

# The Effect of Service Quality on Delivery Order (DO) System on Farmer Satisfaction with Fresh Fruit Bunches (FFBs) of Palm Oil in CV. Satria Abadi in Tanjung Jabung Timur, Jambi Province, Indonesia

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## Abstract

This study aims to determine the influence of service quality of the Delivery Order (DO) system, either partially or simultaneously, on the satisfaction of palm oil Fresh Fruit Bunch (FFB) suppliers. The research was carried out on CV. Satria Abadi in Tanjung Jabung Timur, Jambi Province. This study employed a quantitative approach, and data were obtained through interviews, observations, and questionnaires from 50 respondents on the effects of DO system service quality towards satisfaction of oil palm FFB supplying farmers at CV. Satria Abadi. The data were processed through multiple regression method with reliability (X1), responsiveness (X2), assurance (X3), empathy (X4), and tangible (X5) as independent variables (X), and farmer satisfaction as the dependent variable (Y). The results of this study indicated that the responsiveness variable was partially the main variable that affected the satisfaction of FFB supplying farmers with a value of 0.6175, followed by tangible (0.351), empathy (0.341), assurance (0.2615), and reliability (0.2224) variables. Simultaneously, the results showed that all constructs that made up the DO system service quality variable had a significant effect on the satisfaction of oil palm FFB supplying farmers at CV. Satria Abadi in Tanjung Jabung Timur ( $F_{count} > F_{table}$  or  $83.165 > 4.043$ ) with an  $R^2$  value of 0.822 or 82.2% of satisfaction of oil palm FFB supplying farmers at CV. Satria Abadi, which was explained by the service quality of the DO system.

Keywords: Service quality, order delivery, farmer, satisfaction, palm oil.

## Introduction

Palm oil has become a mainstay commodity and a source of non-oil and foreign gas exchange, job creation, and environmental conservation. Based on the data from the Directorate General of Plantations of the Republic of Indonesia (2018) regarding the development of oil palm area by the province in Indonesia in 2014–2018, the area of oil palm increased from 10.9 million Ha with the production of 29.3 million tons of Crude Palm Oil (2014) to 14.3 million Ha with the production of 42.8 million tons of CPO (2018). With a labour utilization ratio of 0.50 people/ha/year, the palm oil industry can absorb 16.2 million workers with details of 4.2 million direct workers and 12 million indirect workers in 2018.

The rapid development of the palm oil business requires a management system or maximum management in the company. In business, to serve its customers well, the quality of service must be considered properly so that it gains sympathy and is attractive to the community or the customers concerned. If the service is carried out properly and correctly, then the marketing of the product is expected to be successful as well (Widjoyo et al., 2014). Quality of service, for example, through reliable abilities and skills of employees, because knowledge and skills are the main keys to a qualified person. The development of knowledge and skills must be carried out so that service to customers can be improved, more than only knowledge and insight. The service provided by a person is the quality of the human resource itself and the service provided from one party to another. Service quality also influences customer decisions in purchasing products, as service quality is related to consumption patterns and customer lifestyles that require companies to be able to provide quality services. A company's success in providing quality services can be determined by the service quality approach (Suzanto, 2011).

Improving service quality is one of the marketing strategies that prioritise the fulfilment of customers' desires. Good service quality is satisfactory and following the service expected by customers. Service quality is important because it has a direct impact on the company's image. Good service quality will be advantageous for the company. To create a good and high quality of service, a company must offer services that can be received and felt by customers following or even exceeding customers' expectations. The higher the perceived service quality, the more satisfied customers will be (Sirhan et al., 2016). Satisfaction felt by customers will have a positive impact on a company, including encouraging the creation of loyal customers and a more positive company's reputation in the community. Therefore, every company needs to understand customers' expectations of the products or services provided.

The decision-making process for customer satisfaction when making a purchase varies greatly from one customer to another. The process of making purchasing decisions must be understood in the development of strategic applications (Sirhan et al., 2016). Customer decisions also apply in the realm of a company's products. One competence that must be owned by the company is excellent service. Good service is carried out in a friendly, fair, and timely manner, and with good ethics to meet the needs and satisfaction of the customers. In the corporate world, excellent service is needed to provide satisfaction to customers, so that they feel important or cared for. If customers are satisfied, then they will be loyal and continue to use the products/services. Customers will talk good things about the company's services and products to others, not paying too much attention to competing brands and not being too price sensitive. Excellent service to customers is very important because it is a strategy to win the competition. Supervision for the treatment of service quality of a company is very important to be carried out and treated so that people are more confident in the company principles, hence, will indirectly affect decisions and customer satisfaction.

Problems regarding service quality due to company problems today include the lack of integrity of company owners and the low competence of company managers, causing company activities to not be managed healthily and used for the personal interests of the owners, administrators, or other parties. The reliability of a business organization does not lie in its financial wealth, but in its ability to maintain product or service quality, customer sympathy and empathy, respect for employees, responsiveness to environmental changes, selective, efficient, and effective spending, never stop learning, and always innovate.

A company engaged in palm oil, CV. Satria Abadi, is located in Tanjung Jabung Timur, Jambi Province. Based on its development, CV. Satria Abadi, founded in 201 was only an initiative of a business actor who, at that time, often heard complaints from oil palm farmers about the low price of palm oil purchased by middlemen. The game of middlemen in monopolizing the price of palm oil from farmers to factories has resulted in significant losses for oil palm farmers. Apart from being a Palm Oil Delivery Order (DO) company, CV. Satria Abadi also acts as a cover letter to factories when farmers are selling palm oil, and this will make it easier for the farmers to sell palm oil at the right price and not too cheap.

Currently, companies engaged in oil palm plantations are required to be able to provide good service, so that customers can feel comfortable when making transactions. A service provided by CV. Satria Abadi to the community is related to finance. To maintain the quality of its human resources, CV. Satria Abadi accepts employees through a rigorous recruitment and selection process until they find employees who fit the agency's criteria. Supported by the company's human resource development program, the company's employees are expected to become qualified employees and provide the best services to customers. In terms of service and marketing, CV. Satria Abadi has proven that the success of a company in realizing its goals is strongly influenced by the company's ability to identify the needs and desires of its target customers and provide the expected satisfaction more effectively and efficiently, as well as maintain customer loyalty. To keep it all, CV. Satria Abadi continues to commit to prioritizing quality in terms of services to customers. Improvement of DO system service on CV. Satria Abadi can be seen in Table 1.

Table 1: The Development of the Number of Customers of CV. Satria Abadi

Number	Year	Number of Customers/Year	Product Price Range
1	2014	28 Customers	Rp.1.700 - Rp 2.000
2	2015	32 Customers	Rp.1.500 - Rp 1.800
3	2016	39 Customers	Rp.1.400 - Rp 1.100
4	2017	42 Customers	Rp.1.200 - Rp 1.500
5	2018	50 Customers	Rp 1.000 - Rp 1.300

Source: CV. Satria Abadi's Archives

According to Table 1.1, every year the quality of DO system services provided by CV. Satria Abadi continues to increase and has an impact on the increasing number of customers who make transactions at CV. Satria Abadi. This means that the number of customers is increasing every year even though the price of the product decreases. Although it looks fluctuating, with confidence in the palm oil business and the satisfaction received by customers, they do not feel disadvantaged, and more customers are attracted.

### SERVICE QUALITY

The rapid business development in the world encourages every company to anticipate intense competition. The right strategy is needed to face competition to survive in the market. Strategy is especially needed for companies engaged in services. Companies engaged in services must be able to provide quality services to not lose customers in the long run. Modernization with technological advances will result in very tight competition to acquire and retain customers. The quality of service must be done by a company to be able to survive and still obtain the trust and satisfaction from customers. Consumption patterns and lifestyles of customers require companies to be able to provide quality services. A company's success in providing quality services can be determined by the service quality approach (Tjiptono & Chandra, 2016).

Service quality from a company or employee can be assessed by comparing consumers' perceptions of the service performance they receive (performance) with the service they expect (expectation) on the service attributes of a company (Fatihudin, 2019). If the service received is as expected, then the service quality is perceived to be good and satisfactory. If the service received exceeds consumer expectations, the service quality is perceived to be very good and of high quality (Usmara, 2003). Service quality is defined as a dynamic condition associated with products, services, people, processes, and the environment that meets or exceeds certain expectations. In addition to being oriented towards meeting certain standards or requirements, quality is also an effort to make continuous improvements to encourage customer satisfaction (Efendi, 2016).

The core concept of service quality is the responsiveness and reality of the services provided by the company. The quality of service expected by customers as service recipients is the level of excellence and uniqueness of each service received compared to services obtained previously. If the service provided exceeds their expectations, then the quality of service receives an ideal perception from customers (Sarino, 2010). Customers form expectations for services from past experiences, promotions from word of mouth, and advertisements (Kotler, 2005). Service quality is the totality of the characteristics of goods and services that show their ability to satisfy customer needs, both visible and hidden. For service sector companies, providing service quality to customers is a must if the company wants to succeed.

Quality services can be created if the company management understands the factors that affect service quality. Quality services can be realized in the form of management capabilities in managing company assets, trustworthiness, friendly service, product variations, and fulfilling the wishes and needs of consumers (Justiana, 2009). The implementation of the Total Quality Management (TQM) by a company improves product quality, but in its development, companies engaged in services also implement TQM to provide customer satisfaction, as the core of TQM is to provide satisfaction to customers by fulfilling their wishes, desires, and needs and create an easy service process (Muslim & Sururin, 2018).

Service quality is a requirement for a company's survival. The high quality provided will reflect the aspects of customer satisfaction. An important thing for a company in running its business is the implementation of service quality, so that customer satisfaction is achieved and increases customer loyalty, and is not persuaded to switch to another company. Quality has a close relationship with customer satisfaction. The quality of service for a company makes it imperative. The offer of goods and services sold is inherent in product performance through human resources owned by the company. Service can be said to be of quality if the performance of human resources has accuracy and speed in service, starting from design to finished goods as promised by the company.

### FARMERS' SATISFACTION

According to Kotler and Keller (2016), satisfaction is a person's feeling of pleasure or disappointment from comparing the perceived performance of the product or the results received by customers against the expectations. According to Tjiptono and

Chandra (2016), customer satisfaction provides two main benefits for the company, in terms of customer loyalty and the dissemination of positive word of mouth. If expectations are high while performance is mediocre, then satisfaction is not achieved, however, if performance exceeds expectations, satisfaction increases. Consumer satisfaction will be fulfilled if the service delivery process is following what is perceived by consumers (Syarif, 2016). Customer satisfaction is a contribution to several crucial aspects, such as creating customer loyalty, increasing company reputation, reducing price elasticity, reducing future transaction costs, and increasing employee efficiency and productivity. Customer satisfaction also means that there is no difference between customer expectations and the company's performance that they receive (Sariono, 2010).

The purpose of a business is to create satisfied customers. Customer satisfaction can provide benefits, including harmonious relationships between the company and customers, providing a good basis for repeat purchases, creating customer loyalty, and forming a word-of-mouth recommendation that is profitable for the company. If a customer is satisfied with the values provided by a product or service, he is very likely to become a customer for a long time (Umar, 2005).

In the general economic theory, a person's satisfaction in consuming an item is called utility or use-value. Consumer behaviour in buying products is starting to change as consumers do not just believe in promotions and advertisements, but their decision-making is very social. This means that consumers can look for recommendations and testimonials from other consumers (Subianto, 2007). Customer expectations will continue to grow influenced by changes in the environment and customer experience. This can also affect changes in the level of satisfaction that will be felt by customers. If these expectations are met well by the company, it will be easy for the company to create customer satisfaction which will have a positive impact on the company's sales volume, so that customers are willing to make repeat purchases and become loyal customers (Widjoyo et al., 2014). In Islamic economics, satisfaction is known as *masalahah* with the understanding of being fulfilled both physically and spiritually. Islam attaches great importance to the balance of physical and non-physical needs based on sharia values. A Muslim who achieves a level of satisfaction must consider several things; consuming halal goods, both in substance and how to obtain them, not being *'israf* (royal) and *tabzir* (in vain) (Rozalinda, 2014).

Satisfying customer needs is the desire of every company. In addition to being an important factor for the survival of a company, satisfying customer needs can increase its competitive advantage. Customers who are satisfied with products and services tend to repurchase and continue to return to the service company. Efendi (2016) defines it as an emotional response to the evaluation of the consumption experience of a product or service. This means that satisfaction is a key factor for customers in making repeat purchases, which is the biggest response to marketing promotion.

One of the factors that determines customer satisfaction is customers' perception of service quality which consists of five dimensions, namely reliability, responsiveness, assurance, empathy, and tangible. These five dimensions are indicators to measure whether a service company has provided the best quality or not to customers. Customer satisfaction will be created if the quality of service provided by the company is good and following customer expectations and needs, but if the quality provided is low, it will result in dissatisfaction from customers. Customer satisfaction will form a positive perception of the company and quality service can be done by improving service quality (Efendi, 2016).

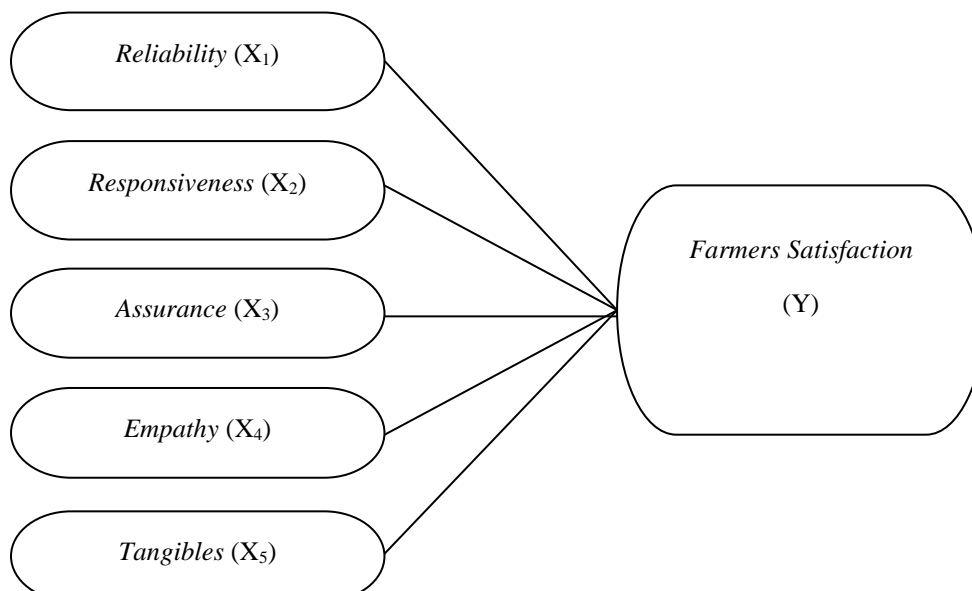


Figure 1: Research Framework

## Research Methodology

This research employed a quantitative methodology. Quantitative research uses numbers in data presentation and analysis that uses statistical tests and is guided by certain hypotheses. Quantitative research is generally used to test theories by examining the relationship between variables (Arikunto, 2016). The types of data used in this study are primary and secondary data. Primary data are collected by researchers directly from the main data source. The primary data in this study were obtained from the results of interviews, observations, and filling out questionnaires to obtain information on the effects of service quality of the Delivery Order (DO) system on the satisfaction of palm oil fresh fruit bunch (FFB) suppliers at CV. Satria Abadi in Tanjung Jabung Timur. Secondary data are data obtained through collecting or processing data in the form of a documentation study – personal documentation, official institutions, references, or report literature – that is relevant to the focus of the research problem. Secondary data in this study were obtained from data belonging to CV. Satria Abadi related to the growth in the number of its customers.

Referring to the theory explained by Arikunto (2002), if the number of respondents is less than 100, then all samples are taken so that the research is a population study. Meanwhile, if the number of respondents is more than 100, then the sampling is 10–15%, 20–25%, or more, so in this study where the population is 50 farmers, the number of samples taken is also 50 respondents. In collecting primary data through a questionnaire, a 5-point Likert scale was used, where “1” indicates “strongly disagree”, “2” indicates “disagree”, “3” indicates “disagree”, “4” indicates “agree”, and “5” indicates “strongly agree”. To test the research hypothesis, multiple regression, partial (t-test), and simultaneous (F-test) were used. The t-test was conducted to study the effect of each variable X on the Y variable by comparing the results of the calculated T value and T table. If  $T_{\text{arithmetic}} > T_{\text{table}}$ , then the hypothesis is accepted, otherwise if the  $T_{\text{arithmetic}} < T_{\text{table}}$  then the hypothesis is rejected. The F test aims to study the effect of the variables X and Y simultaneously by comparing the results of the F table and F calculated values. If  $F_{\text{arithmetic}} > F_{\text{table}}$ , then the hypothesis is accepted, and vice versa. If the calculated F value  $< F_{\text{table}}$  then the hypothesis is rejected. The value of R2 shows how big and strong is the influence given by the X variable to the Y variable.

## Results and Discussion

Based on several characteristics of respondents who filled out the questionnaires, the majority of farmers are men, 29 people (58%), more than women, 21 people (42%), and those aged 40–55 years are 29 people. (58%). In terms of the latest education, 43 people (86%) have a high school education, more than 4 people (8%) are junior high school graduates, and 3 people (6%) are S1 graduates. This shows that the average community in Tanjung Jabung Timur district is very experienced in the oil palm business and has a sufficient understanding of the service quality of the Delivery Order (DO) and Fresh Fruit Bunch (FFB) system of oil palm.

Validity testing was carried out on each indicator item to measure the X variable and Y variable. With a significance level of 5%, the R table value was 0.2787. Overall, it was found that 5 items of measuring reliability were declared valid, 5 items measuring the responsiveness variable were declared valid, 5 items measuring the assurance variable were declared valid, 5 items measuring empathy variable were declared valid, 5 items measuring tangible variable were declared valid, and 5 items measuring farmer satisfaction variable were declared valid. All items were able to measure the constructs of reliability, responsiveness, assurance, empathy, and tangible and the variable of farmer satisfaction so that it was declared valid.

Reliability testing was conducted to measure the consistency of the questionnaire from variable indicators or constructs from time to time. The decision-making for reliability testing, a construct or variable, is said to be reliable if it gives a Cronbach's Alpha value  $> 0.60$  (Ghozali, 2006). The results of the reliability test showed that the variable X1 was declared reliable (0.783), the variable X2 was declared reliable (0.766), the variable X3 was declared reliable (0.755), the variable X4 was declared reliable (0.758), the variable X5 was declared reliable (0.783), and the variable farmer satisfaction was declared reliable (0.783). The results of the t-test are shown in Table 1.2, which aims to see the effect of the service quality partially on farmer satisfaction.

**Table 2: T-Test Results of Service Quality Variables on Satisfaction of Oil Palm Fresh Fruit Bunch (FFB) Farmers at CV. Satria Abadi at Tanjung Jabung Timur**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	,048	1,658		,035	,114
Reliability (X <sub>1</sub> )	,255	,119	,211	2,224	,020
Responsiveness (X <sub>2</sub> )	,419	,112	,577	6,175	,000
Assurance (X <sub>3</sub> )	,328	,087	,200	2,615	,011
Empathy (X <sub>4</sub> )	,329	,113	,213	3,41	,001

Tangible (X <sub>5</sub> )	,341	,121	,225	3,51	,002
a. Dependent Variable: Y					

Source: Data Proceed

The multiple regression model in this study was used to express the functional relationship between the independent variables (reliability, responsiveness, assurance, empathy, and tangible) and the dependent variable (farmer satisfaction) through the SPSS version 16.0 software. The multiple linear regression equation is as follows:

$$Y = 0.048 + 0.255 (X_1) + 0.419 (X_2) + 0.328(X_3) + 0.329 (X_4) + 0.341X_5$$

Based on Table 2, it can be concluded that the constructs that make up the service quality variable (X) influence farmer satisfaction (Y). The reliability construct has the smallest positive effect (0.255) on farmer satisfaction with a significance value of 0.020. Slightly increased, the assurance construct has a fairly strong positive effect on the farmer satisfaction variable, which is 0.328 with a significance level of 0.11. Not much different from the assurance construct, the empathy construct has a positive effect on farmer satisfaction of 0.329 with a significance level of 0.001. While the construct of physical evidence (tangible) can affect farmer satisfaction by 0.341 with a significance level of 0.002. The biggest and most dominant influence comes from the responsiveness construct, which is 0.419 in influencing farmer satisfaction with a significance value of 0.000. This means that partially, each construct has a positive effect on the level of farmer satisfaction, with a significance level of <0.05.

The most dominant positive influence is shown by the responsiveness construct, the services provided by CV. Satria Abadi's employees. CV. Satria Abadi's manners to the farmers in terms of speed and friendliness are at a satisfactory level and very responsive. In business operations, CV. Satria Abadi prioritizes customer satisfaction. From interviews conducted by the author to several farmers, CV. Satria Abadi always responds quickly in providing services to them, such as giving a positive response in dealing with problematic farmers, and some employees even provide alternative solutions and assistance to solve these problems. The ability to respond to complaints is also rated very well by farmers. Furthermore, the speed of the CV. Satria Abadi in responding positively to customer complaints is aimed at increasing the satisfaction of oil palm farmers.

To find out and analyse the effect of service quality (reliability, responsiveness, assurance, empathy, tangible) on farmer satisfaction, the F test is simultaneously carried out, and the results are shown in Table 1.3.

**Table 3: F Test Results of Service Quality Variable on Satisfaction of Oil Palm Fresh Fruit Bunch (FFB) Farmers at CV. Satria Abadi at Tanjung Jabung Timur**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	189,157	4	64,252	83,165	,000 <sup>b</sup>
Residual	43,204	45	,708		
Total	242,862	49			

Source: Data Proceed

**Table 4: R Square (R<sup>2</sup>) Test Results**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,907 <sup>a</sup>	,822	,824	,842

a. Predictors: (Constant)

Source: Data Proceed

From the results in Table 3 above, it can be concluded that the constructs of reliability, responsiveness, assurance, empathy, and tangible simultaneously have a positive and significant effect on supplier farmer satisfaction. FFB of oil palm, marked by a calculated F value of 83.165 > F table 4.043 and a significance value of 0.000 is smaller than the level of significance of 0.05 (5%). Table 4 shows the results of the R Squared determination test with an R<sup>2</sup> value of 0.822, which means that 82.2% satisfaction of oil palm FFB supplying farmers at CV. Satria Abadi is explained by the constructs of reliability, responsiveness, assurance, empathy, and tangible. While that, 17.7% is influenced by other variables that are not examined in this study.

## Conclusion and Suggestions

Based on the results of data processing in this study, it can be concluded that the constructs that make up the service quality variables of the Delivery Order (DO) system are the constructs of reliability, responsiveness, assurance, empathy, and tangible. They either partially or simultaneously have a positive and significant effect on the satisfaction of farmers supplying oil palm Fresh Fruit Bunches (FFBs) at CV. Satria Abadi in Tanjung Jabung Timur.

According to the results of the analysis and conclusion, the suggestions are as follows:

1. CV Management. Satria Abadi, by:
  - a. Increasing supplier loyalty must be maintained so that suppliers increasingly recommend to other FFB suppliers to supply FFB to CV. Satria Abadi. This must be supported by the improvement of services and processes/systems in CV. Satria Abadi as an effort to increase supplier satisfaction.
  - b. Improving service quality is more directed at reliability, assurance, empathy, and tangible.
    - On reliability, improve the accuracy of information to suppliers. So that it can indirectly increase the certainty of service time.
    - On assurance, focus on improving employee skills, knowledge, and understanding which eliminate supplier concerns.
    - On empathy, provide continuous direction to employees so that they have adequate knowledge about the FFB supply system.
    - On tangible, focus on the provision of adequate facilities and infrastructure.
  - c. Service quality in the responsiveness construct is still being improved because it is united with four other constructs in shaping service quality by focusing on improving employees to better understand the needs of each supplier.
2. For Further Researches
 

Testing the same model is deemed necessary for companies with Delivery Order (DO) systems other than CV. Satria Abadi to clarify the research model. Referring to the results of this study, testing on CV. Satria Abadi can be done by entering marketing mix variables, which include product, price, place, and promotion. Besides that, it can also be done by measuring the customer value perceived by the farmers supplying Fresh Fruit Bunches (FFBs).

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