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Enhancing Customer Satisfaction through Service Quality and Brand Image: Evidence from Indonesia's Largest Mobile Network Provider

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ABSTRACT

An examination of Telkomsel customer satisfaction in Medan Denai District demonstrates significant deficiencies in customer service delivery and brand perception. The study population comprises Telkomsel customers located in the Medan Denai District throughout the research timeframe. The research encompassed a sample comprising 140 respondents. Participant selection criteria required Telkomsel customers in the Medan Denai District who maintained active service usage for a minimum of six months. Data analysis was conducted utilizing PLS-SEM methodology. Findings demonstrate service quality substantially contribute to increased customer satisfaction (β=0.136; t=3.443; p<0.001) and brand image substantially contribute to increased customer satisfaction (β=0.810; t=33.098; p<0.001) with R Square value is 74.9%. This research underscores the critical significance of interconnections among service quality, brand image, and customer satisfaction within the network service provider sector among Telkomsel customers especially in Medan Denai District. Network service providers must enhance service quality through network coverage expansion, internet connection reliability improvement, service personnel competency development, implementation of uniform marketing communication strategies, promotion of digital service advancements, preservation of organizational reputation, and strengthening customer confidence by delivering dependable services that address user requirements.

Keywords: Brand Image; Customer Satisfaction; Network; Provider; Service Quality.

INTRODUCTION

Technological innovations have fundamentally transformed numerous dimensions of contemporary society. These advancements introduced the internet, which streamlines routine operations and enhances quality of life, establishing itself as an essential component of modern existence. According to data from We Are Social (2025), the worldwide internet user population has attained 68.7% of the global demographic comprising 5.64 billion individuals with Indonesia occupying the fourth position internationally regarding internet user quantity, preceded exclusively by China, the United States, and India (Nurhanisah, 2026).

As an emerging economy, Indonesia maintains alignment with international technological developments, particularly within the digital sector. The nation encompasses 235 million internet users, constituting a market penetration rate of 81.72% (Indonesian Internet Service Providers Association, 2026). The internet has become integrated throughout all categories of operations, encompassing financial services to

interpersonal communication. The extensive implementation of internet infrastructure has generated a substantial expansion of internet service providers, precipitating vigorous competitive dynamics. Nevertheless, the Indonesian Consumers Foundation (2026) identifies that this expansion presents certain challenges; recurrent connectivity interruptions and unexpected depletion of prepaid accounts constitute the predominant grievances reported by internet service consumers.

Escalating internet market penetration has amplified competitive pressure among service operators, rendering service excellence and organizational reputation fundamental considerations in sustaining consumer loyalty. PT Telekomunikasi Selular, widely recognized as Telkomsel, represents one of Indonesia's most prominent internet service providers. Founded on November 19, 1991, the organization maintained a subscriber base of 156.1 million mobile users, consisting of 147.6 million prepaid subscribers and 8.4 million postpaid subscribers in 2025 (Telkomsel, 2025). However, Telkomsel has encountered a significant profit contraction, as illustrated in Table 1 below.

Table 1.
Telkomsel Financial Statements

Year	Profit (in billions of rupiah)	Percentage
2021	33.948	-
2022	27.680	-18.47%
2023	32.208	14.06%
2024	30.743	-4.55%
2025	24.458	-20.44%

Source: Telkomsel, 2026

Table 1 demonstrates a substantial decline in Telkomsel's profitability, with a reduction of IDR 6,285 billion occurring between 2024 and 2025. This presents considerable operational risks, potentially resulting in financial deficits. While corporate profitability is determined by numerous internal and external variables, a reduction in customer satisfaction attributable to service quality concerns and brand perception issues can diminish customer retention and subsequently affect company profit.

Customer satisfaction constitutes a fundamental determinant of organizational sustainability. According to Puspitasari et al. (2023), consumer satisfaction represents an assessment of the degree to which a company's offerings fulfill consumer expectations. Customer satisfaction emerges from an evaluation comparing the received products or services against pre-purchase expectations (Rezeki et al., 2025). Consumers who experience satisfaction with a company's services demonstrate increased loyalty toward the offered products (Rezeki & Rahmadsyah, 2023). Telkomsel regularly encounters grievances concerning pricing structures, network performance, complications in acquiring and activating data packages, and defective data network functionality (Darman et al., 2024; Putri & Trianasari, 2024; Tanjung & Rahman, 2023).

An initial exploratory survey conducted among 30 Telkomsel service subscribers in Medan Denai; functioning as a preliminary research baseline; identifies grievances pertaining to network quality and service delivery standards. The results demonstrate that a segment of clientele has not yet developed a favorable perception of Telkomsel's service excellence or corporate brand standing, indicating potential areas for enhancement in overall customer satisfaction. Therefore, this investigation examines whether service quality and brand image exert influence on customer satisfaction levels among Telkomsel patrons in Medan Denai.

Customer satisfaction is fundamentally determined by service quality, which reflects the manner in which an organization executes its service delivery. Superior service quality is vital for ensuring customers experience valued treatment and contentment, thereby reinforcing their commitment and retention (Situmorang & Wijaya, 2025). According to Angelina et al. (2025), service quality constitutes an enterprise's capacity to fulfill or surpass customer expectations. It assesses the proficiency of service

provision, emphasizing promptness, precision, and dependability, consequently affecting customer satisfaction indices and the probability of sustained loyalty. In contrast, service failures including network interruptions, compromised data connectivity, or call disconnections precipitate customer dissatisfaction, brand migration, and diminished financial returns for telecommunications providers (Zordi et al., 2026).

Empirical investigations (Keni & Sandra, 2021; Kusuma et al., 2025; Shrestha, 2021; Suwarno & Alya, 2024) have substantiated that service quality functions as a substantial determinant and principal catalyst of customer satisfaction. Although preceding scholarship has predominantly examined general service industries or organizations with divergent operational characteristics, this research concentrates on the digital telecommunications sector, which is characterized by vigorous competitive dynamics and rapidly evolving patterns in consumer preferences.

The perception of a brand's image serves as a critical determinant in sustaining customer purchasing patterns within commercial enterprises. A robust brand reputation demonstrates favorable consumer perception and confidence in product quality standards (Aurelia & Manik, 2025). According to Akbar et al., (2022), brand image encompasses the collection of impressions both favorable and unfavorable that consumers maintain regarding a particular brand. When consumers develop a favorable assessment of a brand's image, this positive perception strengthens confidence levels, thereby driving repeat purchase decisions and cultivating enduring customer loyalty (Cindy et al., 2025).

Table 2.
Preceding scholars

Researcher	Variable	Object	Findings	Research gap
(Keni & Sandra, 2021)	Customer experience, service quality, customer loyalty, customer satisfaction	Retail company	Service quality affects customer satisfaction	Does not include the brand image variable; subject is not in the telecommunications sector
(Shrestha, 2021)	Service quality, customer satisfaction, loyalty	NTC customers in Surkhet Valley	Service quality affects customer satisfaction	Does not include the brand image variable; subject is not in the telecommunications sector
(Santoso & Alawiyah, 2021)	Service quality, customer satisfaction	Sharia bank	Service quality affects customer satisfaction	Does not include the brand image variable; subject is not in the telecommunications sector
(Murtini, 2025)	Brand image, service quality, promotion, price, customer satisfaction, customer loyalty	Service company	Brand image affects customer satisfaction and loyalty	Does not include the service quality variable; subject is not in the telecommunications sector
(Tahir et al., 2024)	Brand image, customer satisfaction, brand loyalty	Foreign tourism	Brand image affects customer satisfaction and loyalty	Does not include the service quality variable; subject is not in the

Researcher	Variable	Object	Findings	Research gap
				telecommunications sector
(Azman et al., 2024)	Brand image, product quality, purchase decision, customer satisfaction	University	Brand image affects customer satisfaction and loyalty	Does not include the service quality variable; subject is not in the telecommunications sector

Source: Literature review (2026)

Extant literature Murtini (2025) dan Tahir et al. (2024) demonstrates that brand image comprising brand awareness, brand association, and brand loyaltyaffects customer satisfaction. However, research conducted by Azman et al. (2024) proposes an absence of relationship between brand image and customer satisfaction. Despite numerous investigations into the effects of service quality and brand image on customer satisfaction, the majority have concentrated on sectors including banking, e-commerce, healthcare, and comparable service industries; empirical examination of these constructs specifically within the Telkomsel customer base in Indonesia remains substantially underdeveloped. Additionally, the advancement of digital services, intensifying competition among mobile operators, and escalating customer expectations require a reassessment of prior research findings within the contemporary telecommunications sector landscape.

This investigation furnishes contemporary empirical data concerning the determinants of customer satisfaction in Indonesia's digital telecommunications sector, an industry characterized by increasingly competitive data services and accelerated digital transformation. It further applies Expectation Confirmation Theory to the mobile operator domain by elucidating how service quality and brand image determine the validation of customer expectations, subsequently generating satisfaction. The research endeavors to furnish Telkomsel with insights regarding the SERVQUAL dimensions that exert the most substantial influence on customer satisfaction and communicate information pertaining to approaches for enhancing brand image through digital communication channels, the MyTelkomsel application, and customer experience optimization.

LITERATURE REVIEW

Service Quality

Expectation-Confirmation Theory (ECT), originally developed by Oliver (Oliver, 1977, 1980), posits that individuals form expectations before experiencing a service or product, and after consuming it, they compare those expectations with their actual experience (Vijay et al., 2025). Service quality, facilitated through the SERVQUAL methodology, has the potential to enhance customer satisfaction; this approach demonstrates that customer satisfaction is contingent upon service quality standards (Balinado et al., 2021). Customers establish baseline expectation benchmarks, and any divergence from this initial reference standard influences their satisfaction levels (Bungatang & Reynel, 2021; Shukla et al., 2026). Superior service quality augments customer perceived value, reinforces organizational trust, mitigates complaints, and consequently elevates customer satisfaction.

According to Naibaho et al. (2022), Situmorang & Wijaya (2025) and Tohir et al. (2023), service quality represents the endeavor to address customer needs and specifications in order to satisfy their preferences or expectations. Parasuraman et al. (1988) characterizes service quality indicators as tangibles, reliability, responsiveness, assurance, and empathy.

Drawing from extensive prior research, service quality within this investigation is conceptualized as an organization's capacity to satisfy or surpass customer expectations through the SERVQUAL framework encompassing tangibles, reliability, responsiveness, assurance, and empathy. Therefore, as service quality increases, the probability of attaining customer satisfaction correspondingly rises, consistent with Expectation-Confirmation Theory.

Brand Image

The enhancement of brand image success encompasses two fundamental components: the establishment of distinctive characteristics and competitive differentiation, alongside the elevation of brand appeal through reputation management, distinctive positioning, and the creation of memorable customer interactions elements that exert indirect and constructive effects on brand recognition (Hu et al., 2023). Brand image significantly impacts customers' selection of particular service operators and their overall satisfaction levels with the brand (Al-Dmour et al., 2021; Lie et al., 2022). Mobile service providers can deliver superior network quality to facilitate sustained customer engagement with their services over extended periods (Mandal, 2024). Brand image is constructed through multiple dimensions, encompassing not merely logos or visual design elements but also the holistic customer experience encountered during service utilization.

According to Cindy et al. (2025), Darka & Allyya (2024), and Nurliyanti et al. (2022), brand image constitutes the distinctive identity of a product presented to consumers; it represents a comprehensive perception developed through specific associations including symbols, design elements, color schemes, and reputation status. Wardhana (2024) delineates the components of brand image as brand identity, brand personality, brand associations, and brand attitudes alongside behavioral patterns.

Drawing from extensive prior research, this investigation conceptualizes brand image as the aggregate perception customers maintain regarding a brand determined by brand identity, personality characteristics, associations, and attitudes/behavioral dimensions whereby an enhanced brand image can strengthen brand recognition, determine service adoption decisions, and consequently elevate customer satisfaction levels.

Customer Satisfaction

Relationship marketing theory reorients organizational strategy from isolated transactional exchanges toward cultivating reciprocal, enduring partnerships with customers and stakeholders (Morgan, 2024). When organizations successfully deploy these approaches, customer satisfaction levels rise correspondingly. Satisfied customers demonstrate increased loyalty, engage in repeated purchasing behavior, and actively promote the business within their networks.

According to Bangun & Rezeki (2025), Garamba & Nur (2024), Sasongko (2021) and Singh et al. (2023), customer satisfaction constitutes the value that customers perceive from a product or service; it denotes the emotional or evaluative response that emerges following an individual's consumption or assessment of that product or service. Pei et al. (2020) identify indicators of customer satisfaction as service during shopping, products during shopping, speed of delivery after shopping, shopping environment and willing to buy the same product again.

Drawing from existing empirical research, customer satisfaction within this investigation is conceptualized as the customer's evaluative response or emotional reaction following the assessment of a received product or service based on perceived value. This manifestation is evidenced through repeat purchasing behavior, demonstrated willingness to advocate for the company to prospective customers, the development of a favorable brand perception, and the intention to maintain purchasing relationships with the company.

Based on the contextual foundation and theoretical examination presented above, the research hypotheses are formulated as follows:
H_1: Service quality exerts a significant influence on customer satisfaction.
H_2: Brand image exerts a significant influence on customer satisfaction.

RESEARCH METHOD

This investigation was undertaken among Telkomsel subscribers residing in the Medan Denai District throughout the period from July 2026 to August 2026. A quantitative methodology was implemented, which encompassed the administration of questionnaires to the customer population. According to Situmorang & Pane (2024), quantitative research data comprises numerical values, with statistical methods functioning as the primary analytical instruments. The administered questionnaires incorporated statements pertaining to the research variables, employing a 1–5 Likert scale for measurement. As documented by Amruddin et al. (2022), the Likert scale serves to assess the attitudes, opinions, and perceptions of individuals or groups concerning social phenomena or events designated in this context as research variables.

The primary data source constituted the foundation of this study. The research population encompassed Telkomsel customers operating within the Medan Denai District during the designated research timeframe. The sample size was established utilizing Roscoe (1975) formula, which prescribes that an appropriate sample size for research typically ranges from 30 to 500. Given the presence of four research variables, the minimum threshold was established at 40 respondents. To strengthen the robustness and dependability of the findings, the sample size was designated at 140 respondents; this figure remains within the permissible range of 30–500 elements and provides adequate capacity to address all questionnaire components. A significance level (α) of 5% was established for the analysis. Purposive sampling methodology was employed as the sampling technique (Sahir, 2022). The inclusion criteria for this investigation mandated that participants be Telkomsel customers in the Medan Denai District who had maintained continuous utilization of the Telkomsel network for a minimum duration of six months.

Data examination was executed utilizing SmartPLS software that are highly adaptable methodological approach that facilitates the concurrent examination of intricate relationships among multiple variables, encompassing assessments of the outer model (convergent validity, discriminant validity, and composite reliability) and the inner model (R-square, path coefficients, and bootstrapping) (Hidayat et al., 2025; Syamsuddin et al., 2023).

Table 3.
Questionnaire Items

Variable	Indicators	Questions
Service Quality	Tangibles	The MyTelkomsel app, GraPARI, and Telkomsel's service channels appear modern and user-friendly.
		Telkomsel's information media (brochures, information boards, websites, and applications) are presented clearly and are easy to understand.
	Reliability	The complaint or issue I experienced was properly handled and resolved by Telkomsel.
		Telkomsel network disruptions often hinder my activities.
	Responsiveness	Telkomsel responded quickly to my complaints or inquiries through customer service.
		Telkomsel provides clear and timely information regarding its products or services.

Variable	Indicators	Questions
Brand image	Assurance	I believe Telkomsel is capable of providing services that meet customer needs.
		The Telkomsel representative had sufficient knowledge to answer my questions.
	Empathy	Telkomsel makes it easy for me to get assistance when I encounter service issues.
		Telkomsel strives to understand my needs as a customer.
	Brand identity	I immediately recognize products or services from Telkomsel.
		I find Telkomsel's logo, colors, and visual identity easily recognizable.
	Brand personality	Telkomsel embodies a modern brand that keeps pace with technological advancements.
		I view Telkomsel as an innovative brand in providing telecommunications services.
	Brand associations	I associate Telkomsel with reliable telecommunications services.
		I consider Telkomsel to have a positive brand image compared to other mobile operators.
	Brand attitudes and behavioral patterns	I consider Telkomsel to be an honest and trustworthy company in providing its services.
		I consider other operators to have a better image than Telkomsel.
Customer satisfaction	Service during shopping	Products/services were explained clearly, thoroughly, and in an understandable manner.
		Information provided during the offering process was honest, transparent, and not misleading.
	Products during shopping	The products offered match my needs and financial capacity
		I received complete explanations about product features, advantages, and benefits
	Speed of delivery after shopping	The waiting time for service activation was shorter than I expected
		The fulfillment process ran smoothly without unnecessary delays
	Shopping environment	The atmosphere creates a calm, polite, and reassuring impression
		The shopping environment matches the company's standards and reputation
	Willing to buy the same product again	My experience with this product encourages me to buy other products from the same company
		My satisfaction motivates me to keep using this product continuously

Source: Literature review (2026)

RESULTS

Validity Test

Table 4.
Validity test results

Code	Construct	Loading
SQ1	Service quality	0.877
SQ2		0.764
SQ3		0.833
SQ4		0.815
SQ5		0.798
SQ6		0.928
SQ7		0.667
SQ8		0.833
SQ9		0.780
SQ10		0.853
BI1	Brand image	0.893
BI2		0.795
BI3		0.826
BI4		0.856
BI5		0.893
BI6		0.851
BI7		0.869
BI8		0.896
CS1	Customer satisfaction	0.832
CS2		0.829
CS3		0.773
CS4		0.763
CS5		0.548
CS6		0.699
CS7		0.704
CS8		0.755

Source: Research findings, 2026

Examination of Table 4 reveals that the majority of indicators demonstrate outer loading values exceeding 0.708, thereby fulfilling the convergent validity requirements. Three indicators, SQ7 (0.667), CS5 (0.548), and CS6 (0.699), demonstrated factor loading values that fell beneath the stringent threshold of 0.708. This outcome may be explained by multiple factors: (1) the indicators possessed insufficient conceptual correspondence with the underlying construct under examination; (2) heterogeneous interpretations of the questionnaire item phrasing among respondents resulted in diminished consistency of responses; (3) there existed substantive redundancy between these indicators and other measures within the same construct domain; and (4) the 0.708 criterion represents an exceptionally rigorous standard, thereby permitting retention of those indicators. Indicators exhibiting loading values within the 0.40 to 0.70 range may be preserved

provided that their elimination does not substantially enhance the AVE and composite reliability metrics and that the indicators maintain theoretical relevance. Consequently the retention of these three indicators must be justified by the AVE and composite reliability values associated with their respective constructs.

Reliability Test

Table 5.
Reliability test results

Variabel	Cronbach's Alpha	rho_A	Composite reliability	AVE	Result
Brand Image	0.951	0.980	0.958	0.741	Reliable
Customer satisfaction	0.886	0.901	0.907	0.552	Reliable
Service Quality	0.944	0.962	0.952	0.668	Reliable

Source: Research findings, 2026

Reliability assessment outcomes demonstrate Cronbach's Alpha coefficients of 0.944 for service quality, 0.951 for brand image, and 0.886 for customer satisfaction, indicating robust internal consistency. Notably, the service quality Cronbach's Alpha of 0.951 requires consideration, as it marginally surpasses the optimal threshold of 0.95 and may suggest potential content redundancy among specific indicators. Supplementary reliability evaluation should be reinforced by rho_A and composite reliability values positioned within the 0.70–0.98 range, alongside an AVE value of no less than 0.50.

Table 6.
Heterotrait-Monotrait Ratio (HTMT)

	Service quality	Brand image	Customer satisfaction
SQ		0.206	0.279
BI			
CS		0.299	

Source: Research findings, 2026

HTMT test findings demonstrate that all inter-construct relationship values remain below 0.90. Accordingly, service quality, brand image, and customer satisfaction exhibit satisfactory discriminant validity, with each construct demonstrating measurement of a distinct phenomenon.

Table 7.
Effect Size

	Service quality	Brand image	Customer satisfaction
SQ			0.065
BI			2.311
CS			

Source: Research findings, 2026

The effect magnitude coefficients reveal that service quality exhibits a modest influence on customer satisfaction, characterized by an f^2 value of 0.065. Conversely, brand image demonstrates an exceptionally substantial effect magnitude, with an f^2 value of 2.311. These findings illustrate that within the research framework, brand image's contribution to customer satisfaction substantially surpasses that of service quality. Nevertheless, the notably elevated f^2 value for brand image necessitates verification against the SmartPLS output to confirm the absence of data entry inaccuracies.

The standardized path coefficient linking service quality to customer satisfaction is 0.136, whereas the standardized path coefficient connecting brand image to customer satisfaction is 0.810. These results demonstrate that brand image exerts a considerably more pronounced direct effect on customer satisfaction relative to service quality. The

R^2 value of 0.749 confirms that service quality and brand image together explain 74.9% of the variance in customer satisfaction.

Table 8.
Hypothesis test

	Original Sample	Sample Mean	Standard Deviation	T statistics	P values
SQ -> CS	0.136	0.138	0.040	3.443	<0.001
BI -> CS	0.810	0.813	0.024	33.098	<0.001

Source: Research findings, 2026

The bootstrapping analysis reveals that service quality demonstrates a positive and statistically significant impact on customer satisfaction, characterized by a path coefficient of 0.136, a t-statistic of 3.443, and p-value < 0.001; consequently, H_1 is substantiated. Brand image similarly exhibits a positive and statistically significant effect on customer satisfaction, with a path coefficient of 0.810, a t-statistic of 33.098, and p-value < 0.001; therefore, H_2 is substantiated. These findings illustrate that brand image exerts considerably greater influence on customer satisfaction relative to service quality.

DISCUSSION

Service Quality's Impact on Customer Satisfaction

Service quality demonstrates a positive and statistically significant effect on customer satisfaction, evidenced by a path coefficient of 0.136, a t-statistic of 3.443, and a p-value of 0.001. These results suggest that enhancements to service quality can meaningfully improve satisfaction levels among Telkomsel customers within the Medan Denai District, though the magnitude of this relationship remains modest. Drawing from Expectation-Confirmation Theory, customer satisfaction emerges when network quality, connection stability, internet speed, and personnel service align with or surpass customer expectations. Nevertheless, the effect size coefficient of 0.065 indicates that service quality does not represent the predominant determinant within this analytical framework. These findings corroborate prior research (Keni & Sandra, 2021; Kusuma et al., 2025; Santoso & Alawiyah, 2021; Shrestha, 2021) establishing that service quality contributes meaningfully to the elevation of customer satisfaction.

The Influence of Brand Image on Customer Satisfaction

Brand image demonstrates a substantial and statistically significant positive relationship with customer satisfaction, characterized by a path coefficient of 0.810, a t-statistic of 33.098, and a p-value < 0.001. The effect size of 2.311 establishes that brand image functions as an exceptionally influential determinant in predicting customer satisfaction within this analytical framework. Telkomsel's standing in the market, brand positioning, brand trustworthiness, and the customer's interaction with the brand collectively reinforce the perception that delivered services meet or exceed customer expectations. These outcomes align with prior research conducted by Murtini (2025) and Tahir et al. (2024) which demonstrate that an enhanced brand image contributes to elevated customer satisfaction. Nevertheless, this study's findings diverge from those presented by Sayekti & Dwirdotjahjono (2022). This variation may be attributable to distinctions in research populations, demographic characteristics of participants, and the dependent variables selected for measurement.

The Combined Impact of Service Quality and Brand Image on Customer Satisfaction

In combination, service quality and brand image account for 74.9% of the variance observed in customer satisfaction, with the remaining 25.1% attributable to variables external to this research framework. These findings demonstrate that customer

satisfaction among Telkomsel users in the Medan Denai District is determined by both the quality of service delivery experienced by customers and the perceived reputation and brand dependability of Telkomsel. Although both constructs contribute meaningfully to customer satisfaction, brand image demonstrates a more pronounced effect than service quality. Consequently, enhancements to operational and service quality standards should be pursued concurrently with initiatives designed to reinforce market reputation, customer confidence, and coherent brand messaging.

CONCLUSION

This investigation establishes that service quality demonstrates a positive and statistically significant influence on customer satisfaction among Telkomsel patrons in the Medan Denai District, evidenced by a path coefficient of 0.136 and a p-value of 0.001. Brand image similarly exhibits a positive and statistically significant effect on customer satisfaction, with a path coefficient of 0.810 and a p-value of < 0.001. The analysis reveals that brand image exerts considerably greater influence than service quality. The R^2 value of 0.749 demonstrates that these two variables account for 74.9% of the variance in customer satisfaction, with the remaining 25.1% attributable to variables not included in the research framework.

RECOMMENDATION

Drawing from the research outcomes, Telkomsel is advised to prioritize the reinforcement of its brand image, given that this variable demonstrates the most substantial impact on customer satisfaction. This objective may be accomplished through sustained marketing communications, transparent dissemination of service information, consolidation of its standing as a dependable telecommunications provider, and optimization of customer engagement via digital platforms such as MyTelkomsel. Concurrently, service quality enhancements should be pursued through network coverage expansion, improvement of connection reliability, expedited resolution of customer complaints, and advancement of service personnel qualifications. These initiatives are anticipated to elevate customer satisfaction levels and potentially foster enduring customer relationships.

Subsequent research endeavors should broaden the geographic scope beyond the Medan Denai District and incorporate supplementary variables—including pricing structures, brand trust, customer experience dimensions, perceived value, or customer loyalty metrics. Moreover, forthcoming investigations would benefit from implementing probability sampling methodologies to enhance the generalizability and broader applicability of the findings.

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