Deeper Insights into Service Quality in the Context of Commitment and Loyalty: A Study on Internet Providers in Indonesia

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ABSTRACT

This study aims to analyze the impacts of service assurance and service reliability variables on customer loyalty through affective commitment and continuance commitment of PT IndiHome in Indonesia. The sampling method is non-probability sampling and snowball sampling. The sample contains 141 respondents. Empirical findings indicate that: Service Assurance and Service Reliability have significant relationships with Affective Commitment; Service Assurance and Service Reliability have significant effects on Continuance Commitment; Service Assurance, Service Reliability, and Continuance Commitment significantly affect Customer Loyalty; Affective Commitment has a significant relationship with Customer Loyalty. The results are obtained from data analyses on eight hypotheses, which are all empirically supported. This study contributes to the theory of customer loyalty management and validates the determinants of customer loyalty.

Keywords: Service Assurance, Service Reliability, Continuance Commitment, Customer Loyalty.

1. INTRODUCTION

Market competition causes companies to provide various products and the best service to satisfy their customers (Ronald and Amelia, 2017). Thus, every telecommunications company strives to provide maximum service to satisfy customer needs. This requires one of the telecommunications companies, namely PT IndiHome, to develop products and improve the service quality. Indihome (Indonesia Digital Home) was launched as a replacement for Speedy in 2015 by PT Telekomunikasi Indonesia Tbk. as one of the Internet service providers in Indonesia. It provides Triple Play services consisting of Internet Fiber/High-Speed Internet, Interactive TV and Phone. This study investigate how IndiHome can gain customer loyalty to compete with its market rivals.

According to Kotler and Keller (2018), satisfaction is a person's feeling of pleasure or disappointment that arises from comparing the perceived performance of the product (or result) to their expectations. If performance fails to meet expectations, customers will be dissatisfied. If performance matches expectations, customers will be satisfied. In addition, if performance exceeds expectations, customers will be very satisfied or happy. According to Tjiptono (2014), customer satisfaction is crucial in modern marketing thinking and practice. Based on the theory above, it can be concluded that customer satisfaction is a response or customer response in the form of feelings or assessments of the use of products where their expectations and needs are met.

This study considers several factors. Service assurance is the set of processes and policies to verify that network service meets predefined Service-Level Agreements (SLA).

Service reliability requires companies to perform accurately and timely and avoid mistakes at their best. Affective commitment is the desire to maintain a relationship based on loyalty and affiliation (Gundlach *et al.*, 1995). Continuance commitment is based on rational motives, focusing on termination or switching costs (Kumar, 1996). According to Garbarino and Johnson (1998), affective and continuance commitment have a positive impact on customer retention.

2. LITERATURE REVIEW

2.1 Service Assurance

Guarantees for services provided by employees are determined by service performance, so the employees can provide reliable, independent, and professional services that impact the service satisfaction received. Strong organizational commitment encourages every employee to provide services seriously and sincerely to satisfy the people served.

Ernest (2017) found that service assurance has a significant and positive effect on affective commitment. Promotion helps to shape customers' positive attitudes toward their chosen brands. Such positive feelings evoked by promotion reinforce customers' emotional commitment to the brand. Meanwhile, service assurance has an insignificant positive effect on continuance commitments. Ernest (2017) also found that service reliability has a significant positive effect on continuance commitment, while affective commitment was insignificant. Overall, service assurance and service reliability have a positive effect on both customer commitment. From these statements, we can make hypotheses that:

H$_1$: Service Assurance has a significant and positive effect on Affective Commitment
H$_2$: Service Assurance has a significant and positive effect on Continuance Commitment
H$_5$: Service Assurance has a significant and positive effect on Customer Loyalty

2.2 Service Reliability

Martinelli and Balboni (2012) stated that service reliability comprises the firm's ability to keep promises, do things "right," and ensure a quick check-out to customers while giving them the correct information regarding promotions and prices.

The company's ability to deliver the promised service accurately from the outset, for example, a company might choose a consultant based solely on reputation. If the consultant can provide what the client wants, the client will be satisfied and pay a consulting fee. However, if the consultant realizes what the client expects, the consultation fee will not be paid in full (Tjiptono, 2014: 174).

Ernest (2017) found that service reliability was directly related to customer loyalty, while no relationship was found between service assurance and customer loyalty. Since customer that perceives services to be reliable are more likely to repurchase and even recommend the service to other customers. It is not the same with service assurance which mainly reflects premises wherein mere premises are not sufficient to trigger loyalty. Drawing from previous research, the following hypotheses are proposed:

H$_3$: Service Reliability has a significant and positive effect on Affective Commitment
H$_4$: Service Reliability has a significant and positive effect on Continuance Commitment
H$_6$: Service Reliability has a significant and positive effect on Customer Loyalty

2.3 Affective Commitment

Affective commitment has equally been defined as the propensity to continue stable transactions in the long run by utilizing social ties and familiar relations with partners (Geyskens *et al.*, 1996). Thus, customers are effectively committed to an organization if they willingly express their emotional feelings towards that organization.

Darmawan (2013) suggests that affective commitment is the desire of employees to maintain their membership in an organization or company and are willing to make high efforts to achieve the organization's or company's goals. According to Imanni and Witjaksono (2013), affective commitment is an attitude of loyalty that employees have to the organization or will not leave the organization and always take sides for the organization's interests and are serious about achieving organizational goals.

Affective commitment relates to employees' emotional aspects, identification, and organizational involvement. Affective commitment is an attitude process in which a person thinks about his relationship with the organization by considering the compatibility between his values and goals with the values and goals of the organization. The degree of conformity between individual values and goals with organizational values and goals directly influences the individual's desire to stay in the organization. In other words, someone with high affective commitment will be loyal to their organization because they want to stay. Factors that affect affective commitment include job characteristics, dependence on the organization, perceptions of participatory management, and tenure (Dunham *et al*., 1994). This affective commitment will result in liking to work as usual, doing the tasks given to him as well as possible, and being willing to give help (Meyer and Allen in Meyer and Hersovitch, 2002).

Ernest (2017) found that the effect of continuance commitment was insignificant, while the effect of affective commitment was significant. The reason is that continuance commitment is driven by the negative psychological state, which is often high in telecommunication services. Hence, customers may be loyal due to the absence of alternative offerings or the presence of switching costs. Drawing from previous research, the following hypotheses are proposed:

H7: Affective Commitment has a significant and positive effect on Customer Loyalty

2.4 Continuance Commitment

Continuance commitment relates more to side bets, switching costs, and scarcity of alternatives. It develops through a cognitive assessment of the gains and losses generated if the transaction relationship were terminated (Geyskens et al., 1996). Continuance commitment is, therefore, a cognitive assessment of the benefits and losses derived from the comparative assessment of competing marketing offerings and typical considerations of the consequences of relationship termination.

Continuance commitment is generally defined as the willingness to remain in an organization because of personal investment in the form of non-transferable investments such as close working relationships with co-workers, retirement investments and career investments, acquired job skills that are unique to a particular organization, years of employment in a particular organization, involvement in the community in which the employer is located, and other benefits that make it too costly for one to leave and seek employment elsewhere.

This extrinsic form of commitment derives from instrumental principles based on compliance (O"Reilly & Chatman, 1986). Because CC derives primarily from external constraints (i.e., rewards and punishments delivered by oneself sources), this form of commitment is not self-determined (Gagne & Deci, 2005). It is, however, important to note that while the perceived bond underlying employees'" Continuance commitment to the other party is not self-determined (i.e., it exists as a means to other ends), the ends themselves may be intrinsically desirable (e.g., opportunities for personal growth) and valued for reasons other than compliance-based motivations.

H8: Continuance Commitment has a significant and positive effect on Customer Loyalty

2.5 Customer Loyalty

Customer loyalty, according to Oliver (1999), is "*a deeply held commitment to rebuy or patronize a preferred product/service consistently in the future*" (p. 34). According to Morgan

and Hunt (1994), loyalty differs from commitment because the latter is usually considered in purely cognitive terms, which measure consumer attitudinal attachment to a brand. In the opinion of Nugroho et al. (2011), customer loyalty can be defined as a benchmark for the nature of the loyalty of consumers in using a product brand which can be in the form of services at a specific time limit where the situation has many choices of products or services that can meet needs and customers will also have the ability to obtain it. Meanwhile, according to Rai and Medha (2013), customer loyalty is formed due to consumers' continued satisfaction and emotional bonds formed by service providers that have the effect of willingness and consistency.

Customer loyalty is also referred to as a commitment from consumers to doing business with a particular organization that affects the repeated purchases of goods or services from that organization (Bose and Rao, 2011).

3. METHODOLOGY

This study adopts the framework as shown in Figure 1 to examine the influence of service quality, customer commitment, and customer loyalty. In total, 15 scale items were utilized to measure the five latent constructs. There are three items for each latent construct. These three items that measure service assurance reflect the ability of telecom service providers to inspire trust and confidence. The three items that measure service reliability reflect dependability, delivery accuracy, and promise fulfillment supported by good capacity. An affective commitment is measured with three items that capture the extent to which a customer identifies with and feels a sense of positive attachment to a brand. Continuance commitment is measured with three items that capture the sense of bonding and perceived economic and psychological benefits of being in a relationship. Finally, three items measure customer loyalty that reflects customers' willingness to engage in word-of-mouth, make repeat purchases, make business referrals and pay a premium. The research model is as folows.

Figure 1. Research Model
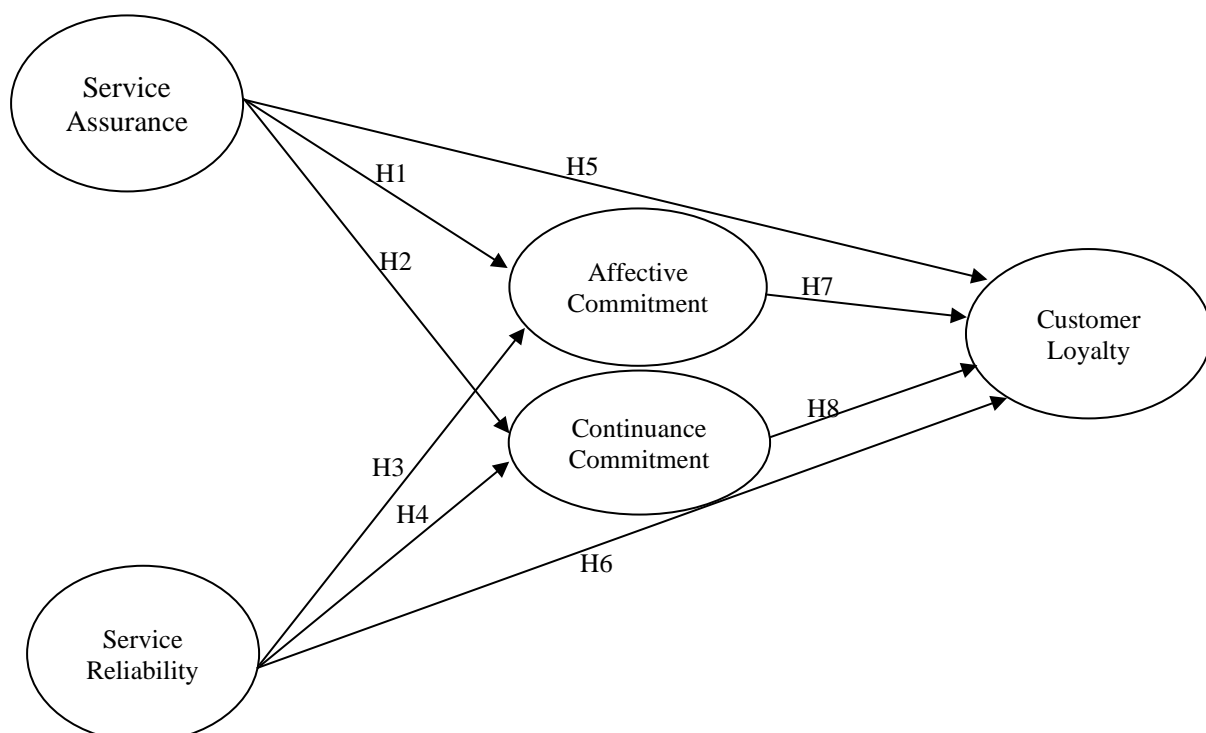
The sample elements were also purposively drawn to ensure that only those capable of providing the requisite responses were included in the sample. The survey administration lasted three days, while respondents were allowed one week to complete and return the questionnaire. The research instruments were delivered to respondents within Indonesia. Potential respondents were instructed to complete a self-administered questionnaire that probed their perception of Indihome services in respect of the operationalized variables (i.e., service assurance, service reliability, affective commitment, continuance commitment, and customer loyalty). The respondents completed the questionnaire voluntarily.

4.   FINDING AND DISCUSSION

4.1   Findings

This study used multiple regression to test the relationships between the variables. Once the questionnaires were returned, descriptive statistic-analysis was conducted. Table 1 shows that we collected data from 141 respondents who had used Indi-home Internet Services in Indonesia. Out of the 141 respondents, 56% is male and 44% is female.

Table 1. Respondents Characteristic by Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	79	56.0	56.0	56.0
	Male	62	44.0	44.0	100.0
	Total	141	100.0	100.0	

From Table 2, the characteristics of respondents are dominated by the age group 18-35 represented by 117 respondents (83%), followed by the 36-50 age group represented by 21 respondents (15%) and by the 51-60 age group represented by 3 respondents (2%). This shows that the majority of respondents are generations X and Y.

Table 2. Respondents Characteristic by Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 35	117	83.0	83.0	83.0
	36 - 50	21	15.0	15.0	98.0
	51 – 60	3	2.0	2.0	100.0
	Total	141			

Table 3. Descriptive Statistics

	N	Mean	Std. Deviation
SA1	141	3.850	0.698
SA2	141	4.186	0.570
SA3	141	4.157	0.578
SA	141	4.064	0.462
SR1	141	4.129	0.718
SR2	141	4.150	0.598
SR3	141	4.143	0.715
SR	141	4.140	0.536
AC1	141	4.143	0.606
AC2	141	3.864	0.701
AC3	141	3.971	0.748
AC	141	3.992	0.560
CC1	141	4.085	1.005

CC2	141	4.213	0.819
CC3	141	4.037	1.026
CC	141	4.111	0.789
CL1	141	3.893	0.664
CL2	141	3.843	0.660
CL3	141	3.929	0.607
CL	141	3.888	0.562
Valid N (listwise)	141		

Table 3 shows that the average mean score for an overall indicator is above 3.61, meaning that all indicators of variables can be perceived to be agreed by all respondents. Also, the standard deviation is under 2.0, meaning that the answers given by the respondents are homogeneous. The highest mean average in Service Reliability is 4.140. This may indicate that respondents agree more with Service Reliability indicators than with other variables. Continuance Commitment has the highest score of standard deviation, which is 0.789. This may indicate that the respondents give answers for merchandise value least homogeneously compared with other variables.

4.2 Validity and Reliability Test

The data received from the questionnaire were analyzed using SPSS. The output from this process in the form of corrected item-total correlation and Cronbach's alpha represent the validity and reliability of each questionnaire based on the indicator of each variable. To pass the validity test, the corrected item-total correlation has to be larger than the R Table (0.165). For the reliability test, the Cronbach's Alpha value must be larger than 0.6 (Ghozali, 2017).

Table. 4 Validity Test

Variable	Item Code	Corrected Item Total Correlation	rtable	Criteria
Service Assurance	SA1	0.336	0.165	Valid
	SA2	0.464	0.165	Valid
	SA3	0.465	0.165	Valid
Service Reliability	SR1	0.495	0.165	Valid
	SR2	0.542	0.165	Valid
	SR3	0.516	0.165	Valid
Affective Commitment	AC1	0.623	0.165	Valid
	AC2	0.722	0.165	Valid
	AC3	0.665	0.165	Valid
Continuance Commitment	CC1	0.758	0.165	Valid
	CC2	0.753	0.165	Valid
	CC3	0.753	0.165	Valid
Customer Loyalty	CL1	0.624	0.165	Valid
	CL2	0.737	0.165	Valid
	CL3	0.771	0.165	Valid

Table 5. Reliability Test

No.	Variable	Cronbach's Alpha	N of Items
1.	Service Assurance	0.723	3
2.	Service Reliability	0.779	3
3.	Affective Commitment	0.746	3
4.	Continuance Commitment	0.703	3
5.	Customer Loyalty	0.845	3

In Table 4, the Corrected Item-Total Correlation value of all 1 questions is greater than 0.165 which prove that the questionnaire is valid. And on table 5, the value of Cronbach's Alpha of each variable is greater than 0.6. therefore, all of the questionnaire is reliable.

4.3 Normality Test

A normality test is conducted to check whether the residual has a normal distribution in the regression model (Ghozali, 2017). Kolmogorov-Smirnov test is used in this test. If the Asymp Value > 0.05, the residual is normally distributed.

Table 6. Normality Test

Equation	Asymp.Sig (2-tailed)	Critical Number	Description
SA, SR*AC	0.059c	<0,05	Normally Distributed
SA, SR*CC	0.054c	<0,05	Normally Distributed
SA, SR, AC, CC*CL	0,058	<0,05	Normally Distributed

From Table 6, the value of Asymp. Sig has a significant value of 0.2 which is > 0.05. Therefore, the data collected is normally distributed. It is also supported with the P-P Plot figure below where all the dots are scattered along the diagonal line.

Normal P.P Plot of Regression Standardized Residual
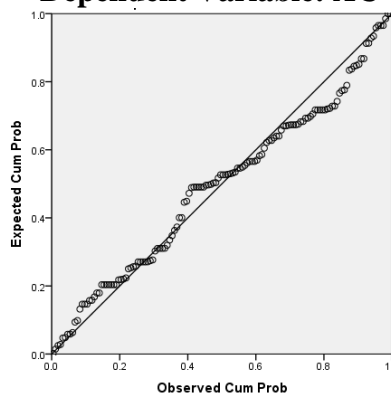**Dependent Variable: AC**

Figure 2. P-P Plot Normality Test Affective Commitment

Normal P.P Plot of Regression Standardized Residual
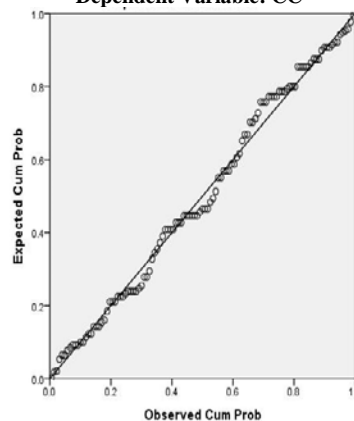**Dependent Variable: CC**

Figure 2. P-P Plot Normality Test Continuance Commitment

Normal P.P Plot of Regression Standardized Residual
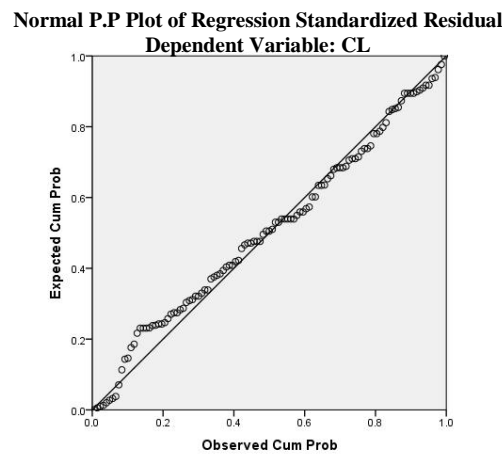**Dependent Variable: CL**

Figure 2. P-P Plot Normality Test Customer Loyalty

4.4 Results of Multiple Regression
From Table 7, the regression equation can be written as follows:

Model 1:
AC= b1.SA + b2.SR
AC= 0.345.SA + 0.445.SR

Model 2:
CC= b3. SA + b4.SR
CC= 0.334.SA + 0.285.SR

Model 3:
CL= b5.SA + b6.SR + b7.AC + b8.CC
CL= 0.298.SA + 0.301.SR + 0.411.AC + 0.128.CC

Based on Table 7, all the independent variables have a positive influence on the dependent variable. Service Assurance has the largest regression coefficients (0.345 and 0.334) compared to other variables in influencing Affective Commitment and Continuance Commitment. Affective Commitment has the largest regression coefficient (0.411) among all the variables in influencing Customer Loyalty. Continuance Commitment has the smallest influence on Customer Loyalty.

Table 7.1 Multiple Regression

Regression	Standardized Coefficients Beta
SA → AC	0.345
SR → AC	0.445
SA → CC	0.334
SA → CC	0.285
SA → CL	0.298
SR → CL	0.301
AC → CL	0.411
CC → CL	0.128

4.4 T-Test

Table 7.2 T-Test

Variable	*Sig.*	Standart	Description
SA*AC	0.004	0,05	Significant
SA*CC	0.001	0,05	Significant
SR*AC	0.000	0,05	Significant
SR*CC	0.014	0,05	Significant
SA*CL	0.017	0,05	Significant
SR*CL	0.000	0,05	Significant
AC*CL	0.000	0,05	Significant
CC*CL	0.000	0,05	Significant

The t-test is used to determine whether there is a significant (significant) relationship or influence between the independent variable Service Assurance partially on the dependent variable Affective Commitment in the first test, the second test is between the independent variable Service Assurance partially on the dependent variable Continuance Commitment, then on the third between the independent variables Service Reliability partially to the dependent variable Affective Commitment, then between the independent variable Service Reliability partially to the dependent variable Affective Commitment, then between the independent variable Service Assurance partially to the dependent variable Customer Loyalty then between the independent variable Service Reliability on the dependent variable Customer Loyalty, then between the independent variable Affective Commitment on the dependent variable Customer Loyalty in and between the independent variable Continuance Commitment on the dependent variable Customer Loyalty. The T-test result shows that all hypotheses are supported.

4.5 F-Test

Table 8. F-Test

Variabel	*Sig.*	*Standart*	Description
SA, SR*AC	0,000	0,05	Significant
SA, SR*CC	0,000	0,05	Significant
SA, SR, AC, CC*CL	0,000	0,05	Significant

Based on the table 8 on the calculation of SPSS, the significance of F test value in the model 1, 2, and 3 are 0.000, so it can be concluded model's independent variables together influencing dependent variable significantly.

5. CONCLUSION

The first hypothesis that Service Assurance has a significant positive effect on Affective Commitment is supported because the p-value is 0.004 (less than 0.05) and the regression coefficient value is 0.345. The second hypothesis stating that Service Assurance has a significant and positive effects on Continuance Commitment is supported because the p-value is 0.001 (less than 0.05) and the regression coefficient value is 0.334. The fifth hypothesis stating that Service Assurance has a significant positive effect on Customer Loyalty is supported because the p-value is 0.017 (less than 0.05) and the regression coefficient value is 0.298.

From the response to Service Assurance (SA), regarding the statement that 'Indihome provides the best service compared to other providers", the average respondent gives a neutral

impression. It can be assumed that they have used other providers that may have similar services so that Indihome does not provide significant services for comparison. Another possibility is that respondents have never used providers other than Indihome. This means that the services provided by Indihome so far are not bad and include sufficient results. Based on these results, Indihome can improve the quality of its services to increase the level of satisfaction from customers and strengthen loyalty. This can be accomplished by improving the performance of the call center, making the 'myIndiHome' application a service that people can rely on (investing in valuable features), improving services on a scale, receiving and listening to complaints, and dispatching technicians more quickly and efficiently, and so on.

To the statement 'feel safer using the Internet from Indihome for transactions,' respondents gave a moderate reaction. From these results, it can be assumed that the comfort promised by Indihome has not been felt by users too much. It could be because there is not so much sounding on this aspect. As a suggestion, Indihome can highlight these points in the description of the benefits offered or be used as one of the contents on their social media so that users can obtain sensitivity and feel maximum comfort.

To the last statement in the SA, a statement is given that the user feels 'Indihome maintains the confidentiality of the users' data,' which obtains a good response. This means that while using the service from Indihome, users immediately feel their data is protected, feel comfortable trusting Indihome subscriptions, and have no doubts about data or identity leaks. Security is one of the important factors in user experience, so obtaining a good response can boost Indihome's image. From the SA variable, it can be seen that the responses received are more or less not harmful but can be further improved so that users can safely and comfortably rely on Indihome services.

The third hypothesis stating that Service Reliability has a positive significant effect on Affective Commitment is supported because the p-value is 0.000 (less than 0.05) and the regression coefficient value is 0.445. The fourth hypothesis stating that Service Reliability has a positive significant effect on Continuance Commitment is supported because the p-value is 0.014 (less than 0.05) and the regression coefficient value is 0.285. The sixth hypothesis stating that Service Reliability has a positive significant effect on Customer Loyalty is supported because the p-value is 0.000 (less than 0.05) and the regression coefficient value is 0.301.

The next variable, Service Reliability (SR), also has three statements answered by respondents regarding the connection from Indihome, which can be elaborated as follows. The statement that 'Indihome has an adequate Internet connection' was responded to with only sufficient results but not included in the excellent area. Although not harmful, this can mean that the Internet connection that is used or experienced by the user is not always smooth. It could be that at a particular time, the connection is felt to be slower than usual, affecting the location of the Indihome installation or bad weather blocking the tower. This can be overcome by providing scalable service improvements to a stable speed, such as in rainy or night scenarios. The statement 'Indihome Operators are quick to respond to various questions from customers in the event of Internet connection interruptions' also receives an average reaction which is normal, not flawed but also not commendable. This can mean that from customers who have submitted complaints about connection problems, the replies given are reasonable, not to think that Indihome is very agile or extraordinarily helpful. User satisfaction, in this case, is quite essential, so Indihome should pay attention to the duration of the response or service that can quickly answer problems and add personnel to be dispatched as soon as possible to the location if there is a serious technical problem and can also use an effective platform so that users can obtain real-time updates when problems occur. The statement 'The Indihome router has a wide Internet signal coverage in one area' received a positive response, i.e., the average user gave an agreeable response. This means that using Indihome in classrooms, living rooms, offices, or in larger areas such as buildings, hotel lobbies, etc., is satisfactory. This indicates

that Indihome has successfully attracted consumers in various sectors, such as public facilities or private use. In SR, it can be noted that Indihome can improve its service by providing a stable Internet connection and faster response to users who reach out to them to improve the overall service reliability of Indihome.

The seventh hypothesis stating that Affective Commitment has a positive significant effect on Customer Loyalty is supported because the p-value is 0.000 (less than 0.05) and the regression coefficient value is 0.411. For the Affective Commitment (AC) variable, several statements, namely 'I have a good relationship with Indihome', received a good response from the average respondent. It can be seen that they have a good/memory factor to continue subscribing with Indihome. This could be because Indihome has good communication in answering problems or questions raised. By providing friendly service and answers to all responses, users also have a good impression of the relationship maintained by Indihome, which can be a factor to be considered for subscribing. For 'I feel Indihome fulfills what I need,' We obtained a response that seems neutral. This can indicate that the customer is quite unsure of the needs answered by Indihome, which other service providers can do, or it can also feel that there are still needs that have not been realized by using this Indihome. What Indihome can do to improve this is to understand what consumers need over time by conducting a short survey or researching the existing market. For example, due to the Covid-19 condition, which causes entertainment consumption to increase, I can give them access to more content that is often focused on access and so on. To 'I feel more comfortable using Indihome,' we obtain a response that also seems neutral, which means that there are no significant factors that can make respondents feel comfortable just by using Indihome without thinking about other competitors. In general, Indihome must know what factors can increase the comfort factor in using their services and find out what are still blocking factors. Maybe there was an offer from another service that looked promising, but he did not take it because he had subscribed to Indihome for that period. What Indihome can do to make customers feel comfortable in subscribing is to offer benefits for long-term users. From all ACs, Indihome needs to improve its performance in responding to user needs and create a mindset within them that Indihome is a good choice.

The eighth hypothesis stating that Continuance Commitment has a positive significant effect on Customer Loyalty, is supported because the p-value is 0.000 (less than 0.05) and the regression coefficient value is 0.128. For Continuance Commitment (CC), three points that can be elaborated are the statement 'I feel there is a psychological cost if I change to another provider other than Indihome' receives a pretty lousy response. Although they still received a neutral response on average, many people answered that they disagreed with the statement. It can be that the switching costs from Indihome to others are not so high, so the thought of switching remains open. In other words, the value for money provided by Indihome can still be compared with other providers. This can be improved by making users feel the exclusivity of using Indihome, which will be challenging to obtain if they have changed and want to return later.

For 'I feel more advantageous by using Indihome than other providers, the average response is still neutral, but there are some who disagree. Indihome is assumed to be the same as other providers, and Indihome does not provide significant benefits to its users. Users using Indihome may be because they have already accomplished it, have not been able to change to another service, or are just waiting for time. What Indihome can do is market them as the right choice, instill an image to users that, compared to competitors, Indihome has provided the best package for its users, launch a special seasonal package or collaborate with other businesses where users can use their user status. Indihome to obtain other benefits.

'I feel there is an economic cost if I will not change to another provider other than Indihome' received an 'agree' response from the respondents. This means that users have not

considered switching services from Indihome. However, this should be maintained and increased to motivate because a more focused invitation from outside parties will probably decide to move more unanimously. For this, Indihome needs to evaluate the market and what programs are being marketed by competitors and can be used as the next marketing tactic to counter strategies from competitors. For example, a campaign carried out by others is emphasizing that new users who subscribe for one month can obtain a free trial for three days (1-month package, enjoy three extra days), so Indihome can counter by highlighting that their 3-month package is an economical option (3-month price is more affordable than competitor's 3-month price plus three days free). Messages like that need to be given to customers.

The average response obtained from the statement for CC is not so good compared to other variables. Indihome needs to pay more attention to the factors that users consider when choosing a provider, such as competitive prices and subscription benefits.

For the last variable, namely Customer Loyalty (CL), there are statements related to their loyalty in using the service, namely 'I will recommend Indihome to others' received a neutral answer, meaning that customers who are using Indihome are not in a belief that Indihome is the best provider that can be recommended to people around. This could mean that some experiences hinder the recommendation or that the respondents listened to other providers' recommendations from other people who did not try. For Indihome, improving all aspects of the services mentioned above will increase word-of-mouth¬ for subscriptions as well.

'I will continue to use Indihome for an extended period of time also received a neutral average response, which means that for now, they may use it, but it does not rule out the possibility that they will switch to another provider if time and opportunity are given or they are offered more suitable services. This can happen because no offers are enough to bind users' hearts for the future. This can return to the benefits provided by Indihome or instill that they are the best choice they can make now or in the future.

For 'I am willing to add packages from Indihome in the future has an inadequate response, which is, on average, saying I disagree. This means that if there is a change in their environmental factors that cause the need to add an Internet provider, they are more likely to choose a service other than Indihome. Alternatively, there could be a change in the package from Indihome itself, which resulted in initial users needing to add a package to the initial plan. Then it is very likely that they will no longer add to the subscription. (e.g., previously 30GB + Phone + Entertainment, then entertainment was separated, so it was necessary to add a special package). This is a critical factor because Indihome is considered as something that is 'enough' in users' lives, so the slightest change requires their effort to replace, *let al*one adding packages. It will be considered a nuisance and an opportunity to try other services providers. Of course, it is also considered that Indihome does not yet have engagement or a close relationship with its users, so the Indihome brand is not even in their minds if they need an Internet provider subscription. It means that there are other competing brands. Indihome needs to add tactics to retain its customers and attract new users. Some ways for Indihome to improve are: making their image better towards customers or the public must be improved; launching marketing plans; and tactics needs to be more specific; introduction / understanding of the ever-growing target market to solve problems; creating economical and targeted packages, and; improving customer service or features in online applications.

ACKNOWLEDGEMENTS

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