International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Enhancing Digital Customer Service Through The PLN Mobile Application: A Case Study At PT PLN (Persero)

Naufal Septyan Aidin[1], Arif Hartono[2]

[1,2] Department of Management, Department of Management, Faculty of Business and Economics University of Islam Indonesia, Indonesia.

Abstract

This study examines the effectiveness of the PLN Mobile application in improving customer satisfaction at PT PLN (Persero) ULP Dinoyo and identifies obstacles to its utilization. The research is motivated by the high number of customers who still visit service offices directly despite the availability of electrical services via the PLN Mobile application. Data were collected through observation, in-depth interviews, and documentation involving five PLN Mobile users. Data were analyzed using the Miles and Huberman (1984) model, comprising data reduction, data display, and conclusion drawing. The analysis is grounded in digital customer service concepts, the Technology Acceptance Model (TAM), e-service quality, and customer satisfaction. Findings indicate that PLN Mobile positively contributes to customer satisfaction through ease of access, service flexibility, and response speed. However, its utilization faces obstacles, including feature limitations, technical issues (slow or error-prone performance), and inadequate public socialization. The study concludes that while PLN Mobile supports digital service optimization, feature development, system stability improvements, and more intensive educational strategies are required for optimal utilization.

Keywords: PLN Mobile, digital service, customer satisfaction, TAM, e-service quality.

INTRODUCTION

Digital technology has significantly transformed public services (Afandi, 2025), enabling easier, faster, and more efficient service delivery for various stakeholders (Al Zuhri et al., 2022). In the electricity sector, PT PLN (Persero) introduced the PLN Mobile application as an online service channel. This application aims to streamline customer

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

tasks such as disturbance reporting, new connections, power changes, bill payments, and complaints, thereby accelerating service processes and reducing the burden of face-to-face services (Dewi & Sari, 2024). However, observations at the ULP Dinoyo service unit reveal that PLN Mobile utilization remains suboptimal, with customers still preferring to visit the office directly despite the availability of digital features. This reflects a local digital adoption issue, aligning with empirical findings that high e-service quality does not always guarantee maximum satisfaction and adoption (Akhrilanda et al., 2023).

Although PT PLN's digital transformation demonstrates a commitment to service improvement, a gap persists between customer expectations and user experience. Discrepancies in service quality dimensions, particularly reliability, assurance, empathy, and tangibles, indicate that the application does not fully meet user expectations. This condition indicates a level of relative dissatisfaction in several digital service aspects, specifically regarding response speed and the fulfillment of customer needs (Annawwaf & Pusparini, 2024). This phenomenon can be explained through the Technology Acceptance Model (TAM), which highlights perceived ease of use and perceived usefulness as the primary factors in technology acceptance. Furthermore, the e-Service Quality concept evaluates digital services based on ease of access, reliability, responsiveness, and system security, which directly influence user satisfaction with digital services (Annawwaf & Pusparini, 2024).

Based on this background, this study aims to evaluate the effectiveness of PLN Mobile utilization at ULP Dinoyo in supporting the ease, speed, and comfort of customer service, as well as to identify factors hindering the adoption and utilization of digital services by customers. This research is expected to provide valuable input for PT PLN (Persero) in developing digital services and improving the quality of service delivered to customers.

OBJECTIVE

This study aims to analyze the effectiveness of the PLN Mobile application as a digital service platform for PT PLN (Persero) ULP Dinoyo customers focusing on ease of use, usefulness, and service speed to enhance customer satisfaction. Furthermore, the research seeks to identify the specific barriers customers face in utilizing the application within the ULP Dinoyo work area and to formulate optimization strategies that encourage greater adoption and utilization of PLN Mobile among the customer base.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

LITERATURE REVIEW

Digital Customer Service Applications

Digital customer service applications are technology-based platforms facilitating direct interaction between users and providers via mobile or web. Laudon and Laudon (2014) describe them as information systems enabling fast, efficient, and independent access to services, transactions, and complaints, thereby enhancing customer experience. In public services, these applications improve transparency, reduce physical queues, and enable real-time monitoring. Trisantosa et al. (2022) emphasize that application design quality, information clarity, and responsiveness are crucial for bridging organizations and society. Safirah et al. (2024) highlight that PLN's digitalization offers direct benefits, such as one-click disturbance reporting, real-time billing checks, and practical features like SwaCam and online service tracking, which are more efficient than face-to-face services. Furthermore, Addin and Wardhani (2025) state that User Experience (UX) and User Interface (UI) design, supported by Design Thinking, are vital for creating intuitive, flexible, and stable systems that ensure user comfort, engagement, and repeated usage.

Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM), developed by Davis (1989), explains technology acceptance through two main factors: Perceived Usefulness (PU) and Perceived Ease of Use (PEOU). PU refers to the belief that technology enhances activity effectiveness, while PEOU relates to the perceived ease of understanding and using it. Both factors shape user attitudes, intentions, and actual usage decisions. In the context of PLN Mobile, suboptimal utilization often stems from an underestimation of the maximum benefits or ease of use (Ramadhan et al., 2024). Annawwaf and Pusparini (2024) demonstrate that perceived ease and usefulness contribute to user satisfaction and encourage the reuse of PLN Mobile. Similarly, Akhrilanda et al. (2023) note that user experience plays a critical role in increasing technology utilization in electricity services. Therefore, TAM serves as the primary foundation for this study, as it effectively explains the adoption of digital applications like PLN Mobile, where PU and PEOU significantly influence Behavioral Intention to Use, Attitude Toward Using, and Actual System Use.

E-Service Quality

E-Service Quality evaluates the quality of services delivered via digital platforms. Parasuraman et al. (2005) identify key indicators: responsiveness, ease of use, security,

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

reliability, and fulfillment, which measure how well digitalization provides fast, accurate, secure, and accessible services. For PLN Mobile, digital service quality is crucial as customers evaluate both the process and the outcome. Maharani (2022) finds that reliability and ease of use most significantly influence satisfaction in public digital services. Furthermore, Annawwaf and Pusparini (2024) show that responsiveness and security in PLN Mobile affect customer comfort and trust. Akhrilanda et al. (2023) confirm that e-service quality in PLN Mobile significantly impacts satisfaction and reuse potential, emphasizing that digital service success relies on the overall user experience during system interaction, rather than merely feature availability.

Customer Satisfaction

Kotler and Keller (2016) define customer satisfaction as the outcome of comparing service performance with expectations; satisfaction increases when performance meets or exceeds expectations. In digital services, satisfaction is heavily driven by user experience factors such as access speed, navigation, and system reliability. Simanjuntak et al. (2024) confirm that PLN Mobile's features and service quality significantly enhance customer satisfaction. Similarly, Yusuf et al. (2025) highlight that feature ease, information clarity, and system reliability enable users to fulfill electricity needs efficiently without physical visits, directly boosting satisfaction and continuous usage.

Ultimately, PLN Mobile transforms public services by offering independent access to features ranging from billing to disturbance reporting. Integrating the theoretical framework, TAM explains that high perceived usefulness (PU) and ease of use (PEOU) through intuitive interfaces drive user adoption. Concurrently, E-Service Quality dimensions such as reliability, responsiveness, and security build user trust and ensure positive interactions. The culmination of these digital experiences determines overall satisfaction; when the application successfully delivers fast, comfortable, and reliable solutions without requiring physical office visits, it fulfills user expectations and drives sustainable usage.

METHODOLOGY

This study employs an exploratory qualitative design with a case study approach to investigate the utilization of the PLN Mobile application at PT PLN (Persero) ULP Dinoyo, focusing on customer perceptions and barriers within its real-world context (Fateqah & Nuswardhani, 2024; Purkon et al., 2022; Sugiyono, 2021). The individual (customers and internal staff) serves as the primary unit of analysis to capture direct

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

experiences and interactions with the digital service without testing hypotheses (Herlina et al., 2019; Moleong, 2019).

Data were collected through the triangulation of semi-structured interviews, participatory observation, and documentation (Sugiyono, 2021). Semi-structured interviews were conducted from December 12-14, 2025, with five purposely selected informants, utilizing a guide based on the Technology Acceptance Model (TAM) (Abdussamad, 2021). Observations were carried out from March to July 2025 to monitor natural customer service processes. Secondary data included documentation of 35,574 PLN Mobile users in the Malang area to contextualize adoption levels (Guterres, 2024). Data analysis utilized the interactive model comprising data reduction, data display, and conclusion drawing/verification to identify patterns regarding ease of use, benefits, and utilization barriers (Abdussamad, 2021; Sugiyono, 2021). This thematic framework ensured consistency across data sources to accurately depict the actual utilization of PLN Mobile.

RESULTS AND DISCUSSION

Data Description and Respondents

This study examines the suboptimal utilization of the PLN Mobile application at PT PLN (Persero) ULP Dinoyo. Despite 35,000 accounts in Malang City, local usage remains low, revealing a gap between digital availability and customer behavior driven by perceived ease, usefulness, and habits. Using purposive sampling, five active users of varying ages (20–55 years: D.W., D.R.D., A.F., E.A.P., R.M.) were selected. With an average usage of 2.25 years, younger users actively utilized features (tokens, payments, complaints), while older users engaged situationally alongside conventional services, highlighting the impact of age and digital literacy.

Data Collection

Data were collected via participatory observation and 5-to-10-minute semi-structured interviews (December 9-11, 2025) focusing on ease of use, usefulness, e-service quality, and obstacles. Observations confirmed the usage gap, showing high walk-in rates for issues manageable via the app.

Summary of Initial Findings

Initial findings highlight key themes: ease of use, time efficiency, and 24/7 service flexibility. Response speed for complaints is generally high, though complex issues still

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

require offline handling. Obstacles include feature limitations, technical errors (lag), and insufficient socialization, particularly for older, less digitally literate users. Ultimately, while PLN Mobile enhances access and efficiency, optimizing its digital service requires improved system stability, feature completeness, and targeted user education.

Data Analysis

Data were analyzed qualitatively using the interactive model proposed by Miles and Huberman (1984), which consists of data reduction, data display, and conclusion drawing/verification.

Ease of Use as a Supporting Factor for Digital Service Optimization

Ease of use is a crucial aspect in supporting the utilization of PLN Mobile as a digital service medium at PT PLN (Persero) ULP Dinoyo. Interview results indicated that all informants experienced ease in accessing various electrical services through the application without the need to visit the service office. This assessment is based on the application's user-friendly interface, simple workflow, and well-functioning features, which are accessible even for first-time digital service users. The majority of informants evaluated that PLN Mobile facilitates their access to electrical services, thereby reducing their reliance on conventional services. The application is considered highly practical as the entire service process can be completed solely through a mobile device. These findings demonstrate that ease of use is not merely a technical attribute but also shapes user behavior patterns in utilizing the service. Furthermore, ease of use directly implies time efficiency. Informants stated that with the application, they no longer need to queue or allocate specific time to visit the PLN office. This is supported by the following statements:

> *"Regarding ease of use, we used to report electricity complaints via telephone, which was usually hard to get through. Now, we just use the electricity complaint feature in PLN Mobile, and it is sufficiently resolved."* (Informant 5)
>
> *"I think it is quite sufficient because it greatly facilitates customers, so we don't have to bother traveling far. For instance, with my kind of job, we don't need to take time off or anything. From the application, right at our workplace, everything is sorted."* (Informant 2)
>
> *"In my opinion, the existence of the PLN Mobile application makes it easier for busy people so they don't need to come to the office anymore."* (Informant 3)

These findings indicate that ease of use plays a significant role in supporting digital service optimization from the user's perspective.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Service Flexibility as a Form of Digital Service Effectiveness

Service flexibility is a vital indicator in assessing the effectiveness of digital services through the PLN Mobile application. Based on the interviews, all informants stated that PLN Mobile allows service access to be conducted flexibly without being bound by office operational hours. This flexibility enables users to schedule their service utilization according to their individual needs. Informants conveyed that services such as purchasing electricity tokens, paying bills, and reporting disruptions can be done independently without having to adjust to a specific schedule. Beyond providing access convenience, service flexibility also contributes to cost and energy efficiency. Users do not need to incur additional expenses for transportation or communication with customer service. This is conveyed by the informants as follows:

> *"The benefit is... it saves time. We are not confused, we don't get charged for phone credit, and we don't need to use credit if we contact the call center, like calling 123, which costs a lot of credit. Using the application is also faster. Now, everything is easier for all services."* (Informant 1)
>
> *"The most important thing is that it is more efficient in handling electrical needs. So we can handle them wherever we are without having to go to the office."* (Informant 4)
>
> *"That is the main point. Because for workers like us, if it's not extremely urgent, it's hard to ask for permission from our superiors. The PLN Mobile application makes it very convenient for me, especially for using or handling my electrical needs."* (Informant 2)

This demonstrates that service flexibility is a tangible form of digital service optimization directly felt by consumers.

Response Speed as an Indicator of Digital Service Quality

Service response speed is a key indicator in assessing the quality of digital services through PLN Mobile. Interview results showed that most informants rated the handling of complaints through the application as fast and responsive. This condition provides a sense of security and satisfaction for users because every issue can be immediately followed up on. This finding also shows that PLN Mobile functions not only as a service tool but also as a communication medium between users and service providers. However, there are variations in experience among informants. Some conveyed that under certain conditions, direct offline services at the office are still

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

considered faster, especially for services requiring direct verification or handling. As expressed by the informants:

> *"It is faster through the application because, for example, if we report a complaint via the app, the officers must send a message via WhatsApp. Our number is listed in the complaint, so they inform us how many minutes until they arrive at the location."* (Informant 1)
>
> *"The CS speed itself is fast. It takes less than 5 minutes to be responded to by CS. I have never come directly to the office because all my electrical needs are handled via PLN Mobile."* (Informant 4)
>
> *"I think the advantages vary, because it also depends on the request. But so far, adding power through PLN Mobile can be considered fast."* (Informant 3)

These findings indicate that response speed supports service optimization, but there is still room for improving service consistency.

Feature Limitations as an Obstacle to Digital Service Optimization

Although the PLN Mobile application provides various conveniences, interview results showed that there are still feature limitations that become obstacles in optimizing digital services. Informants stated that not all services are available within the application, meaning that under certain conditions, users still have to come directly to the PLN office. These limitations generally relate to services requiring further administrative processes or direct interaction with officers. This indicates that the existing digital services have not yet fully been able to replace conventional services. As conveyed by the informants:

> *"Perhaps the reason, from my experience, is that at that time I needed to submit documents to the office related to power downgrade and restitution."* (Informant 3)
>
> *"Maybe there are some things that need to be added, for example, the requirements for new installations and so on."* (Informant 5)
>
> *"For power downgrade alone, I came to the office. That is something that cannot be backed up by this application."* (Informant 2)

These findings indicate that digital service optimization still needs to be improved in terms of feature completeness.

Technical Constraints as a Factor Inhibiting User Experience

Technical constraints are one of the factors affecting user experience in utilizing the PLN Mobile application. Based on the interviews, several informants revealed that the

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

application sometimes experiences disturbances such as being slow (lag), errors, or processes that take quite a long time. This constraint impacts user comfort in accessing services and can decrease satisfaction levels. Although not experienced by all informants, these technical issues remain an important focus for future system development. As expressed by the informants:

"Sometimes there are errors." (Informant 5)

"The only weakness is when the application is slow." (Informant 2)

This shows that system stability is a crucial factor in supporting digital service optimization.

The Need for Development and Socialization to Support Service Optimization

Interview results showed that digital service optimization does not only depend on the quality of the application system but also on the level of user understanding. Informants conveyed that there are still members of the public who do not know or do not understand how to use the PLN Mobile application optimally. Furthermore, informants also expect the development of more complete features, improved ease of use, and clearer guides or tutorials. This indicates that application development must be accompanied by an effective socialization strategy. Additionally, a difference in digital literacy levels based on age was found. Informants indicated that older users tend to experience difficulties in using the application, thus requiring a simpler and more educational approach. As conveyed by the informants:

"Yes, especially from the employees, perhaps from the non-permanent staff (TAD) and outsourcing who deal directly with customers, like field officers. As far as I know, there are meter readers and technical officers. From them, at least they can socialize and inform the public about the convenience of the PLN Mobile application, which can be accessed easily, perhaps starting from there." (Informant 2)

"Now, generally people already know technology and understand applications, so the only suggestion is that socialization is needed. Sometimes if there are those who don't understand, the constraint is usually with older people, because older people don't know and can't use it; they are tech-illiterate, which is indeed difficult. So, socialization just needs to be strengthened." (Informant 1)

"Like I said earlier, perhaps in terms of usage, older people who might be tech-illiterate can't immediately understand what is in PLN Mobile and how to use it. So there needs to be a specific tutorial." (Informant 4)

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

These findings indicate that educational and socialization aspects are crucial factors in supporting digital service optimization.

Thematic Analysis

Table 1. Theme Categorization

No	Theme Categorization	Themes
	Effectiveness of PLN Mobile in improving customer satisfaction at PT PLN (Persero) ULP Dinoyo, viewed from ease, usefulness, and service speed.	1. Ease of use as a supporting factor for digital service optimization. 2. Service flexibility as a form of digital service effectiveness. 3. Response speed as an indicator of digital service quality.
	Customer perceptions regarding obstacles in utilizing PLN Mobile.	1. Feature limitations as an obstacle to digital service optimization. 2. Technical constraints as a factor inhibiting user experience. 3. Need for development and socialization to support service optimization.

The identified themes interrelate to explain digital service optimization via PLN Mobile. In terms of effectiveness, ease of use, flexibility, and response speed complement each other in creating a positive user experience, improving efficiency and accessibility. Conversely, regarding obstacles, feature limitations, technical constraints, and the need for socialization mutually hinder optimization. Feature limitations and technical issues affect system reliance and comfort, while low digital literacy among older users highlights that barriers stem from both the system and the users. Ultimately, these themes show that while PLN Mobile improves service quality, its optimization is influenced by a combination of supporting and inhibiting factors, directly answering the research problem.

This study demonstrates that the utilization of PLN Mobile at PT PLN (Persero) ULP Dinoyo enhances digital service effectiveness, particularly in ease of use, flexibility, and response speed, addressing the research objectives. Ease of access eliminates the need for physical visits, flexibility expands the scope of usage, and rapid response builds user trust. Ease of use drives PLN Mobile utilization, with respondents finding it more practical and efficient than conventional services. As Informant 3 stated, *"The application*

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

facilitates busy people so they no longer need to visit the office." This indicates a shift in customer behavior, aligning with Guterres (2024), who found that service quality via PLN Mobile, particularly ease of use, significantly impacts user satisfaction.

Service flexibility further enhances digital effectiveness by allowing unrestricted access. Informant 1 noted, "*Services like new installations and power additions are available, so I don't need to travel far; it's flexible and saves time."* This supports Yusuf et al. (2025), who stated that digital service innovations, including flexible access, positively influence customer satisfaction by adding value and comfort. Rapid response, especially in complaint handling, fosters security and trust. Informant 2 mentioned, *"PLN Mobile is quite fast, compared to visiting the office directly."* While response speed supports service quality, varying user experiences indicate a need for improved consistency to optimize digital services fully. However, obstacles remain.

Feature limitations prevent full reliance on the app; Informant 3 explained, *"I had to submit documents to the office for power downgrades and restitution."* Additionally, technical issues like lag affect user comfort, as Informant 2 noted, *"The only weakness is when the application is slow."* This confirms Layongan et al. (2022), who stated that system quality and information completeness affect user satisfaction, as feature limitations reduce digital service effectiveness. Thus, digital success relies not only on ease of use but also on system stability and feature completeness. Feature development and socialization are crucial for optimization. Informants requested more complete features and clearer tutorials. Informant 4 highlighted, *"Older, tech-illiterate users cannot immediately understand PLN Mobile; specific tutorials are needed."* This underscores that not all users possess the same digital literacy, making effective socialization strategies and clear guides essential alongside app development.

Strategies to optimize digital services include enhanced socialization, feature development, and system stability. Informant 1 emphasized, *"I hope it becomes easier to use, especially for older people who do not understand it."* PT PLN must improve system quality and simplify the UI to enhance comfort, addressing lag and errors. Optimization depends not only on technology but also on service quality and public understanding. In conclusion, PLN Mobile positively contributes to digital service optimization at ULP Dinoyo through ease, flexibility, and speed. Nevertheless, feature limitations, technical constraints, and low digital literacy remain obstacles. Therefore, system development, service quality enhancement, and intensive socialization are required to maximize app utilization for all customers.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

CONCLUSION

This study concludes that the PLN Mobile application significantly enhances digital service effectiveness at PT PLN (Persero) ULP Dinoyo by providing ease of use, service flexibility, and rapid response times, thereby improving customer satisfaction without the need for physical office visits. However, utilization is hindered by limited features, technical issues such as system errors, and insufficient public socialization. These findings indicate that digital service optimization relies not only on technological quality but also on infrastructure readiness and public comprehension. Theoretically, this research contributes to public sector digital service literature by highlighting that digital transformation success is driven by both technical and non-technical factors. Specifically, digital literacy, user understanding, and corporate socialization strategies are as crucial as system stability and service quality, providing a valuable reference for developing inclusive, user-oriented digital services.

Practically, PT PLN (Persero) must prioritize enhancing system stability to minimize technical disruptions and continuously develop comprehensive features to accommodate all customer needs. Management should also tailor communication and socialization strategies across digital and conventional media, considering diverse user characteristics such as age and digital literacy, while improving the user interface to ensure optimal and equitable application utilization.

For future research, it is recommended to expand the sample size and geographical scope for more representative findings. Subsequent studies should incorporate additional variables influencing user satisfaction, such as trust, security, and information quality, and employ quantitative or mixed-methods approaches to empirically test these relationships and provide a more comprehensive evaluation of digital service effectiveness.

REFERENCES

Ajmal, M.M. et al. (2022) “Managing project scope creep in construction industry,” Engineering, Construction and Architectural Management, 29(7), pp. 2786–2809. Available at: https://doi.org/10.1108/ECAM-07-2020-0568.

Abdussamad, Z. (2021). Metode Penelitian Kualitatif. Syakir Media Press.

Afandi, A., Fatah, Z., Roekminiati, S. and Pramudiana, I.D. (2025) Inovasi layanan publik dalam era digital: Tinjauan persepsi generasi muda pada Samsat Digital di Lumajang, SOSIAL: Jurnal Ilmiah Pendidikan IPS, 3(3), pp. 265– 289.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Al Zuhri, A., Putra, H.R., Fazri, A. & Miftahurrahmah (2022) 'Aplikasi pesan instan accessible di era komunikasi kontemporer bagi digital natives Indonesia', Jurnal Ilmu Komunikasi, pp. 165–176.

Akhrilanda, A.B., Suprayitno, E. & Nasution, I., 2023. Pengaruh E-Kualitas Pelayanan Terhadap Kepuasan Pelanggan Pengguna Aplikasi PLN Mobile Pelanggan. JRMB (Jurnal Riset Manajemen & Bisnis), 8(1), pp.8–15.

Anggreni, D. (2022) Buku ajar metodologi penelitian kesehatan. Mojokerto: STIKes Majapahit Mojokerto. Annawwaf, N.N. & Pusparini, N.N., 2024. Analisa Tingkat Kepuasan Pelayanan pada Aplikasi PLN Mobile dengan Metode Service Quality. Neptunus: Jurnal Ilmu Komputer Dan Teknologi Informasi, 2(4), pp.192–206. https://doi.org/10.61132/neptunus.v2i4.453 [Accessed 28 Nov. 2025].

Davis, F.D. (1989) 'Perceived usefulness, perceived ease of use, and user acceptance of information technology', MIS Quarterly, 13(3), pp. 319–340. https://www.jstor.org/stable/249008

Daffa Khairi Addin, M., & Febria Wardhani, D. (2025). Efektivitas user interface (UI) dan user experience (UX) dalam aplikasi mobile [Effectiveness of user interface (UI) and user experience (UX) in mobile applications]. Jurnal Inovasi Pembangunan. journalbalitbangdalampung.org

Ramadhan, D., Budiatmo, A., & Prihatini, A. E. (2024). Pengaruh Perceived Usefulness dan Perceived Ease of Use terhadap Actual System Use (Studi pada Pengguna Aplikasi BNI Mobile di Kota Salatiga). In Jurnal Ilmu Administrasi Bisnis (Vol. 13, Number 3). https://ejournal3.undip.ac.id/index.php/jiab

Dewi, M.S. & Sari, K.P., 2024. Pengaruh E-Service Quality, Kepercayaan Pelanggan Dan Kemudahan Aplikasi PLN Mobile Terhadap Kepuasan Pelanggan PT. PLN (Persero). Jnana Satya Dharma, 12(1), pp.1–10.

Fateqah, B.A. dan Nuswardhani, R.S.K. (2024) Teori dan praktik metode penelitian kuantitatif dan kualitatif: teori, perencanaan, pelaksanaan, dan penulisan. Yogyakarta: Anak Hebat Indonesia. Gunawan, H. (2021) 'Digitalisasi Pelayanan Publik di Indonesia', Jurnal Manajemen, 12(2).

Guterres, N. N. P. (2024). Pengaruh kualitas pelayanan aplikasi PLN Mobile terhadap loyalitas pelanggan dengan kepuasan pelanggan sebagai intervening (Studi pada pelanggan PT PLN Persero UP3 Malang) [Skripsi, Universitas Islam Malang].

Herlina, E., Syarifudin, D. & Kartika, R. (2019). The local knowledge transfer based on continuous improvement implementation at SMEs group. Journal of Management Review, 3(1), pp. 277–282.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Kementerian Badan Usaha Milik Negara (2020) Surat Keputusan Menteri BUMN Nomor SK-136/MBU/05/2020 tentang Nilai-Nilai Utama (Core Values) Sumber Daya Manusia BUMN. Jakarta: Kementerian BUMN. Kotler, P. & Keller, K.L. (2016) Marketing Management. 15th ed. Pearson.

Layongan, C. A., Nangoi, G., & Kalalo, M. (2022). Pengaruh kualitas sistem dan kualitas informasi software SAP terhadap kepuasan pengguna pada PT PLN (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3) Kotamobagu. Jurnal LPPM Bidang EkoSosBudKum (Ekonomi, Sosial, Budaya, dan Hukum), 5(2), 309–322.

Maharani, D. (2022) 'Pengaruh E-Service Quality pada Kepuasan Pengguna Layanan Digital Pemerintah', Jurnal Ekonomi dan Pendidikan, 19(1), pp. 45–59. Moleong, L.J. (2019) Metodologi Penelitian Kualitatif. Bandung: Remaja Rosdakarya.

Nadhif, A.Z. & Niswah, F. (2021) Inovasi layanan PLN Mobile di PT. PLN (Persero) Area Surabaya Selatan. Jurnal Administrasi Publik, Fakultas Ilmu Sosial dan Hukum, Universitas Negeri Surabaya.

Parasuraman, A., Zeithaml, V.A. & Malhotra, A. (2005) 'E-S-QUAL: A multiple- item scale for assessing electronic service quality', Journal of Service Research, 7(3), pp. 213–233.https://doi.org/10.1177/1094670504271156

PT PLN (Persero) (2021) Company Profile PT PLN (Persero). Jakarta: PT Perusahaan Listrik Negara (Persero). Purkon, A., Enas & Herman, F. (2022). Strategi pemasaran dalam rangka meningkatkan kredit ritel. Journal of Management Review, 6(3), pp. 823– 831. Tersedia pada: http://jurnal.unigal.ac.id/index.php/managementreview

R. Simanjuntak, S. Helmi, & M. Gunarto. (2024). Peranan kualitas layanan pada aplikasi PLN Mobile dan harga terhadap kepuasan pelanggan di PT. PLN (Persero) UP3 Palembang ULP Rivai. Safirah, A., Ningrum, A.S. & Purba, S.P. (2024) Transformasi Teknologi Digital PLN sebagai Inovasi untuk Meningkatkan Kepuasan Pelanggan. Suara USU. https://suarausu.or.id/transformasi-teknologi-digital-pln-sebagai-inovasi-untuk-meningkatkan-kepuasan-pelanggan/ (Accessed: 28 November 2025).

Siahaan, P., Jodhinata, A. & Ardyan, E. (2025) Peran Customer Trust dalam Memediasi Pengaruh E-Service Quality, Customer Experience dan 68 Information Quality terhadap Customer Satisfaction: Studi Kasus pada Aplikasi PLN Mobile di Kawasan UP3 Depok. Comserva: Jurnal Penelitian dan Pengabdian Masyarakat, 4(11), pp. 4989–5002. Sugiyono (2021) Metode Penelitian Pendidikan (Kualitatif,

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Kuantitatif, dan R&D). https://www.scribd.com/document/709919745/metode-penelitian-pendidikan-sugiyono-2021 (Accessed: 24 December 2025).

Tjiptono, F. (2019) Pemasaran Jasa. Yogyakarta: Andi. Trisantosa, B., Kurniasih, D. & Hubeis, A. (2022) 'Transformasi Layanan Digital dalam Pelayanan Publik', Jurnal Ilmu Administrasi Publik, 9(2). https://journal.unesa.ac.id/index.php/public/article/view/17014

Yusuf, B., Arif, M.R. & Rukaiyah, S. (2025) Pengaruh Kualitas Pelayanan dan Inovasi Layanan Digital PLN Mobile terhadap Kepuasan Pelanggan PT PLN (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3) Mamuju. Jurnal Online Manajemen ELPEI (JOMEL), 5(2), pp. 1680–1695

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.