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Service Quality and Customer Satisfaction: Improvement Strategies at PT PLN (Persero) Dinoyo Service Unit

Ahmad Ridwan Siregar[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 aims to analyze customer satisfaction with the service quality of PT. PLN (Persero) ULP Dinoyo based on SERVQUAL dimensions and formulate service improvement strategies. Employing a qualitative descriptive approach, data were collected through in-depth interviews with five customers. Data analysis encompassed data reduction, coding, theme identification, data presentation, and conclusion drawing. The overall service quality of PT. PLN (Persero) ULP Dinoyo is satisfactory. Customers positively evaluated the tangibles (comfortable, clean, and adequate facilities), assurance (staff capability and professionalism), responsiveness (prompt handling of needs and complaints), and empathy (friendly, caring, and solution-oriented staff). However, the reliability dimension faces constraints, particularly regarding service completion timeliness that does not fully match the given estimates. Furthermore, digital services require enhancement to be faster and more flexible in meeting customer needs. Based on the findings, the proposed service improvement strategies include enhancing service timeliness, optimizing digital services, increasing service execution supervision, and maintaining quality in facilities, professionalism, and customer care.

Keywords: Customer Satisfaction, Service Quality, SERVQUAL, Service Strategy, PT PLN (Persero) ULP Dinoyo.

INTRODUCTION

In the current era of globalization and digitalization, customer satisfaction serves as the primary benchmark for evaluating service quality, particularly for state-owned enterprises like PT PLN (Persero), the sole electricity provider in Indonesia. PT PLN operates through various units nationwide, including the Customer Service Unit (ULP)

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Dinoyo under PLN UP3 Malang, East Java, which plays a central role in delivering direct technical services (e.g., new connections, power changes, disturbance handling) and non-technical services (e.g., complaints, administration, and the PLN Mobile application). Customer satisfaction reflects the comparison between expectations and perceived actual performance; when performance exceeds expectations, customers experience high satisfaction, whereas unmet expectations lead to dissatisfaction (Gultom et al., 2020). In the context of a BUMN like PLN, this satisfaction not only impacts corporate reputation but also reflects the effectiveness of public service governance.

Despite the established standards, practical observations at ULP Dinoyo reveal significant service gaps, particularly regarding technical service delays. A prominent issue is the meter relocation (*geser meter*) process, which, according to the Standard Operating Procedure (SOP), should be completed within 3 to 5 working days, yet frequently takes over a month, thereby diminishing overall customer satisfaction. Beyond completion time, other critical factors influencing service quality include staff capability, responsiveness, accuracy of information, and organizational problem-solving abilities during service delivery (Hetharie et al., 2023). In the current technological landscape, customers demand fast, seamless processes; thus, service delays and unmet expectations can easily spread via social media, severely damaging the company's image and highlighting the urgent need for evaluation.

To address these issues, this study examines customer satisfaction with the services provided by PT PLN (Persero) ULP Dinoyo, focusing on both technical and non-technical dimensions of service to identify systemic weaknesses and provide actionable recommendations for improvement. This research holds significant urgency in both academic and practical contexts; academically, it enriches service marketing management literature regarding public sector service evaluation, while practically, it provides strategic considerations for ULP Dinoyo management to achieve maximum and sustainable customer satisfaction. Given the critical importance of service quality and the significant field complaints, evaluating ULP Dinoyo is highly relevant and expected to provide a tangible contribution to improving service standards within state-owned enterprises, particularly PT PLN.

OBJECTIVE

The primary objective of this study is to evaluate customer satisfaction with the services provided by PT PLN (Persero) ULP Dinoyo, addressing field complaints regarding technical service delays such as meter relocations exceeding Standard

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Operating Procedure (SOP) timeframes alongside communication and responsiveness inefficiencies. Specifically, this research aims to measure overall customer satisfaction across direct and indirect service channels, analyze the most influential SERVQUAL dimensions (reliability, responsiveness, assurance, empathy, and tangibles), identify dominant complaints and their underlying causes, and formulate targeted service improvement strategies based on the SERVQUAL analysis. Ultimately, achieving these objectives will provide a comprehensive assessment of the gap between customer expectations and actual service delivery, offering a robust foundation for ULP Dinoyo's management to develop adaptive service policies and contributing to the academic literature on service marketing management within the public sector and state-owned enterprises context.

LITERATURE REVIEW

Customer Satisfaction Theory

Customer satisfaction occurs when needs, desires, and expectations are fulfilled, driving repurchase behavior and sustained loyalty (Gunardi et al., n.d.). These expectations are shaped by past experiences, recommendations, and provider information. Service quality must be evaluated from the user's perspective using standardized methods like SERVQUAL (Hariyanto & Nuryasin, 2020). According to Kotler and Keller (2016), satisfaction is the feeling of pleasure or disappointment resulting from comparing perceived performance with expectations. In public services like PLN, high satisfaction builds trust and purchase decisions (Gultom et al., 2020), enhances loyalty, strengthens reputation, and reduces complaints. Conversely, dissatisfaction erodes trust and negatively impacts the corporate image and public service effectiveness, even within a monopoly context.

Service Quality (SERVQUAL)

Zeithaml and Berry (1988) state that the SERVQUAL theory measures service quality by comparing customer perceptions of received services against their expectations. Satisfaction occurs when perceptions meet or exceed expectations; otherwise, dissatisfaction arises. The theory comprises five dimensions: Tangibles, encompassing physical facilities, equipment, technology, and staff appearance; Reliability, reflecting the ability to deliver accurate, timely, and promised services; Responsiveness, indicating the willingness to help and provide prompt service to needs and complaints; Assurance, involving staff knowledge, courtesy, and professionalism that

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instill trust and confidence; and Empathy, representing caring, individualized attention and the ability to understand specific customer needs personally.

Public Service Theory

Public service is provided by the government or state-owned enterprises (BUMN) to fulfill basic societal needs. According to the Republic of Indonesia Law No. 25 of 2009, it encompasses activities aimed at fulfilling service needs, including administrative requirements for goods and services (Fa'Adillah et L., 2025). Furthermore, the Minister of State Apparatus Empowerment Decree No. 63 of 2003 defines it as activities executed by providers to meet recipient needs and regulatory obligations (Marwiyah 2023). In this context, PT PLN (Persero) bears a significant responsibility to deliver high-quality, fast, efficient, and customer-oriented services. Poor public services, such as delayed responses or unclear communication, lead to public dissatisfaction; thus, principles of transparency, accountability, and customer orientation must underpin public service execution.

Customer Loyalty

Customer loyalty refers to a deeply held commitment to consistently repurchase or subscribe to a preferred product or service in the future, despite situational influences or marketing efforts from competitors (Gultom et al., 2020). It is cultivated through consistent positive experiences and high satisfaction, reflecting a highly positive attitude toward a brand, store, or supplier (Sinollah, 2019). In public services like PLN, loyalty manifests through active customer participation, such as using the PLN Mobile application, paying bills on time, and supporting the electricity grid. Although PLN operates as a monopoly without direct alternatives, customer loyalty remains crucial as it influences cooperation, compliance, and the public's perception of the state institution.

Dimensions of Customer Satisfaction Evaluation

To evaluate customer satisfaction with PT PLN (Persero) ULP Dinoyo, this study utilizes the SERVQUAL model dimensions outlined by A. Parasuraman & Berry (1991). These include Tangibles, covering the physical environment, staff appearance, and equipment aesthetics; Reliability, focusing on service timeliness and consistency; Responsiveness, measuring the speed of handling requests, complaints, and information delivery; Assurance, reflecting staff politeness, technical knowledge, communication skills, and problem-solving agility that build customer trust; and Empathy, encompassing

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personalized attention, friendliness, active listening, and the provision of tailored solutions to meet individual customer conditions.

METHODOLOGY

This study employs a qualitative descriptive approach to deeply understand customer perceptions and experiences regarding PT PLN (Persero) ULP Dinoyo's services. The researcher acts as the primary instrument to directly collect and interpret field data, presenting meaningful data to understand group characteristics (Ekasari et al., 2017). The unit of analysis comprises ULP Dinoyo customers, including households and small businesses who have directly experienced the company's services. These participants were selected using purposive sampling based on their significant and varied experiences to ensure they serve as competent evaluators. To obtain a comprehensive understanding, this study utilizes both primary and secondary data sources.

Primary data were gathered directly by the researcher (Sulung et al., 2024) through in-depth, semi-structured interviews and direct field observations to capture both verbal feedback and non-verbal service cues. Meanwhile, secondary data were obtained from existing company documents to provide a theoretical framework and compare field findings with established service standards. The collected data were analyzed using thematic analysis based on the Miles and Huberman (1994) model. The process began with verbatim transcription and repeated readings to comprehend the context, followed by data reduction to filter and select relevant information. Data were then displayed in narrative forms and matrices for better comprehension. Finally, conclusion drawing and verification were executed to extract meaning and ensure validity through triangulation with other data sources.

RESULTS AND DISCUSSION

This section presents the empirical findings of the research conducted at PT PLN (Persero) ULP Dinoyo from February 24 to June 26, 2025. It covers the data description and analysis of customer satisfaction regarding the services provided, based on document reviews and in-depth interviews.Five respondents (P.S, A.S, B.R, T.S, and F.A.H) were selected purposively based on their direct experience using PLN services at the ULP Dinoyo office. Their diverse backgrounds provide comprehensive perspectives on various service aspects ranging from speed and information clarity to staff responsiveness and facility comfort ensuring the findings accurately reflect actual field conditions.Data were collected over a five-month period (February-June 2025) through

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participatory observation and semi-structured in-depth interviews. Observations covered both front-office service flows and field technical services, revealing initial discrepancies between SOP timelines and actual performance (e.g., meter relocations), which were further explored via interviews. Interviews were conducted flexibly in comfortable settings to ensure candid responses. All data were transcribed, triangulated across respondents, and cross-verified through re-observation to ensure validity and accurately capture customer perceptions.

Summary of Initial Findings

Initial interviews with the five respondents revealed direct customer perspectives on service conditions. Regarding tangibles, most respondents rated the ULP Dinoyo office positively, noting its comfortable, clean, and well-organized environment. Facilities such as air-conditioned waiting areas, tidy spaces, and a children's play area were deemed supportive of customer comfort. However, customers emphasized that service evaluation extends beyond physical facilities to process and outcome quality. In terms of reliability, experiences varied. Some respondents reported services were delivered as promised, with no delays. Conversely, others noted delays in specific services, particularly meter relocation, which occasionally exceeded estimated timeframes.

This indicates inconsistent reliability across service types. For responsiveness, most respondents rated staff positively. Officers were noted for quickly addressing complaints, providing clear explanations, and offering assistance. Follow-ups often occurred within one to two days. Digital channels like Call Center 123 and WhatsApp were considered helpful, though their effectiveness was constrained to operational hours. Regarding assurance, all respondents expressed high confidence in PLN staff competence. Polite, professional, and clear communication fostered strong trust, with no significant doubts regarding information accuracy.

On empathy, most respondents felt staff paid adequate attention to their needs, actively listening and providing context-appropriate solutions. However, some noted room for improvement in timeliness and situational responsiveness, particularly for urgent cases. Additionally, digital service adoption (PLN Mobile) remained low. Reasons included lack of familiarity, technological limitations, and a preference for direct office visits perceived as more comfortable and informative. Overall, initial findings indicate satisfactory service quality, particularly in staff attitude and facilities, but highlight the need for improved consistency in service timing and optimization of digital platforms. These findings are further analyzed in the following section.

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Data Analysis

Data were analyzed using a descriptive qualitative approach based on the SERVQUAL model, encompassing five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Analysis involved iterative reading of interview transcripts to extract meaning, followed by coding to identify emerging themes. These themes were then evaluated to assess customer satisfaction levels regarding PT PLN (Persero) ULP Dinoyo's service quality.

Tangibles

Interview results indicate that most respondents rated the physical facilities at ULP Dinoyo positively. The service area was described as comfortable, clean, and well-organized. Air-conditioned waiting rooms, room cleanliness, and office tidiness met service standards. As stated by respondents:

"There are play areas for children, so it's convenient if you bring your kids. Plus, the facilities are well-organized, and the rooms are cool and air-conditioned." (Informant P.S.)

"The facilities are quite adequate and very good indeed. The staff look professional and strictly follow established procedures." (Informant A.S)

"The office is pleasant and comfortable, and the rooms are cool." (Informant F.A.H)

These statements confirm that available facilities, including family-friendly amenities, contribute significantly to customer comfort during service delivery.

Reliability

The reliability dimension revealed divergent experiences. While some respondents confirmed services aligned with promises regarding time and outcomes, others reported delays. Respondent statements include:

"That's correct, but there are some applications that aren't quite in line with the requirements. Earlier, regarding meter relocation, the promised estimate of roughly 7 days can sometimes take longer than 7 days." (Informant A.S) *"It's on schedule." (Informant P.S)*

"Sometimes it's a little late, but under normal circumstances like this, there are no difficulties." (Informant B.R)

Delays in specific services, particularly meter relocation, occasionally exceeded the one-week estimate. This indicates that while general procedures are followed, consistency in execution requires improvement. Service reliability remains uneven across service types, creating a gap between customer expectations and field reality.

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Responsiveness

Results for responsiveness were largely positive. Most respondents noted that PLN staff promptly addressed requests and complaints.

"The service is very fast and responsive." (Informant P.S)

"The staff are quite proactive, and their response is also quick." (Informant F.A.H)

"Good response, they came right away." (Informant T.S)

However, limitations of the digital service were noted:

"It's great during business hours." (Informant A.S)

Staff were also praised for clear communication, aiding customer understanding of service processes. Nevertheless, digital channel responsiveness (WhatsApp, app) remains restricted to working hours, limiting flexibility. This contrasts with modern customer expectations for 24/7 accessible services.

Assurance

All respondents expressed high trust in PLN staff competence. They were confident in the officers' ability to resolve electricity-related issues effectively. This trust was reinforced by perceptions of staff politeness, professionalism, and clear information delivery. No significant doubts regarding information accuracy were reported.

"I'm very confident because they work in the electrical field." (Informant P.S) *"Their professionalism is quite high."* (Informant B.R)

"They're kind, friendly, polite, and professional." (Informant F.A.H)

Customer experiences of successful problem resolution further validate this trust. Thus, the assurance dimension is well-met and represents a core strength of ULP Dinoyo's service.

Empathy

Most respondents reported that staff demonstrated friendly and attentive behavior. Officers were effective in listening to complaints and providing tailored solutions. Several noted staff willingness to assist and provide adequate attention to specific customer issues, indicating strong interpersonal service dynamics.

"Providing solutions tailored to our concerns and needs." (Informant P.S)

"Very helpful." (Informant T.S)

"Providing good solutions on how to proceed and then following through." (Informant F.A.H)

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These findings confirm that staff exhibit care and understand customer needs throughout the service process.

Thematic Analysis

Thematic analysis reveals that customer satisfaction at PT PLN (Persero) ULP Dinoyo is directly influenced by service quality across SERVQUAL dimensions. Tangibles positively impact satisfaction by providing a comfortable and well-maintained service environment. Assurance and empathy further enhance satisfaction through staff competence, trustworthiness, and personalized attention. Responsiveness also drives positive perceptions, as timely handling of complaints increases customer confidence. However, reliability presents a notable challenge, particularly in technical services like meter relocation, where delays create expectation-reality gaps. Collectively, these themes demonstrate that higher service quality across SERVQUAL dimensions correlates with increased customer satisfaction. Addressing reliability inconsistencies and optimizing digital service flexibility are critical for further improvement.

Based on the data analysis, this study shows that the service quality of PT PLN (Persero) ULP Dinoyo has generally been good, but several aspects still need improvement. This discussion relates field findings to service quality theory using the SERVQUAL model. In the tangibles dimension, results show that physical facilities at ULP Dinoyo have created a positive impression on customers. Respondents indicated that the service room was clean, comfortable, and well-organized. The neat and professional appearance of staff also added value in building customers' initial perception of service quality.

This finding aligns with SERVQUAL theory stating that physical evidence serves as an initial indicator in assessing service quality, as customers tend to evaluate services based on what they see directly. In the reliability dimension, PLN ULP Dinoyo's service has generally run according to established procedures and standards. However, discrepancies were found between promised service times and field realization, particularly in technical services like meter relocation. This condition indicates a gap between customer expectations and actual performance, known in SERVQUAL theory as a service gap. Uncertainty in completion time potentially reduces customer trust if not immediately addressed.

In the responsiveness dimension, results show that PLN staff were quite responsive to customer needs, especially in direct office service. Quick responses and clear explanations increased customer satisfaction. However, digital-based services like

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WhatsApp showed limitations in response speed. While the service was generally good, improvements in technology utilization are needed to make services more flexible and accessible at any time.

In the assurance dimension, results show that customer trust in PLN employees was quite high. This was supported by staff who were polite, professional, and capable of explaining information clearly. Customers felt confident that their problems could be resolved well. In SERVQUAL theory, assurance is crucial for building long-term relationships between companies and customers, and in this case, PLN ULP Dinoyo has fulfilled this aspect well.

In the empathy dimension, most customers rated that staff had provided good personal attention and service. Staff were considered able to understand customer needs and provide appropriate solutions. However, customers expected that service should not only be friendly in attitude but also more sensitive to certain conditions, such as urgent service needs. This indicates that empathy in service can still be improved for optimal results.

Beyond the five SERVQUAL dimensions, results showed a phenomenon related to digital service users, particularly the PLN Mobile application. Respondents had not utilized the application, citing lack of understanding of how to use it or preferring to come directly to the ULP Dinoyo service counter. This presents a challenge for PLN in improving customer digital literacy and encouraging technology-based service usage for greater effectiveness and efficiency. Overall, this study shows that PT PLN (Persero) ULP Dinoyo's service quality has met most customer expectations, particularly in facilities, staff attitude, and trust in service. However, several gaps still need improvement, especially in service time reliability and optimization of digital service responses. Based on this description, continuous service improvement efforts are needed so that service quality can improve and align with evolving customer needs.

CONCLUSION

This study demonstrates that overall customer satisfaction at PT PLN (Persero) ULP Dinoyo is relatively high, driven by strong performance in tangibles, assurance, responsiveness, and empathy. Customers highly value the comfortable facilities, staff professionalism, and prompt complaint handling. However, the reliability dimension remains a critical weakness. Discrepancies between promised and actual completion times, particularly in technical services, create a significant service gap and remain the primary source of dissatisfaction. These findings confirm the applicability of the

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SERVQUAL model in the public electricity sector and underscore the critical need for service consistency. To address these gaps, PT PLN ULP Dinoyo must strictly enforce Standard Operating Procedures (SOP) for technical service timelines and enhance the responsiveness of digital support channels. Management should leverage existing strengths in physical facilities and interpersonal skills while optimizing the PLN Mobile application and refining staff training. Future research should employ quantitative approaches to generalize these findings and explore additional variables, such as price perception and digital service quality, across broader PLN service units.

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