

# CUSTOMER SATISFACTION IN GOODS AND PROCUREMENT ASSISTANCE SERVICES GOVERNMENT SECRETARIAT SERVICES REGENCY

Reza Wijaya<sup>1</sup>, Trisninawati<sup>2</sup>, Sulaiman Helmi<sup>3</sup>

<sup>1,2,3</sup> Program Pascasarjana Magister Manajemen, Universitas Bina Darma

---

## ARTICLE INFO

### Keywords:

Goods and Services,  
Customer Satisfaction,  
Service and Procurement.

### E-mail:

Rezawijaya2008@yahoo.com

## ABSTRACT

This study aims to determine and analyze the level of customer satisfaction and expectations of assistance services for the procurement of goods and services at the Goods and Services Procurement Section of the Regional Secretariat of Ogan Komering Ilir Regency. In this study, researchers used quantitative and qualitative research that focused on analyzing customer satisfaction through 5 (five) dimensions of service quality, namely; Direct Evidence, Reliability, Responsiveness, Assurance and Empathy. The data has been collected by arithmetic mean and servqual gap analysis. Based on the results of the study, that overall customer satisfaction with the services provided by the Goods and Services Procurement Section of the Regional Secretariat of Ogan Komering Ilir Regency with an average value of 4.640 is in very good criteria. And customer expectations for the quality of services provided with an average value of 4.651, which is in very good criteria. Thus the servqual gap results are obtained with an average value of -0.011 which is in the medium criteria. This means that the service staff for the procurement of goods and services at the Goods and Services Procurement Section of the Regional Secretariat of Ogan Komering Ilir Regency is considered to have met the expectations or expectations for the service desired by its customers (satisfactory).

Copyright © 2023 Economic Journal. All rights reserved.  
is Licensed under a [Creative Commons Attribution-NonCommercial 4.0 International License \(CC BY-NC 4.0\)](#)

## 1. INTRODUCTION

Carrying out the main tasks and functions of government, namely development, empowerment, service and regulation as stated by Rachman dkk, the government is required to provide an increasing budget every year according to the needs and quality expected by all stakeholders[1]. The budget is to support the implementation of the duties and functions of the wheels of government, one of which is in the procurement of government goods/services. Government procurement of goods/services activities has a very large influence on the implementation of government functions. Therefore, increasing the quantity and quality of government procurement of goods/services is always a top priority [2].

In order to fulfill the need to increase the results of the procurement of goods and services, it is necessary to establish a special work unit whose function is to carry out the process of government procurement of goods/services. In Presidential Regulation Number 12 of 2021 concerning Government Procurement of Goods/Services. The Goods and Services Procurement Section is a work unit in the Ministries/Institutions/Regional Governments which is the center of excellence for the procurement of goods and services which has the function of carrying out the management of goods/services procurement in the Ministries/Institutions/Local Governments and Institutions that are permanent in nature.

While the goods and services procurement service unit was formed in 2012 under the organizational structure of the development administration section of the regional secretariat of Ogan Komering Ilir Regency whose members are still ad hoc (non-permanent). In order to accommodate and make all processes of government procurement of goods and services one door, in 2014 a goods and services procurement service office was formed which is a structural form of the government goods and services procurement service unit, with a total of 4 personnel consisting of 1 office head, 1 head administrative sub-section and 3 section heads, namely the head of the goods procurement section, the section head for procurement of consulting services and other services and the section head for procurement of construction services. Even though the personnel are permanent, they still need a

number of additional ad hoc (non-permanent) personnel from other regional apparatus organizations as selection working groups due to the very high workload.

In 2016, the Section for Procurement of Goods and Services was formed for the Regional Secretariat of Ogan Komering Ilir Regency based on Regional Regulation Number 2 of 2016 concerning the Formation and Composition of Regional Apparatuses of Ogan Komering Ilir Regency (Ogan Komering Ilir Regency Regional Gazette of 2016 Number 2). Due to the lack of interest in civil servants to join as personnel, the Goods and Services Procurement Section of the Regional Secretariat of the Ogan Komering Ilir Regency made a breakthrough in 2017 by participating in the Procurement Modernization program organized by the Goods and Services Procurement Policy Institute with the Millennium Challenge Account Indonesia sourced from grants from the United States specifically for procurement for 2 years. From this program, the Goods and Services Procurement Section of the Regional Secretariat of Ogan Komering Ilir Regency began to improve all lines and was selected as one of 44 pilot procurement service units throughout Indonesia.

The main tasks and functions (tupoksi) of the sub-division for the management of the procurement of goods and services are the main tasks and functions related to the submission of information on the regulations for the procurement of goods and services along with their amendments. Based on data from 2015 to 2019, it was found that most of the assistance services for the procurement of government goods and services in the Goods and Services Procurement Section of the Regional Secretariat of Ogan Komering Ilir Regency have not run optimally.

This obstacle is due to the lack of human resources owned by the Goods and Services Procurement Section and the lack of government procurement of goods and services certification, the building facilities (facilities and infrastructure) owned cannot accommodate the number of requests for assistance (consultation) thus creating a long waiting list. , advisory services (consultation) are only limited to stakeholders who come to the Procurement Section of the Regional Secretariat of Goods and Services. OKI and the queuing system for the implementation of assistance (consultation) for the procurement of government goods and services are unclear, resulting in customer dissatisfaction.

This is what makes the Procurement of Goods and Services Section of Regional Secretariat Kab. OKI continues to innovate and make breakthroughs so that it eventually becomes one of 44 pilot ULPs throughout Indonesia and succeeds in improving all lines starting from increasing organizational maturity, developing human resource capabilities, improving infrastructure and technology as well as the ability to standardize electronic procurement services in the procurement department. goods and services. Christiyanto and Hartanti satisfaction is the level of feeling where a person states the results of a comparison of the performance of service products received and expected [3], this is in line with Liung and Liung who state satisfaction is a response to fulfilling consumer desires [4].

Berry and Parasuraman state that there are two main factors that influence service quality, namely expected service and perceived service [5]. If the service received or felt is more pleasant than expectations, it will lead to satisfaction, otherwise if the service received or felt is less than expectations, then it is said that the service quality is poor. Meanwhile, according to Christiyanto and Hartanti (2018) the main factor determining customer satisfaction is customer perception of service quality. Thus whether or not the quality of service depends on the ability of service providers to consistently meet consumer expectations [3]. Murbarani and Supriyanto (2014) compiled the main dimensions as the main factors determining the quality of service, namely the quality of interactions, the quality of the physical environment and the quality of the results [6]. According to Rahman dkk, the factors that affect the quality of service to customers are divided into two parts, namely internal service quality and external service quality [7].

One way to assess the quality of service is to identify how big the gap is between the customer's expectations or desires and the customer's perception of the service obtained. One method that can be used to assess this service system is the servqual (service quality) method. This method was developed by Alanezi dkk, namely to obtain customer perceptions of service quality and customer perceptions of the quality of services provided [8]. This illustrates that the concept of service provided by the assistance service officer for the procurement of goods and services at the Goods and Services Procurement Section of the Regional Secretariat of Ogan Komering Ilir Regency is in accordance with customer expectations, or there may be differences or gaps (gaps) regarding the concept of service according to customers. and service providers.

Wibowo & Priansa defines the servqual gap as a gap that can cause service failures received by customers [9]. This service quality model is a very useful concept for managers to understand why failures occur in service quality by using a comparative approach in identifying and measuring the key

dimensions of the service quality concept. Furthermore, this model also explains that in order to succeed in satisfying its customers, managers must try to eliminate or reduce gaps or gaps at each level.

Meanwhile, according to Sinollah and Masruro stated that there are five dimensions which are the main factors determining the quality of services, including (1) Reliability, which shows how far the company provides the same service as promised accurately and precisely. This reliability is not only important for big problems, because small problems are also important for customers in providing evaluations about the company, (2) Responsiveness, which shows the willingness and commitment of the company to provide timely services. Responsiveness is not only about the speed of service provided, but also the willingness of the company or employees to help customers. (3) Assurance, namely the ability to generate trust and confidence from customers which includes knowledge, politeness, and the ability of employees to foster customer trust in the company. (4) Empathy, namely the communication skills of employees to explain well about the services provided by the company will have a good impact on customer evaluation. (5) Direct evidence, which includes the appearance and facilities, building, equipment and appearance of the company's employees. The company's physical appearance will affect the customer's evaluation of the service quality provided by the company [10].

From the explanation above, to what extent the Goods and Services Procurement Section knows, understands, and fulfills the wishes of its customers, it is necessary to carry out an analysis that aims to determine the level of customer satisfaction in assisting services for the procurement of government goods and services.

## 2. METHOD

This research uses quantitative research and qualitative research or also called mixed methods research. Tashakkon & Creswell provide a definition of mixed methods (mixed methods) is research that collects and analyzes data, integrates findings, and draws inferential conclusions using two approaches or quantitative and qualitative research methods in one study [11]. The combined method is used to answer research questions in one project/research activity.

This type of combination research can be interpreted as a research method based on the philosophy of pragmatism (a combination of positivism and post-positivism) used to research on artificial (laboratory) and natural object conditions where researchers can act as instruments and use instruments for measurement, data collection techniques can use tests, questionnaires and triangulation (combined), data analysis is deductive (quantitative) and inductive (qualitative), and the results of combined research can be used to understand meaning and make generalizations [11].

Thus in this study, the data source in question is a display in the form of spoken or written words from customer complaint reports examined by researchers, and objects that are observed in detail so that the implicit meaning in the document or object (supporting facilities) can be captured. related to the assistance service for the procurement of government goods and services at the Procurement Section of the Regional Secretariat of Ogan Komering Ilir Regency.

### Analysis Method

According to Sugiyono data analysis is the process of searching for and systematically compiling data obtained from interviews, field notes, and documentation by organizing data into categories, describing them into units, synthesize, arrange into patterns, choose which ones are important and which will be studied, and make conclusions so that they are easily understood by oneself and others [12].

In this study the data analysis method used is descriptive qualitative method. The data that has been obtained regarding the indication of the gap between the real situation (realization) and the ideal state (hope or expectation) will be analyzed using the gap analysis method. Gap analysis (distance) is an auxiliary tool/method of an organization to compare actual performance with potential performance. The purpose of gap analysis is to identify gaps between optimism and integration of inputs and current achievements. Gap analysis helps the organization in disclosing what needs to be improved. The gap analysis process includes documentation, determination and the positive side of the diversity of desires and capabilities [13].

In this study, researchers used data and information obtained from customers (regional apparatus organizations and business actors/companies) in the form of questionnaires to analyze and find out the level of expectations and levels of customer satisfaction with assistance services for the procurement of government goods and services using arithmetic mean analysis and servqual analysis. gaps. The servqual method is intended to measure service quality through the difference (gap) between customer expectations and service quality.

### 3. RESULT AND DISCUSSION

#### Request Cars in Indonesia as Sample Data

Based on the questionnaire that has been distributed regarding the expectations of customers / service users for the assistance service for the procurement of government goods and services in the Procurement Section of the Regional Secretariat of Goods and Services Kab. OKI as many as 15 questions. The question on the expectation analysis is the same question as the question on service quality, except that the respondent is asked to fill in a question to find out the expectations that the respondent wants for the quality of assistance services in the Procurement Section of the Regional Secretariat of Goods and Services. OKI, according to table 1.

Table 1. Value Analysis of Customer expectations

Dimensions	Question Number	Average	Criteria
<b>Immediate Evidence</b>	1	4,700	Very good
	2	4,640	Very good
	3	4,640	Very good
	4	4,640	Very good
<b>Reliability</b>	5	4,680	Very good
	6	4,620	Very good
	7	4,620	Very good
<b>Responsiveness</b>	8	4,700	Very good
	9	4,680	Very good
	10	4,720	Very good
<b>Guarantee</b>	11	4,600	Very good
	12	4,520	Very good
	13	4,600	Very good
<b>Empathy</b>	14	4,720	Very good
	15	4,680	Very good
<b>Overall Average</b>		<b>4,651</b>	<b>Very good</b>

Based on the table above, it can be explained that the level of expectations of service users/customers shows that customer expectations in all dimensions of the quality of assistance services are very good with a total average of 4.651 which is in a very good interval. A very good level of customer expectations indicates that customers have very high expectations for the aspects or dimensions measured in this study. From the table above it can also be seen that customer expectations are very good and have an average value of 4.667 are responsiveness and empathy dimensions, namely:

- Officers provide services carefully in dealing with any problems/constraints experienced by customers.
- Officers are not discriminatory in providing services to every customer/not picky customers.
- Officers can put customers as top priority.
- Officers listen to customer complaints and provide clear information to customers.
- Officers are not discriminatory in providing services to every customer/not picky customers.
- Officers can put customers as top priority.

The results of the recapitulation of the questionnaire that has been distributed regarding customer satisfaction with the assistance service for the procurement of government goods and services at the Procurement Section of the Regional Secretariat of Goods and Services Kab. OKI as many as 15 questions can be seen in table 2.

Table 2. Service Quality Analysis Value

Dimensions	Question Number	Average	Criteria
<b>Immediate Evidence</b>	1	4,680	Very good
	2	4,540	Very good
	3	4,660	Very good
	4	4,720	Very good
<b>Reliability</b>	5	4,680	Very good
	6	4,700	Very good

	7	4,680	Very good
<b>Responsiveness</b>	8	4,640	Very good
	9	4,620	Very good
	10	4,620	Very good
<b>Guarantee</b>	11	4,580	Very good
	12	4,560	Very good
	13	4,620	Very good
<b>Empathy</b>	14	4,680	Very good
	15	4,620	Very good
	<b>Overall Average</b>	<b>4,640</b>	<b>Very good</b>

Based on the table above, it can be explained that the assistance service officer for the procurement of goods and services at the Procurement Section of the Regional Secretariat of Goods and Services. OKI has a very good quality level of mentoring services, with a total average of 4.640 which is in the interval 4.21-5.00 which means it is in very good criteria. However, based on the data above, the factors that are considered lacking/lowest value, although still in very good criteria, are found in the dimension of direct evidence, namely assistance service facilities and other supporting facilities in good condition. This is affected because the electronic service system (LPSE) is still often undergoing repairs both in the form of maintenance and during the system upgrade process, when the system is being repaired, the system is temporarily stopped and cannot be opened/accessed.

Servqual gap analysis is used to measure service quality through differences in perceptions or service quality with customer expectations. There are also limitations for determining service quality criteria after calculation, for more details can be seen in table 3.

Table 3. Servqual Gap Analysis Value

Dimensions	Question Number	Service Quality	Customer Expectations	Gap (KL-HP)	Criteria
<b>Immediate Evidence</b>	1	4,680	4,700	-0,020	Currently
	2	4,540	4,640	-0,100	Currently
	3	4,660	4,640	-0,020	Currently
Average		<b>4,627</b>	<b>4,660</b>	<b>-0,033</b>	<b>Currently</b>
<b>reliability</b>	4	4,720	4,640	0,080	Currently
	5	4,680	4,680	0,000	Currently
	6	4,700	4,620	0,080	Currently
Average		<b>4,700</b>	<b>4,647</b>	<b>0,053</b>	<b>Currently</b>
<b>Responsiveness</b>	7	4,680	4,620	0,060	Currently
	8	4,640	4,700	-0,060	Currently
	9	4,620	4,680	-0,060	Currently
Average		<b>4,647</b>	<b>4,667</b>	<b>-0,020</b>	<b>Currently</b>
<b>Guarantee</b>	10	4,620	4,720	-0,100	Currently
	11	4,580	4,600	-0,020	Currently
	12	4,560	4,520	0,040	Currently
Average		<b>4,587</b>	<b>4,613</b>	<b>-0,027</b>	<b>Currently</b>
<b>Empathy</b>	13	4,620	4,600	0,020	Currently
	14	4,680	4,720	-0,040	Currently
	15	4,620	4,680	-0,060	Currently
Average		<b>4,640</b>	<b>4,667</b>	<b>-0,027</b>	<b>Currently</b>
<b>Overall Average</b>		<b>4,640</b>	<b>4,651</b>	<b>-0,011</b>	<b>Currently</b>

The table above shows that the average for each dimension of service quality is included in the medium criteria, for an average total gap or service quality level of -0.011, which means that in the classification analysis this gap is included in the moderate classification. Means the quality of assistance services for the procurement of goods and services in the Procurement of Goods and Services Section of the Regional Secretariat of Kab. OKI is considered to meet the expectations or expectations of customers. It can be seen in the table above that the five indicators/dimensions of the quality of mentoring services are in the moderate criteria. It can also be seen that the lowest average gap value lies in the dimension of direct evidence, namely -0.033, where customers have very high expectations of:

*Customer Satisfaction In Goods And Procurement Assistance Services Government Secretariat Services  
Regency. Reza Wijaya, et.al*

- a. The space where the service is located feels comfortable and is supported by facilities and infrastructure that support the service process.
- b. Assistance service facilities and other supporting facilities are in good condition.
- c. The attitude and appearance of officers is good and disciplined in providing services to customers.

### Discussion

Among them are: factors including expectations caused by other people and one's philosophy regarding services; basic needs of a customer which includes physical, social and psychological needs; factors which include emergency situations when a customer really needs a service and wants a service provider to be able to help him, as well as the last service he consumed; customer perceptions of the level/degree of service of other similar companies; perceptions of the level/degree of involvement in influencing the services they receive; factors that consist of all possibilities that can affect the performance of services that are beyond the control of the service provider; a statement by the organization about its services; factors related to services that provide conclusions for customers about what services should be and what will be provided; includes the cost of obtaining the service (price), the accessories, so that the customer can judge whether the service is exclusive, ordinary, bad; statements submitted by other people such as experts, celebrities, friends, family and so on; and experience factors that occurred in the past on the consumption of a service.

Analysis of service quality or service quality (servqual acronym) is a descriptive method to describe the level of customer satisfaction. According to Parasuraman, et al, service quality is a comparison between expectations and performance. Quoting Lewis and Booms, they state that "Service quality is a measure of how well a service meets customer expectations. Providing service quality means compromising with customer expectations in a consistent manner" [8]. The difference between perceptions and expectations is called the "gap" or service quality gap, which is formulated as follows  $gap = perception - expectation$ . The lowest service quality will occur when performance is far below expectations.

The results of this study show that in the servqual gap analysis, it appears that the average for each dimension of service quality is included in the moderate criteria. The overall average value of the servqual gap is -0.011 which is included in the medium category. This means that the quality of government procurement assistance services for goods and services at the Regional Secretariat of Procurement of Goods and Services. OKI is considered to have met the expectations or expectations of customers (satisfactory), but the Goods and Services Procurement Section of the Regional Secretariat of Kab. OKI must continue to improve itself to improve and innovate all aspects of service quality in all service areas, especially in the assistance service for the procurement of government goods and services so that it can get an overall average servqual gap score in the good or very good category.

This is in line with what Kotler and Keller stated that satisfaction is a person's feeling of pleasure or disappointment that arises from comparing the perceived performance of a product (or result) against their expectations [14]. If performance fails to meet expectations, the customer will not be satisfied. If performance matches expectations, the customer will be satisfied. If performance exceeds expectations, the customer will be highly satisfied or delighted.

Parasuraman and Simmers states that the concept of service quality is a complex understanding of quality, of satisfying or not satisfying [15]. The concept of service quality is said to be of quality if the expected service is smaller than the perceived (quality) service. It is said that the concept of service quality meets expectations if the expected service is the same as that felt (satisfactory). Likewise, it is said that perception does not meet expectations if the expected service is greater than the perceived service (low quality).

So that it can be concluded that overall customer satisfaction with the assistance service for the procurement of government goods and services in the Procurement Section of the Regional Secretariat of Goods and Services. OKI is in very good/very satisfied criteria. Meanwhile, customer expectations for the quality of services provided are very high/very good. Thus, the assistance service for the procurement of government goods and services in the Procurement Section of the Regional Secretariat of Kab. OKI is considered to have met the expectations of the services desired by its customers, or to have been able to provide overall customer satisfaction.

### 4. CONCLUSION

Based on the results of the study, it can be concluded that based on the results of the analysis of service quality, it can be explained that the quality of the assistance service for the procurement of

government goods and services in the Procurement Department of the Regional Secretariat of Kab. OKI has a very good level of service quality. Customer expectations in all dimensions of service quality are very good. Measuring the quality of assistance services through differences in perceptions with customer expectations, the results of the servqual gap analysis as a whole are in the medium category with an average value of -0.011, which means that the quality of assistance services provided by assistance service officers for government procurement of goods and services in the Goods Procurement Department and District Secretariat Services. OKI is considered to have met the expectations or expectations of the service desired by its customers (satisfactory).

So based on the results of the research and conclusions above, the researcher can put forward several suggestions, while these suggestions are that the Section for Procurement of Goods and Services of the Regional Secretariat of Kab. OKI still has to improve itself to improve and innovate all aspects of service quality in all service areas, especially in the assistance service for the procurement of government goods and services, the Goods and Services Procurement Section of the Regional Secretariat of Kab. OKI must have a routine schedule for repairing assistance service facilities and other supporting facilities so that they can maintain the condition of the facilities in good condition. OKI should provide training on customer satisfaction or excellent service to assistance service officers to increase knowledge in serving customers, as well as leaders in the service section to provide updating information in the form of socialization of organizational development to their subordinates, then to improve better research results and get value the results of the servqual gap analysis as a whole are in the good or very good category, it is necessary to carry out further research involving several other variables related to improving service quality.

#### REFERENCES

- [1] R. A. Rachman, D. Sugiana, and H. Rohanda, "Strategi Sukses Transformasi Perpustakaan Desa Berbasis Inklusi Sosial untuk Strategi Sukses Transformasi Perpustakaan Desa Berbasis Inklusi Sosial untuk Masyarakat Sejahtera ( Studi Pada Perpustakaan Desa Gampingan Gemar Membaca Malang )," *Semin. Nas. MACOM III Univ. Padjadjaran 2019 "Communication Inf. Beyond Boundaries" Strateg.*, no. Februari, pp. 907–918, 2019.
- [2] M. Kesuma, D. Fitria, and A. U. Albab Al Umar, "Pengaruh Harga, Kualitas Produk, Dan Promosi Terhadap Keputusan Pembelian Produk Pattaya Corner Kota Salatiga," *J. Ilm. Manaj. Ubhara*, vol. 3, no. 1, p. 13, 2021, doi: 10.31599/jmu.v3i1.845.
- [3] W. W. Christiyanto and B. Hartanti, "Kegiatan Survey Kepuasan Pelanggan Jalan Tol Ruas ABC yang dikelola oleh PT.XYZ," *COMVICE J. Community Serv.*, vol. 2, no. 1, 2018.
- [4] H. Liung and H. Liung, "Pengaruh Kualitas Layanan Terhadap Kepuasan Dalam Meningkatkan Loyalitas Di Moderasi Harga," *J. Ekon. Univ. Esa Unggul*, vol. 8, no. 2, 2017.
- [5] L. L. Berry and A. Parasuraman, "Listening to the customer--the concept of a service-quality information system." 1997.
- [6] F. Murbarani and S. Supriyanto, "Analisis Kualitas Pelayanan Menurut Brady and Cronin Di Poli Anak," *J. Adm. Kesehat. Indones.*, vol. 2, no. 1, pp. 22–31, 2014.
- [7] A. Rahman, N. H. I. Ningsih, and O. G. Jehadianti, "Analisis Kualitas Pelayanan Pada pelayanan Pendaftaran Dan Pengurusan Perkara Di Pengadilan Tata Usaha Negara Mataram," *JIAP (Jurnal Ilmu Adm. Publik)*, vol. 7, no. 1, p. 13, 2019, doi: 10.31764/jiap.v7i1.772.
- [8] M. A. Alanezi, A. K. Mahmood, and S. Basri, "E-government service quality: A qualitative evaluation in the case of Saudi Arabia," *Electron. J. Inf. Syst. Dev. Ctries.*, vol. 54, no. 1, pp. 1–20, 2012, doi: 10.1002/j.1681-4835.2012.tb00382.x.
- [9] Wibowo and Priansa, *Manajemen Komunikasi dan Pemasaran, Cetakan Kesatu*. Bandung: Alfabeta, 2017.
- [10] Sinollah and Masruro, "DALAM MEMBENTUK KEPUASAN PELANGGAN SEHINGGA TERCIPTA LOYALITAS PELANGGAN (Studi Kasus pada Toko Mayang Collection cabang Kapanjen)," *Dialektiva*, 2019.
- [11] Sugiyono, *Metode Penelitian Kuantitatif dan R&D*. Bandung: Alfabeta, 2017.
- [12] Sugiyono, "Metode Penelitian Kuantitatif, Kualitatif, dan R&D.," *Bandung Alf. CV*, 2017.
- [13] Wigiyanto, "Hubungan antara Kualitas Layanan dan Citra Merek dengan Loyalitas Pelanggan Maskapai Penerbangan Garuda Indonesia," *Calyptra*, vol. 2, no. 2, pp. 1–12, 2018.
- [14] P. Kotler and G. Armstrong, *Prinsip-Prinsip Pemasaran*. 2008.
- [15] S. Parasuraman and C. A. Simmers, "Type of employment, work-family conflict and well-being: A comparative study," *J. Organ. Behav.*, vol. 22, no. 5, pp. 551–568, 2001, doi: 10.1002/job.102.