

Analysis of Service Quality for Indihome Gegerkalong Customers in Bandung City

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Submitted : 09-03-2026 Accepted : 04-04-2026 Published : 30-04-2026

ABSTRACT

This study examines the service quality of Indihome at the Gegerkalong Branch in Bandung City in response to increasing public demand and persistent customer complaints. Despite its wide reach, several issues remain, including unstable internet connections, slow disruption handling, incomplete product information, and unresponsive service attitudes. This research employs a qualitative approach using the SERVQUAL model, which includes five dimensions: tangible, reliability, responsiveness, assurance, and empathy. Data were collected through observation, interviews, documentation, and questionnaires distributed to 88 customers. The analysis compares customer expectations and perceptions to identify service gaps, supported by Fishbone Diagram and 5W+1H methods to determine root causes and appropriate solutions. The findings reveal that overall service quality has not fully met customer expectations, with negative gaps identified mainly in reliability, responsiveness, assurance, and empathy. Key challenges include technical network issues, limited human resources, weak internal coordination, delays in handling complaints, and lack of clear communication with customers. To address these issues, several improvements are recommended, including enhancing employee competencies, strengthening standard operating procedures, accelerating complaint response systems, increasing transparency of information, and conducting regular network maintenance. These efforts are expected to improve service quality and better align with customer needs and expectations.

Keyword: Service quality, SERVQUAL, Fishbone Diagram, 5W+1H.

INTRODUCTION

The rapid advancement of telecommunications technology has made internet access a fundamental need for modern society. PT Telekomunikasi Seluler (Telkomsel) developed IndiHome (Indonesia Digital Home) a fiber-optic based digital service providing home internet, landline telephone, and interactive TV (UseeTV) in response to growing public demand for fast and reliable connectivity.

IndiHome has expanded its coverage across Indonesia, including Bandung City, West Java. Despite this growth, service quality remains a critical concern. The Gegerkalong Branch in Bandung (Jl. Gegerkalong Hilir No. 47, Sukarasa, Sukasari) faces recurring customer complaints, particularly regarding:

- Unstable/slow internet connection
- Incomplete product information provided to customers
- Unfriendly and unresponsive sales staff

Data from the branch shows fluctuating user numbers and persistent complaints throughout the second half of 2024:

Table Number of Indihome Users

No	Month	Number of Users
1.	July	221
2.	August	187
3.	September	195
4.	October	276
5.	November	204
6.	December	198

Source: Indihome Gegerkalong Branch of Bandung City, 2024

The user count peaked in October (276 users) and dipped lowest in August (187 users), indicating inconsistent service uptake.

Table Indihome Customer Complaint Data

No	Month	Number of Users
1.	July	23
2.	August	19
3.	September	13
4.	October	26
5.	November	17
6.	December	28

Source: Indihome Gegerkalong Branch of Bandung City, 2024

Customer complaints were highest in December (28 complaints) and lowest in September (13 complaints), reflecting unresolved systemic service issues. A prior study by Ramdani (2023) on IndiHome in Bandung found that the assurance and empathy dimensions were key sources of dissatisfaction including lack of clear information from customer service and inflexible technician schedules. This suggests that non-technical service aspects significantly impact customer satisfaction alongside technical performance.

LITERATURE REVIEW

Business Administration

Business administration is defined as the overall collaborative work process carried out systematically and continuously to produce or provide goods, services, or facilities for sale to the public with the aim of generating profit (Supriyanto, 2016). Its core elements include organization, management, communication, and staffing. The administrative functions consist of routine, technical, analytical, interpersonal, and managerial functions (Quible in Sutha, 2017), all aimed at achieving organizational goals effectively and efficiently.

Marketing Management

Marketing management encompasses the planning, organizing, and controlling of activities to meet market needs and fulfill consumer wants. Kotler and Keller define it as the art and science of choosing target markets and acquiring, retaining, and growing customers through creating and communicating superior customer value. The 4P marketing mix People, Processes, Programs, and Performance provides the strategic

framework for value delivery. Key marketing concepts include needs, wants, demand, segmentation, positioning, value proposition, satisfaction, and supply chain management (Lesmana et al., 2022)..

Service Quality

Service quality is defined as customers' overall assessment of the excellence of a product or service (Zeithaml, 2016). Parasuraman describes it as the gap between customer expectations (*expected service*) and actual perceptions (*perceived service*) — when perceptions meet or exceed expectations, service quality is considered good; when they fall short, service quality is perceived as poor (Tjiptono & Chandra, 2013). According to Parasuraman (in Sugiyanto & Kurniasari, 2020), service quality is measured through five SERVQUAL dimensions :

Dimension	Description
Tangible	Physical appearance of facilities, equipment, and personnel
Reliability	Ability to deliver services accurately and dependably
Responsiveness	Willingness to help customers promptly and clearly
Assurance	Knowledge, courtesy, and ability of staff to inspire trust
Empathy	Genuine, individualized attention given to customers

Each dimension has specific indicators for example, reliability indicators include staff communicating information clearly and having the skills to operate company equipment, while empathy indicators include treating customers with respect and sincerely prioritizing their interests.

METHOD

This study employed a qualitative descriptive approach to analyze service quality at IndiHome Gegerkalong Branch, Bandung, conducted over 12 months from January 2025 to January 2026. The research subjects included the Branch Unit Head, Marketing Staff, Field Technicians, and IndiHome customers who had subscribed for a minimum of three months. From a total population of 735, a sample of 88 respondents was determined using Slovin's formula with a 10% margin of error. Data were collected through observation, in-depth interviews, documentation, and a questionnaire using a five-point Likert scale consisting of 20 statement items mapped across the five SERVQUAL dimensions Tangible, Reliability, Responsiveness, Assurance, and Empathy. Instrument validity was tested using Pearson Product Moment correlation and reliability was assessed using Cronbach's Alpha via SPSS 27. Data analysis was conducted using three techniques: SERVQUAL gap analysis ($\text{Score} = \text{Perception} - \text{Expectation}$), Fishbone Diagram to identify root causes of service obstacles, and the 5W+1H method to formulate structured improvement recommendations. Data credibility was ensured through triangulation across three dimensions: source, technique, and time.

RESULTS AND DISCUSSION

Respondent Characteristics

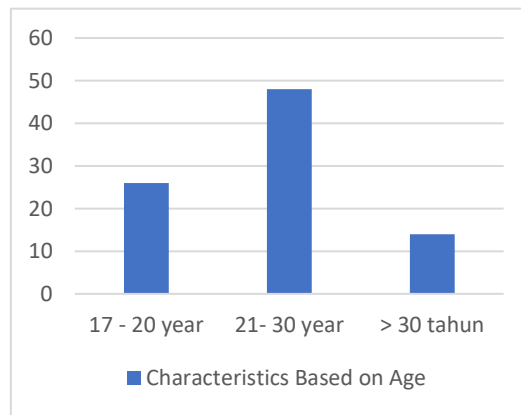
This study was conducted to analyze the influence of brand image and social media marketing on consumer purchase decisions at BambooSela MSME in Selaawi District, Garut Regency. The research involved 100 respondents who had experience purchasing or recognizing BambooSela products. Respondents

were categorized based on several demographic characteristics, including age, gender, occupation, and types of products purchased.

Respondent Characteristics

Age

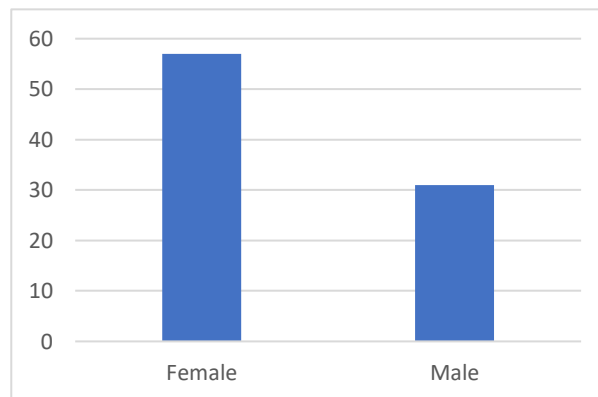
Figure Graph Drawing of Respondent Characteristics by Age



Source: Data processed (2025)

Gender

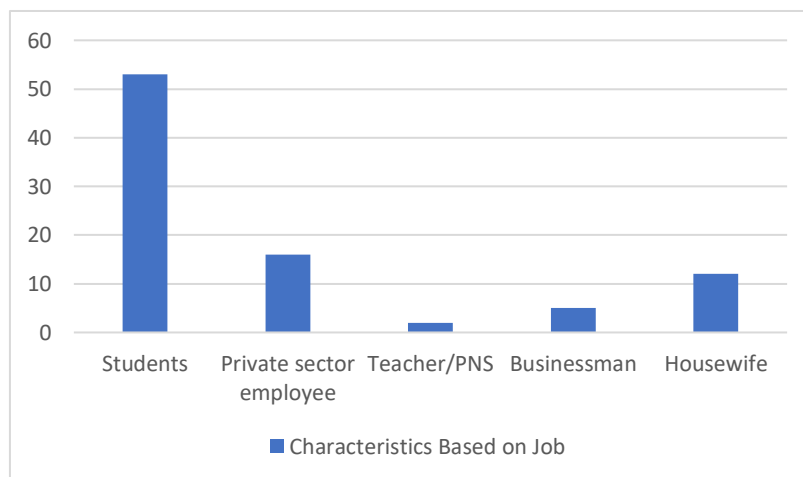
Figure Characteristics of Respondents by Gender



Source: Data processed (2025)

Work

Figure Characteristics of Respondents Based on Occupation



Source: Data processed (2025)

Of the 88 respondents, the majority were aged 21–30 years (48 respondents), followed by 17–20 years (26 respondents), and over 30 years (14 respondents). In terms of gender, 57 respondents were female and 31 were male. By occupation, the largest group was students/university students (53 respondents), followed by housewives (12), private employees (16), entrepreneurs (5), and civil servants/teachers (2).

Characteristics of Informants

Table of Characteristics of Customer Informants

No	Name	Age	Work	Subscribe
1	Sri Febrianti	21 years	Private Employee	18 month
2	Wiwi	40 years	Housewife	9 month
3	Neng Yuliana	22 years	Private Employee	23 month
4	Tiara Amelia	25 years	Housewife	11 month

Source: data processed by researchers (2025)

Characteristics of Indihome informants

No	Name	Age	Position	Years of Service
1	Syifa Nur Aliyah	32 years	Head of Unit	3 years
2	Sri Aryanti	39 years	Marketing Staff	6 years
3	Yasqi	25 years	Technician	4 years

Source: data processed by researchers (2025)

Internal informants consisted of the Branch Unit Head (Syifa Nur Aliyah, 3 years of service), Marketing Staff (Sri Aryanti, 6 years), and Field Technician (Yasqi, 4 years). Customer informants included four active subscribers with varying usage durations.

Validity and Reliability Test Results

All 20 questionnaire items covering both expectation and perception variables were declared valid, with r-count values exceeding the r-table value of 0.210 (df = 86, significance level 5%). Reliability testing using Cronbach's Alpha produced a score of 0.777 for expectations and 0.772 for perceptions, both categorized as reliable ($\alpha > 0.70$).

Results of the Expectation and Perception Validity Test

No	Attribute	Rcount Hope	Rcount Perception	Rtable	Results
1	Item 1	0.391	0.420	0.210	Valid
2	Item 2	0.399	0.341	0.210	Valid
3	Item 3	0.564	0.462	0.210	Valid
4	Item 4	0.547	0.561	0.210	Valid
5	Item 5	0.413	0.619	0.210	Valid
6	Item 6	0.455	0.412	0.210	Valid
7	Item 7	0.491	0.395	0.210	Valid

8	Item 8	0.412	0.427	0.210	Valid
9	Item 9	0.627	0.518	0.210	Valid
10	Item 10	0.469	0.474	0.210	Valid
11	Item 11	0.253	0.396	0.210	Valid
12	Item 12	0.496	0.504	0.210	Valid
13	Item 13	0.342	0.241	0.210	Valid
14	Item 14	0.228	0.470	0.210	Valid
15	Item 15	0.291	0.365	0.210	Valid
16	Item 16	0.423	0.396	0.210	Valid
17	Item 17	0.375	0.259	0.210	Valid
18	Item 18	0.324	0.438	0.210	Valid
19	Item 19	0.581	0.409	0.210	Valid
20	Item 20	0.599	0.525	0.210	valid

Source: Data processed by researchers, 2025

Table Reliability Test Conclusion

Questionnaire	Cronbach's Alpha	Information
Expectations	0.777	Reliable
Perceptions	0.772	Reliable

Source: Data processed by researchers, 2025

SERVQUAL Gap Analysis

Customer expectations and perceptions were measured across 20 items representing the five SERVQUAL dimensions. The total expectation score was 81.22 and perception score was 79.05, yielding an overall SERVQUAL gap of -1.36, indicating that customer expectations have not been fully met.

Table Customer Expectation and Perception Value

No	Attribute	Hope		Perception	
		($\sum Y_i$)	(Y_i)	($\sum Y_i$)	(Y_i)
1	Item 1	388	4.41	395	4.49
2	Item 2	363	4.13	368	4.18
3	Item 3	360	4.09	368	4.18
4	Item 4	360	4.09	366	4.16
5	Item 5	369	4.19	305	3.47
6	Item 6	361	4.10	333	3.78
7	Item 7	368	4.18	374	4.25
8	Item 8	359	4.08	364	4.14
9	Item 9	362	4.11	325	3.69
10	Item 10	340	3.86	349	3.97
11	Item 11	341	3.88	344	3.91
12	Item 12	362	4.11	320	3.64
13	Item 13	345	3.92	354	4.02
14	Item 14	363	4.13	348	3.95

15	Item 15	341	3.88	351	3.99
16	Item 16	369	4.19	382	4.34
17	Item 17	350	3.98	355	4.03
18	Item 18	336	3.82	340	3.86
19	Item 19	351	3.99	321	3.65
20	Item 20	359	4.08	366	4.16
TOTAL		7147	81.22	7028	79.05

Source: Data processed by Researchers, 2025

Table Servqual Value

Dimensions	Question	Perception Score	Expected Score	Gap Servqual Score
Tangibles	Item 1	4.49	4.41	0.08
	Item 2	4.18	4.13	0.05
	Item 3	4.18	4.09	0.09
	Item 4	4.16	4.09	0.07
Reliability	Item 5	3.47	4.19	-0.72
	Item 6	3.78	4.10	-0.27
	Item 7	4.25	4.18	0.07
	Item 8	4.14	4.08	0.06
Responsiveness	Item 9	3.69	4.11	-0.42
	Item 10	3.97	3.86	0.11
	Item 11	3.91	3.88	0.03
	Item 12	3.64	4.11	-0.47
Assurance	Item 13	4.02	3.92	0.10
	Item 14	3.95	4.13	-0.18
	Item 15	3.99	3.88	0.11
	Item 16	4.34	4.19	0.15
Empathy	Item 17	4.03	3.98	0.05
	Item 18	3.86	3.82	0.04
	Item 19	3.65	3.99	-0.34
	Item 20	4.16	4.08	0.08
TOTAL		79.86	81.22	-1.36

Source: Processed data (2025)

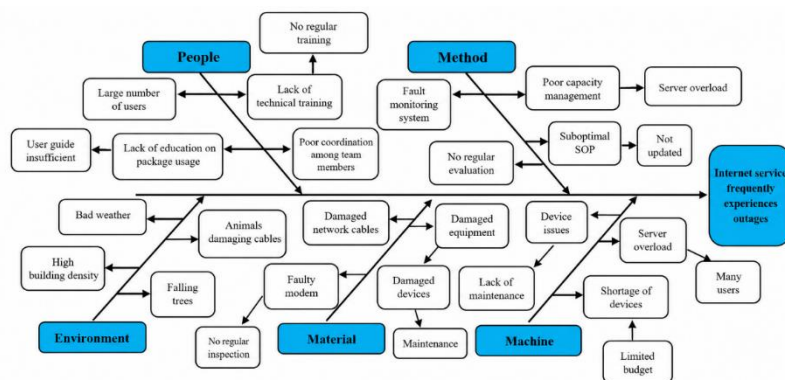
The results per dimension are as follows. The Tangible dimension recorded a positive gap across all four items (ranging from +0.05 to +0.09), indicating that physical facilities, staff appearance, and information accessibility have met or slightly exceeded customer expectations. The Reliability dimension showed the largest negative gaps, particularly on Item 5 (*internet service frequently experiences disruptions*, gap = -0.72) and Item 6 (*disruptions are not handled according to the promised schedule*, gap = -0.32). The Responsiveness dimension also showed significant negative gaps on Item 9 (*staff do not respond to complaints*

quickly, gap = -0.42) and Item 12 (*field technicians do not arrive quickly during disruptions*, gap = -0.47). In the Assurance dimension, a negative gap was found on Item 14 (*staff do not always provide clear and accurate information*, gap = -0.18). The Empathy dimension showed a negative gap on Item 19 (*staff do not always provide solutions appropriate to the customer's problem*, gap = -0.34)

Root Cause Analysis: Fishbone Diagram

Six critical attributes with negative gap values were further analyzed using the Fishbone (cause-and-effect) diagram, covering human, method, environment, material, and machine factors.

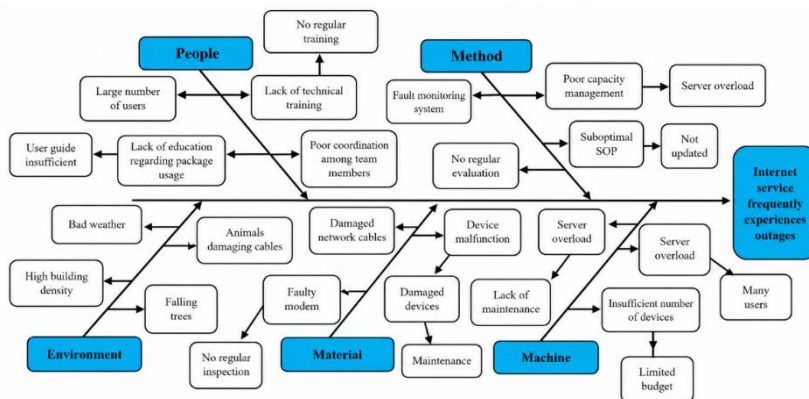
Figure Fishbone Diagram Obstacle Attribute 5



Source: Data processed by researchers, 2025

Reliability Item 5 (Unstable internet service): Root causes include insufficient technician training, lack of internal coordination, network infrastructure vulnerabilities (weather, physical damage), server overload during peak hours, and outdated SOPs.

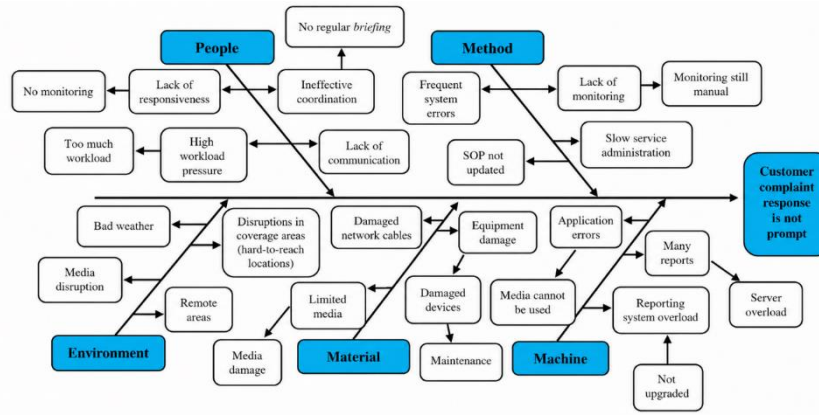
Figure Fishbone Diagram Obstacle Attribute 6



Source: Data processed by researchers, 2025

Reliability Item 6 (Service not handled on schedule): Caused by a limited number of technicians relative to complaint volume, high workload, absence of real-time tracking systems, poor schedule change communication to customers, and difficult geographic conditions.

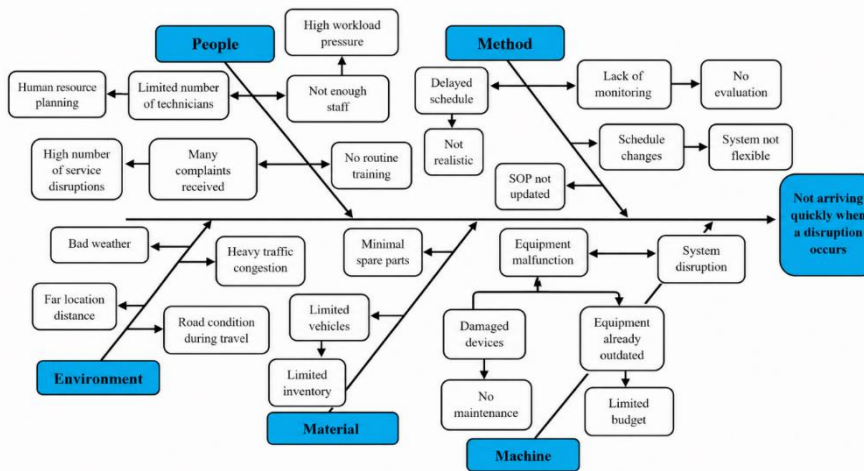
Figure Fishbone Diagram Obstacle Attribute Item 9



Source: Data processed by researchers, 2025

Responsiveness Item 9 (Slow complaint response): Driven by limited staff, manual and fragmented reporting systems, high workload, ineffective coordination between customer service and technicians, and unstable complaint application systems.

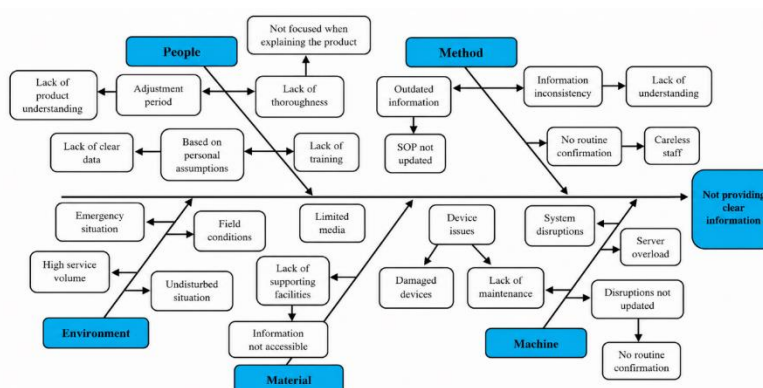
Figure Fishbone Diagram Obstacle Attribute Item 12



Source: Data processed by researchers, 2025

Responsiveness Item 12 (Field technician slow to arrive): Caused by limited technician numbers, long travel distances, poor weather conditions, scheduling conflicts with new installation tasks, and lack of efficient route management.

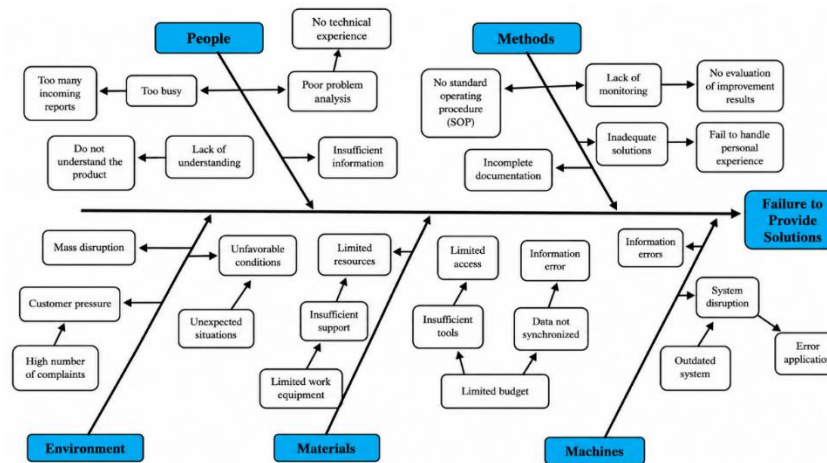
Figure Fishbone Diagram Obstacle Attribute Item 14



Source: Data processed by researchers, 2025

Assurance Item 14 (Unclear and inaccurate information): Rooted in insufficient product knowledge among staff, inconsistent information between officers, absence of standardized communication SOPs, and staff still in the adaptation period.

Figure Fishbone Diagram Obstacle Attribute Item 19



Empathy Item 19 (Solutions not tailored to customer problems): Caused by limited technical competence, overly general troubleshooting procedures, inadequate problem documentation, lack of follow-up evaluation, and real-time data not accessible to non-technical staff.

Improvement Efforts: 5W+1H Analysis

Structured improvement recommendations were formulated for each critical attribute using the 5W+1H framework.

Improvement Efforts on Attribute Item 5

5W+1H	Analysis Results
What needs to be fixed?	Internet Service Frequently Interrupted
Why does it need to be fixed?	Because the internet is a primary need for daily activities, if it experiences frequent disruptions, the internet becomes unstable and can disrupt daily activities such as work, online learning, and other activities.
Where?	at customer locations experiencing frequent disruptions.
When should it be done?	It's best to do it now and don't delay.
Who needs to do it?	Indihome
What efforts should be made?	By conducting regular network monitoring, we can promptly repair any disruptions reported by customers. Indihome needs to increase network capacity and provide backup devices to anticipate sudden failures to expedite recovery times. Human resource competencies, including technicians and customer service personnel, need to be strengthened. Regular technical training is essential to improve understanding, upgrade network capacity, enhance digital monitoring systems,

improve standard operating procedures (SOPs) and conduct regular evaluations, and improve device quality and anticipate frequently occurring environmental factors.

Source: processed data, 2025

Improvement Efforts on Attribute Item 6

5W+1H	Analysis Results
What needs to be fixed?	Service disruptions are not handled according to the promised schedule.
Why does it need to be done?	Because delays sometimes occur, if a specific time or day is promised, it's best to handle it according to the schedule and on time.
Where?	At the customer's location experiencing the outage
When does it need to be done?	It should be handled within the promised timeframe
Who needs to do it?	Indihome Officer
What efforts should be made?	Must be disciplined and adhere to schedules, monitor, and inform customers of any schedule changes. Increase the number and performance of technicians, optimize the scheduling system, utilize monitoring technology, provide adequate operational facilities, and manage work environment conditions, increase system digitization in the scheduling system, improve management, strengthen service SOPs, and enhance communication with customers.

Source: Processed data, 2025

Improvement Efforts on Attribute Item 9

5W+1H	Analysis Results
What needs to be fixed?	Officers who are slow to respond to complaints
Why does it need to be done?	Because they often have to wait for a response from officers regarding technical issues
Where?	At the Indihome office
When does it need to be done?	Complaints should be responded to immediately after reporting them, without waiting a long time.
Who needs to do it?	Indihome Officer
What efforts should be made?	Indihome needs to ensure that all complaints are responded to promptly, with officers providing an initial response and then informing the customer of the next steps to be taken. Indihome needs to increase the number of officers or reorganize the division of tasks to reduce excessive

workloads. Indihome also needs to implement a complaint resolution progress monitoring system. The complaint application must be improved to be more stable and easy to use. Improve the digitalization system for each complaint, establish a response SLA, add human resources, and improve the quality of customer service.

Source: Processed data, 2025

Improvement Efforts on Attribute Item 14

5W+1H	Analysis Results
What needs to be fixed?	Officers do not provide clear and accurate information.
Why does it need to be done?	Because the information provided is sometimes incomplete, this can lead to misunderstandings and miscommunications when conveying information to customers.
Where?	This generally occurs among officers.
When does it need to be done?	This should be addressed when complaints arise regarding service disruptions, product information, and information.
Who needs to do it?	Indihome officers should provide detailed and comprehensive information, use easy-to-understand language, and provide consistent information. A uniform standard operating procedure (SOP) for information delivery should be developed and implemented, along with a reconfirmation mechanism for customers to minimize misinformation. A more proportional workload arrangement is also needed, especially during peak hours. Additional or adjusted staff numbers are needed to optimize customer communication, improve communication media, enhance information standardization, enhance information system digitalization, and conduct communication training.
What efforts should be made?	Officers do not provide clear and accurate information.

Source: Processed data, 2025

Improvement Efforts on Attribute Item 19

5W+1H	Analysis Results
What needs to be fixed?	Indihome staff failed to provide appropriate solutions to customer issues.
Why does it need to be fixed?	Proper handling of solutions can help resolve issues more quickly and eliminate the need for customers to file repeated complaints.
Where?	This commonly occurs with staff.
When should it be done?	Should be addressed when a complaint about a disruption occurs.
Who should do it?	Indihome officers
What efforts should be made?	Indihome officers should first understand the problem, then provide an appropriate and clear solution. Direct officers to tailor the solution to the customer's circumstances and needs. It is necessary to improve officer competency through more in-depth technical training on the types of service disruptions, communication techniques training to systematically gather customer information and provide solutions without rushing, improve the complaint recording system to be more detailed and structured, and simplify access to technical information so that it can be understood by non-technical officers. Improve monitoring and data systems, enhance technician competency, and improve customer follow-up.

Source: Processed data, 2025

Key recommendations include: (1) conducting regular technical and communication training for all staff; (2) strengthening and standardizing SOPs for complaint handling to be more specific, systematic, and disruption-category-based; (3) accelerating the complaint response system by adding personnel and redistributing workloads; (4) implementing real-time network monitoring and digitizing the complaint management system; (5) improving transparency of service information through consistent, multi-platform communication; and (6) performing regular network maintenance to minimize disruption frequency.

Relationship with Prior Research

The findings align with multiple prior studies. Consistent with Taupik Ismail & Ramayani Yusuf (2021), service quality was found to significantly influence customer satisfaction at IndiHome Gegerkalong. The negative gaps in reliability and responsiveness support findings by Fitriyani & Rahmat Hidayat (2023), who identified these as the dimensions most in need of improvement. The study also aligns with international

literature including Thaichon et al. (2014), Abd-Elrahman (2022), and Siti Fatimah (2025) which collectively confirm that network reliability, response speed, and information clarity are critical determinants of customer satisfaction in the telecommunications sector. This study adds value by combining SERVQUAL, Fishbone, and 5W+1H to provide a more actionable, root-cause-oriented analysis.

CONCLUSION

Based on the research conducted at Indihome Gegerkalong Branch in Bandung, it can be concluded that the overall service quality is not yet fully optimal. Although the tangible aspect, such as facilities and service infrastructure, is considered adequate, there are still significant issues in the dimensions of reliability, responsiveness, assurance, and empathy. These include frequent network disruptions, slow handling of customer complaints, unclear information delivery, and solutions that do not fully resolve customer problems. The fishbone analysis indicates that these obstacles are influenced by internal factors such as limited employee competence, non-specific standard operating procedures (SOPs), weak coordination, lack of communication standards, and suboptimal systems and supervision. Therefore, improvement efforts are needed through enhancing employee competencies, standardizing and refining SOPs, optimizing information and communication systems, strengthening interdepartmental coordination, and maintaining network quality continuously to ensure faster, more accurate, and responsive services.

In line with these findings, the company is recommended to improve service quality comprehensively by strengthening employees' technical skills, problem-solving abilities, and communication competencies, while ensuring consistent service standards supported by clear monitoring and follow-up systems. In addition, integrating real-time information systems, improving application stability, and managing workload during peak hours should become priorities to enhance service responsiveness. Future research is suggested to apply quantitative or mixed methods approaches to obtain more measurable insights regarding service performance and improvement priorities. Furthermore, implementing a balanced workforce approach based on employee potential combining technical expertise with empathetic and communicative service can serve as an effective strategy to improve service quality and achieve sustainable customer satisfaction

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