

ANALYSIS OF SERVICE BASED ON EXCELLENT SERVICE IN INCREASING CUSTOMER SATISFACTION AT EVA PERMATA KONAWE UTARA RESTAURANT

ANALISIS PELAYANAN BERDASARKAN PELAYANAN SANGAT BAIK DALAM MENINGKATKAN KEPUASAN PELANGGAN PADA RESTORAN EVA PERMATA KONAWE UTARA

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ABSTRACT

Service quality is a crucial factor in increasing customer satisfaction, especially in the competitive restaurant industry. However, the challenge in maintaining service consistency, especially in the dimensions of reliability and responsiveness, is a problem that is often faced by restaurants, including Eva Permata Restaurant. This research fills the knowledge gap by exploring the implementation of service excellence based on the SERVQUAL dimension (reliability, assurance, tangibles, empathy, and responsiveness) to improve service quality. The qualitative descriptive methodology is used through in-depth interviews, observations, and document reviews with informants that include managers, employees, and regular customers. The results of the study show success in the dimensions of assurance, tangibles, and empathy, while the dimensions of reliability and responsiveness require improvement, especially in operational management during crowded conditions. This research makes a theoretical contribution to the SERVQUAL literature in the restaurant industry and offers practical solutions in the form of strengthening SOPs, competency-based training, and the use of technology. By strengthening areas that need attention, this research can be a strategic reference to improve customer satisfaction holistically in the restaurant sector.

Keywords: SERVQUAL dimensions; quality of service; restaurant; Service Excellence

ABSTRAK

Kualitas layanan merupakan faktor penting dalam meningkatkan kepuasan pelanggan, khususnya dalam industri restoran yang kompetitif. Namun, tantangan dalam menjaga konsistensi layanan, khususnya dalam dimensi keandalan dan daya tanggap, masih menjadi masalah umum yang dihadapi oleh restoran, termasuk Rumah Makan Eva Permata. Penelitian ini membahas kesenjangan pengetahuan dengan mengeksplorasi penerapan keunggulan layanan berdasarkan dimensi SERVQUAL (keandalan, jaminan, bukti fisik, empati, dan daya tanggap) untuk meningkatkan kualitas layanan. Metodologi deskriptif kualitatif digunakan melalui wawancara mendalam, observasi, dan telaah dokumen yang melibatkan manajer, karyawan, dan pelanggan tetap sebagai informan. Temuan penelitian mengungkapkan keberhasilan dalam dimensi jaminan, bukti fisik, dan empati, sedangkan keandalan dan daya tanggap memerlukan perbaikan, khususnya dalam manajemen operasional selama jam sibuk. Penelitian ini berkontribusi secara teoritis pada literatur SERVQUAL di industri restoran dan menawarkan solusi praktis, termasuk peningkatan SOP, pelatihan berbasis kompetensi, dan adopsi teknologi. Dengan membahas area yang memerlukan perhatian, penelitian ini memberikan wawasan strategis untuk peningkatan kepuasan pelanggan secara holistik di sektor restoran.

Kata kunci: restoran; keunggulan layanan; dimensi SERVQUAL; Kualitas layanan

1. INTRODUCTION

In the service industry, service quality is a crucial factor that determines customer satisfaction and their loyalty to the company. Application Service Excellence become a key strategy for the company to meet and exceed customer expectations, thereby creating a sustainable competitive advantage. According to (Primadi & Tohir, 2023), excellent service not

only improves the company's performance, but also builds a positive image in the eyes of consumers. This shows that superior service quality can be the main differentiator in increasingly fierce business competition (Agrina et al., 2024).

In the context of the restaurant industry, service quality has a significant role in influencing customer satisfaction. Research by (Dyson et al., 2020; Febrianti & Priyadi, 2022; Primadi & Tohir, 2023) revealed that good service quality in restaurants can significantly increase customer satisfaction. Aspects such as speed of service, staff friendliness, and environmental cleanliness are the main indicators assessed by customers in determining their satisfaction level. Therefore, restaurants are required to continue to improve the quality of service to meet increasingly high customer expectations.

One of the models used to measure the quality of service is SERVQUAL, which includes five dimensions: reliability, assurance, tangibles, empathy, and responsiveness (Gholipour et al., 2019a; Rahim et al., 2021). This model helps companies in identifying gaps between customer expectations and their perception of the services received. Thus, the company can formulate a targeted improvement strategy to improve the quality of service. The application of the SERVQUAL model has been proven effective in various studies to measure and improve service quality in various industrial sectors.

Implementation Service Excellence Effective requires commitment from all elements of the organization, from management to frontline employees. Regular training and performance evaluation are important elements in ensuring that the service standards set can be implemented consistently. In addition, a company culture oriented towards customer satisfaction must be built and maintained so that every employee has the same understanding of the importance of excellent service. This is in line with the opinion (Primadi & Tohir, 2023) which emphasizes that excellent service must be an integral part of the company culture.

In Indonesia, competition in the restaurant industry is getting tighter with the presence of various choices for consumers. To maintain and increase market share, restaurants need to focus on improving service quality as the main strategy. Research by (Anija, 2022; Asraf et al., 2024) shows that service quality, product quality, and promotions significantly affect customer satisfaction in restaurants. Therefore, restaurants must continue to innovate and adapt to the dynamic needs and preferences of customers (MAHESA, 2021).

Rumah Makan Eva Permata, as one of the players in the restaurant industry, faces similar challenges in an effort to increase customer satisfaction through the implementation of Service Excellence. An analysis of the implementation of SERVQUAL dimensions in the restaurant is important to identify areas that need to be improved and developed (Gholipour et al., 2019b; Rahim et al., 2021). Thus, Rumah Makan Eva Permata can formulate effective strategies to improve service quality and, in turn, customer satisfaction and loyalty. This study aims to analyze the extent of application Service Excellence at Rumah Makan Eva Permata in improving customer satisfaction and identifying the factors that affect it.

Although service quality is often considered the main factor in determining customer satisfaction, not all companies are able to implement it consistently. Many service companies, including restaurants, often face a gap between the service standards set and their implementation on the ground. This is often caused by a lack of periodic evaluation of employee performance or ineffective training provided. Previous research, such as those conducted by Sulistyawati and (Firdaus et al., 2021; Susilowati et al., 2024), indicating that the inability to maintain service consistency can lead to a decrease in customer satisfaction. This gap is especially evident when restaurants face a surge in visitors, which often results in a decrease in responsiveness and service quality (Ichsan & Karim, 2021).

In Indonesia, many restaurants experience obstacles in maintaining service reliability, especially when facing peak hours. Mismatch of serving time with initial estimates is often a major customer complaint, negatively impacting their experience. Customers often get frustrated when the service they receive doesn't live up to expectations, especially when it

comes to the speed and accuracy of order serving. Research by (Marzuki et al., 2022; Muhtarom et al., 2022) assert that this issue can damage the restaurant's image and reduce customer loyalty. Unfortunately, similar problems have also been identified in the operations of the Eva Permata Restaurant, especially in the dimension of Reliability and responsiveness.

At a more specific level, Eva Permata Restaurant has not been able to fully overcome obstacles in managing serving time and responding to customer complaints during crowded conditions. Despite SOPs that have been implemented, slow response times and errors in order processing are still common. Field observations show that employees are often overwhelmed in dealing with high volumes of customers, resulting in less personal attention to customers. In addition, employee performance evaluations have not been carried out regularly to ensure the conformity between management policies and their implementation. This indicates an urgent need to improve internal coordination and training that is more focused on managing workloads during busy conditions.

This research is important and urgent to be carried out because service quality is a crucial aspect in maintaining customer satisfaction and loyalty, especially in the highly competitive restaurant industry. Rumah Makan Eva Permata faces challenges in maintaining service consistency, especially in the dimensions of reliability and responsiveness, which are often the cause of customer dissatisfaction. Constraints such as slow delivery times and a lack of quick response to customer complaints during busy conditions reflect the need for fundamental improvements in operational management. This finding is significant because it offers solutions that are not only corrective, but also preventive to address the root of the problem. By exploring the implementation of service excellence based on the SERVQUAL model, this research provides comprehensive insights to develop a more integrated and customer satisfaction-oriented service strategy.

Therefore, this study aims to explore the implementation of service excellence at Eva Permata Restaurant in increasing customer satisfaction. The focus of the research is directed to the analysis of the application of the five dimensions of SERVQUAL, namely reliability, assurance, tangibles, empathy, and responsiveness, to identify strengths and weaknesses in the services provided. In addition, this study aims to provide strategic recommendations for restaurant management in improving the overall quality of service. With a qualitative descriptive approach, this research is expected to make a relevant practical contribution to the restaurant industry, especially in managing consistent, responsive, and customer-oriented services. The results of this study also have the potential to be a reference for the development of service standards in similar restaurants that face similar challenges.

2. METHODS

This study uses a qualitative descriptive research design to explore the implementation of Service Excellence in increasing customer satisfaction at Eva Permata Restaurant. This approach was chosen to understand the phenomenon in depth through narrative data analysis. Data was collected from a variety of sources, including in-depth interviews, field observations, and document reviews. The research informants consisted of managers, frontliner employees, cashiers, and regular customers with relevant backgrounds to the research topic. The analysis is carried out to identify patterns and relationships between dimensions SERVQUAL and the quality of service provided (Abdussamad & Sik, 2021; Gholipour et al., 2019a).

The instruments used in this study include interview guides, observation notes, and document review sheets. The interview guide is compiled based on the dimensions of SERVQUAL, namely reliability, assurance, tangibles, empathy, and responsiveness, to ensure the relevance of the data to the focus of the research. Observations are made to record employee behavior and interactions with customers, while the documents reviewed include restaurant SOPs and performance reports. Interviews were conducted with five main informants, namely EV (manager), RS (frontliner), HT (cashier), DS (male regular customer), and WY (female regular

customer). Data from these various sources were analyzed by triangulation to ensure the validity of the findings.

The research procedure begins with the selection of informants using the purposive sampling technique to ensure the relevance of the data obtained. Furthermore, interviews were conducted face-to-face with each informant to explore their experiences and perceptions about the quality of service in restaurants. Observations are carried out during restaurant operating hours to observe the implementation of services directly. The results of the interviews and observations were then compared with the restaurant's operational documents to identify the conformity between policies and practices. Data analysis is carried out thematically to group findings based on dimensions SERVQUAL, with a focus on aspects that support and hinder excellent service (Hardianto & Baharuddin, 2019).

3. RESULTS AND DISCUSSION

3.1. Research Results

The results of the study show that the implementation of service excellence at Eva Permata Restaurant has gone well, although there are still several aspects that need to be improved. In the dimension of reliability, the consistency of food serving is the main concern. Based on the interview, the restaurant manager explained that the implementation of SOPs aims to maintain the quality of taste and time of serving food. However, customers still reveal that the serving time is sometimes not in accordance with the estimate, especially when the restaurant is in a crowded condition. One informant stated, "Most of the time my order was served according to expectations, but during peak hours, I had to wait longer than usual." Field observations support this by noting that time constraints often arise as customer volumes increase.

In the assurance dimension, employees are considered to have good competence in providing information and service to customers. Regular training conducted by restaurants helps improve the professionalism of employees in serving customers. One employee stated, "Regular training helps us understand the menu better, so we can give the right recommendations to customers." This is in line with the response of regular customers who feel comfortable and trust in the services provided. "The employees here are always polite and friendly. They are also very familiar with the menu offered, so I feel comfortable asking questions," said one of the regular customers. This guarantee is one of the strengths of restaurants in maintaining customer trust.

The tangibles dimension also contributes positively to the customer experience. The cleanliness of tables, cutlery, and dining areas is the top priority in service. One of the employees revealed, "I always make sure the table and cutlery are clean before using it by customers." Customers still consider that the clean and comfortable atmosphere of the restaurant is its own attraction. "The atmosphere is comfortable and clean. This is the reason why I keep coming back here," said one of the regular customers. Field observations support this assessment by recording employees' efforts to maintain the cleanliness and aesthetics of the dining area consistently.

In the dimension of empathy, employees' personal attention to customer needs is clearly visible, especially for customers with special preferences. Customers still appreciate employees who are able to remember their preferences. One customer revealed, "They always remember my order, such as the spiciness level of the food. It makes me feel valued as a customer." The training provided by restaurant management also emphasizes the importance of empathy in service. The manager explains, "We encourage employees to take customer needs personally so that they feel valued." However, this empathy can be diminished when the restaurant is crowded, which indicates the need for better workload management.

The responsiveness dimension shows mixed results. Under normal conditions, the response to customer requests is quite fast and effective. One of the regular customers said,

"When I complain about the wrong order, they immediately complete it." However, when the restaurant is full, employee response tends to be slower, as one customer said, "When it's crowded, employees look overwhelmed so my response time to requests is longer." Field observations show that coordination and allocation of human resources during busy conditions are the main challenge in maintaining responsiveness.

The implementation of service excellence at Eva Permata Restaurant has reflected good efforts, especially in the dimensions of assurance, tangibles, and empathy. However, challenges still exist in the dimensions of reliability and responsiveness, which require optimizing time management and team coordination. These findings show that the successful implementation of service excellence depends on a balance between all dimensions of SERVQUAL. With improvements in certain aspects, Rumah Makan Eva Permata has a great opportunity to increase customer satisfaction and maintain their loyalty.

The results of the study show that the implementation of service excellence at Eva Permata Restaurant is generally going well, but there are several aspects that need improvement. In the dimension of reliability, consistency in food serving time is an important concern. Interview data shows that SOPs have been implemented to maintain the quality of taste and the timeliness of serving. One of the regular customers mentioned, "Most of the time my orders are served according to expectations, but during peak hours, I have to wait longer than usual." However, observations show that when the restaurant is crowded, employees have difficulty managing the flow of serving. This emphasizes the need for improved team coordination and more effective time management.

In the assurance dimension, the professionalism of employees is appreciated by customers. Regular training conducted by management helps employees understand the menu in depth and improve communication skills. One employee stated, "Regular training helps us understand the menu better, so we can give the right recommendations to customers." Customers still express their trust in the service, as stated, "The employees here are always polite and friendly. They are also very familiar with the menu offered." This reflects the success of the assurance dimension in creating a comfortable and reliable experience for customers.

The tangible dimension (physical evidence) contributes significantly to customer perception. The cleanliness of tables, tableware, and dining areas is a top priority in restaurant operations. One of the employees mentioned, "I always make sure the table and cutlery are clean before using by customers." In addition, the comfortable and aesthetic atmosphere of the room is an attraction recognized by customers. A regular customer stated, "The atmosphere is comfortable and clean. This is the reason I keep coming back here." Field observations show that attention to physical elements gives a professional impression that supports other dimensions of service.

Table 1.
Table summarizes the dimensions of SERVQUAL based on the results of the study

SERVQUAL Dimensions	Success	Constraints
Reliability	SOPs help maintain taste quality	Slow serving time when conditions are crowded
Assurance	Training to improve employee professionalism	Training evaluations need to be carried out regularly
Tangibles	The cleanliness and atmosphere of the room are appreciated by customers	Facility maintenance needs to be done regularly

SERVQUAL Dimensions	Success	Constraints
Empathy	Personalized attention to customer preferences	Empathy decreases when restaurant conditions are busy
Responsiveness	Quick response under normal conditions	Slow response when restaurants are crowded

The dimension of empathy stands out in attention to the customer's specific needs, such as food preferences. Customers still appreciate employees who remember their preferences. One customer said, "They always remember my order, such as the spiciness level of the food. It makes me feel valued as a customer." However, when the restaurant is busy, this empathy tends to decrease, as seen from observations. Researchers found that employees' high workloads when crowded reduced their ability to give personal attention.

The responsiveness dimension shows mixed results. Under normal conditions, the response to customer requests or complaints is relatively fast. One of the regular customers mentioned, "When I complained about the wrong order, they immediately completed it." However, in crowded restaurant conditions, employee response time slows down significantly. "When it is crowded, employees look overwhelmed so the response time to my request is longer," said a customer. The researcher noted that the allocation of human resources during peak customer visits needs to be optimized to improve the responsiveness dimension.

As a unique finding, attention to the cleanliness and aesthetics of physical facilities turned out to have a greater impact than previously thought. Customers often make a clean and comfortable room atmosphere their main reason for returning. This shows that although this dimension may seem simple, its success can reinforce the overall perception of service quality. The researcher recommends that restaurant management continue to maintain these standards of cleanliness and comfort as part of an integrated service strategy.

3.2. Discussion

Dimension Reliability has challenges in the consistency of food serving time, especially when the restaurant is in a crowded condition. This indicates a gap in operational management that can create customer dissatisfaction. According to (Charli et al., 2022; Marzuki et al., 2022), reliability is a fundamental element in building customer trust, which has a direct impact on their satisfaction and loyalty. To overcome this gap, it is necessary to improve coordination between the kitchen team and the frontliner, for example by implementing kitchen management technology or an automatic serving time reminder system. This step not only improves efficiency but also ensures that customer expectations for service reliability can be met (Firdaus et al., 2021).

Dimension Assurance provides more positive results than other dimensions, with an emphasis on employee professionalism supported by regular training. Competence and friendly attitude of employees create a sense of security and trust of customers, as emphasized by (Alfina & Caesarina, 2022; Ananto et al., 2023), which states that regular training is an important component in improving service standards. This success shows that focusing on training can be a strategic approach to improve other dimensions that require attention. By integrating additional training oriented towards workload management and responsiveness, restaurants can extend the positive impact of the assurance dimension to other, more challenging areas.

The dimensions of tangibles or physical evidence have been well implemented at Eva Permata Restaurant, with high attention to the cleanliness and comfort of the facilities. This finding is in line with Tjiptono's theory (2014), which emphasizes that physical elements function as a factor in shaping customers' initial perception of service quality. However, in order to maintain the attractiveness of the facility, it is necessary to conduct periodic

evaluations that include regular maintenance and interior design updates to keep it relevant to customer preferences. This step not only maintains a positive impression but also creates added value that supports other dimensions, such as empathy and responsiveness, through an environment that supports a better dining experience.

On the dimensions Empathy, personal attention to customer needs is the main strength that is appreciated, but it decreases when restaurants are busy. This indicates the need for a more effective workload management system to ensure that customer attention is maintained in various situations. According to (Kotler, 2021), empathy is an essential element in creating a strong emotional connection with customers. The implementation of an adaptive workflow system, such as a more structured division of tasks during peak hours, can help maintain empathy consistency. This approach not only improves the customer experience but also strengthens loyalty through more personalized relationships.

The responsiveness dimension is the biggest challenge in this study, especially in terms of quick response to customer complaints and requests when restaurants are busy. According to Parasuraman et al. (1985), slow response can create a gap of 5 (perception gap), which has a negative impact on customer perception of service reliability. To overcome this, the use of technology such as a digital complaint recording system can speed up the problem-solving process. Additionally, additional training focused on complaint management can improve employees' skills in handling difficult situations more effectively. By improving these dimensions, restaurants not only improve responsiveness but also strengthen customer perception of overall service quality.

4. CONCLUSION

This study concludes that the implementation of service excellence at Rumah Makan Eva Permata has given good results in several dimensions of SERVQUAL, such as assurance, tangibles, and empathy. However, the dimensions of reliability and responsiveness require more attention, especially in busy restaurant conditions. Success in one dimension shows great potential to improve other dimensions through more effective operational strategies and employee training. These findings underscore the importance of SERVQUAL's interdimensional synergy in creating a holistic and satisfying customer experience. By optimizing the areas that are still problematic, Eva Permata Restaurant can improve the overall quality of service and maintain customer loyalty.

The benefits of these findings are divided into two aspects: theoretical and practical. Theoretically, this study enriches the literature on the implementation of SERVQUAL-based service excellence in the restaurant industry in Indonesia, especially in the context of operational challenges. Practically, these findings provide strategic guidance for the management of Eva Permata Restaurant to improve service quality through strengthening SOPs, the use of technology, and competency-based training. The limitation of this study lies in its scope which only covers one restaurant, so the results may not be fully generalizable to other restaurants. Future research is suggested to expand the scope to different types of restaurants, use quantitative methods to measure the specific impact of each dimension of SERVQUAL, and explore the role of technology in supporting the wider application of service excellence. Thus, future research can provide a more comprehensive and applicable understanding in improving the quality of services in this sector.

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