

ANALYSIS OF THE INFLUENCE OF EMPLOYEE JOB SATISFACTION AND SERVICE QUALITY ON COMPANY PERFORMANCE AT PT DJASA BAHARI

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Abstract: This study aims to analyze the effect of employee job satisfaction and service quality on company performance at PT Djasa Bahari, Jakarta branch. This research was conducted because in fierce business competition, company performance is one indicator of success which is influenced by various factors, including job satisfaction and service quality. The research method used is quantitative with the SmartPLS analysis tool. The population of this study were 30 employees of PT Djasa Bahari, and the sampling technique used was saturated sampling. Based on the research results, employee job satisfaction has no significant effect on company performance, while service quality shows a significant and positive effect. The conclusion of this study confirms that improving service quality plays a greater role in improving company performance than employee job satisfaction.

Keywords: *job satisfaction, service quality, company performance, logistics*

1. Introduction

In the era of advanced globalization, the intensity of business competition has increased significantly. Companies are required to always adapt and innovate in order to exist and achieve success. One key factor influencing company performance is the degree of employee job satisfaction and the quality of services provided, particularly in the logistics industry.

Logistics is organizing, managing, coordinating, and overseeing the movement and storage of raw materials, supplies, and finished products, along with related data from start to finish to meet customer needs (Suarna Indri Ferdian. et al., 2022). Logistics also plays an important role in operational efficiency, guaranteeing ensure clients are provided with goods and services promptly and in a cost-efficient way, and in accordance with quality standards. In addition, logistics also includes supply chain management, which includes Collaboration and synergy between the various parties involved in the supply chain to ensure the smooth flow of goods and information. According to (Suarna Indri Ferdian. et al., 2022) One part of supply chain management, logistics management organizes, executes, and controls the optimal and effective flow of goods which includes transportation, storage, and distribution, as well as related services and information, from the source of goods to the final consumer.

In the current situation of fierce business competition, company performance is one of the primary measures of the organization's success in reaching its predetermined goals and vision. Company performance is shaped by several factors, including employee job satisfaction and the quality of services provided. PT Djasa Bahari, as one of the companies operating in the logistics industry sector, faces the challenge of improving its company performance in the midst of intense competition.

In driving improved company performance, employee job satisfaction plays a crucial role. Employees who are content with their jobs generally exhibit higher motivation. productive and contribute positively to the company's success. In addition, job satisfaction also encourages employees to achieve superior performance, which will ultimately result in

greater economic benefits. . If compensation is perceived as fair and appropriate, employees will be more satisfied because they feel that their compensation is aligned with their achievements(Bhastary, 2020). Job satisfaction can also increase employee loyalty, which in turn reduces turnover rates and strengthens organizational stability.

In addition to job satisfaction and the standard of services delivered by the company also has a major impact on company performance. In a situation of fierce business competition, customers have a variety of choices and are more likely to choose companies that offer high- quality services. If the company does not manage to meet customer expectations, this can damage the company's reputation and reduce the level of customer trust.

PT Djasa Bahari, as a company in the logistics industry, also feels the impact of these factors. To remain competitive and successful in the globalization era, companies must realize the importance of employee job satisfaction and service quality. By ensuring employees are satisfied, companies can build a positive work atmosphere and improve company performance. PT Djasa Bahari itself has several branches spread across various regions in Indonesia, including in Jakarta, Semarang, and Surabaya. In this study, the main focus is on the branch located in Jakarta, with the aim of deeply analyzing the effect of employee job satisfaction and service quality on company performance applied in the region. The selection of the Jakarta branch as the object of research is based on its role as the operational center of the company's warehouse as well as its potential contribution to the overall business.

The quality of service provided by PT Djasa Bahari must be a priority. In the logistics industry, customer trust is very important. companies that deliver high-quality services will competitively and efficiently meet consumer expectationsCustomers who are pleased with the service will tend to use the company's services again and recommend it to others. Conversely, dissatisfied customers may move to competitors or leave negative reviews that can damage the company's reputation.

The link between employee job satisfaction, service quality, and firm Performance has been extensively studied in the management literature. Several studies have shown that high employee job Satisfaction can enhance the quality of the services offered, which, in turn, will positively affect company performance. In the context of PT Djasa Bahari, it is important to understand how these two factors interact and contribute to overall company performance.

In addition, in an effort to improve company performance, PT Djasa Bahari needs to periodically evaluate staff job satisfaction and the standard of services offered. By conducting surveys and analysis, the company can find areas that need improvement and make appropriate plans to increase employee satisfaction and improve service quality. This will help the company to build a conducive working atm

2. Literature review

Employee Job Satisfaction

Job satisfaction is a feeling and psychological condition shown by employees about how satisfied they are with their work environment and their jobs. According to (Jodie Firjatullah et al., 2023) Job satisfaction refers to the positive or negative emotional conditions that workers feel towards their jobs. indicators of job satisfaction according to (TiWibowo et al., 2014) stated that it consists of three indicators, namely: 1. satisfaction with superiors, 2. satisfaction with aspects of working conditions, 3. satisfaction with coworkers. Employee job satisfaction is defined as employee moral motivation, discipline, and their work performance which helps achieve the company's desired goals(Tanjung & Rasyid, 2023). Job satisfaction will encourage employees to improve their performance, which in turn can lead to greater

economic rewards. If the rewards are considered fair and appropriate, employees will feel more satisfied because they feel they have received compensation proportional to their achievements. Conversely, if the rewards are perceived to be incompatible with achievement, dissatisfaction will arise (Bhastary, 2020). One way to characterize employee job satisfaction is a positive or gratifying mental state in which arises from an individual's assessment of their job or work experience (Robbins & Judge, 2008). Job satisfaction can be interpreted as a generalization of employee attitudes towards their work (Suryawan & Salsabilla, 2022).

From the various authors mentioned above, it can be that employee job satisfaction is an emotional and psychological state that shows the extent to which employees are satisfied with their work and work environment.

Service Quality

Service quality is an evaluation of how effectively a business or organization fulfills or surpasses customer expectations and needs. According to (Widyo Kristantyo, 2021) service quality is the consumer's perception of the gap between their expectations and the actual service provided services provided and those expected. Service quality is an ever-changing situation involving products, labor, processes, and the environment, and has the ability to meet or even exceed customer expectations. Price is the second factor influencing customer satisfaction. Service quality refers to efforts in providing services that are fast and appropriate to satisfy the needs and wants of consumers and align with their expectations. Consumer expectations are assumptions that customers have prior to trying or purchasing a product which are used as a basis for assessing product performance (Izzuddin & Muhsin, 2020). According to (Hardiyansyah & Budiman, 2019) Service quality plays an important role in maintaining the continuity of a company, where good service quality is achieved when customer needs and desires can be met. Service quality is defined as the effort to fulfill customer needs and desires, ensuring that the services offered align with their expectations. Service quality is also described as the standard of excellence anticipated and the management of that standard to satisfy customer desires (Septiani et al., 2020). consumer perceptions about the difference between the services obtained and those expected (Aziz et al., 2021). (Widyo Kristantyo, 2021) that service quality refers to the perception of how services are technically provided, the process by which the results are achieved, and the overall quality of the physical services provided.

There are five dimensions of service quality based on (Budiarno et al., 2022) some of which are:

1. Tangible
2. Realibility
3. Responsiveness
4. Assurance
5. Empathy

From the various authors mentioned above, it can be synthesized Service quality is an indicator that shows the extent to which a business or organization can fulfill or surpass customer expectations and needs.

Company Performance

Company performance is the outcome of the operational processes executed by the company. which shows the level of business success, which can be measured using financial and non- financial data. Company performance is a crucial factor that each company must achieve, as it shows how well the business can manage and distribute its resources effectively (Iskandar, 2018). According to (Apriyani et al., 2020) performance is the result or

achievement that a person achieves in carrying out the tasks assigned to him. According to (Febrianto, 2015) Utilizing company performance as a measure to evaluate an organization's capacity or company to achieve its goals. According to Company performance is measured as a result of the managerial decision-making process as it relates to the efficient use of capital, profitability, and effectiveness of performance activities. According to (Simbolon, 2015) company performance has indicators 1. Efficiency, 2. Market growth, 3. Productivity. According to Jensen and Meckling's agency theory (1976) companies can experience agency conflicts if they separate management functions from ownership functions. Managers and shareholders are often at odds because they make decisions about two things. First, decisions about the search for funds (financing selection) and second, decisions about how these funds are invested (Ardianingsih & Ardiyani, 2010). Performance is a periodic evaluation of how well an organization operates, the parts within it, and its employees, according to set goals, standards, and criteria (Thesman & Rai Utama, 2015). Company performance describes the state of the company during a specific timeframe; this reflects the achievements or results that are shaped by the company's operational activities in using existing assets (Galib & Hidayat, 2018a). results or achievements that are influenced by business operational activities in utilizing company resources (Galib & Hidayat, 2018b).

From the various authors mentioned above, it can be synthesized that company performance is a measure that reflects the results of the operational process and how effective the company is in reaching the objectives established by the company.

Variabel	Operational Definition
Employee job satisfaction	Employee Job Satisfaction refers to the emotional and psychological state experienced by employees at PT Djasa Bahari regarding how satisfied they are with their job and work environment. Some indicators of job satisfaction encompass: Contentment with Superiors, Satisfaction with Aspects of Working Conditions, Satisfaction with Coworkers
Service quality	Service Quality is an indicator of the effectiveness of the PT Djasa Bahari company in meeting or exceeding customer expectations and needs through various aspects of the services provided. Service quality assessment is based on 5 key dimension : Tangibles, Reliability, responsiveness, Assurance, Empathy
Company Performance	Company performance is a measure that reflects the results and effectiveness of the operational process in achieving the goals set by PT Djasa Bahari, which includes indicators: Efficiency, Profitability, Market Growth, Productivity

Table 1 : Operational Definition

3. Research method

This study employs quantitative methods. According to (Ardiansyah et al., 2023) Quantitative research is a research method that collects and analyzes data through numerical numbers and measurements. This research uses a questionnaire method with answers using a Likert scale.

The population in this study was determined based on the number of employees at PT Djasa Bahari Jakarta branch, namely 30 employees, with age criteria from, gender, namely male & female, education level, namely at least high school or equivalent. According to sugiyono (2019:126) The population refers to a general category that encompasses, objects or subjects with particular numbers and characteristics selected by researchers for study and subsequent conclusion-making.

The sample technique method used is the Non Probability Sampling technique. Non Probability Sampling technique is a sampling technique that does not provide equal opportunities for each member of the population to be selected as a sample. One type of sampling in Non Probability Sampling used in this study is Saturated Sampling.

Determination of the sample in this study using saturated sampling technique, where the entire population of 30 employees of PT Djasa Bahari Jakarta branch is sampled. The use of the entire population is expected to provide a more accurate and comprehensive picture of the effect of job satisfaction and service quality on company performance. The analysis technique is carried out using SmartPLS software, through validity and reliability tests, to measure whether the effect of employee job satisfaction and service quality on company performance is positive or negative.

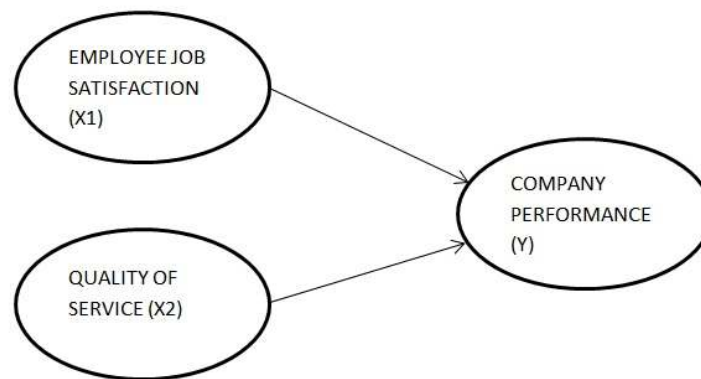


Figure 1 : Research Framework

The hypothesis formulation based on the framework above is as follows:

H1 : Employee job satisfaction (X1) has a positive and significant effect on company performance (Y)

H2 : Service quality (X2) has a positive and significant effect on company performance (Y)

4. Result and discussion

Based on the research findings, this data analysis aims to evaluate the level of employee job satisfaction (variable X1), service quality (variable X2), and company performance (variable Y). Data was gathered via questionnaires distributed to 30 company employees.

Gender

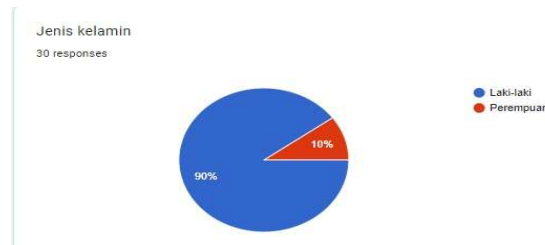


Figure 2 : Gender

In the findings from the questionnaire respondents that we distributed to 30 employees of PT djasa bahari Jakarta Branch, the gender who filled out this questionnaire was filled by 90% men and 10% women.

Length of service

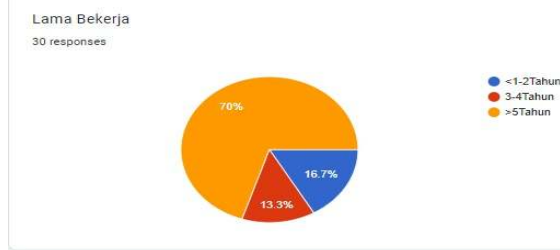


Figure 3 : Length of service

In the findings from the questionnaire respondents that we distributed to 30 employees of PT djasa Bahari Jakarta Branch for the question of length of work filled with 70% have worked at the Company for >5 years, 16,7% have worked <1-2 years and the remaining 13,3% have worked for 3-4 years at the Company.

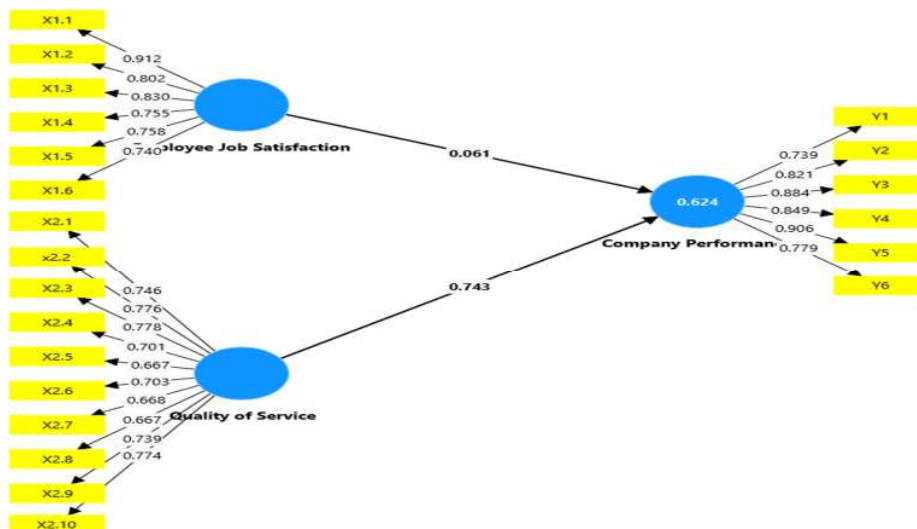


Figure 4 : Output of Path Coefficient (Outer Model)

To evaluate the convergent validity of measurement models with reflective indicators, the assessment is based on the correlation between item or component scores and construct

scores computed using PLS. A reflective measure is deemed adequate if its correlation with the construct of interest exceeds 0.70.

	COMPANY PERMONACE	EMPLOYEE JOB SATISFACTION	SERVICE QUALITY
X1.1		0.912	
X1.2		0.802	
X1.3		0.830	
X1.4		0.755	
X1.5		0.758	
X1.6		0.740	
X2.1			0.746
X2.10			0.774
X2.3			0.778
X2.4			0.701
X2.5			0.667
X2.6			0.703
X2.7			0.668
X2.8			0.667
X2.9			0.739
Y1	0.739		
Y2	0.821		
Y3	0.884		
Y4	0.849		
Y5	0.906		
Y6	0.779		
x2.2			0.776

Tabel 2 :Loading factor

In the validity test by testing the Loading factor, the variables fulfill the correlation > 0.70, except for the X2.5, X2.7, X2.8 variable which does not meet the correlation which is at the choreography value <0.70.

Average variance Extracted (AVE) value > 0.5 of each variable and can be considered valid and satisfy the criteria for convergent validity. The reliability of latent variable component scores can also be measured using the AVE measure. The results will be more conservative than the composite reliability (CR). If all indicators are expressed in standardized form, then the AVE value will be equal to the average community block value. aims to determine the extent of variance in the construct component derived from its indicators, while accounting for the error rate.

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
COMPANY PERMONACE	0.910	0.911	0.931	0.692
EMPLOYEE JOB SATISFACTION	0.890	0.909	0.915	0.642
SERVICE QUALITY	0.898	0.903	0.916	0.523

Tabel 3 : Construct realibility and validity

Data can also be considered reliable if the Cronbach Alpha (CA) and Composite Reliability (CR) values exceed 0.70(Tanasale et al., 2022). In Table 3, the results indicate that each variable fulfills Cronbach Alpha and Composite Reliability, which allows for the conclusion that all variables, including employee job satisfaction, service quality, and company performance can be used in this study.

	COMPANY PERMONACE	EMPLOYEE JOB SATISFACTION	SERVICE QUALITY
COMPANY PERMONACE			
EMPLOYEE JOB SATISFACTION	0.671		
SERVICE QUALITY	0.857	0.829	

Tabel 4 : Discriminant validity

Discriminant validity assesses how distinctly a construct differs from other constructs. A high discriminant validity value signifies that the construct is unique and accurately represents the phenomenon being measured.

R-Square

	R-square	R-square adjusted
COMPANY PERMONACE	0.624	0.596

Tabel 5 : R-square

R-Square on endogenous constructs: The R-Square value for each dependent latent variable is observed when assessing the model with PLS. The R-Square values are 0.75 (strong), 0.50 (moderate), and 0.25 (weak)(Sihombing & Arsani, 2022). In table 5 there is a value in R- Square of 0.624 or 62.4% for the Company Performance variable.

F-Square

	COMPANY PERMONACE	EMPLOYEE JOB SATISFACTION	SERVICE QUALITY
COMPANY PERMONACE			
EMPLOYEE JOB SATISFACTION	0.004		
SERVICE QUALITY	0.607		

Tabel 6 : F-square

F-Square is done to determine how good the model is. It is expected that the value exceeds 0.15, indicating that the model is considered at least moderately good (moderate)(Sihombing & Arsani, 2022). In table 6 there is a value on the F-square of 0.004 for the employee job satisfaction variable on the company performance variable, and there is a value of 0.607 on the service quality factor in the company performance variable.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
EMPLOYEE JOB SATISFACTION -> COMPANY PERMONACE	0.061	0.070	0.210	0.288	0.773
SERVICE QUALITY -> COMPANY PERMONACE	0.743	0.754	0.193	3.849	0.000

Tabel 7 : Path coefficient P value

Estimates for Path Coefficients are values that indicate the strength of the influence between latent constructs. This is determined using the Bootstrapping procedure. According to (Haryono, 2016) the hypothesis is considered valid if it has a P Value ≤ 0.05 . From the results of table 3 that the employee job satisfaction variable cannot be accepted because the p value is more than 0.005, while the service quality variable can be accepted because the p value is ≤ 0.05 .

Structural Model Evaluation (Inner Model)

The Customer Satisfaction value in the table indicates a strong correlation in the model. The figure of 0.624 or 62.4% shows that employee job satisfaction and service quality account for 69.5% of the variability in company performance, while the remaining 37.6% is influenced by other factors not covered in this study.

1. The employee job satisfaction variable does not have a significant effect on the company performance variable with a value of $0.773 < 0.05$, and does not show a positive influence with a T_{hitung} value of $0.288 < 2.0738$ (T_{tabel}), and has a small standard deviation of 0.210.
2. The service quality variable significantly affects the company performance variable, with a value of $0.000 < 0.05$, indicating a positive impact. The T_{hitung} value of 3,849 exceeds the T_{tabel} value of 2.0738, and the standard deviation is relatively low at 0.193.

5. Conclusion

This study seeks to determine the impact of employee job satisfaction and service quality on company performance at PT Djasa Bahari. This research uses quantitative methods with saturated sampling techniques, involving all employees of PT Djasa Bahari Jakarta branch totaling 30 respondents. The analysis was conducted using SmartPLS, supplemented by validity and reliability tests to assess the influence of these variables. From the results and discussion, it can be concluded that

1. Employee Job Satisfaction
 - Employee job satisfaction is a positive emotional state that can affect motivation and productivity. Satisfied employees tend to be more loyal and have low turnover rates, which in turn increases organizational stability.
 - This study shows that employee job satisfaction does not have a significant effect on company performance, despite a positive correlation (T_{hitung} value of $0.288 < T_{tabel}$ 2.0738) and a small standard deviation (0.210).
2. Service Quality
 - Customers tend to choose companies with high-quality services. High-quality services not only increase customer satisfaction but also encourage customer loyalty.
 - The results showed that service quality has a significant and positive effect on company performance, with a T_{hitung} value of 3,849 $> T_{tabel}$ 2.0738 and a small standard deviation of 0.193.
3. Company Performance
 - Company performance was measured through indicators of efficiency, market growth, and productivity. The study found that 62,4% of the variation in company performance can be explained by employee job satisfaction and service quality, with the remaining 37,6% explained by other factors not addressed in this study.
 - The hypothesis shows that service quality is a more dominant variable in influencing company performance compared to employee job satisfaction

6. Implications

From the discussion of the research that has been carried out, implications can be drawn relating to employee job satisfaction, Service Quality to Company Performance of PT Djasa Bahari.

Among others:

1. Improving Employee Management Strategies, Although employee job satisfaction does not significantly impact company performance in this study, companies should still pay attention to working conditions and improve aspects that can increase job satisfaction. This is important to maintain employee loyalty and reduce turnover.
2. Focus on Service Quality, Given that service quality has a significant influence on company performance, PT Djasa Bahari must continuously improve service quality. This includes ensuring supportive physical facilities, improving service reliability and responsiveness, providing clear guarantees, and showing high empathy to customers. Also, the company needs to conduct regular training for employees to improve service skills and ensure consistent service standards.
3. Periodic Evaluation and Continuous Improvement, PT Djasa Bahari needs to conduct regular evaluations of employee job satisfaction and service quality through surveys and data analysis. Evaluation results can be used to identify areas that require improvement and develop appropriate strategies, benchmarking against other companies in the same industry can provide additional insight into best practices in improving service quality and company performance.
4. Strengthening Relationships with Customers, Building strong relationships with customers through high-quality services can increase customer satisfaction and loyalty. Companies need to develop loyalty programs and reward loyal customers, listen to customer feedback and respond to complaints quickly and effectively can help companies maintain a good reputation and increase customer trust.

7. Research limitation

This research is limited to the number of respondents provided by the company PT Djasa Bahari, and this research was carried out in a short period of time so that it became one of the factors that could not be done thoroughly and in depth in this study.

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