



## Quality of Services, Quality of Human Resources, Infrastructure, Customer Satisfaction of the Technical Implementation Unit of the Sragen Regency Industrial Center Office

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### Article Info

ISSN (online): 2582-7138

Volume: 06

Issue: 03

May-June 2025

Received: 10-04-2025

Accepted: 12-05-2025

Page No: 843-848

### Abstract

This study seeks to determine the extent to which service quality, human resource quality, and infrastructural facilities individually influence customer satisfaction. This research utilized a sample of 154 customer respondents from the Technical Implementation Unit of the Sragen Regency Industrial Center Office. This study employs a non-probability sampling strategy and utilizes primary data. The data analysis method used is simple linear regression analysis. The study found that customer satisfaction is positively and significantly impacted by the test results of service quality, human resource quality, and infrastructural facility quality. Factors pertaining to service quality, HR quality, and infrastructure facilities accounted for 0.553 of the customer satisfaction variable, while factors outside the research model accounted for the remaining 45%.

**Keywords:** Quality of Service, Quality of Human Resources, Infrastructure, Customer Satisfaction

### 1. Introduction

In today's highly competitive business environment, the success of any company, including the Industrial Regional Technical Implementation Unit (UPTD), hinges on the quality of their service, people resources, and infrastructure. The UPTD industry Center of Sragen Regency is an important regional technical implementation institution that helps the creative and handicraft industry sector in Sragen Regency, Central Java, expand. Customer satisfaction, the main indicator of service delivery performance, may be influenced by factors such as service quality, availability of qualified staff, and appropriate infrastructure (Navis *et al.*, 2020; Rijal *et al.*, 2023)<sup>[17]</sup>.

Typically, when a customer is satisfied, it's because the service or results they got met or beyond their expectations. Tjiptono and Candra (2012) state that customer satisfaction is the outcome of a buyer's evaluation of the gap between the product's actual performance and their expectations before buying it. Staff members are expected to enhance service quality, human resource quality, and infrastructure availability as part of their responsibilities as a UPTD (Technical Implementation Unit) within the Sragen Regency Industrial Center, which aims to improve human resource quality generally and in the development sector in Sragen in particular.

With good service quality, customers will feel satisfied (service as expected). However, basically, good service quality is not enough to be achieved, but also maintained and maintained considering the shifting needs, expectations and desires of customers and various interested parties (R. R. Sari *et al.*, 2021)<sup>[22]</sup>. For this reason, the UPTD Industrial Center of Sragen Regency is expected to provide more quality and consistent services. Today's consumer expectation is to get good and quality service from companies or service providers. If the services provided can meet needs and expectations, then it can be said that the services provided are of high quality or satisfactory. Customers who aren't happy with the service they receive are a sign that something is wrong. Businesses should always aim to enhance the quality of their services, as consumer contentment is vital. Providing excellent service is a key factor in making customers happy. All the visible and invisible ways in which a product or service meets a customer's demands constitute its quality, says Kotler (2002).

When it comes to making customers happy, service quality is key. How satisfied a customer is with the service they receive from a business is directly related to their opinion of that business's service quality. When it comes to the services offered by the organization, client satisfaction is measured by the quality of service. Customers' disappointment and dissatisfaction, along with other negative effects on the business, could result from service quality that falls short of expectations. The journals Govinaza & Budiani (2022)<sup>[9]</sup> and Euisnawati (2022)<sup>[6]</sup> provide more evidence that service quality characteristics significantly impact customer happiness. This further supports the idea that service quality influences consumer satisfaction.

The caliber of Human Resources (HR) significantly influences customer satisfaction with the service provided. Higher quality human resources significantly enhance service satisfaction, directly influencing institutional performance. Human Resources is an important matter in any business activity, because it ensures the performance of an industry (Simanjutak, 2013)<sup>[23]</sup>. Of course, this is a very serious concern for companies in improving the quality of their human resources. Therefore, many steps are taken by institutions through the use of job training techniques so that employees become more productive and skilled in carrying out their duties and responsibilities.

The caliber of Human Resources (HR) substantially impacts customer satisfaction. Quality human resources, with good skills, knowledge, and attitude, are able to provide excellent, responsive, and solution-oriented service. This creates a positive experience for customers, increases trust, and encourages loyalty. Conversely, incompetent HR can lead to mistakes, delays, and a lack of empathy, leading to customer disappointment and a negative image of the company. The influence between HR quality and consumer satisfaction is strengthened by the journals Rahmanto & Rachmadani (2021)<sup>[16]</sup> and Rijal *et al.* (2023)<sup>[17]</sup>. This indicates that the quality characteristics of human resources concurrently exert a major influence on customer satisfaction.

Public facilities are facilities that are provided to meet the public interest. Public facilities usually include facilities and infrastructure. Facilities are all devices in the form of tools and materials used in the process of activities. Meanwhile, infrastructure is all basic equipment that supports the implementation of the activity process (Ministry of National Education, 2008). Standard Operating Procedures or more commonly known as SOPs are guidelines used to ensure that the operational activities of an activity, company, organization or place can run properly and smoothly (Sailendra, 2015)<sup>[18]</sup>. The availability of facilities and infrastructure to support workers in providing services and serving customer needs. The availability of adequate and quality infrastructure will provide comfort and satisfaction not only for workers in the UPTD, but also for customers who come to enjoy the services of the UPTD (Salam & Rosy, 2022)<sup>[19]</sup>. As an institution engaged in the field of services, of course, UPTD is very prioritized related to customer comfort and satisfaction, because by improving services and institutional facilities, it will certainly also affect customer satisfaction.

Adequate and quality facilities have a crucial role in creating

customer satisfaction. When customers feel comfortable, safe, and their needs are met by the facilities provided, they are likely to have a positive experience. A good facility not only enhances the functionality of a product or service, but also provides significant added value for customers. Therefore, investing in the right facilities can be an effective strategy to build customer loyalty and improve the company's positive image. The correlation between infrastructure quality and consumer happiness was reinforced by the studies of Irmal *et al.* (2022)<sup>[12]</sup> and Huda (2023)<sup>[11]</sup>, which demonstrated that the factors related to infrastructure facilities significantly impact customer satisfaction concurrently.

## 2. Methods

An associative technique is utilized in this investigation. One hundred people working for UPTD in Sragen Regency's Industrial Center make up the study's population. Customers of the Technical Implementation Unit of the Sragen Regency Industrial Center Office (154 in all) are the participants of this study, which uses a saturated sample, a non-probability sampling approach. This study employs validity and reliability assessments for questionnaires and utilizes multiple linear regression analysis for data evaluation.

## 3. Literature Search

### Quality of Service

The establishment of customer satisfaction yields advantages such as fostering harmonious relationships between agencies and clients, cultivating customer loyalty among industrial center members through high service quality, and generating beneficial word-of-mouth recommendations for the agency. Arianto (2018) asserts that service quality emphasizes fulfilling demands and criteria, along with punctuality to satisfy client expectations.

According to Tholok *et al.* (2023)<sup>[28]</sup> explains that service quality is an act and action of business actors or companies to provide satisfaction to customers. As stated by Hijeriah *et al.* (2022)<sup>[10]</sup>, service quality refers to the capacity to create and provide goods or services that meet client expectations and wishes in terms of advantages. Sari *et al.* (2020)<sup>[21]</sup> states that a service has advantages and only customers can provide value to a service called service quality. According to Situmeang *et al.* (2020)<sup>[24]</sup> A high-quality service goes beyond only satisfying customers' wants and requirements; it also includes making sure their orders are delivered accurately. According to Parasuraman Dalam (Haryanti, 2019). It was shown that 22 elements influence service quality, which may be condensed into five primary dimensions known as SERVQUAL: dependability, responsiveness, assurance, empathy, and tangibles.

When it comes to making customers happy, service quality is key. How satisfied a customer is with the service they receive from a business is directly related to their opinion of that business's service quality. As a service provider, the company's service quality serves as a yardstick for client happiness. If the quality of the service is not up to par, it might lead to unhappy customers and other problems for the

company. The journals Govinaza & Budiani (2022)<sup>[9]</sup> and Euisnawati (2022)<sup>[6]</sup> provide more evidence that service quality characteristics significantly impact customer happiness. This further supports the idea that service quality influences consumer satisfaction.

### **H1: The quality of service has a positive and significant effect on customer satisfaction**

#### **Quality of Human Resources**

Ngoc & Tien (2023)<sup>[15]</sup> posits that the quality of human resources encompasses each employee's capability to fulfill their tasks, pursue personal growth, and foster the self-improvement of their peers. According to Sedarmayanti (2013), the calibre of a company's human resources depends on its employees' physical ability, intellectual capacities (knowledge), and mental qualities. Therefore, competence in both mental and physical areas is indicative of high-quality human resources. da Silva *et al.* (2022)<sup>[5]</sup> defines the quality of human resources as the amalgamation of physical capabilities (physical health) and non-physical competencies (professionalism, cognitive ability, mental equilibrium, and other skills). Through the integration of these attributes, individuals can realize their potential, innovate, and perform professionally. This study's indicators are based on those proposed by Ammirato *et al.* (2023)<sup>[12]</sup>, who state that there are five (five) references to consider when assessing human resource quality: domain knowledge, skill, work ethic, and planning capacity.

The level of happiness felt by clients is strongly related to the caliber of the HR department. Excellent, responsive, and solution-oriented service may be provided by quality people resources who possess good skills, expertise, and attitude. Customers are more likely to have a pleasant experience, trust more, and be loyal as a result of this. Conversely, incompetent HR can lead to mistakes, delays, and a lack of empathy, leading to customer disappointment and a negative image of the company. Publications such as Rahmanto & Rachmadani (2021)<sup>[16]</sup> and Rijal *et al.* (2023)<sup>[17]</sup> bolster the correlation between satisfied customers and high-quality service by demonstrating that HR quality determinants impact customer satisfaction at the same time.

### **H2: HR quality has a positive and significant effect on customer satisfaction**

#### **Quality of Infrastructure**

Agency infrastructure can aid the implementation of a business, manifesting in the shape of tangible items. The agency's facilities and infrastructure can be equated with its existing amenities. The infrastructure of this agency can be in the form of physical facilities such as buildings, comfortable rooms, sophisticated telecommunication equipment, comfortable atmosphere, cleanliness and freshness of air and others that offer various facilities to pamper consumers. Infrastructure facilities are physical evidence of the representation of services, which is usually in the form of equipment used. Infrastructure or facilities are one of the

supporting factors for achieving the company's goals as a service company service to service users (Susanti *et al.*, 2017)<sup>[26]</sup>. Rahmasari (2023) asserts that all items are tangible assets supplied by the service provider to enhance client satisfaction. Facilities are tangible resources that must be established prior to the provision of services to customers. According to Tjiptono (2015) there are several indicators that need to be considered in determining facilities, including consideration or spatial planning, room planning, equipment or furniture and lighting.

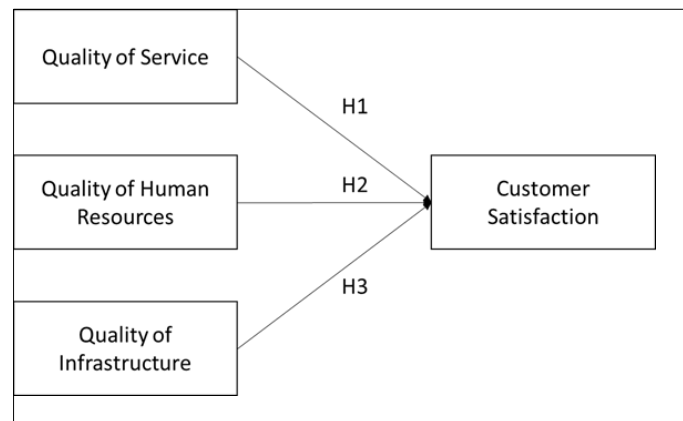
Adequate and quality facilities have a crucial role in creating customer satisfaction. When customers feel comfortable, safe, and their needs are met by the facilities provided, they are likely to have a positive experience. A good facility not only enhances the functionality of a product or service, but also provides significant added value for customers. Therefore, investing in the right facilities can be an effective strategy to build customer loyalty and improve the company's positive image. The influence between service quality and consumer satisfaction was strengthened by the journal Irmal *et al.* (2022)<sup>[12]</sup> and Huda (2023)<sup>[11]</sup> which showed that simultaneously the variables of infrastructure facilities have a significant effect on customer satisfaction.

### **H3: Infrastructure has a positive and significant effect on customer satisfaction.**

#### **Customer Satisfaction**

The term "satisfaction" derives from the Latin words "satis" (meaning sufficient or adequate) and "facio" (to accomplish or make). Satisfaction may be defined as the endeavor to meet a requirement or render something sufficient. The primary objective of a firm is to cultivate client satisfaction (Agag *et al.*, 2024)<sup>[1]</sup>. Customer satisfaction is characterized as the degree of an individual's emotions following the evaluation of a product's performance against their expectations (Indrasari, 2019). Customers will experience satisfaction if the value offered by the product or service meets their needs over an extended period (Arianty, 2016).

Nandra (2022)<sup>[14]</sup> argues that customer satisfaction is a person's expectations or feelings towards the purchase of goods or services. When consumers evaluate the quality of a product or service after using it in comparison to their pre-use expectations, we say that the customer is satisfied. Kusumaningrum (2022) asserts that customer satisfaction is an individual's emotional response to satisfaction or dissatisfaction resulting from a comparison of actual product performance with anticipated performance. If performance is less than expected, consumer dissatisfaction occurs. If performance is in line with expectations, consumers experience significant satisfaction or happiness. According to Putra (2020), indications of customer happiness include satisfaction, repeat purchases, willingness to suggest to others, and fulfillment of consumer expectations. Since a business's reputation is heavily reliant on customer happiness, ensuring customer satisfaction is of utmost importance to the reputation of the firm (Khan *et al.*, 2022).

**Fig 1:** Theoretical Framework

## 4. Results and Discussion

### 4.1 Results

#### Validity Test

**Table 1:** Validity Test

| Variabel                  | R Count | R value |
|---------------------------|---------|---------|
| Quality of Service        | 0,773   | 0.158   |
|                           | 0,827   |         |
|                           | 0,843   |         |
|                           | 0,795   |         |
|                           | 0,854   |         |
| Quality of HR             | 0,761   |         |
|                           | 0,825   |         |
|                           | 0,846   |         |
|                           | 0,803   |         |
|                           | 0,679   |         |
| Quality of Infrastructure | 0,777   |         |
|                           | 0,831   |         |
|                           | 0,827   |         |
|                           | 0,795   |         |
|                           | 0,762   |         |
| Customer Satisfaction     | 0,884   |         |
|                           | 0,824   |         |
|                           | 0,773   |         |
|                           | 0,709   |         |
|                           | 0,893   |         |

Source: Questionnaire results processed 2025

It can be seen from the table above that the r-value is greater than 0.158, so it can be concluded that each question item in the questionnaire is declared valid.

#### Reliability Test

**Table 2:** Reliability Test Results

| Variabel                  | Alpha Value |
|---------------------------|-------------|
| Quality of service        | 0,876       |
| Quality of HR             | 0,842       |
| The Quality of Facilities | 0,857       |
| Customer satisfaction     | 0,875       |

Source: Questionnaire results processed 2025

The reliability test results for the variables of service quality, human resource quality, infrastructure quality, and customer satisfaction indicate that Cronbach's alpha for these variables exceeds the threshold of 0.60, thereby confirming the reliability of all variables.

#### Model Feasibility Test

The F test yielded a F value of 63.996 and a significance value of 0.000, as seen in the table above. The significance value is below 0.05, indicating that the regression model in this study is viable for hypothesis testing, thereby affirming the study's feasibility.

#### Multiple Regression Analysis

**Table 3:** Multiple Regression Test

| Model                     | Unstandardized Coefficients |            | Standardized Coefficients |
|---------------------------|-----------------------------|------------|---------------------------|
|                           | B                           | Std. Error | Beta                      |
| (Constant)                | 4.273                       | 1.348      |                           |
| Quality of Service        | 0.312                       | 0.088      | 0.293                     |
| Quality of HR             | 0.243                       | 0.103      | 0.254                     |
| Quality of Infrastructure | 0.277                       | 0.115      | 0.268                     |

Source: Questionnaire results processed 2025

The multiple regression equation model derived from the findings of the multiple linear regression analysis presented in table 4 is as follows:

$$Y = 4,273 + 0,312X_1 + 0,243X_2 + 0,277X_3 + e$$

**Based on the above results, it can be explained as follows** Customer satisfaction variables with positive constant values indicate that the independent factors—service quality, human resource quality, and infrastructure quality—remain intact. The service's quality proves its worth. An rise in customer satisfaction is positively correlated with any improvement in service quality, as shown by the positive value of the regression coefficient. There are positive qualities in the quality of human resources. A positive result for the regression coefficient suggests that raising the quality of human resources has a direct correlation with raising customer pleasure. Metrics show that the infrastructure facilities are of good quality. An rise in customer satisfaction is positively correlated with improvements to the infrastructure, as shown by the positive regression coefficient.

#### Coefficient of Determination (R Square)

The calculated value of the coefficient of determination (Adjusted R Square) was 0.553. The magnitude of customer satisfaction factors is accounted for by differences in service quality, human resource quality, and infrastructure quality at

55,3%, while the remaining 44,7% is affected by extraneous variables not included in the study model.

### Hypothesis Test (t-Test)

**Table 4:** Partial Impact Significance Test

| Model                     | t     | Sig.  |
|---------------------------|-------|-------|
| (Constant)                | 3.171 | 0.002 |
| Quality of Service        | 3.565 | 0.000 |
| Quality of HR             | 2.344 | 0.020 |
| Quality of Infrastructure | 2.415 | 0.017 |

Source: Questionnaire results processed 2025

1. Hypothesis 1 states that the service quality variable has an effect on customer satisfaction. Based on the results of the statistical test, it shows that the significance value of service quality is  $0.000 < 0.05$  so that it can be concluded that H1 is accepted, which means that service quality variables have an effect on customer satisfaction.
2. Hypothesis 2 posits that the quality characteristics of human resources influence customer satisfaction. The statistical test findings indicate a significant value of firm size at 0.020, which is less than 0.05. Consequently, H2 is accepted, signifying that human resource quality characteristics influence customer satisfaction.
3. Hypothesis 3 states that the variable quality of infrastructure has an effect on customer satisfaction. Based on the results of the statistical test, it shows that the significance value of the quality of infrastructure facilities is  $0.017 < 0.05$  so that it can be concluded that H3 is accepted, which means that the variables of the quality of infrastructure facilities have an effect on customer satisfaction.

### 5. Discussion

#### 1. The Effect of Service Quality on Customer Satisfaction

The findings of the experiment showed that the service quality variable (X1) positively affected customer satisfaction (Y), suggesting that X influenced Y. Quality fostered client motivation to cultivate a strong relationship with the organization. Ultimately, these types of links allow organizations to comprehensively understand client expectations and demands, thereby improving customer satisfaction by optimizing positive experiences and reducing or eradicating negative experiences. The findings of this study are in line with research conducted by Rahmanto & Rachmadani (2021)<sup>[16]</sup> and Rijal *et al.* (2023)<sup>[17]</sup>. Service quality has an important role in creating customer satisfaction. Customer perception of the quality of the company's services or not depends on the suitability and desire for the quality of service they obtain. The company provides services, the quality of service provided is a benchmark for customer satisfaction. If the quality of service is perceived to be less than expected, customers will feel disappointed and dissatisfied and even have other negative impacts on the company.

#### 2. The Influence of Human Resource Quality on Customer Satisfaction

The test findings showed that the human resource quality variable (X2) had a partial effect on customer satisfaction (Y), leading to the conclusion that H2 was

valid. The findings of this study are in line with research conducted by Rahmanto & Rachmadani (2021)<sup>[16]</sup> and Rijal *et al.* (2023)<sup>[17]</sup>, which show that the quality of human resources has a beneficial and substantial impact on customer satisfaction. The caliber of Human Resources (HR) substantially has an impact on customer satisfaction. Competent human resources, with the necessary skills, knowledge, and disposition, can provide exceptional, responsive, and solution-focused services. It fosters a profitable experience for customers, increases trust, and promotes loyalty. Conversely, ineffective HR can result in errors, delays, and a lack of empathy, leading to customer dissatisfaction and a detrimental perception of the organization.

#### 3. The influence of infrastructure advice on customer satisfaction

The test findings indicate that the quality of infrastructural facilities (X3) positively affects customer satisfaction (Y), demonstrating that variable X influences variable Y. The findings of this study indicate that the quality of infrastructure facilities (X3) has a partial effect on customer satisfaction (Y), therefore confirming the acceptance of hypothesis H3. The findings of this study align with the research done by Irmal *et al.* (2022)<sup>[12]</sup> and Huda (2023)<sup>[11]</sup>, indicating that the quality of infrastructural facilities has a favorable and substantial impact on customer satisfaction. Proper and high-quality facilities play a vital part in fostering client happiness. When clients experience comfort, safety, and satisfaction with the given facilities, they are inclined to have a favorable experience. An effective facility not only improves the performance of a product or service but also delivers substantial additional value to clients. Consequently, investing in appropriate facilities may serve as an effective way to cultivate consumer loyalty and enhance the company's favorable reputation.

### 6. Conclusion

Research indicates that service quality, human resource quality, and infrastructure quality positively and significantly influence customer satisfaction at the Technical Implementation Unit of the Sragen Regency Industrial Center Office. Based on the aforementioned results, it is suggested that the variable with the lowest value, service quality, requires enhancement to elevate consumer happiness. Subsequently, researchers interested in studying customer satisfaction may consider broadening the research variables by include mediation or moderation factors.

### 7. Thank-You Note

The author would like to thank the customers of the Technical Implementation Unit of the Sragen Regency Industrial Center Office for the opportunity and contribution given to this research. And special awards were given to supervisors who assisted in this research.

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