Composite Reliability
Customer Loyalty	0.861	0.873

	Cronbach's Alpha	Composite Reliability
Customer Satisfaction	0.964	0.965
Reliability	0.886	0.887
Responsiveness	0.776	0.780
Tangible	0.739	0.744

Source: Primary Data Processed (2024)

3) Discriminant Validity

The study utilizes Discriminant Validity through the use of two criteria for testing, namely Fornell-Larcker and Cross Loadings. The Fornell-Larcker criterion is used to test by comparing the square root of the average variance extracted (AVE) value with the correlation between latent variables. Each construction's AVE value must have a higher correlation than the other constructions. According to Table 4.12, the results of the discriminant validity test indicate that each variable has a greater value than the variable right below it. This is demonstrated by the higher value of the customer loyalty item, which is 0.937, compared to the value of the item below it, customer satisfaction, which is 0.803. Similarly, the value of the customer satisfaction item, which is 0.966, is greater than the value of the item below it, reliability, which has a value of 0.893, and furthermore. A more detailed explanation can be seen in Table 4.12 as follows:

Table 4.12

Fornell-Larcker Criterion

	Customer Loyalty	Customer Satisfaction	Reliability	Responsiveness	Tangible
Customer Loyalty	**0.937**				
Customer Satisfaction	0.803	**0.966**			
Reliability	0.803	0.893	**0.902**		
Responsiveness	0.803	0.874	0.862	**0.831**	
Tangible	0.803	0.674	0.674	0.676	**0.810**

Source: Primary Data Processed (2024)

This study also employs an additional discriminant validity test, precisely the cross-loadings criterion. Cross-loadings pertain to the correlation between one indicator and other constructs within the model. When assessing the accuracy of an indicator inside a specific construct, it is essential that its loading on the construct is greater than its correlation with other constructs in the model. This criterion makes sure the indicator has a stronger correlation with the intended construct compared to other constructs. For a more comprehensive explanation, please refer to Table 4.13 below.

Table 4.13

Cross Loadings

	Customer Loyalty	Customer Satisfaction	Reliability	Responsiveness	Tangible
CL1	**0.946**	0.830	0.877	0.815	0.671

	Customer Loyalty	Customer Satisfaction	Reliability	Responsiveness	Tangible
CL2	**0.927**	0.664	0.701	0.657	0.722
CS1	0.722	**0.957**	0.853	0.815	0.626
CS2	0.802	**0.970**	0.866	0.866	0.697
CS3	0.800	**0.970**	0.867	0.849	0.627
K1	0.753	0.752	**0.868**	0.753	0.597
K2	0.777	0.819	**0.937**	0.782	0.659
K3	0.766	0.843	**0.901**	0.797	0.568
R1	0.645	0.793	0.690	**0.856**	0.532
R2	0.664	0.622	0.730	**0.794**	0.676
R3	0.666	0.754	0.733	**0.842**	0.491
T2	0.709	0.528	0.598	0.553	**0.854**
T3	0.604	0.590	0.499	0.558	**0.758**
T1	0.455	0.513	0.535	0.527	**0.816**

Source: Primary Data Processed (2024)

4.1.2.2 Structural Model Evaluation

1) Collinearity VIF

This section provides a description of the results obtained from the collinearity test. The purpose of VIF collinearity is to ensure that collinearity does not have a substantial impact on the estimation of the structural model. Within this study, three VIF values for the customer satisfaction variable exceeded 5, indicating that the research model displays collinearity issues. A more detailed explanation can be seen in Table 4.14 as follows:

Table 4.14

Collinearity VIF

	VIF
CL1	2.330
CL2	2.330
CS1	5.695
CS2	7.501
CS3	7.677
K1	2.199
K2	3.648
K3	2.778
R1	1.722
R2	1.485
R3	1.652
T2	1.798
T3	1.248
T1	1.789

Source: Primary Data Processed (2024)

2) Coefficient of Determination Test (R^2)

The coefficient of determination, often known as R-square, is commonly employed to evaluate the degree to which an independent or exogenous variable impacts and characterizes a dependent or endogenous variable. Furthermore, this coefficient indicates the model's ability to accurately predict outcomes, quantified by the squared correlation between a specific endogen variable's predicted and observed values. Therefore, the coefficient serves as a substitute for the potential individual

impact of the combined variables on the dependent variable. The endogenous latent variables in the table have R-Square adjusted values of 0.763 and 0.834, indicating a strong model based on the PLS R-Square results. The R-square values for each variable are provided in Table 4.15.

Table 4.15

R-Square

	R-square	**R-square adjusted**
Customer Loyalty	0.777	0.763
Customer Satisfaction	0.841	0.834

Source: Primary Data Processed (2024)

3) Hypothesis Testing

The findings of this test can be utilized to address the study hypotheses. The hypotheses are tested by evaluating T statistics and P values. Hair et al. (2022) stated that there are specific criteria to consider when computing hypothesis tests. These guidelines require the P value to be less than 0.05 and the T statistics greater than 1.96. The service quality dimensions discussed here include tangible, responsiveness, and reliability, which are independent variables. The latter two constructions are considered dependent variables.

Table 4.16 shows four hypotheses have been accepted, while six hypotheses have been rejected. The indirect effects of all the independent variables are tangible, responsiveness, and reliability, which do not significantly affect the dependent variable (customer loyalty) through customer satisfaction working as a mediator (all have p >

0.05 and T < 1.96). Therefore, H4 was rejected, and customer satisfaction mediates an insignificant relationship between service quality and customer loyalty. This was followed by H1a, H2, and H3b, which were rejected, which means that the independent variable has an insignificant effect on the dependent variable. Afterward, H1b, H1c, H3a, and H3c were accepted. A more detailed explanation regarding hypothesis testing can be seen in Table 4.16 as follows:

Table 4.16

Hypothetical Testing Summary

Paths	Original sample (O)	T statistics	P values	Decisions
Tangible -> Customer Satisfaction	0.066	0.618	0.537	H1a Rejected
Responsiveness -> Customer Satisfaction	0.380	2.135	0.033	H1b Accepted
Reliability -> Customer Satisfaction	0.521	3.095	0.002	H1c Accepted
Customer Satisfaction -> Customer Loyalty	0.076	0.484	0.628	H2 Rejected
Tangible -> Customer Loyalty	0.284	3.840	0.000	H3a Accepted
Responsiveness -> Customer Loyalty	0.096	0.752	0.452	H3b Rejected
Reliability -> Customer Loyalty	0.507	2.812	0.005	H3c Accepted

Paths	Original sample (O)	T statistics	P values	Decisions
Tangible -> Customer Satisfaction -> Customer Loyalty	0.005	0.209	0.835	H4a Rejected
Responsiveness -> Customer Satisfaction -> Customer Loyalty	0.029	0.436	0.663	H4b Rejected
Reliability -> Customer Satisfaction -> Customer Loyalty	0.040	0.459	0.647	H4c Rejected

Source: Primary Data Processed (2024)

4) Predictive Relevance (Q^2)

Predictive relevance, or Q-Square, is a metric used to assess the accuracy of a model's fit to data. Similar to the coefficient of determination (R Square), higher Q-Square values can indicate a stronger fit to the data. Below is the calculation for Q-Square:

Q^2 = 1 - (1-R square 1) x (1-R square 2)

= 1 - (1 - 0.777) x (1 – 0.841)

= 1 – (0.223 x 0.159)

= 1 – 0.035

= 0.965

This research's Q-Square value is 0.965, as indicated by the previous calculations. This indicates that the research model can account for 96.5% of the

diversity of the research data. The remaining 3.5% of the value is credited to factors unrelated to research. Consequently, this research model is highly appropriate, considering the significance of these discoveries.

4.2 Discussions

4.2.1 Service Quality and Customer Satisfaction

This study evaluated the extent to which customer satisfaction is positively or significantly influenced by service quality. The initial hypothesis asserts that service quality positively or significantly influences customer satisfaction. In this study, the component of service quality that does not significantly influence customer satisfaction is tangible. However, responsiveness and reliability all influence customer satisfaction.

Based on the hypothesis test results, the P-value for tangible is 0.399, and the T-Statistics is 0.845. The results fail to meet the P-value < 0.05 and T-value > 1.96 requirements. However, based on the P-value of 0.033 and T-statistics of 2.135 for responsiveness, and the P-value of 0.002 and T-statistics of 3.095 for reliability, it can be stated that these results fulfil the assessment requirements. It can be concluded that the tangible part of service quality does not have a significant and beneficial impact on customer satisfaction, despite responsiveness and reliability both significantly influencing customer satisfaction. Therefore, this study proves that service quality in the responsiveness and reliability components can positively impact customer satisfaction but not on the tangible part.

This research aligns with the argument made by Ashiq & Hussain (2024), who stated that the reliability indicator significantly influences customer satisfaction. However, this study yielded contrasting findings related to responsiveness, with evidence indicating that responsiveness positively impacts customer satisfaction. This contrasts with the findings of Ashiq & Hussain (2024), who suggested that responsiveness has an insignificant impact on customer satisfaction. On top of that, the results conclude that service quality provided by the business successfully influences customer satisfaction when it comes to responsiveness and reliability.

4.2.2 Customer Satisfaction and Customer Loyalty

This study evaluates how customer satisfaction positively or significantly influences customer loyalty. The initial hypothesis asserts that customer satisfaction positively or significantly influences customer loyalty. Nonetheless, this research found that the customer satisfaction variable does not significantly influence customer loyalty. Based on the hypothesis test results, the P-value for customer satisfaction and customer loyalty is 0.628, and the T-Statistics is 0.484. The results fail to meet the P-value < 0.05 and T-value > 1.96 requirements. Therefore, this proves that customer satisfaction's influence on customer loyalty is insignificant and that H2 was rejected.

This statement contradicts the findings of Ashiq & Hussain (2024), who asserted that there is a positive correlation between customer satisfaction and customer loyalty. The variation in the results of this study could be related to variations in

samples and research locations. Furthermore, the study discovered that customer satisfaction did not substantially affect a company's customer loyalty.

4.2.3 Service Quality and Customer Loyalty

This study evaluates the extent to which customer loyalty is positively or significantly influenced by service quality. The initial hypothesis asserts that service quality positively or significantly influences customer loyalty. In this study, the component of service quality that does not significantly influence customer loyalty is responsiveness. However, tangibility and reliability all positively influence customer loyalty.

Based on the hypothesis test results, the P-value for responsiveness is 0.452, and the T-statistics is 0.752. The results fail to meet the P-value < 0.05 and T-value > 1.96 requirements. However, based on the P-value of 0.000 and T-statistics of 3.840 for tangible, and the P-value of 0.005 and T-statistics of 2.812 for reliability, it can be stated that these results fulfil the assessment requirements. This study proves that tangible and reliable service quality can positively impact customer loyalty but not responsiveness. It can be concluded that the responsiveness part of service quality does not have a significant and beneficial impact on customer loyalty, despite tangible and reliability both significantly influencing customer loyalty.

This is slightly contradictory to the findings of Mahmood et al. (2018), who found substantial evidence that all aspects of service quality significantly increase customer loyalty. One of the service quality dimensions in this study, responsiveness,

insignificantly affects customer loyalty. Therefore, this study found that the service quality on responsiveness part does not significantly impact customer loyalty, yet tangible and reliability do have a significant impact. On top of that, the results conclude that the service quality the business provides successfully influences customer loyalty when it comes to tangible services and service reliability.

4.2.4 Customer satisfaction as a mediating role between service quality and customer loyalty

This study evaluates the significant relationship of customer satisfaction as a mediating variable between service quality and customer loyalty. The initial hypothesis asserted that customer satisfaction mediates a positive relationship between service quality and customer loyalty. However, data analysis shows different results. The indirect effects of all the independent variables are tangible, responsiveness, and reliability, which do not significantly affect the dependent variable (customer loyalty) through customer satisfaction working as a mediator (all have $p > 0.05$ and $T < 1.96$). Therefore, H4 was rejected, and customer satisfaction mediates an insignificant relationship between service quality and customer loyalty.

This is the same as previous research from Ashiq & Hussain (2024), who found that customer satisfaction mediates an insignificant relationship between service quality and loyalty. Nonetheless, this is contrary to Titan & Suasana's (2023) research, which stated that a positive relationship between service quality and customer loyalty is mediated by customer satisfaction. The difference in the results of this study may be

due to differences in samples and research locations. On top of that, this study found that customer satisfaction does not significantly mediate the relationship between service quality and customer loyalty.

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

This study analyzes and evaluates the impact of service quality on customer loyalty, mediated by customer satisfaction, at Telkom Ternate. The researcher delivered questionnaires through Google Forms, in which respondents filled out. The results yielded a total of 70 respondents, meeting the criteria established by the researcher. Subsequently, the obtained results were subjected to analysis using the SmartPLS 4 software, leading to the following conclusions:

1. The tangible aspect of service quality did not substantially impact customer satisfaction, but the dimensions of responsiveness and reliability positively influenced customer satisfaction. The results conclude that service quality provided by Telkom Ternate successfully influences customer satisfaction when it comes to responsiveness and reliability but did not influence customer satisfaction through tangible services.
2. The study discovered that customer satisfaction did not substantially affect customer loyalty. Therefore, it can be concluded that the level of customer satisfaction among Telkom Ternate customers did not have any impact on their loyalty towards the company.
3. The research results indicate that the service quality offered by the company significantly impacts customer loyalty, particularly in relation to tangible services and service reliability. However, the company was unsuccessful in impacting

customer loyalty by responsiveness. It can be concluded that customer loyalty towards Telkom Ternate is mainly driven by tangible and reliable aspects of service quality, while responsiveness did not have a significant impact.

4. This study found that customer satisfaction does not significantly mediate the relationship between service quality and customer loyalty. This indicates that there is no mediation of customer satisfaction in the relationship between Telkom Ternate service quality and customer loyalty.

5.2 Recommendations

The following are recommendations and practical implications that researcher have described:

1. Telkom should prioritize enhancing service quality, particularly in the aspects of tangible and reliable service, as this will have a favorable effect on customer loyalty. Telkom must prioritize, enhance, and preserve the quality of its services in these aspects. The approach to success depends upon upgrading infrastructure and physical office service facilities while consistently providing trustworthy and dependable services.
2. The first dimension of service quality that affects customer loyalty is Tangibles. This dimension pertains to the physical components of service delivery, such as personnel appearance, equipment and facilities. To improve customer loyalty, one strategy is to create interactive displays that present Telkom's offerings and network coverage. Ensuring a convenient and spacious parking facility for

customers, featuring distinct markings and, if possible, sheltered sections to shield from sunlight and rain, can also be an option. Additionally, creating a dedicated area where users can test internet speeds and experience new services or devices can also be effective. This will enhance the customer experience at the Telkom office and facilitate customers' access to information about Telkom's products.

3. Reliability is the second dimension that influences customer loyalty. This dimension pertains to the ability that consistently and precisely deliver the service as promised. To enhance customer loyalty through reliability, Telkom could implement proactive monitoring systems to identify and resolve any issues before they impact customers. Develop an effective communication system that automatically updates customers about the status of their service, particularly during service recovery situations, minimizing the need for customers to manually check. Furthermore, considering the option of investing in the enhancement and maintenance of the local network will guarantee a reliable and excellent level of service. In this approach, any issues experienced or expected by customers will be promptly detected and resolved, also, the local network's performance will enhance the quality of service provided to customers.

5.3 Research Limitations

1. This study only focuses on the case of Telkom Ternate. Hence, the findings may not be generalized to other companies. For this reason, future studies might employ a broader focus in order to strengthen the results of this study.

2. This study also focuses on examining the impact of service quality on satisfaction and loyalty. Accordingly, future studies can explore more related constructs in order to widen the framework of existing theories related to service quality.

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APPENDICES

Appendix 1

Kuesioner Penanganan Lapor Gangguan Telkom Ternate

A. Data Identitas Responden

1. Nama : ……
2. Jenis Kelamin :
   - Perempuna
   - Laki-laki
3. Umur :
   - < 20 tahun
   - 20-25 tahun
   - 26-35 tahun
   - 36-45 tahun
   - Lebih dari 45 tahun
4. Apakah Anda pernah mengunjungi kantor cabang Telkom terdekat?
   - Ya
   - Tidak

B. Petunjuk Pengisian

Baca dan pahami setiap pernyataan di bawah ini, kemudian pilihlah salah satu jawaban yang paling sesuai dengan keadaan, perasaan dan pikiran Anda. Semua jawaban dianggap BENAR dan tidak ada jawaban yang dianggap SALAH. Oleh karena itu, jawablah sejujur-jujurnya sesuai dengan kondisi Anda, adapun pilihan jawaban tersebut sebagai berikut:

No.	Pernyataan	Skor
1.	Sangat Setuju	5
2.	Setuju	4
3.	Netral	3
4.	Tidak Setuju	2
5.	Sangat Tidak Setuju	1

C. Item Pernyataan

KUALITAS PELAYANAN (X)						
No.	**Pernyataan**	**1**	**2**	**3**	**4**	**5**
Fisik (Tangible)						
1.	Kantor Telkom memiliki lokasi yang mudah diakses					
2.	Ruang tunggu yang nyaman, ber AC dan Tempat duduk yang memadai					
3.	Parkiran kantor luas dan nyaman					
Tanggapan (Responsiveness)						
4.	Petugas Telkom mudah dihubungi saat ingin melaporkan gangguan					
5.	Respon dari karyawan Telkom baik saat memberikan informasi dan menangani masalah Anda					

6.	Petugas lapangan cepat dalam menyelesaikan permasalahan Anda					
Keandalan (Reliability)						
7.	Layanan diberikan tepat waktu					
8.	Telkom memberikan informasi yang jelas mengenai status masalah Anda selama proses pemulihan layanan.					
9.	Anda mendapat informasi jelas dan mudah dipahami terkait pelaporan gangguan masalah yang Anda alami.					
Kepuasan Pelanggan (Customer Satisfaction)						
10.	Anda puas dengan proses pelaporan masalah anda ke cabang Telkom di Ternate					
11.	Usaha Telkom dalam menyelesaikan masalah Anda sudah memenuhi ekspektasi Anda					
12.	Anda puas dengan kompensasi atau penyelesaian yang diberikan oleh Telkom untuk masalah yang Anda laporkan					
LOYALITAS PELANGGAN (Y)						
No.	**Pernyataan**	**1**	**2**	**3**	**4**	**5**

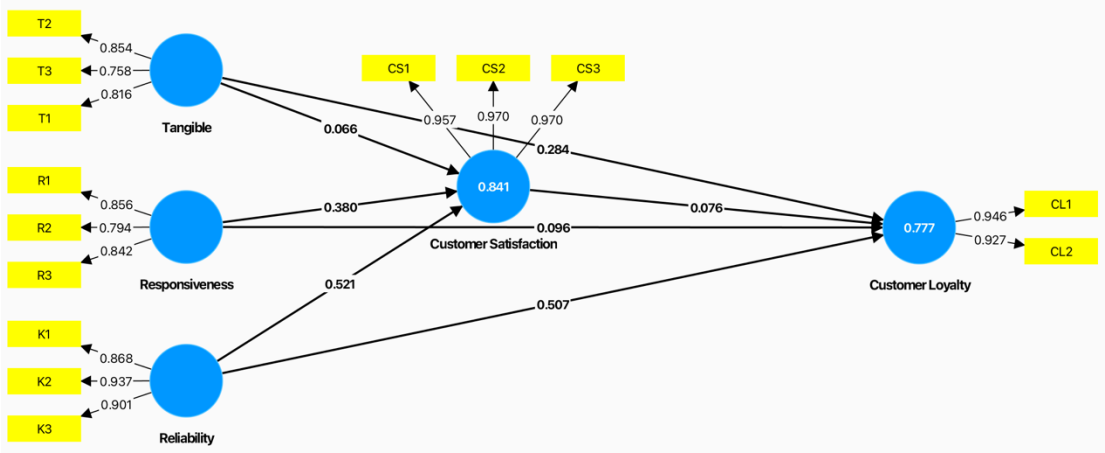
1.	Anda akan merekomendasikan Telkom ke orang lain berdasarkan pengalaman terbaru Anda dengan proses pemulihan layanan.					
2.	Jika ada perusahaan penyedia layanan internet selain Telkom, Anda akan tetap menggunakan layanan Telkom.					

Appendix 2

Outer Model

- **Convergent Validity**

  Outer loadings



- **Discriminant Validity**

Fornell Larcker

	Customer Loyalty	Customer Satisfaction	Reliability	Responsiveness	Tangible
Customer Loyalty	0.937				
Customer Satisfaction	0.803	0.966			
Reliability	0.848	0.893	0.902		
Responsiveness	0.791	0.874	0.862	0.831	
Tangible	0.741	0.674	0.674	0.676	0.810

Cross Loading

	Customer Loyalty	Customer Satisfaction	Reliability	Responsiveness	Tangible
CL1	0.946	0.830	0.877	0.815	0.671
CL2	0.927	0.664	0.701	0.657	0.722
CS1	0.722	0.957	0.853	0.815	0.626
CS2	0.802	0.970	0.866	0.866	0.697
CS3	0.800	0.970	0.867	0.849	0.627
K1	0.753	0.752	0.868	0.753	0.597
K2	0.777	0.819	0.937	0.782	0.659
K3	0.766	0.843	0.901	0.797	0.568
R1	0.645	0.793	0.690	0.856	0.532
R2	0.664	0.622	0.730	0.794	0.676
R3	0.666	0.754	0.733	0.842	0.491
T2	0.709	0.528	0.598	0.553	0.854
T3	0.604	0.590	0.499	0.558	0.758
T1	0.455	0.513	0.535	0.527	0.816

- **Reliability Test**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Customer Loyalty	0.861	0.873	0.935	0.877
Customer Satisfaction	0.964	0.965	0.976	0.933
Reliability	0.886	0.887	0.929	0.814
Responsiveness	0.776	0.780	0.870	0.691
Tangible	0.739	0.744	0.851	0.657

Appendix 3

Inner Model

- Collinearity VIF

	VIF
CL1	2.330
CL2	2.330
CS1	5.695
CS2	7.501
CS3	7.677
K1	2.199
K2	3.648
K3	2.778
R1	1.722
R2	1.485
R3	1.652
T2	1.798
T3	1.248
T1	1.789

- R-Square

	R-square	R-square adjusted
Customer Loyalty	0.777	0.763
Customer Satisfaction	0.841	0.834

- Hypothesis Testing

Path Coefficient

Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Customer Satisfaction -> Customer Loyalty	0.076	0.068	0.157	0.484	0.628
Reliability -> Customer Loyalty	0.507	0.494	0.180	2.812	0.005

Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Reliability -> Customer Satisfaction	0.521	0.484	0.168	3.095	0.002
Responsiveness -> Customer Loyalty	0.096	0.117	0.128	0.752	0.452
Responsiveness -> Customer Satisfaction	0.380	0.406	0.178	2.135	0.033
Tangible -> Customer Loyalty	0.284	0.287	0.074	3.840	0.000
Tangible -> Customer Satisfaction	0.066	0.086	0.106	0.618	0.537

Specific Indirect Effect

Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Reliability -> Customer Satisfaction -> Customer Loyalty	0.040	0.039	0.087	0.459	0.647
Responsiveness -> Customer Satisfaction -> Customer Loyalty	0.029	0.018	0.066	0.436	0.663
Tangible -> Customer	0.005	0.009	0.024	0.209	0.835

Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Satisfaction -> Customer Loyalty					

Appendix 4

Letter of Acceptance

Telkom Indonesia
the world in your hand

Ternate, 20 Februari 2023

Nomor :
Perihal : Pemberian Izin Magang Kerja Mahasiswa

Kepada Yth.
Ketua Prodi Manajemen Program Sarjana
Universitas Islam Indonesia

Memenuhi surat saudara Nomor : 09/ProdiMnj/10/IUP/II/2023 Tanggal 06, Februari 2023 perihal permohonan izin magang kerja mahasiswa Universitas Islam Indonesia, kepada mahasiswa:

Nama	: Nurul Faizah Chairunnisa Djunaidy
NIM	: 20311540
Program Studi	: Manajemen IUP
Semester	: Genap
Tahun Akademik	: 2023

dengan ini kami sampaikan bahwa PT. TELKOM TERNATE berkenan memberi izin pada mahasiswa Universitas Islam Indonesia untuk melaksanakan magang kerja selama 4 (empat) bulan dari tanggal 20 Februari s/d 30 Juni 2023.

Atas perhatian dan kerjasamanya, kami ucapkan terima kasih.

PT. TELKOM TERNATE

Telkom Indonesia

Ihamdi
KANDATEL TERNATE

Appendix 5

Surat Permohonan Magang



UNIVERSITAS ISLAM INDONESIA

FAKULTAS
BISNIS DAN EKONOMIKA

Gedung Prof. Dr. Ace Partadiredja
Ringroad Utara, Condong Catur, Depok
Sleman, Yogyakarta 55283
T. (0274) 881546, 883087, 885376;
F. (0274) 882589
E. fe@uii.ac.id
W. fecon.uii.ac.id

Yogyakarta, 06 Februari 2023

No. : 09/ProdiMnj/10/IUP/II/2023
Hal : Permohonan izin magang

Kepada Yth.
Pimpinan
PT. Telekomunikasi Indonesia (Telkom) Pusat Ternate
Jl. Kapitan Pattimura, Kalumpang, Ternate Tengah
Kota Ternate, Maluku Utara
Indonesia

Dengan hormat,

Bersama ini kami sampaikan, bahwa yang tertera dibawah ini:

Nama : Nurul Faizah Chairunnisa Djunaidy
No. mahasiswa : 20311540
Program studi : Manajemen Internasional

adalah mahasiswa pada Program Internasional, Fakultas Bisnis dan Ekonomika, Universitas Islam Indonesia yang hendak melakukan magang kerja pada lembaga yang Bapak/Ibu pimpin sebagai salah satu syarat untuk menyelesaikan studi. Oleh karena itu, mohon kiranya mahasiswa tersebut diizinkan untuk melakukan magang pada tanggal 20 Februari – 30 Juni 2023 (5 bulan).

Demikian permohonan kami, atas bantuan dan kerjasamanya kami mengucapkan terima kasih.

Hormat kami

UNIVERSITAS ISLAM INDONESIA
YOGYAKARTA
FAKULTAS BISNIS DAN EKONOMIKA

Abdur Rafik, S.E., M.S.c
Ketua Prodi Manajemen Program Sarjana

Appendix 6

Respondent Profile

Gender	Age	Visited Telkom's office
Perempuan	Lebih dari 45 tahun	Ya
Perempuan	20–25	Ya
Perempuan	20–25	Ya
Perempuan	26–35	Ya
Laki-laki	26–35	Ya
Perempuan	20–25	Ya
Laki-laki	<20	Ya
Perempuan	<20	Ya
Perempuan	26–35	Ya
Laki-laki	36–45	Ya
Perempuan	20–25	Ya
Laki-laki	20–25	Ya
Laki-laki	26–35	Ya
Laki-laki	20–25	Ya
Laki-laki	20–25	Ya
Laki-laki	20–25	Ya
Perempuan	20–25	Ya
Perempuan	20–25	Ya
Perempuan	20–25	Ya
Laki-laki	20–25	Ya
Perempuan	20–25	Ya
Laki-laki	Lebih dari 45 tahun	Ya
Laki-laki	36–45	Ya
Perempuan	36–45	Ya
Laki-laki	36–45	Ya
Laki-laki	26–35	Ya
Perempuan	Lebih dari 45 tahun	Ya
Perempuan	36–45	Ya
Perempuan	26–35	Ya
Perempuan	26–35	Ya

Gender	Age	Visited Telkom's office
Perempuan	36–45	Ya
Perempuan	36–45	Ya
Laki-laki	26–35	Ya
Laki-laki	26–35	Ya
Perempuan	36–45	Ya
Perempuan	26–35	Ya
Laki-laki	36–45	Ya
Laki-laki	36–45	Ya
Laki-laki	36–45	Ya
Laki-laki	Lebih dari 45 tahun	Ya
Laki-laki	26–35	Ya
Laki-laki	36–45	Ya
Laki-laki	20–25	Ya
Perempuan	Lebih dari 45 tahun	Ya
Laki-laki	36–45	Ya
Perempuan	Lebih dari 45 tahun	Ya
Laki-laki	36–45	Ya
Laki-laki	26–35	Ya
Laki-laki	36–45	Ya
Laki-laki	26–35	Ya
Perempuan	36–45	Ya
Laki-laki	36–45	Ya
Laki-laki	26–35	Ya
Perempuan	26–35	Ya
Laki-laki	36–45	Ya
Perempuan	26–35	Ya
Laki-laki	Lebih dari 45 tahun	Ya
Perempuan	20–25	Ya
Perempuan	36–45	Ya
Laki-laki	26–35	Ya
Perempuan	Lebih dari 45 tahun	Ya
Laki-laki	20–25	Ya
Perempuan	36–45	Ya

Gender	Age	Visited Telkom's office
Perempuan	20–25	Ya
Laki-laki	26–35	Ya
Laki-laki	20–25	Ya
Laki-laki	20–25	Ya
Perempuan	26–35	Ya
Laki-laki	26–35	Ya
Perempuan	20–25	Ya

Appendix 7

List of variable data

- Tangible

T1	T2	T3	Total
5	5	5	15
5	4	5	14
4	5	4	13
4	4	4	12
5	4	3	12
5	5	1	11
5	5	1	11
4	4	5	13
5	4	4	13
4	4	4	12
5	5	5	15
5	5	5	15
1	1	1	3
5	5	5	15
4	4	4	12
4	4	4	12
5	5	4	14
3	4	4	11
5	5	5	15
4	4	2	10
5	4	3	12
5	5	5	15
4	4	4	12
5	5	5	15
4	4	4	12
5	5	5	15
5	5	5	15
5	5	5	15
3	4	4	11

T1	T2	T3	Total
4	4	3	11
5	5	5	15
5	5	5	15
5	5	4	14
5	5	5	15
5	5	3	13
5	5	4	14
5	4	3	12
4	4	3	11
5	5	5	15
4	4	4	12
5	4	3	12
5	5	5	15
4	4	4	12
5	5	3	13
5	5	3	13
5	4	4	13
5	5	5	15
3	3	3	9
4	5	4	13
5	5	4	14
5	4	5	14
4	4	4	12
5	4	4	13
4	4	4	12
5	3	4	12
5	3	4	12
5	4	5	14
5	3	4	12
5	4	5	14
5	5	5	15
4	4	4	12
5	5	4	14
4	4	4	12

T1	T2	T3	Total
5	5	5	15
4	4	4	12
4	4	4	12
3	3	3	9
5	4	4	13
4	5	4	13
5	5	5	15
4,53	4,34	4,03	12,90

- Responsiveness

R1	R2	R3	Total
3	4	2	9
4	4	3	11
5	5	5	15
4	4	4	12
4	5	4	13
2	5	1	8
1	5	5	11
4	4	3	11
4	4	4	12
4	4	4	12
4	4	4	12
4	5	5	14
1	1	1	3
5	5	5	15
4	4	4	12
4	4	4	12
3	3	3	9
4	4	4	12
4	4	4	12
4	4	4	12
4	5	2	11
5	5	5	15

R1	R2	R3	Total
4	4	4	12
5	5	5	15
4	4	4	12
2	5	2	9
5	5	5	15
5	5	5	15
3	3	3	9
4	4	4	12
5	5	5	15
4	4	4	12
5	5	4	14
5	5	5	15
4	4	4	12
4	4	4	12
5	4	3	12
4	4	3	11
5	5	5	15
4	4	4	12
5	4	3	12
5	5	5	15
4	4	4	12
4	4	3	11
5	5	3	13
3	3	3	9
4	5	4	13
3	3	3	9
4	4	4	12
4	4	4	12
5	5	5	15
5	5	4	14
4	5	2	11
4	4	4	12
4	4	4	12
4	4	3	11

R1	R2	R3	Total
5	4	3	12
4	4	4	12
5	4	4	13
5	5	5	15
4	4	4	12
5	5	4	14
4	4	4	12
5	5	5	15
5	4	4	13
4	4	4	12
3	3	3	9
5	5	5	15
4	5	4	13
4	4	4	12
4,10	4,27	3,83	12,20

- Reliability

K1	K2	K3	Total
3	3	4	10
4	3	3	10
4	5	5	14
4	4	4	12
5	4	5	14
1	2	2	5
5	4	5	14
3	4	4	11
4	4	4	12
4	4	4	12
4	5	5	14
5	5	5	15
1	1	1	3
5	5	5	15
4	4	4	12

K1	K2	K3	Total
4	4	4	12
2	4	4	10
3	4	4	11
4	4	4	12
3	3	4	10
3	4	5	12
5	5	5	15
4	4	4	12
5	5	5	15
4	4	4	12
5	5	2	12
5	5	5	15
5	5	5	15
3	3	3	9
4	4	4	12
5	5	5	15
4	4	4	12
4	4	5	13
5	5	5	15
4	4	4	12
4	4	4	12
4	5	5	14
4	4	4	12
5	5	5	15
4	4	4	12
4	5	5	14
5	5	5	15
4	4	4	12
4	4	4	12
5	5	4	14
3	3	3	9
5	4	5	14
3	3	3	9
4	4	4	12

K1	K2	K3	Total
3	4	4	11
4	4	4	12
3	4	4	11
3	5	5	13
4	4	4	12
4	4	4	12
4	4	3	11
4	3	3	10
4	3	3	10
4	4	4	12
5	5	5	15
4	4	4	12
4	5	5	14
4	4	4	12
5	5	5	15
5	5	5	15
4	4	4	12
3	3	3	9
4	5	5	14
5	4	5	14
4	4	4	12
3,99	4,11	4,16	12,26

- Customer Satisfaction

CS1	CS2	CS3	Total
4	4	4	12
4	4	4	12
5	5	5	15
4	4	4	12
4	4	4	12
1	1	1	3
5	3	4	12
4	3	3	10

CS1	CS2	CS3	Total
4	4	4	12
4	4	4	12
5	5	5	15
5	5	5	15
1	1	1	3
5	5	5	15
4	4	4	12
4	4	4	12
5	4	3	12
4	4	4	12
4	4	4	12
3	3	3	9
4	4	4	12
5	5	4	14
4	3	3	10
5	5	5	15
4	4	4	12
2	3	3	8
5	5	5	15
5	5	5	15
3	3	3	9
4	4	4	12
5	5	5	15
4	4	4	12
5	5	5	15
5	5	5	15
4	4	4	12
4	4	4	12
4	4	4	12
4	4	4	12
5	5	5	15
4	4	4	12
5	4	5	14
5	5	5	15

CS1	CS2	CS3	Total
4	4	4	12
4	4	4	12
5	5	5	15
3	3	3	9
4	5	4	13
3	3	3	9
4	4	4	12
4	4	4	12
5	5	5	15
4	4	4	12
4	4	4	12
4	4	4	12
4	4	4	12
4	4	3	11
4	4	4	12
4	4	4	12
4	4	4	12
5	5	5	15
4	4	4	12
5	5	5	15
4	4	5	13
5	5	5	15
5	5	5	15
4	4	4	12
3	3	3	9
5	5	5	15
4	5	4	13
4	4	4	12
4,14	4,10	4,07	12,31

- Customer Loyalty

CL1	CL2	TOTAL
4	4	8

CL1	CL2	TOTAL
4	5	9
5	5	10
4	4	8
5	5	10
2	2	4
4	3	7
4	4	8
4	4	8
4	4	8
5	5	10
5	5	10
1	1	2
5	5	10
4	4	8
4	4	8
3	4	7
4	4	8
4	4	8
4	3	7
4	3	7
5	5	10
3	4	7
5	5	10
4	4	8
4	5	9
4	5	9
5	5	10
3	3	6
4	4	8
5	5	10
4	4	8
5	4	9
5	5	10
4	4	8

CL1	CL2	TOTAL
4	4	8
5	3	8
4	4	8
5	5	10
4	4	8
4	4	8
5	5	10
4	4	8
4	4	8
5	3	8
3	3	6
5	4	9
3	3	6
4	4	8
4	4	8
4	4	8
4	3	7
4	3	7
4	4	8
3	2	5
2	2	4
4	4	8
3	2	5
4	4	8
5	5	10
4	3	7
5	4	9
4	4	8
5	5	10
5	4	9
4	4	8
3	3	6
5	4	9
5	4	9

CL1	CL2	TOTAL
4	4	8
4,10	3,91	8,01