

STRATEGY ANALYSIS TO IMPROVE SERVICE QUALITY IN  
INDIHOME PRODUCTS ON CUSTOMER SATISFACTION AT  
TELKOM WITEL MEDAN

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**Abstract**

*This study aims to analyze PT Telkom Witel Medan's strategy for improving the quality of service on IndiHome products in order to increase customer satisfaction. This study employs a qualitative descriptive research methodology. Consequently, observation and interviews were employed to collect data for this study. This investigation was carried out at PT Telkom Witel Medan. The findings of the study revealed that the strategy for improving the quality of service on IndiHome products in order to increase customer satisfaction is already very effective and is getting better every month, as the MyIndiHome application makes it very simple for customers to obtain product-related information, suggestions, and complaints. In addition to providing services in accordance with the Standard Operating Procedure (SOP), Telkom Witel Medan employs various strategies to ensure customer satisfaction and brand loyalty. Telkom Witel Medan uses two ways of measuring IndiHome customer satisfaction: a complaint and suggestion system and a customer satisfaction survey system, such as distributing questionnaires to customers regarding service quality and customer satisfaction with IndiHome products.*

Keywords: *Strategy, Service Quality, Customer Satisfaction, IndiHome*

**1. INTRODUCTION**

IndiHome is a new product offered by PT Telkom Witel Medan; therefore, it is a challenge for Telkom Indonesia to select the most effective marketing approach in order to raise consumer knowledge of the product, boost market penetration, and win the multi-service business rivalry (Anjani, 2015; Aslami et al., 2018). As a matter of fact, the term IndiHome is not unfamiliar to the general public because more or less everyone already uses it to communicate with others. Correspondingly, IndiHome products are increasing annually. PT Telkom Witel Medan's strategy for achieving its goal of providing the greatest and highest-quality service to IndiHome clients is also excellent.

The word strategy is derived from the Greek word *strategos*, which combines the words *stratus*, which means army, and *ego*, which means leadership (Anggono, 2005). A strategy has a foundation or plan for achieving the company's objectives (Kristiyanti, 2012; Mulyana, 2019). Essentially, strategy is a tool for achieving long-term objectives. In addition, the term 'strategy' is derived from the English word 'strategy,' which implies 'tactics' (Rachmanta et al., 2016). Where the strategy intends to establish high-productivity programs (Lauw, 2013).

Where quality also has a very close link with customer satisfaction (Grigoroudis & Siskos, 2009; Shirai, 2015), because the quality of service gives an urge for customers to create a strong relationship with the company, quality has been shown to have a very close relationship with customer satisfaction (Ulkhayq & Barus, 2017). Therefore, in order to boost customer satisfaction, the organization needs to be able to implement strategies (Handayani & Anwar, 2021; Khoiria & Anwar, 2021) such as maximizing the likelihood of a positive customer experience and limiting the likelihood of a negative customer experience.

PT Telkom Witel Medan must create a new strategy to improve service quality and customer satisfaction for IndiHome products, such as providing excellent service that is able to satisfy customers or people who use IndiHome products, such as providing discounts once a year, so that customers are interested and always subscribe to IndiHome. Where PT Telkom Witel Medan must provide facilities and services and satisfaction for IndiHome customers. Based on the background of the problem above, this study aims to analyze strategies to improve the quality of service on IndiHome products to satisfaction at PT Telkom Witel Medan.

## **2. THEORETICAL REVIEW**

### **2.1. Strategy**

According to Chandler in (Persari et al., 2018), strategy is a tool for achieving a long-term objective and target, as well as the allocation of resources required to fulfill the defined goals. Therefore, what is meant by strategy in this context is a purposeful plan about an activity or tool used by the company to prioritize the function of its resources to achieve long-term goals stated by the company.

### **2.2. Customer Satisfaction**

According to Richard Oliver (in Wirtz & Zeithaml, 2018), customer satisfaction is the response of customers to a product or service that meets their needs and expectations. The disparity between perceived performance and expectations determines the level of satisfaction (Anjani, 2015). Consequently, customer expectations are the reason why two firms in the same industry can be evaluated differently by customers. In the context of customer satisfaction, expectations are typically customers' estimations or assumptions regarding what they will receive. Their expectations are affected by their past purchasing experiences, the opinions of their peers and acquaintances, and the company's assurances. As the consumer experience improves, these expectations evolve over time.

### **2.3. IndiHome**

IndiHome is a leading fiber optic digital service whose network has expanded throughout Indonesia. IndiHome is committed to continuing to develop and innovate in order to answer the nation's demand for a better internet.

### **3. RESEARCH METHOD**

This study employs a qualitative descriptive research method, as qualitative research methods are more easily adaptable to the reality being investigated and allow researchers to connect directly with the topic of investigation. The data used in this study are derived from both primary and secondary sources. Observation and interviews were done at the subject of the study, namely PT Telkom Witel Medan, and interviews were conducted with employees and customers of IndiHome to collect primary data. Secondary data, on the other hand, are derived from a study of relevant books and the results of prior research published in journals that are relevant to the research topic.

### **4. RESULT AND DISCUSSION**

Customer satisfaction is the most important factor for Telkom Witel Medan to maintain its products, because if the customer is satisfied, it becomes the highest achievement and the most important aspect of Telkom Witel Medan to be even more advanced in expanding its products to the community, including strengthening customer loyalty and building trust in IndiHome customers.

The quality of IndiHome services must continue to be optimized from numerous perspectives, namely the technology aspect, the fiber optic-based IndiHome Digital Network, throughout the process aspect, where customers are presented with the ease of getting information and services with the MyIndiHome mobile application. Where services through MyIndiHome are easier and faster in numerous aspects relating IndiHome. Where the MyIndiHome application consumers may check bills, report disruptions, IndiHome registration, reward points and much more. And not just from the MyIndiHome application, consumers can also contact and get information through IndiHome's social media.

With the introduction of MyIndiHome, customers no longer need to visit to Telkom to pay bills and so on. Telkom makes things easy for its customers with the MyIndiHome application. Where to enhance service quality is inseparable from obstacles, hence Telkom genuinely needs input from every client in order to receive exceptional service from Telkom itself, especially for IndiHome customers.

For instance, providing good service without being charged can be a strategy in improving the quality of service to IndiHome itself, and the hospitality of technical staff to customers is also a significant factor in improving service quality, inspecting IndiHome devices every three months, and providing excellent service in order to improve the quality of service so that customers feel fulfilled and become loyal customers of IndiHome.

Following are the findings of a one-month study conducted by observing and interviewing three employees and five IndiHome clients. Telkom Witel Medan utilizes MyIndiHome, a specialized application for IndiHome products, as part of its objective to increase customer satisfaction through the development of advanced technologies. With the MyIndiHome application, it is incredibly convenient for IndiHome users to pay their bills and any product complaints without having to visit Telkom Witel Medan.

The development of PT Telkom Witel Medan's service strategy necessitates a strategy so that its aims and objectives can be appropriately attained. In addition to using laptops, WiFi networks, and CCTV during the service process, Telkom Witel Medan personnel must

also adhere to office protocol by wearing red uniforms with the IndiHome emblem at all points of time.

According to the interview with Mrs. Rati as a customer of IndiHome, she said that "when I first came to Telkom Witel Medan, I was welcomed well, with comfortable facilities, Telkom Witel Medan also always treats its customers as well as possible to stay comfortable and loyal to IndiHome products".

This indicates that the service provided by Telkom Witel Medan is said to be very good and in good quality, while in the service process it has also met the Standard Operating Procedure. The services provided by Telkom Witel Medan have also been considered very satisfying for IndiHome customers. Telkom Witel Medan does not discriminate between one customer and another, all customers are carried out fairly, where employees must always be required to be professional in providing services to IndiHome customers.

Furthermore, Mrs. Giska as a customer of IndiHome said that "in my opinion, Telkom Witel Medan employees always look neat, friendly and polite in responding to IndiHome customer complaints, the work system is also fast, they don't discriminate between one customer and another".

Moreover, Mrs. Ita as a customer of IndiHome also said that "in every direct service from Telkom Witel Medan employees or technicians in the field, they are always alert in dealing with problems that occur to IndiHome customers, where every technician must be required to have a friendly nature to all IndiHome customers".

Telkom Witel Medan puts significant emphasis on quality and service for IndiHome customers. Telkom Witel Medan also provides excellent service for every customer, as well as those customers who provide suggestions or customer complaints regarding IndiHome products, and it is the responsibility of the employee to solve problems that are experienced by IndiHome customers. For instance, technicians are required to stay observant in the event that any problems arise out in the field, and they must constantly be ready to assist IndiHome consumers. Customer should be able to have a positive experience with the services offered by Telkom Witel Medan in order to achieve an increase in the level of service given for IndiHome products.

According to Mrs. Dedek as a customer of IndiHome said that "the speed or service provided by Telkom Witel Medan is indeed extraordinary, at that time there was a problem with my IndiHome and I immediately called IndiHome and it didn't take long for the technician to come to my house, this is where I feel that I am satisfied with the work system carried out by Telkom Witel Medan, they make customers satisfied with their work system".

In this instance, to improve the quality of service for customer satisfaction, Telkom Witel Medan can conduct a satisfaction survey to IndiHome customers in every 3 months, such as employees coming to customers' homes by asking how customers are satisfied with the services provided by Telkom Witel Medan, providing promos to IndiHome customers so that customers feel satisfied and not switching to other products other than IndiHome products.

Telkom Witel Medan uses two systems to analyze customer satisfaction with IndiHome products: a complaint and suggestion system and a customer satisfaction survey system. The customer satisfaction survey system is used to determine whether customers are satisfied with the services offered by Telkom Witel Medan.

As part of its effort to improve customer satisfaction, Telkom Witel Medan offers a complaint system for IndiHome users. The purpose of this system is to determine whether or not consumers are pleased with the services that Telkom Witel Medan has delivered up to this point. According to the findings of an interview with Mrs. Tami, an employee at the company, that:

“With the suggestion box, if at any time a customer intends to provide feedback or file complaints regarding IndiHome products or services, we will receive all such comments from IndiHome customers. Telkom Witel Medan also provides feedback and complaints through the MyIndiHome application to assist IndiHome customers”.

Respondent Mrs. Lina (customer) also said that "the MyIndiHome application is very helpful for customers to submit their complaints online against IndiHome products, where the MyIndiHome application is able to check my wifi bill without having to come to Telkom Witel Medan".

With a complaint system for IndiHome customers, it is very easy for Telkom Witel Medan to find out customer satisfaction with IndiHome products, with this system it also has a positive impact on Telkom Witel Medan.

Meanwhile, the customer satisfaction survey system was carried out by Telkom Witel Medan to determine the level of customer satisfaction with IndiHome products. Through the MyIndiHome application, customers can judge for themselves how customer satisfaction is related to IndiHome products and can directly assess how things work when there is a problem with IndiHome, as conveyed by Baqi as a staff, namely:

"To find out how the customer is satisfied or not, Telkom Witel Medan takes actions, for example, asking IndiHome customers to give suggestions or criticisms on IndiHome products by filling out questionnaires given by Telkom Witel Medan to customers, and also directly on the MyIndiHome application which It has been provided by Telkom Witel Medan for customers, so they don't have to come directly to Telkom Witel Medan and this application is very helpful for IndiHome customers".

In addition, Mr. Agung as an employee also said that "the survey conducted by Telkom Witel Medan itself can find out the performance of employees, which can greatly affect the performance of employees at Telkom Witel Medan as well as their own assessment of the performance he has done so far, such as the sales target every month which must increase.”

In addition to a customer happiness survey system that includes a suggestion box, the MyIndiHome application is provided by Telkom Witel Medan for the purpose of determining the level of customer satisfaction with regard to IndiHome goods. Surveys of customer satisfaction can be done on an individual basis, which means that different employees at IndiHome are required to have varied performance values in order to determine the overall degree of satisfaction that customers have with the company.

## **5. CONCLUSION**

Based on the finding of the discussion above, researchers can conclude that the strategy carried out by Telkom Witel Medan is indeed very good, they make it easier for IndiHome customers with the MyIndiHome application, where suggestions and complaints about

IndiHome products can be submitted directly through the MyIndiHome application without customers coming to Telkom Witel Medan, such as paying wifi bills and so on. In addition to being in compliance with the Standard Operating Procedure, the services that Telkom Witel Medan offers to its customers are also reliable. The services that are offered to consumers are also highly favourable, and IndiHome technicians are expected to respond quickly to any concerns from the company's customers. There are two methods that Telkom Witel Medan uses to measure customer satisfaction: the first is a system of complaints and suggestions provided by Telkom Witel Medan for IndiHome customers, and the other is a customer satisfaction survey on the MyIndiHome application that is used by Telkom Witel Medan to determine the level of customer satisfaction with IndiHome products.

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