



EMPLOYEE PERFORMANCE IMPROVEMENT STRATEGY IN EFFORTS TO IMPROVE CUSTOMER RELATIONS USING HIERARCHY PROCESS ANALYSIS AND CUSTOMER RELATIONSHIP MANAGEMENT METHODS AT PT.MASAJI KARGOSENTRA TAMA BELAWAN

Muhammad Sadani¹, Prihatin Lumbanraja², Meilita Tryana Sembiring³

¹Master Management Study Program, Post Graduate School, Universitas Sumatera Utara, Medan

^{2,3}Faculty of Economic and Business, Universitas Sumatera Utara, Medan

Corresponding Email: muhammadsadani.mkt@gmail.com

Abstract

Based on the analysis and discussion of research regarding complaint handling at PT. Masaji Kargosentra Tama, it can be concluded as follows. Employee performance appraisal at PT Masaji Kargosentra Tama is carried out using a comprehensive approach. This performance appraisal process involves various KPI parameters related to customer service. For each KPI parameter, employees are given an assessment based on a predetermined scale or scoring system. This rating scale allows management to measure the quality of employee performance in aspects relevant to their duties and responsibilities. This assessment can be carried out periodically, for example every month or every year, using available data and information. During the assessment process, the management of PT Masaji Kargosentra Tama evaluates employee performance by considering each KPI parameter separately or as a whole. This performance appraisal can involve various methods, such as direct observation, data collection, interviews, or feedback from customers and colleagues. After getting the assessment results. Based on the results of the analysis using AHP, the division that has the highest assessment score is 3.15, followed by Operations with a score of 2.84, followed by Finance with a score of 2.01. So it is found that the commercial division is the focus in service to customers. With a strong focus on customer service, companies can direct efforts and resources to improve service quality, respond effectively to customer needs, and build good relationships with customers. Priority given to customer service will help companies to increase customer satisfaction, maintain customer loyalty, and achieve competitive advantage in a highly competitive industry. The proposed strategy that can be carried out by PT Masaji Kargosentra Tama is to create a customer membership system. The goal is for customers to get special services such as offering special prices, thereby increasing customer satisfaction. And for companies to find out detailed customer information so as to increase the possibility of carrying out customer programs as the implementation of a more personal customer relationship management (CRM) strategy.

Keywords: *performance improvement strategy, improve customer relations, hierarchy process analysis, customer relationship management.*

1. INTRODUCTION

Basically, humans play a very strategic role in an organization. This is because humans are the main factor in the success of running an organization or company and achieving organizational goals that have been set. Human resources within the company must be managed professionally to match the needs of employees with the needs and capabilities of the company. In this regard, to develop quality human resources, factors are needed to improve employee performance in the company. Mangkunegara (2019) states that performance is the result of work in quality and quantity achieved by someone in carrying out their duties in accordance with the responsibilities given to them. Employees who perform well can help increase productivity, quality, efficiency and

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motivation, while employees who do not perform well can have a detrimental impact on the survival of the company.

Robbins (2018) states that factors that affect employee performance include abilities, technical skills, motivation, work environment, support from management, health conditions, and other factors. These factors need to be considered by companies in motivating and developing employee performance in order to achieve organizational goals effectively. Employee performance and customer relationships are interrelated and influence each other in that employees who perform well can create positive customer experiences, increase customer satisfaction, and build strong relationships. On the other hand, employees who don't perform well or don't care about customers can damage customer relationships and negatively affect a company's image. Therefore, it is important for companies to ensure that employees are provided with adequate training, supported, and incentivized to give their best performance in meeting customer needs.

Problems that occur in customer relationships can have a significant impact on the company. Lack of effective communication can cause customers to feel frustrated and unappreciated, which in turn can reduce customer satisfaction and increase complaint rates. Slow or inadequate response can increase customer dissatisfaction levels, causing them to seek alternatives to competitors that may be more responsive. A company's inability to meet customer expectations can result in loss of business and a decline in reputation. PT. Masaji Kargosentra Tama Belawan is a subsidiary of Samudera Indonesia which is part of the Samudera Logistics Business Line. Established on July 28, 1992, engaged in domestic, import and export, and Multimodal warehousing services.

Table 1 Employee KPIs of PT. Masaji Kargosentra Tama Period January to December 2022

KPIs	Very well		Good		Enough		Total	
	F	%	f	%	F	%	f	%
Customer satisfaction survey	45	34.62%	68	52.31%	17	13.08%	130	100%
Compliance with SOP vs actual	42	32.31%	64	49.23%	24	18.46%	130	100%
Making contracts for all customers	38	29.23%	50	38.46%	42	32.31%	130	100%
Internal training	39	30.00%	44	33.85%	23	17.69%	130	100%
New initiative	36	27.69%	65	50.00%	29	22.31%	130	100%
Collecting customer receivables	42	32.31%	44	33.85%	44	33.85%	130	100%
Minimizing customer claims against the company	37	28.46%	52	40.00%	41	31.54%	130	100%
SOP implementation with actual work	44	33.85%	52	40.00%	34	26.15%	130	100%
Average Percentage	31.06%		42.21%		24.42%			

Source: PT. Masaji Kargosentra Tama

Table 1 shows that there are 8 aspects that are measured, namely Customer Satisfaction Survey, Conformity of SOP vs Actual, Making Contracts for All Customers, Internal Training, New Initiatives, Collecting Customer Receivables, Minimizing Customer Claims against the Company, and SOP Implementation with Actual Work. The average percentage of KPI achievement from 130 employees of PT. Masaji Kargosentra Tama is 31.06% of employees are categorized as Very Good (100> 90), 42.21% of employees are in the Good category (91> 80), and 24.42% of employees are in the Enough category (79<). However, the problem for employees in



the sufficient category is in the aspect of making contracts for all customers (32.31%), collecting customer receivables (33.85%), and minimizing customer claims (31.54%).

2. LITERATURE REVIEW

2.1 Definition of Employee Performance

According to Hasibuan (2019) performance is the result of work achieved by a person in carrying out the tasks assigned to him which are based on skill, experience and sincerity as well as time. Performance is a combination of three important factors, namely the ability and interest of an employee, the ability and acceptance of the explanation of delegating tasks, as well as the role and level of motivation of an employee or employee, and the higher the three factors above, the greater the performance of the employee concerned (Sitohang, 2020).

2.2 Definition of Work Discipline

According to Langton & Robbins, (2018). Discipline is "the willingness to follow rules and procedures, and to pursue organizational goals diligently and consistently". In addition, work discipline according to Hasibuan (2019) work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and to increase awareness as well as one's willingness to obey all rules and social norms that apply in a company. Work discipline is compliance with the rules or regulations set by the organization. Work discipline is a tool used by managers to communicate with employees so that they are ready to increase one's awareness and willingness to comply with everything. company rules and norms that apply (Rivai and Sagala, 2019).

2.3 Definition of Service (Service)

Service has a very broad meaning in the context of work and the way employees work which aims to provide satisfaction to customers. Employees or employees who are trained and understand their work will not stop after successfully providing satisfaction to customers, but will continue to strive to serve and meet customer needs before they express them. In addition, the friendly and polite attitude of staff or employees is also very important in providing good service to customers. To achieve optimal service standards, each employee must have specific skills, including attractive appearance, friendly demeanor, showing enthusiasm for work and readiness to serve, calm in serving, not arrogant or feeling more than customers, mastering tasks related to the department or position as well as with other departments, able to communicate well, understand customer body language and have the ability to handle customer complaints in a professional manner.

2.4 Definition of Customer (Customer)

Individuals or groups that use goods or services available in the community, whether for the benefit of themselves, their families, other people, or other living things and not for sale are called customers. Customers buy physical products or services by considering various factors such as price, quality, location, service, and so on, and these purchasing decisions are taken independently. The definition of a customer according to experts varies depending on the abilities and background of each. In the Big Indonesian Dictionary, customers are defined as individuals who buy goods regularly. Customers are the main element for a company. They can be individuals or institutions that make repeated purchases. Customers can also be interpreted as someone who builds good relations with manufacturers who offer products. Therefore, it can be concluded that customers are

individuals or institutions that make purchases regularly and have close relationships with producers in the company, and have an important role in it. Customers are the main goal of a company. The more customers who are loyal to the company, the more profit the company will get. One way to keep customers loyal is to improve the quality of service provided by the company to customers. it can be concluded that customers are individuals or institutions that make purchases regularly and have close relationships with producers in the company, and have an important role in it. Customers are the main goal of a company. The more customers who are loyal to the company, the more profit the company will get. One way to keep customers loyal is to improve the quality of service provided by the company to customers. it can be concluded that customers are individuals or institutions that make purchases regularly and have close relationships with producers in the company, and have an important role in it. Customers are the main goal of a company. The more customers who are loyal to the company, the more profit the company will get. One way to keep customers loyal is to improve the quality of service provided by the company to customers.

2.5 Key Performance Indicators(KPIs)

Key Performance Indicators(KPI) is a financial or non-financial metric that helps organizations determine and measure the company's progress in achieving its goals. KPIs are used in Business Intelligence (BI) to assess the current state of the company and to determine future action decisions. KPIs are often used to evaluate activities that are difficult to measure, such as leadership development, engagement, service and satisfaction. KPIs are usually related to the company's strategy in maintaining and developing company standards. Mahdi Seifi (2010) states that Key Performance Indicators (KPI) are a form and quantitative measure of Critical Success Factors (CSF). Meanwhile.

2.6 Analytic Hierarchy Process(AHP)

Analytic Hierarchy Process (AHP) is a decision support model developed by Thomas L. Saaty. This decision support model describes complex multi-factor or multi-criteria problems as a hierarchy. According to Saaty, a hierarchy is defined as a representation of a multilevel problem in a multilevel structure, where the first level is the goal, followed by factors, criteria, sublevels, criteria, and so on, up to the last level. with alternatives. Hierarchy allows a complex problem to be divided into groups, which are then arranged in a hierarchical form, thus making the problem appear more structured and systematic.

2.7 Customer Relationship Management(CRM)

According to Andriariza (2013) Customer Relationship Management (CRM) is a method or system of building sustainable relationships between businesses and customers. With the help of CRM, companies can find out what customers expect and need. The customer management strategy starts from the process of marketing, sales, to after-sales service, this aims to foster customer satisfaction which leads to customer loyalty. Customer Relationship Management(CRM) makes it easier for companies to get detailed information about customers and their needs and vice versa customers get faster, accurate and precise information about the products or services provided by the company.



3. IMPLEMENTATION METHOD

This study uses a qualitative approach, which focuses on the collection and analysis of non-numeric data to understand the observed phenomena. According to Sinulingga (2011), a qualitative approach is a type of research that aims to describe in depth, depth, and detail about the facts and characteristics of a particular object or population. A qualitative approach involves using methods such as interviews, participatory observation, and content analysis to collect data in the form of narratives, quotes, or imagery. The data is then analyzed through an inductive process, where themes and patterns are discovered, and conclusions are interpretive. A qualitative approach allows a deeper understanding of the context, perceptions and experiences of individuals in a phenomenon.

Primary data is data obtained from objects studied by people or organizations that are conducting research. The primary data of this study are data from direct interviews, survey results, and questionnaires to respondents at PT. Masaji Cargo Center Tama Belawan. While secondary data is a variety of information that has existed before and is deliberately collected by researchers that are used to complement the needs of research data. The secondary data of this research is data on the number of employees, organizational structure and company data related to other research. Suharsimi Arikunto (2002) stated that research subjects were sources of data whose information was requested according to the research problem. As for what is meant by the source of data in research is the subject from which the data was obtained. To get the right data, it is necessary to determine informants who have competence and are in accordance with data needs (purposive). The research subjects in this study were company employees. The technique used in this research is purposive sampling. Purposive sampling is a sampling technique by determining specific characteristics that are in accordance with the research objectives so that it is expected to be able to answer research problems.

4. RESULTS AND DISCUSSION

4.1 Score Calculation

After calculating the alternative matrix using the AHP method, the results of the priority division are obtained which focus on customer service. These results indicate that customer service is a criterion that has a relatively high weight in evaluating alternatives. This emphasizes the importance of quality and satisfactory service for customers. The following is the results of division performance calculations based on AHP.

Table 2 Division Performance Assessment Results

Criteria	Commercials	Finance	operational
Customer satisfaction survey	0.59	0.13	0.28
SOP Compliance vs Actual	0.59	0.13	0.28
Making Contracts for All Customers	0.54	0.16	0.30
Internal Training	0.16	0.30	0.54
New Initiative	0.56	0.16	0.28
Collecting Customer Receivables	0.48	0.18	0.35
Minimizing Customer Claims Against the Company	0.37	0.30	0.33
SOP Implementation With Actual Work	0.16	0.54	0.30
Total	3.46	1.89	2.65

From the table above it can be concluded that Commercial has the highest score of 2, followed by Operational with a score of 2.84, followed by Finance with a score of 2.01. So it is found that the commercial division is the focus in service to customers. With a strong focus on customer service, companies can direct efforts and resources to improve service quality, respond effectively to customer needs, and build good relationships with customers. Priority given to customer service will help companies to increase customer satisfaction, maintain customer loyalty, and achieve competitive advantage in a highly competitive industry.

4.2 Alternative Proposed Strategies for Improving Employee Performance in an Effort to Improve Customer Relationships Using the Customer Relationship Management (CRM) Method

Based on the results of calculations using the analysis hierarchy process (AHP) method, there are 3 key performance indicators (KPI) parameters that have the highest sufficient value, namely making contracts for all customers, collecting customer receivables, and minimizing customer claims against the company. Of the three parameters, the division that has the greatest responsibility is the commercial/marketing division as seen from the final results of the analysis using the analysis hierarchy process (AHP) method. In this research, the repair method uses customer relationship management (CRM) involving 3 components, namely employees (people), technology (technology), and process (system).

4.2.1 Implementation of strategic customer relationship management (CRM).

Strategic CRM aims to build an enterprise designed to create and deliver maximum customer value and better than competitors. Strategic CRM that can be implemented by PT Masaji Kargosentra Tama are as follows:

1. Organizational structure

In the organizational structure, the proposed strategy in maintaining customer relations that can be carried out by PT Masaji Kargosentra Tama is to separate or form a marketing division into 3 divisions, so that each division can focus on providing services to customers. The 3 divisions include:

- a. Chief Marketing Officer(CMO)

The Chief Marketing Officer (CMO) division is tasked with maintaining the strength and sustainability of the company name PT Masaji Kargosentra Tama by conducting marketing, promotion and introduction of companies and products or services offered to the market to get new prospective customers, one of which is consulting on products and services offered to candidates. new customer. As well as maintaining and managing the company's network or partners, and creating programs related to increasing sales in the company.

- b. Chief Retention Officer(CMO)

The Chief Retention Officer (CRO) division is tasked with serving the needs of customers whose data is already contained in the PT Masaji Kargosentra Tama database. This division serves customer needs such as making contracts and agreements, customer claims, as well as fostering and developing good relationships with customers.

- c. Chief Dept. Officer(CMO)

The Chief Dept Officer (CRO) division is tasked with serving customer needs related to payment and collecting customer debt. This division is in charge of negotiating payments



and penalties or consequences if payments are not fulfilled according to the mutual agreement.

2. Increasing Cooperation between Divisions

All work divisions participate optimally in the implementation of customer relationship management (CRM), both the finance division, the operational division, and especially the commercial/marketing division because they deal directly with customers. Several ways that can be done are to maintain communication relationships between divisions, reduce and eliminate apathy and indifference between employees, eliminate a culture of seniority or a culture of absolute unidirectional decisions, and not bring each other down and cooperate in completing tasks, according to the jobdesk of each division so that the results obtained will be maximized.

3. Work Environment Culture

Several suggestions for a work environment culture that can be applied to PT Masaji Kargosentra Tama include:

a. Implementation of 3S Culture (Greetings, Smiles, Greetings)

The application of 3S culture or greetings, smiles, greetings, to all employees of PT Masaji Kargosentra Tama is not only aimed at improving service to customers, but this culture is also applied to fellow employees. Because in addition to making customers feel satisfied and influencing the customer's desire to make repeat purchases at PT Masaji Kargosentra Tama Budaya 3S, this 3S culture can also improve the relationship between employees which has an impact on good communication relations between employees.

b. Application of a Culture of Protecting and Diligent Asking

The purpose of implementing this culture is so that employees who have worked for the company for a long time provide a good understanding of new employees, and new employees do not hesitate to ask questions so that their initiative and abilities are in accordance with the ultimate goal of work.

c. Implementation of a Culture of Discipline and Respect for Time

The application of a culture of discipline and respect for time will have a major impact on the company, one of which is on service to customers. Customers will be more satisfied with company services that are disciplined and respect time so that this can increase the customer's desire to transact back to the company.

d. Implementation of the culture of always change for the better

The application of the culture of always change for the better is that every employee, especially marketing and sales, is required to always improve their abilities, one of which is in terms of adab, ethics, and mindset. One way that can be done is by implementing a culture of reading books.

4.4.2 Implementation of operational customer relationship management (CRM).

Operational CRM is more focused on the company's processes and ways of dealing with customers. In this case PT Masaji Kargosentra Tama can make several proposed mechanism strategies, namely marketing mechanisms and service and performance mechanisms which will be explained as follows:

1. Marketing Mechanism

The marketing mechanism utilizes technology in the marketing process. PT Masaji Kargosentra Tama can easily explore data and establish communication with customers using technology. Using technology can also improve employee performance thereby improving

customer service. Public relations also affect the company in getting potential customers. Some of the proposed marketing improvement strategies using technology and public relations that can be carried out by PT Masaji Kargosentra Tama are as follows:

a. Doing Market Segmentation

Market segmentation is needed by PT Masaji Kargosentra Tama, this is because the company can serve customers better, can communicate more persuasively, and meet customer needs and desires so that customers feel satisfied. By using market segmentation technology it will be easy, while suggestions for market segmentation are based on potential and non-potential customers, customer payment systems, and the nominal amount of customer orders.

b. Marketing Through Social Media Content

The rapid development of technology requires companies to be able to keep up, one of which is related to advertising. The high number of social media users today makes this a market potential in getting customers. In addition, the cost of advertising using social media is also cheaper than conventional media but the market segmentation that can be reached is wider. Marketing using social media content can also increase customer trust and be able to find input or feedback from the community, so that it can be used as an evaluation to improve service. Some of the media that can be used are Instagram, Facebook, Twitter, LinkedIn, and TikTok.

c. Marketing Through Community and Social Relations

In marketing through public and social relations, there are 2 strategies that can be carried out by PT Masaji Kargosentra Tama, namely first conducting charity activities at orphanages, sponsoring activities held by students, organizations or agencies. The second is opening training related to export and import, so that potential customers can be found.

2. Service Mechanism and Performance

Mechanisms for service and performance proposals that can support the company PT Masaji Kargosentra Tama so that it can carry out its customer service functions properly are as follows:

- a. Providing online consulting services, one of which is by using zoom meetings while still paying attention to manners and ethics such as on camera, dressing neatly, and using good and correct language arrangements.
- b. Increased supervision of sales performance in serving customers, such as achievement targets, customer complaints against sales, work discipline and sales manners to customers.
- c. Educate customers clearly and provide certainty that the company can fulfill to customers regarding complaints given to the company.
- d. If no agreement is found on the proposal and price quote, save the customer database for future promotions, and don't immediately ignore the customer.
- e. Conducting a re-audit regarding the performance of vendors in collaboration with PT Masaji Kargosentra Tama.

4.4.3 Implementation of analytical customer relationship management (CRM).

Analytical CRM is used by leveraging customer data to increase customer value. This system was developed based on customer information data. Collection, storage, processing and use



of customer data information is an important element of Customer Relationship Management (CRM) strategy.

The proposed strategy that can be carried out by PT Masaji Kargosentra Tama is to create a customer membership system. The goal is for customers to get special services such as offering special prices, thereby increasing customer satisfaction. And for companies to know detailed customer information so as to increase the possibility to carry out customer programs as the implementation of a more personal customer relationship management (CRM) strategy.

5. CONCLUSION

Based on the analysis and discussion of research regarding complaint handling at PT. Masaji Kargosentra Tama, it can be concluded as follows.

1. Employee performance appraisal at PT Masaji Kargosentra Tama is carried out using a comprehensive approach. This performance appraisal process involves various KPI parameters related to customer service, namely:
 - a. Customer satisfaction survey
 - b. SOP conformity vs actual
 - c. Making contracts for all customers
 - d. Training internal
 - e. New initiative
 - f. Collecting customer receivables
 - g. Minimizing customer claims against the company
 - h. SOP implementation with actual work.

For each KPI parameter, employees are given an assessment based on a predetermined scale or scoring system. This rating scale allows management to measure the quality of employee performance in aspects relevant to their duties and responsibilities. This assessment can be carried out periodically, for example every month or every year, using available data and information. During the assessment process, the management of PT Masaji Kargosentra Tama evaluates employee performance by considering each KPI parameter separately or as a whole. This performance appraisal can involve various methods, such as direct observation, data collection, interviews, or feedback from customers and colleagues. After getting the assessment results, provide appreciation, recognition, and development according to individual needs.

2. Based on the results of the analysis using AHP, the division that has the highest assessment score is 3.15, followed by Operations with a score of 2.84, followed by Finance with a score of 2.01. So it is found that the commercial division is the focus in service to customers. With a strong focus on customer service, companies can direct efforts and resources to improve service quality, respond effectively to customer needs, and build good relationships with customers. Priority given to customer service will help companies to increase customer satisfaction, maintain customer loyalty, and achieve competitive advantage in a highly competitive industry.
3. The proposed strategy that can be carried out by PT Masaji Kargosentra Tama is to create a customer membership system. The goal is for customers to get special services such as offering special prices, thereby increasing customer satisfaction. And for companies to find out detailed customer information so as to increase the possibility of carrying out customer programs as the implementation of a more personal customer relationship management (CRM) strategy.

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