

# THE INFLUENCE OF SATISFACTION AND TRUST CUSTOMERS ENTERPRISE SALES TELKOMCEL TIMOR LESTE TOWARDS ITS LOYALTY COMMITMENT

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## ABSTRACT

*The main contributor of Telkomcel Timor Leste's income is in the Enterprise Sales portfolio which accounts for at least 42.89% of the total revenue generated by Telkomcel. In 2018, Telkomcel Enterprise Sales was targeted with growth in operating revenues of 10.52% from the previous year. This target is a challenging target and must be surpassed by Telkomcel Enterprise Sales. As one of the contributors to Telkomcel's revenue, Enterprise service sales and retention must be increased.*

*This study is purposed to identify variables of service quality, product quality, and relationship quality which are forming mediation variables as satisfaction and trust and then influence customer loyalty commitment by using the Structural Equation model. Data collection was carried out on Telkomcel Enterprise Sales customer customers through filling in questionnaires, while the data that was successfully obtained were 176 data which were then analyzed using Path Analysis using the SPSS application.*

*The result revealed that the variable is able to influence satisfaction, with the total influence value from the largest to the smallest were relationship quality (39.77%), service quality (12.75%) and product quality (8.01%). And variables that influence trust are started by relationship quality (29.55%), service quality (17.78%) and product quality (12.39%), as well as the influence of meditation variables satisfaction and trust to loyalty commitment with score of 17.01% and 50.30%. Referring to the results of the study that all variables have considerable influence on satisfaction, trust, and loyalty commitment, some suggestions have been made for Telkomcel Timor Leste in strengthening these variables.*

**Keywords:** service quality, product quality, relationship quality, satisfaction, trust, loyalty commitment, Telkomcel Timor Leste, Enterprise Sales

## INTRODUCTION

In accordance with the vision of Telkomcel namely "To Be Leading a Broadband Lifestyle and Solution Provider Company", Telkomcel as a telecommunications operator focuses on the portfolio of data business. Telkomcel always strives to maintain its position through strategic business steps in extending and intensifying the market. In the right way, Telkomcel strives to serve all customers managed according to customer characteristics, both opportunities and contributions of revenue received from these customers.

As one of telecommunication network operator in Timor Leste, this company has served millions of customers. Their service were include mobile cellular telephone services, cellular communication, network and interconnection services, internet and data communications. In the Corporate Segment, Telkomcel serves the needs of telecommunication services and information technology, including interconnection, leased lines, satellite, VSAT, contact center, broadband access, data center, big data and internet access to corporate customers,

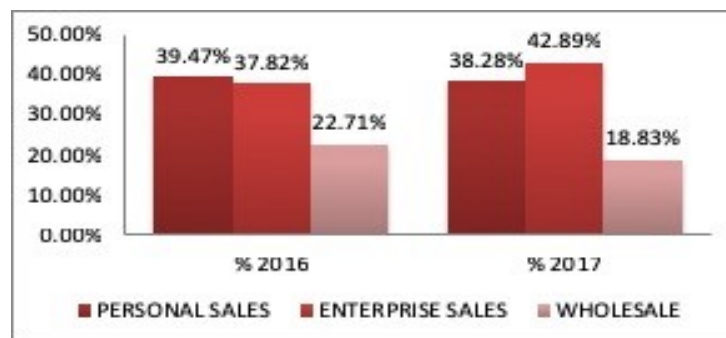
SMEs, Government Institutions, International and Other Licensed Operator (OLO). This telco company see this business as a promising opportunity, therefore business management over enterprise segment must be appropriate to obtain sustainable growth revenue, in managing their enterprise customer, this company assign a specific sales division.

Revenue recorded by Enterprise Sales is obtained from Enterprise operating services used by 183 corporate customers managed by this division. In general, it displays sales performance with positive growth and has an impact on excellent financial performance.

**Table 1.** Compilation of Operational Performance

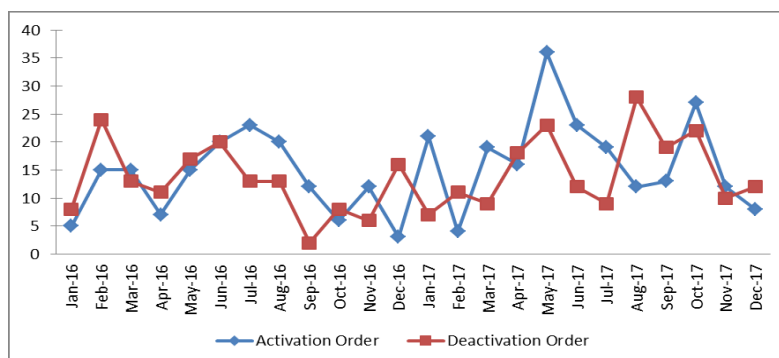
| SEGMENT                    | GROWTH (2016 - 2017) |
|----------------------------|----------------------|
| <b>PERSONAL SALES</b>      | <b>-0.22%</b>        |
| DATA                       | 12.27%               |
| SMS                        | -32.75%              |
| VAS                        | -18.14%              |
| VOICE                      | -25.97%              |
| <b>ENTERPRISE SALES</b>    | <b>16.66%</b>        |
| DEDICATED                  | 26.70%               |
| MOBILE                     | -11.78%              |
| NEW BUSINESS               | -65.69%              |
| <b>WHOLESALE</b>           | <b>-14.75%</b>       |
| DOMESTIC INTERCONNECT      | -12.91%              |
| INTERNATIONAL INTERCONNECT | -8.23%               |
| ROAMING                    | -36.45%              |
| HUBBING                    | -37.20%              |

From the financial statements presented in table 1, the operating income from operations in the Enterprise Sales division contributes positively to Telkomcel revenues. In figure 1, it can be seen that revenue growth in the Enterprise Sales segment has begun to dominate, which in 2016 gained 49% of total revenue, to 53% of total revenue in 2017. The Enterprise Sales segment contributed dominantly with an equal increase of 16.66% during 2017 from the previous year. In Figure 1.4 it can be seen that the Enterprise Sales segment has begun to dominate Telkomcel's revenue with significant developments.



**Figure 1.** Comparison revenue of 2016 and 2017

From the figure of Enterprise Sales performance in 2016-2017, it can be seen that the churn rate is still very high and fluctuating every month, it can be indicated that customer loyalty in the Enterprise Sales segment is still low. Even in August 2017 reached the highest churn number, which is as many as 38 services deactivated. The number of customers deactivating is presumably because the level of customer satisfaction with products and services in the Telkomcel Enterprise Sales segment is still low, so the level of customer loyalty is still low.



**Figure 2.** Enterprise Sales performance 2016-2017

According to research conducted by Phill Harpur (2017), mentioning that the penetration of the internet market in Timor Leste is growing rapidly from 2012 to 2015, growth from 55% in 2012 to 117% in 2015. In 2016 there was an increase of up to 120% from three telecommunications operators in East Timor, namely Timor Telecom, Telemor, and Telkomcel. Based on the data obtained, Timor Telecom dominates the broadband market and ICT in Timor Leste as shown in the following picture.

|                        | To'o ona!   | telemor 4G LTE  | 4G  |
|------------------------|---|---|---|
| % OF COVERAGE          | 97%   | 99%   | 94.65%*   |
| SUBSCRIPTION (Q1 2017) | Subscriber : 600,629  | Subscriber : 524,000  | Subscriber : 457,670  |
| REVENUE (2016)         | USD 36 mio  | USD 31.6 mio  | USD 15,7 mio  |
| BACKBONE               | O3B (Satellite) : 1Gbps<br>C Band (Satellite) : 300 Mbps          | O3B (Satellite) : 450 Mbps<br>C Band (Satellite) : 400 Mbps | Radio Terrestrial : 1.6 Gbps (8 STM 1 + 4 STM 1)                        |
| OWNERSHIP STATUS       | Incumbent Provider<br>Majority : Oi Brazil<br>TL Government : 20% | 100% by Viettel Global<br>Company (Vitenam Military)        | 100% by PT. Telekomunikasi<br>Indonesia International<br>(Telkom Group) |

**Figure 3.** Phill Harpur research 2017

Enterprise Sales Telkomcel targeted In 2018 business revenues with a growth of 10.52% or a double-digit growth against the achievement of the previous year. The growth target determined by Enterprise Sales is a challenging target and must be surpassed. As a major contributor to Telkomel's revenue, sales and retention of Enterprise Sales products must be increased.

In the business of ICT solutions services for Corporate customers in the Enterprise Sales segment where the relationship occurs is a relationship between Corporate (business-to-business (B2B)), then Enterprise Sales puts forward the concept of relationship marketing in handling customers. Telkomcel serves the needs of its corporate customers in accordance with its business portfolio, namely Telecommunication, Information, Media, Edutainment and Services (TIMES). With the complete business portfolio, Telkomcel is expected to provide comprehensive solutions for the ICT needs of its customers, especially the Enterprise Sales segment and be able to provide high and sustainable income.

According to Aaker (1991, 1996) in Chauduri and Holbrook (2001) Flowing and sustainable sales revenue from a service provider can be obtained by producing superior market performance such as high market share and premium prices. Two indicators of the acquisition of market performance are closely related to loyalty commitment.

In its customer management concept, Telkomcel applies the concept of Relationship Marketing, where with this concept, Telkomcel strives to build long-term, mutually beneficial relationships with its customers. According to Groonros (1993) in Caceres and Paparoidamis

(2007) Relationship Marketing which has surfaced in recent years as an attractive marketing area that focuses on building long-term relationships with customers and other parties. Whereas Ndubisi et al (2007) stated that several studies on marketing have identified several keys that underlie relationship marketing such as trust, equity, virtue, empathy, commitment, conflict handling, communication or information sharing, competence.

## **LITERATURE REVIEW AND FRAMEWORK**

### **Marketing Concept**

According to Kotler & Keller (2016), Marketing is a process of identifying and meeting human and social needs. Whereas the American Marketing Association (hereinafter referred to as "AMA") (in Kotler and Keller, 2016) defines Marketing as an activity, a set of institutions, and a process for making, communicating, delivering, and exchanging offers that have value for customers, clients, partners, and the community in a wider scope. While Marketing Management is the art and knowledge to choose the target market and get it, maintain it, and grow customers through the creation, delivery, and communication of high-value things for the Customer.

Marketing is about identifying and meeting human and social needs. One of the shortest good definitions of marketing is "meeting needs profitably" (Kotler and Keller, 2016:27). Peter Drucker on Kotler and Keller (2016:17) There will always, one can assume, be need for some selling. But the aim of marketing is to make selling superfluous. The aim of marketing is to know and understand the customer so well that the product or service fits him and sells itself. Ideally, marketing should result in a customer who is ready to buy. All that should be needed then is to make the product or service available.

In accordance with the concept used by Telkomcel in managing its customers namely Relationship Marketing, this concept is described as follows. Understanding of relationship marketing is a process to create, maintain and enhance strong relationships with customers and other stakeholders. In addition to designing new strategies to attract new customers and create transactions with them, the company is constantly struggling to keep existing customers and build long-term relationships that are able to make a profit with them. (Kotler and Armstrong, 2010).

### **Satisfaction Concept**

Satisfaction according to Kotler (2005) is feeling happy or disappointed someone who appears after comparing between perceptions or impressions of the performance or results of a product and expectations. Customer satisfaction according to Tjiptono (2008) is defined as an evaluation that gives results where the experience felt is at least as good or as expected.

The creation of customer satisfaction can provide benefits, including the relationship between the company and its customers to be harmonious, provide a good basis for repurchasing and creating customer loyalty, and form a word-of-mouth recommendation that is profitable for the company (Tjiptono, 2002). Another constellation that shapes customer satisfaction is product satisfaction. Palmatier (2008) explains that there are 3 dimensions of customer satisfaction, namely: Pleasant; Happiness; Contentment.

### **Trust Concept**

Trust in a partner's credibility is based on the belief that one's partner stands by its word, fulfills promised role obligations, and is sincere. Trust in a partner's benevolence is a belief that one's partner is interested in the firm's welfare and will not take unexpected actions that would have a negative impact on the firm. It follows that trust requires a judgment as to the

reliability and integrity of the exchange partner (Morgan and Hunt, 1994). Doney and Cannon's (1997, p. 36) at Doney et al. (2007) defines trust in buyer/supplier relations as "the perceived credibility and benevolence of a target of trust". This definition is relevant in a B2B services context. Buyers try to reduce the perceived risk surrounding the service purchase by selecting service firms they can trust – those deemed capable of performing reliably and who have demonstrated an interest in the buyer's well-being.

Tschannen-Moran and Hoy (1998: 189) through his theory of trust, he divided five characteristics which are the main components used to assess and measure trust, namely: Benevolence; Reliability; Competence; Honesty; Openness.

### Loyalty Concept

Oliver (1999) defines loyalty as the deepest commitment to buy or use products / services consistently in the future, leading to repeated purchases and cross buying, even though situational influences and marketing effort try to create shifting behavior. In relation to loyalty, Anderson et al. (1994) states that if a customer is satisfied with the product or service provided, it will lead to consumer loyalty. Consumers will repurchase in the future, reduce price elasticity, discourage competitors from attracting consumers because consumers are reluctant to churn, reduce costs and time of subsequent transactions, reduce costs of handling product / service mismatches, lower the cost of searching new customers because consumers will tend to inform other potential customers.



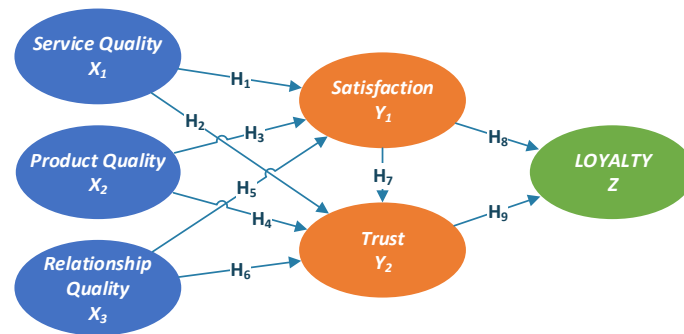
**Figure 4.** Four Loyalty Strategies

Oliver (1999) introduced "Four Loyalty Strategies" which discussed the influence of communities on consumer loyalty. The vertical dimension reflects the individual level of fortitude or the degree of consumer loyalty to a brand not because it is influenced by information from marketers. The horizontal dimension illustrates the low and high phases of community and social support. Community or social influence gives a drive to remain loyal to a brand. Pong & Yee (2001) identified 8 indicators to measure customer loyalty based on research: Repeat Purchase Behavior; Word of Mouth; Period of Usage; Price Tolerance; Repeat Purchase Intention; Preference; Choice Reduction Behavior; First-in-mind;

### RESEARCH MODEL

The research subject is Telkomcel as an ICT service provider and consumer as a service user. This study uses quantitative research methods to examine the relationship between independent variables represented by service quality, product quality, and relationship quality with the dependent variable represented by loyalty and mediated by mediator variables namely satisfaction and trust. This study seeks to complement previous studies, that loyalty

can be influenced by many factors. Following is the conceptual framework model of this study:



**Figure 5.** Research Structural Model

Based on the research objectives, the verification research was carried out through collecting data in the field using the explanatory survey method by distributing questionnaires to respondents in Person in Charge (PIC), Decision Maker, and decision-making assistants (Influencers) Corporate Customer Enterprise Sales Division. Based on the time dimension, this study is classified into a cross sectional study, namely data collection is only done once (Sekaran, & Bougi, 2010). This study is to examine the relationship between the independent variables represented by service quality, product quality, and relationship quality with the dependent variable loyalty commitment and using satisfaction and trust as mediation variables.

## ANALYSIS

### Verificative Analysis

Verificative analysis were conduct to know the whole description of variables, service quality, product quality, relationship quality, satisfaction, trust, and loyalty commitment from respondent perception. This analysis done by arranging distribution frequency table to know the level of value of research variable.

**Table 4.** Variables Frequency Distribution

| Variable                  | Score         | Category    |
|---------------------------|---------------|-------------|
| Service Quality (X1)      | 84.58%        | High        |
| Product Quality (X2)      | 83.92%        | High        |
| Relationship Quality (X3) | 83.92%        | High        |
| Satisfaction (Y1)         | 84.19%        | High        |
| Trust (Y2)                | 84.39%        | High        |
| Loyalty (Z)               | 84.53%        | High        |
| <b>Average</b>            | <b>84.26%</b> | <b>High</b> |

### Path Analysis

Path analysis in this research is used to examine the influence score between variables towards Satisfaction, trust, and loyalty. To transform ordinal data gathered from the questionnaire, we use Method of Successive Interval (MSI) and then when data already transformed to interval data then we conduct correlation analysis.



**Table 5.** Variables Correlation

| Korelasi | X1    | X2    | X3    | Y1    | Y2    | Z     |
|----------|-------|-------|-------|-------|-------|-------|
| X1       | 1.000 | 0.732 | 0.721 | 0.657 | 0.681 | 0.680 |
| X2       | 0.732 | 1.000 | 0.813 | 0.685 | 0.696 | 0.747 |
| X3       | 0.721 | 0.813 | 1.000 | 0.759 | 0.735 | 0.725 |
| Y1       | 0.657 | 0.685 | 0.759 | 1.000 | 0.785 | 0.724 |
| Y2       | 0.681 | 0.696 | 0.735 | 0.785 | 1.000 | 0.807 |
| Z        | 0.680 | 0.747 | 0.725 | 0.724 | 0.807 | 1.000 |

To conduct path analysis, the models were formulated into three structural forms in purpose to facilitate the calculation process, as follows:

### Sub Structural 1

Prior to path analysis, the data were first tested classical assumptions that include normality, autocorrelation, multicollinearity and heteroscedasticity tests for Sub Structural 1. As the result of the normality test shown that Sig. 0.873 >  $\alpha$  (0.05) which mean normal distributed. Autocorrelation test by Durbin Watson showed DW number were 2.1560 in between dU (1.7881) and 4-dU (2.2119) which mean this model has no autocorrelation. For multicollinearity test VIF Service Quality (2.397), Product Quality (3.395) and Relationship Quality (3.286) there were none above 10, in conclusion has no multicollinearity.

**Figure 6.** Influence of Sub Structural 1

Based on Figure 6, the equation for the effect of Sub Structural 1 analysis variables of the research path as follows:

$$Y1 = 0.194 X1 + 0.117 X2 + 0.524 X3 + 0.395$$

**Table 6.** Influence of Variable  $X_1$ ,  $X_2$ ,  $X_3$  to  $Y_1$ 

| Variable                                       | Direct Influence | Indirect Influence |       |       | Influence Total |
|--|------------------|--------------------|-------|-------|-----------------|
|  |                  | $X_1$              | $X_2$ | $X_3$ |                 |
| $X_1$  | 3.76%            | -                  | 1.66% | 7.33% | 12.75%          |
| $X_2$  | 1.37%            | 1.66%              | -     | 4.98% | 8.01%           |
| $X_3$  | 27.46%           | 7.33%              | 4.98% | -     | 39.77%          |
| Influence Total $X_1$ , $X_2$ , $X_3$ to $Y_1$ |                  |                    |       |       | 60.53%          |
| Influence from Other Variable                  |                  |                    |       |       | 39.47%          |

Shown in table 6 that the total influence of Service Quality ( $X_1$ ), Product Quality ( $X_2$ ), and Relationship Quality ( $X_3$ ) to Satisfaction ( $Y_1$ ) either directly or indirectly is 60.53%. Relationship Quality variable is the biggest influence to Satisfaction, that is equal to 39.77% with direct influence 27.46% and 12.31% other is indirect influence. Based on table 6 can also be seen that the influence of other variables on Satisfaction ( $Y_1$ ) outside determined variables. This means there are still other variables that affect the Satisfaction outside the variables studied in Sub Structural 1, that was equal to 39.47%.

### Sub Structural 2

Sub Structural 2 also test for path analysis, the data were tested normality, autocorrelation, multicollinearity, and heteroscedasticity tests for Sub Structural 2. As the result of the normality test shown that Sig. 0.749 >  $\alpha$  (0.05) which mean normal distributed. Autocorrelation test by Durbin Watson showed DW number were 2.2060 in between dU (1.7881) and 4-dU (2.2119) which mean this model has no autocorrelation. For multicollinearity test VIF Service Quality (2.397), Product Quality (3.395) and Relationship Quality (3.286) there were none above 10, in conclusion has no multicollinearity.



**Figure 7.** Influence of Sub Structural 2

Based on Figure 7, the equation for the effect of Sub Structural 2 analysis variables of the research path as follows:

$$Y_1 = 0.261 X_1 + 0.178 X_2 + 0.402 X_3 + 0.403$$

**Table 7.** Influence of Variable  $X_1$ ,  $X_2$ ,  $X_3$  to  $Y_2$

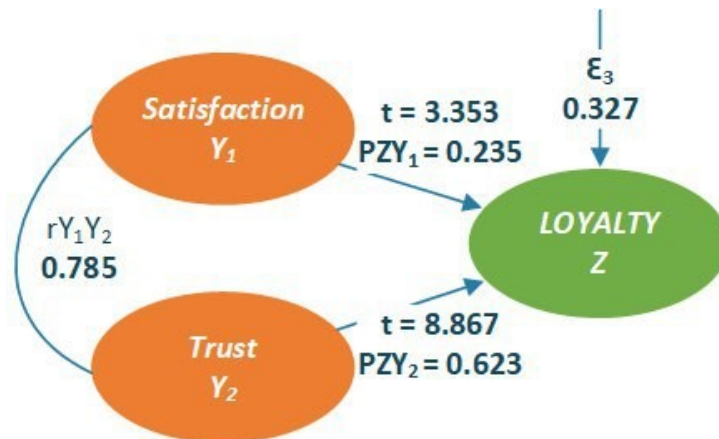
| Variable                                       | Direct Influence | Indirect Influence |       |       | Influence Total |
|--|------------------|--------------------|-------|-------|-----------------|
|  |                  | $X_1$              | $X_2$ | $X_3$ |                 |
| $X_1$  | 6.81%            | -                  | 3.40% | 7.57% | 17.78%          |
| $X_2$  | 3.17%            | 3.40%              | -     | 5.82% | 12.39%          |
| $X_3$  | 16.16%           | 7.57%              | 5.82% | -     | 29.55%          |
| Influence Total $X_1$ , $X_2$ , $X_3$ to $Y_2$ |                  |                    |       |       | 59.72%          |
| Influence from Other Variable                  |                  |                    |       |       | 40.28%          |

Table 7 also found to the total influence of Service Quality ( $X_1$ ), Product Quality ( $X_2$ ), and Relationship Quality ( $X_3$ ) to Trust ( $Y_2$ ) either directly or indirectly is 59.72%. Relationship Quality variable also the biggest influence to Trust, that is equal to 29.55% with direct influence 16.16% and 13.39% other is indirect influence. Based on table 7 also be seen that the influence of other variables on Trust ( $Y_2$ ) outside determined variables was equal to 40.28%.



### Sub Structural 3

Based on the path diagram that illustrates the influence between variables explained that Loyalty Commitment of Customer Corporate Customer Enterprise Sales of Telkomcel Timor Leste is influenced by Satisfaction and Trust. Sub Structural 3 found influence of mediator variables to dependent variable. As the result of the normality test shown that Sig. 0.941 >  $\alpha$  (0.05) which mean normal distributed. Autocorrelation test by Durbin Watson showed DW number were 2.2150 in between dU (1.7764) and 4-dU (2.2236) which mean this model has no autocorrelation. For multicollinearity test VIF Satisfaction (2.609) and Trust (2.609) there were none above 10, in conclusion has no multicollinearity.



**Figure 8.** Influence of Sub Structural 3

Based on Figure 8, the equation for the effect of Sub Structural 3 analysis variables of the research path as follows:

$$Z = 0.235 Y_1 + 0.623 Y_2 + 0.327$$

**Table 8.** Influence of Variable  $Y_1$  and  $Y_2$  to  $Z$

| Variable                          | Direct Influence | Indirect Influence |        | Influence Total |
|-----------------------------------|------------------|--------------------|--------|-----------------|
|                                   |                  | $Y_1$              | $Y_2$  |                 |
| $Y_1$                             | 5.52%            | -                  | 11.49% | 17.01%          |
| $Y_2$                             | 38.81%           | 11.49%             | -      | 50.30%          |
| Influence Total $Y_1, Y_2$ to $Z$ |                  |                    |        | 67.31%          |
| Influence from Other Variable     |                  |                    |        | 32.69%          |

Based on table 8 can be seen that the total influence of Satisfaction ( $Y_1$ ) and Trust ( $Y_2$ ) to Loyalty Commitment ( $Z$ ) either directly or indirectly was 67.31%. Trust was the biggest influence to Loyalty Commitment, that is 50.30% with direct influence equal to 38.81% and 11.49% other is indirect influence through Trust variable. Based on table 7 also can be seen that the influence of other variables on Loyalty Commitment ( $Z$ ) outside Satisfaction ( $Y_1$ ) and Trust ( $Y_2$ ) was equal to 32.69%.

### KD or $R^2$ Test Variables $X$ and $Y$ towards $Z$

The Coefficient of Determination Test (KD or  $R^2$ ) test is to find out how much influence all the Overall Structural variables have on Loyalty Commitment ( $Z$ ).

**Table 9.** KD or  $R^2$  Test Variables X and Y towards Z**Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .852 <sup>a</sup> | .726     | .718              | 2.14603                    |

a. Predictors: (Constant), Trust, Service Quality, Product Quality, Satisfaction, Relationship Quality

Obtained  $R^2$  value of 0.726 or 72.60%. This means that the magnitude of the influence of the Overall Structural variables X and Y on Loyalty Commitment (Z) Customers Enterprise Sales in Telkomcel Timor Leste was 72.60%, while the remaining 27.40% is influenced by other factors not determined in this study.

**CONCLUSION**

1. After conducting research on the variables that affect the Corporate Customer Enterprise Sales Customer Satisfaction of Telkomcel Timor Leste, in general the customers already feel comfortable, happy, and get products and services as expected from Telkomcel Timor Leste. This is evidenced by the high rating of respondents and the analysis of the relationship and relevance of Sub Structural 1 research between variables Service Quality, Product Quality, and Relationship Quality to Satisfaction. The variable that most influenced the Satisfaction was Service Quality of 39.77%.
2. Corporate Customer Enterprise Sales Customer Telkomcel Timor Leste already have trust, sense of dependence, confidence in the products and services, honesty, and openness from Telkomcel Timor Leste. This is evidenced by the high rating of respondents and the analysis of the relationship and relevance of Sub Structural 2 research between variables Service Quality, Product Quality, and Relationship Quality to Trust. The variable that most influences the Trust is Service Quality of 29.55%
3. Sub Structural 3 between variables of Satisfaction and Trust towards Loyalty Commitment. The biggest variable influencing was Trust of 50.30%. Loyalty Commitment of Corporate Customer Enterprise Sales Telkomcel Timor Leste have made repeat purchases, provided recommendations to others, strong positive preferences, and measured loyalty. And also high rating from respondents to Loyalty Commitment.
4. Based on the test results Partially:
  - i. Sub Structural 1 has a direct and indirect effect of 60.53%;
  - ii. Sub Structural 2 has a direct and indirect effect of 59.72%;
  - iii. Sub Structural 3 has a direct and indirect influence of 67.31%.

Based on the results of simultaneous testing, variable X and Y have an effect of 72.60% to Z and the remain is influenced by other factors not discussed in this study. This means that the Service Quality, Product Quality, and Relationship Quality variables, through mediating variables, Satisfaction and Trust, have a significant partial and simultaneous influence to Loyalty Commitment Corporate Customer Enterprise Sales Telkomcel Timor Leste.

## SUGGESTION

1. To increase the Loyalty Commitment Corporate Customer Enterprise Sales Telkomcel by increasing Trust. Because in this study Trust has an effect of 50.30%.
2. To improve the Satisfaction and Trust of Corporate Customer Enterprise Sales Telkomcel by increasing Relationship Quality. Because in this study Relationship Quality has an effect of 39.77% and 29.55% respectively.
3. Looking for other factors that influence Loyalty Commitment, which is in this study influence other factors of respectively 39.47%, 40.28%, and 32.69% for Satisfaction, Trust, and Loyalty Commitment.
4. From the Satisfaction and Trust variables, the biggest influence of sub variable happiness and reliability also has a significant influence on Loyalty Commitment. Therefore, increasing interpersonal skills of the Account Manager of Telkomcel Timor Leste must also be considered.

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