

The Contribution of Customer Satisfaction towards Company Image and its impact in Revolution Industry 4.0 Era

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ABSTRACT

Purpose: This study focus on the crucial factors with the development of the workflows for enhancing the corporate images in the public company.

Design/methodology/approach: The reviews were quantitative studies using three primary data (i.e., Observation, Questioners, and Interviews) with followed by data analysis and model with the workflow determination.

Findings: The result shows company image variable is positively influenced by customer satisfaction variable. Also, the Quality of service reach the level of excellence expected and meet customer needs. The Quality of service becoming very important due to its understanding market and customer needs to and the product or services which should be given by the company. Quality of service is the crucial factor for a company to sustainable and make quality improvements in processing, packaging, and distributing for better company images.

Research limitations/implications: Although, the Regional Water Management Company (PDAM) as a local monopoly company providing water for society, improvements in service need to be implemented for enhanced the company images. They should be developing to improve public services, in terms of qualities that qualify as clean water and quantity in the sense that more communities can be served.

Practical implications: Therefore, it is necessary that the implementation of quality control management is planned, and implemented systematically and continuously, for the stability of the company.

Originality/value: This paper is originality

Paper type: Research paper

Keywords: Service Quality, Distribution Performance, Customer Orientation Customer Satisfaction, Corporate Image.

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I. INTRODUCTION

Water is one of daily humans needs for their life sustainability. In order to ensure the water supply fulfills adequate consumptions in living, water management is usually handled by the local government. Government Owned Enterprise (Local Government Company) is one of the most profitable sectors for district area in term of the development and prosperity of the society. Besides, it is a primary sector in ensuring the stability of society as it is inevitable that is a critical factor for human quality and sustainability. Ministry of Health regulation as in No. 492 / Menkes / PER / IV / 2010 states that Water Quality Requirements provides sufficient quantities and qualities by the specific standards. Nature has provided the water that humans need for their lives. However, high growth rates with dynamic environments have led to various changes to the environment and caused environmental pollutions as well as degraded the water quality. In this globalization era, the company is suppressed by technological, economic, cultural and market changes externally. As for internal factor, the

matters are even more significant which consist of corporate culture issues, organizational structure, employees, and bureaucracy intervention. To respond to these factors, the company is strived to come up with more holistic marketing which provides both perspectives of consumer and producer. Furthermore, Industry 4.0 proposes the concept of customer-centric senses that include the values of speed, cost efficiency, and innovative services as customer demands. Services is the most necessary factor reflecting the company image. Considering those matters, this study focused on designing the parameters enhancing the corporate image for Government Owned Enterprise (Local Government Company). The main focus was actually to identify the crucial parameter influencing the company images and generating the flow.

PDAM stands as one of Regional Owned Enterprise or Government Owned Enterprise which called BUMD was developed for ensuring the basic human needs and increasing the state income as well. . Therefore, PDAM in this case, must make innovations in the distribution of clean water to its customers. However, in other cases Chotib (2021); Nurhayati (2012); Putra (2011); Rakhayu (2010), innovation in distribution channels will improve company performance. However, the impact of these innovations on company performance will be reduced, if it does not increase the effectiveness of the distribution channel function or in other words distribution performance is low. With the domination in public services, PDAM is also known to dominate regional development funds. This beneficial factor of PDAM leads to overwhelming demands by some other private sectors or business partnership. Global competition and government deregulation can be listed as the causes of it. Apart from offering the excellent quality of the product, the services quality for the customers must always be prioritized. In people's minds, rather than they buy the product, which is provided by nature, they mostly think about paying more towards the services offered by the company.

II. LITERATURE REVIEW

According to the literature, four (4) types of images were stated by Porter & Magretta (2014), such as mirror (shadow) image, current image, multiple (composite) image and wish image. Mirror (shadow) image is built by the assumption of an external party which adheres to the leadership management of the company. This image is relatively susceptible since the external party sometimes obtains lack of information or general knowledge about the company. The corporate image is becoming a psychological impression of customers or stakeholders against the company as the trust impression. Mostly, every company is competing to build a positive image through its marketing activities. This positive image aids to achieve or improve the goals and profitability of the company. Aga & Safakli (2007); Fikri et al. (2016); Lubis & Martin (2009); Nurhayati (2012); Panday et al. (2021); Putra (2011); Rakhayu (2010) which shows that service quality has a positive and significant effect on customer satisfaction.

The current image is more reliable than mirror image as it is more referred to the current view of the particular company. However, this image is entirely determined by how much the information possessed by an external party who believes in it. Multiple (composite) image is various images the company may get, created by the external parties, which are built through by some internal roles representing the company with different behavior and contradict with the purpose or principle of the company. Wish image as by its name is the desired image of a new company, mostly formulated by the observer who does not have adequate information about the company yet. Different types of corporate images were presented in a study by Czinkota & Ronkainen (2010), which divided the images into five (5) corporate image formers, such as advertising (advertising offered), public relations, physical image, words of mouth, and consumer's real experiences. Advertising can be a base form of corporate image as information about the products or services can be briefly spread to the consumer. The ads displays are influential in building the company's image and yet very costly. market orientation contributes to customer satisfaction (Osman & Sentosa, 2013; Tomaskova, 2007). Likewise, with Eom et al. (2020); Jung et al. (2016) which state that market orientation has a significant effect on the corporate Image.

Public relations are formed through the provision of corporate information through public relations personnel. Public relations are the spearhead of the company in delivering corporate's purposes to external parties. Physical image or physical impression is affecting the company image by exhibiting a comfortable environment and view for the consumers. Words of mouth is a technique used by the company in carrying out its promotional activities. This method has the same purposes as advertising, but less in cost. The consumer's real experience plays the most crucial role in affecting corporate's image. This factor has a direct measurement for the consumers to value a corporate or company. The consumer experiences as the user of the goods and services arise their solid views or perception about the company's image (Bilika et al., 2016; Fahmi, 2014; Normasari, 2013; Sukaisih & Verawati, 2015). Therefore, the purpose of this research is to prove whether the distribution strategy implemented by the company is good and can provide satisfaction for customers and Furthermore, it will also have an impact on the company's image

III. METHODOLOGY

This study was conducted by quantitative research, where the research data in the form of numbers or qualitative data quantified and the results of the research were analyzed using a statistical approach. Explanatory research was also used, focusing on the explanation of the theory and the findings of the previous study. This study was aimed to strengthen or disapprove or at least refine the theory of previous research findings. This type of research was also called as research expose factor since this study was more connected to variables that have been occurred and providing treatment of the variables studied was not necessary.

Five (5) variables were used in this research and named as Quality of Service (X1), Performance Distribution (X2), Customer Orientation (X3) as independent variable, Customer Satisfaction (Y) as a dependent variable as well as an intermediate variable, and Company Image (Z) as dependent variable. Detailed of the workflow studies is presented in Figure 1. Sources of research data were comprised of primary data and secondary data. Primary data was obtained by coordinating three data collection techniques, such as interview, observation, and questionnaire. The sample determination technique used in this study was a combination of cluster sampling and stratified random sampling. To determine the sample in which the object should be studied, or the data source was extensive, cluster sampling has been used (Sugiyono, 2012). Meanwhile, stratified random sampling was conducted if the case was the sample members were heterogeneous or stratified (Ardianto, 2011). 300 customers of 12.688 in total were investigated as the samples of this study for data collection.

Data collection of the samples were obtained through questionnaire distribution, by giving a written statement to the respondent. Further respondents responded to the explanation given. Given the data collection is done by using questionnaires, the seriousness of respondents in answering the questions and measuring instruments and instruments used is essential to get the results of representative research.

The data analysis was started by validity test, reliability test, and normality test and followed by descriptive statistical. In this stage, expressive statistical techniques were used to calculate the mean and standard deviation and to determine the response or answers of respondents about the research variables as general distribution. After that, the data was classified.

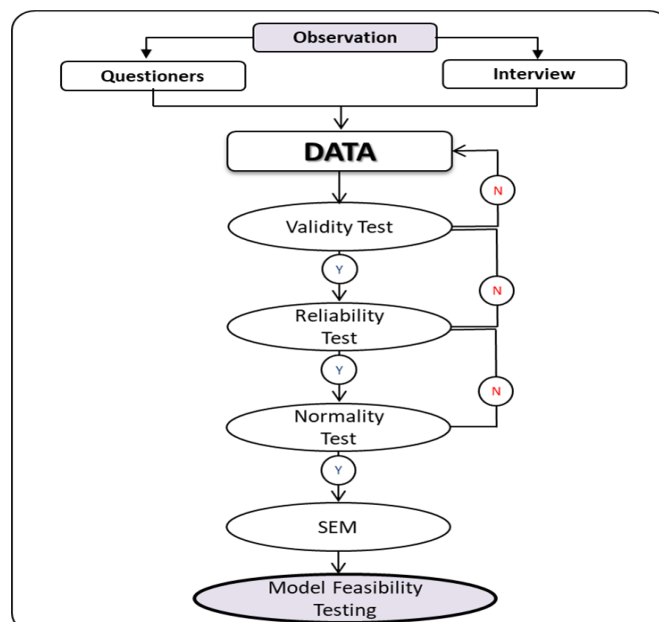


Figure 1. The workflows of the study. The workflow was design for quantifying and identify the major and the minor factors which have contributes to Corporate Image.

The result of the frequency distribution was to show the response of each respondent profile to each of the research variables that have been analyzed. The purpose was to find out how big the response of respondents to the variables research. Upon the analysis, each variable was grouped based on five categories, such as Strongly

Disagree (STS) / Very Not Good (STB), Disagree (TS) / Not Good (TB), Simply Agree (CS)/ Quite Good (CB), Agree (S) / Good (B), and Strongly Agree (SS) / Very Good (SB). Next, they were scored into 1 to 5 from the lowest to the highest to give more specific interval.

Following that, the next stage was data analysis with *Structural Equation Model* (SEM) to validate the relationship and impact of service quality variable, distribution performance, customer orientation, customer satisfaction, and corporate image. SEM is a model of multiple equations developed from the principle of economies and combined with the regulatory policies of psychology and sociology.

The next stage was Model Feasibility Testing which showed that the research model had filled the criteria of an ideal econometric model or the expected characteristics. According to a study by Singgih (2014), the model feasibility test should meet the following criteria: 1) Theoretical Plausibility. The research model should show that the test results are by the expectations and theories on which the research is based. This assumption is fulfilled if the coefficient marks the results of research in accordance with the theory. 2) The accuracy of The Estimates of The Parameters. The research model should produce an accurate or unbiased and significant bias and line estimator. Analyze assumptions are met if the probability of statistical error of the model is low (p-value < α); 3) Explanatory Ability. The research model must have a high ability in explaining the relationship between the phenomena of the variables tested. The Explanatory Ability assumption is met if the Standard Error (SE) value is less than $\frac{1}{2}$ times the absolute value of the path coefficient ($SE < \frac{1}{2} \rho$); 4) Forecasting ability. The research model should have high predictability over the behavior of the dependent variable. This assumption is met if the coefficient of determination model has a high category or exceeds 50%.

RESULT AND DISCUSSION

Reliability test was conducted to measure the validity of data if the questionnaires were done repeatedly. The results were obtained from the consumers who have been selected as respondents, depending on the criteria. The processed and feasible samples were 300 respondents. As mentioned in the research methodology, research variables were divided into five (5) categories, labeled as X1 X2, X3, Y, and Z.

Upon conducting the research, this validity test was needed to be done to determine whether the instrument used for the measurement could be reliable enough to provide the necessary data. It could be identified by looking at the ratio of the value of each item statement with the total amount. With the minimum requirement of product moment correlation coefficient (r) was greater than or equal to 0.113 for PDAM Tirta Indragiri, then the validity of the data was declared as valid or acceptable.

The reliability test was intended to find out whether the results of measurements remain consistent when re-measured against the same symptoms. Sugiyono (2011) stated that the standardized reliability test might determine the level of accuracy, accuracy, stability or consistency in uncovering specific signs of the individual group.

Reliability calculation coefficient technique used is Alpha Cronbach reliability coefficient. For PDAM Tirta Indragiri all the result shows the parameters were reliable and acceptable since the Alpha Cronbach reliability coefficient was more than 0.700 as the data barrier (R table). Detailed of the result shows in Table 1.

Table 1. Reliability of all parameters in PDAM Tirta Indragiri

<i>Variable</i>	<i>Alpha Cronbach reliability coefficient</i>	<i>R table</i>	<i>Reliability</i>
<i>Service Quality (X1)</i>	<i>0.933</i>	<i>0.700</i>	<i>Reliable</i>
<i>Distribution Performance (X2)</i>	<i>0.878</i>	<i>0.700</i>	<i>Reliable</i>
<i>Customer Orientation (X3)</i>	<i>0.723</i>	<i>0.700</i>	<i>Reliable</i>
<i>Customer Satisfaction (Y)</i>	<i>0.903</i>	<i>0.700</i>	<i>Reliable</i>
<i>Corporate Image (Z)</i>	<i>0.934</i>	<i>0.700</i>	<i>Reliable</i>

Kolmogorov Smirnov test is a difference test between the theoretical distribution and empirical distribution. If the value of Z or the value of D (absolute) below the value of the table 1.96 it can be said there is no difference between the theoretical distribution with the empiric distribution or probability value above 0.05 using 5%-real level, then the sample data from the population is normally distributed. The concept was presented by Smirnov as the compression method, where normality test is to compare the cumulative frequencies of the theoretical distribution with the cumulative frequency of the empiric distribution. The absolute D was defined as the largest different between the theoretical and the empirical

While Shapiro Wilk Method states the value of probability or level of significance above 0.05, then the sample data distribution is Normal distributed, test hypothesis is:

H0: The sample data is from the Normally distributed population

H1: The sample data is not from the Normally distributed population

Testing Criteria as follows:

H0 is rejected if $p < 0.05$ or if value $Z > 1.96$

H0 is accepted if $p > 0,05$ or if value $Z < 1,96$

Based on the result of the normality test of sample data for PDAM Tirta Indragiri obtained the result as the following table 2. The result shows all parameters exceeded the H0 rejected values (0.05) and indicate the all results are valid, reliable and acceptable.

Table 2. Normality test of PDAM Tirta indragiri

		X1	X2	X3	Y	Z
N		305	305	305	305	305
Normal Parameters*	Mean	132.88	52.57	94.89	91.21	136.87
	Std. Deviation	19.000	10.038	8.523	13.285	19.395
Most Extreme Differences	Absolute	.409	.419	.327	.455	.408
	Positive	.238	.254	.203	.266	.233
	Negative	-.409	-.419	-.327	-.455	-.408
Koimogrov-Sminov Z		7.138	7.312	5.715	7.952	7.133
Asymp. Sig. (2-tailed)		0.065	.055	.066	.057	.069

a. Test distribution id Normal

After analyzing the instrument of research, scaling analysis and descriptive analysis, then further done vitrificated analysis by the testing the formulation of hypothesis testing based on Structural Equation Modeling (SEM). LISREL estimation results, each research dimension, need to be explained further. This explanation is necessary because each variable is measured indirectly but is constituted by several indicators that need to be explored for its role to form those variables. For more details, will be discussed in each hypothesis.

The results of the data processing program lisrel for substructure model 1 on Tirta Indragiri PDAM is; Satisfaction = 0.49 * Service + 0.27 * Performance + 0.22 * Orientation, Error var. = 0.028, R² = 0.8255
 (0.32) (0.28) (0.074) (0.022)
 1.52 1.67 0.43 1.26

Based on the above equation can be explained that the variable Consumer Satisfaction is positively influenced by the Quality of Service with the coefficient of the path of 0.49, Distribution Performance with the coefficient

of the path of 0.27 and Customer Orientation with 0.23 line coefficient. For coefficient of path X1 to Y equal to 0,49 meaning if Quality of Service has increased then, Customer Satisfaction will rise similar to 0,49 unit or Role of Service Quality give a contribution to increasing of Customer Satisfaction equal to 0,27 unit, detailed presented in Figure 2.

While the coefficient of path X2 to Y of 0.27 means that if the Performance of Distribution has increased the Consumer Satisfaction will increase by 0.27 units or Distribution Performance will contribute to the increase in Customer Satisfaction of 0.27 units. For the coefficient of path X3 to Y equal to 0,22 meaning if Customer Orientation has increased then Consumer Satisfaction will increase by 0,22 unit or Customer Orientation will contribute to increase Customer Satisfaction equal to 0,22 unit. Thus, the proposed conceptual hypothesis has been tested and is acceptable.

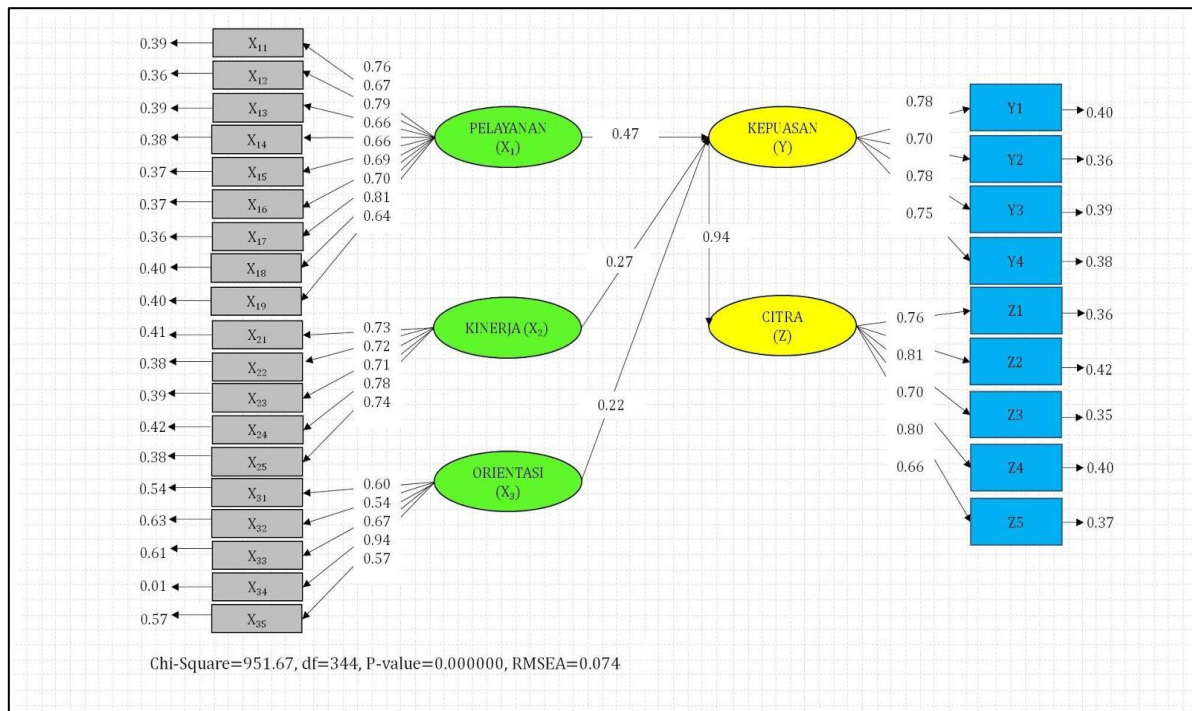


Figure 2. Coefficient Line of Quality Service, Distribution Performance and Customer Orientation to Customer Satisfaction at PDAM Tirta Indragiri.

The results of data processing of lisrel program for substructure model 2 on PDAM Tirta Indragiri are; Image = 0.94 * satisfaction, Error Avg = -0.028, R² = 0.9597 (0.087) 11.54 (0.022) -1.24

Based on the above equation can be explained that the Company Image variable is positively influenced by Customer Satisfaction variable with a path coefficient of 0.96, meaning if Customer Satisfaction increases then Corporate Image will increase by 0.96 or give impact to the improvement of Corporate Image of 0.94 units. Thus, the proposed conceptual hypothesis is tested and acceptable. The amount of direct and indirect influence of Quality of Service, Distribution Performance, and Customer Orientation to Customer Satisfaction at Tirta Indragiri PDAM as Table 3.

Table 3 Direct and Indirect Influence Variable Quality of Service, Distribution Performance and Customer Orientation to Customer Satisfaction at PDAM Tirta Indragiri.

Coefficient Line	Direct Influence	Influence System			Total
		Service Quality	Distribution Performance	Customer Orientation	

<i>Service Quality</i>	0.49	24,01 %		9,53 %	8,79 %	54,68%
<i>Distribution Performance</i>	0.27	7,29 %	9,53 %		4,66 %	23.25%
<i>Customer Orientation</i>	0.23	5,29 %	8,79 %	4,66 %		21,09%
<i>Total</i>		<i>Total</i>	36,59 %	18,32 %	14,19%	13,45 %

In addition, based on the calculation of simultaneous hypo analysis.

$$F = \frac{(n - k - 1)R_{yxx}^2}{k(1 - R_{yxx}^2)}$$

$$F = \frac{(305 - 3 - 1)0.57}{3(1 - 0.57)} = 133$$

Fcount was defines as 133, where the rejection criterion H0 if Fcount greater than Ftable or F0 > Ftable, with degrees of freedom v1 = 3 and v2 = 300-3-1 = 296 and 95% confidence level, then from table distribution F obtained Ftable value F0.05,3,301 = 2.634601. Since the Fobserve (133) greater than F-distribution (2.6351), then H0 is rejected, meaning that there is a linear relationship or joint influence between Service Quality, Distribution Performance, and Customer Orientation to Customer Satisfaction at PDAM Tirta Indragiri. Detailed of GOF parameters for PDAM Tirta Indragiri analysis were presented in Table 4.

Table 4. Analysis Result of Variable Determination Model in PDAM Tirta Indragiri

<i>GOF Parameter</i>	<i>Estimation</i>	<i>Result</i>	<i>Margin</i>
<i>Statistics Chi-Square (X2)</i>	669,55	<i>Marginal Fit</i>	
<i>P-Value</i>	0,00	<i>Marginal Fit</i>	>0.05
<i>Goodness-of-fit Index (GFI)</i>	0.75	<i>Marginal Fit</i>	>= 0.90
<i>Root mean square error of approximation (RMSEA)</i>	0.080	<i>Marginal Fit</i>	>=0.05
<i>Expected cross-validation index (ECVI)</i>	4,67	<i>Good Fit</i>	~1
<i>Tucker-Lewis Index (TLI) or Non-Normed Fit Index (NNFI)</i>	0.71	<i>Marginal Fit</i>	>= 0.90
<i>Normed Fit Index (NFI)</i>	0.70	<i>Marginal Fit</i>	>= 0.90
<i>Adjusted Goodness of Fit Index (AGFI)</i>	0.70	<i>Marginal Fit</i>	>= 0.90
<i>Incremental Fit Index (IFI)</i>	0.74	<i>Marginal Fit</i>	>= 0.90
<i>Comparat4e Fit Index (CFI)</i>	0.74	<i>Marginal Fit</i>	>= 0.90

<i>Parsimonious Goodness of Fit (PGFI)</i>	0.71	Good	~1
<i>Parsimonious Normed Fit Index (PNFI)</i>	0.70	Marginal Fit	~1

Source: Lisrel Analysis 8.80 (2017)

According to the integrated analysis of this study was coming to declare that the Quality service of PDAM Tirta Indragiri is stand in a level of excellence which has to meet the customer desires. The results of the model suitability measure as presented in Table 4 indicate that the model obtained fulfills all GOF criteria. The model was declaring the "The Effect of Service Quality, Distribution Performance and Customer Orientation on Customer Satisfaction and Its Impact on Corporate Image for PDAM Tirta Indragiri Riau Province" is a model good for describing the relationship of the variables under study

Generally, the Quality of service is the core business indicator of a company that continues to make quality improvements to the process, products, and services produced by the company. While the Regional Water Management Company (PDAM) as a local monopoly company which is providing water management and supply can develop the ability to improve public services both in terms of qualities that qualify as clean water and quantity in the sense that more communities can be served.

The phenomenon of urban water supply is always associated with equilibrium between production and consumption of clean water at mutually satisfactory levels. Then lead to the market orientation is an effective and efficient organizational culture to create the behavior needed to create a "superior value" for buyers and "superior performance" for the company. Therefore, the main dimensions of market orientation are customer orientation and competitor orientation. The ability to apply these two orientations, especially when combined with the third orientation as stated by Peter & Olson (2010) that coordination between functions within the company will increase the company's resistance against competitors while increasing customer satisfaction. Those all condition was impacted on *Corporate Images*. Since the corporate image is a subjective impression and pictures of various activities of a company in the eyes of public audiences based on the knowledge, responses, and experiences that have been received. An individual assessment of the company's image by the public can take the form of a good, bad and bad image. Corporate image is a brief overview of an organization generated through the accumulation of received messages. While the image is a general impression left in the minds of consumers as a result of a collection of feelings, ideas, attitudes, and experiences with companies retained in memory. The impact is then transformed into a positive or negative image by the opinions and experiences of consumers in the company.

V. CONCLUSION

Based on the results of the analysis of the variables studied are service quality, distribution performance, customer orientation, and customer satisfaction and corporate image using descriptive analysis, verification analysis and hypothesis testing, then the conclusion of this study are the results have been by the opinion of expert judgment that the quality of service, distribution performance, and customer orientation either partially or simultaneously have a positive effect on customer satisfaction. Likewise, customer satisfaction has a positive impact on the company's image. Quality of service as a critical factor in improving customer satisfaction at PDAM Tirta Kampar, the appearance of employees should be considered and enhanced in addition to facilities and facilities, so the atmosphere (atmosphere) of service space becomes more conducive and comfortable. Water quality as one of the benchmarks of distribution performance becomes a crucial issue for these three regional companies. For that required comprehensive action starting from upstream that is source of raw water, reservoir, water treatment plant until to installation of piping. The management of the PDAM as the part of Government-Owned Enterprise should prepare an action plan so that the implementation of the improvement is more measurable, effective and efficient. To encourage customer appreciation of the company, the role of information becomes very decisive. For that PDAM as a company engaged in public sector services should make the advertising more attractive, informative and educative in conveying information concerning the company. In line with the problem of distribution performance, customer satisfaction dimension with the lowest value is product quality, such as clarity, color, and odor of water. Therefore, it is necessary that the implementation of

quality control management is planned and implemented systematically and continuously so that water quality can be better and better quality.

These results provide recommendations to PDAM companies, to realize good service quality so as to improve performance and make companies able to compete and continue to exist in the midst of increasingly fierce competition. This evidence shows that service quality is a service that can lead to satisfaction for every customer in accordance with the average level of satisfaction of the population, and on the other hand the procedure for its implementation is in accordance with standard operating procedures set by the company which in turn will create a work culture within the organization. These finding also consistent with previous research that has been put forward by many marketing experts by proving that the importance of the role of service quality on customer satisfaction, among others (Blumberg et al., 2014; Daryanto, 2014; Griffin & Moorhead, 2014; Kotler & amstrong, 2012).

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