

STRATEGIC MANAGEMENT IN INCREASING CUSTOMER SATISFACTION THROUGH SERVICE QUALITY AT GACOAN NOODLE CUSTOMERS IN SURABAYA

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ABSTRACT

Customer satisfaction of a company is very dependent on the quality of service owned by the company. The quality of service that customers expect is not just providing the best service but fulfilling customer needs. The purpose of this study was to determine the strategy of increasing customer satisfaction at the Gacoan Noodle shop in Surabaya. This research uses qualitative research methods by collecting data from various sources, including manuscripts, journals, books, and other relevant and literature interviews with the Gacoan Noodle Company. In addition, in this article we introduce some reference results based on previous researchers regarding strategies to increase customer satisfaction through service quality. The results of this study indicate that the strategic management of Gacoan Surabaya noodle shop in fulfilling customer satisfaction with its service quality, has been running well and has been improved and can be used as a guideline for implementing strategic management practices to meet customer needs. This is because service quality is one of the actions to satisfy customers by providing service to customers as well as possible.

Keyword: Strategic management, Service quality, Customer satisfaction

ABSTRAK

Kepuasan pelanggan suatu perusahaan sangat bergantung pada kualitas pelayanan dimiliki perusahaan tersebut. Kualitas pelayanan yang diharapkan pelanggan tidak hanya sekedar memberikan pelayanan terbaik tetapi pemenuhan kebutuhan pelanggan. Tujuan penelitian ini yaitu untuk mengetahui strategi meningkatkan kepuasan pelanggan kedai Mie Gacoan Surabaya. Penelitian ini menggunakan metode penelitian kualitatif dengan mengumpulkan data dari berbagai sumber, termasuk naskah, jurnal, buku dan literatur-literatur lain yang relevan dan wawancara kepada pihak perusahaan Mie Gacoan. Selain itu dalam artikel ini kami memperkenalkan beberapa hasil referensi berdasarkan peneliti terdahulu mengenai strategi dalam meningkatkan kepuasan pelanggan melalui kualitas pelayanan. Hasil penelitian ini menunjukkan bahwa manajemen strategi kedai Mie Gacoan Surabaya telah ditingkatkan serta dapat dijadikan pedoman untuk menerapkan praktik manajemen strategi untuk memenuhi kebutuhan pelanggan. Hal ini dikarenakan kualitas pelayanan merupakan salah satu tindakan untuk memuaskan pelanggan dengan cara memberikan pelayanan kepada pelanggan dengan sebaik-baiknya.

Kata kunci: Manajemen strategik, Kualitas pelayanan, Kepuasan pelanggan

INTRODUCTION

In this rapidly evolving era, business models are also undergoing significant changes. This is especially true with the changing global marketplace, where factors such as technology, economics, and culture are increasingly influencing the way companies operate and compete.

A key aspect of this change is strategic management thinking, which is fundamental to success in the business world. The more traditional economic paradigm is being replaced by a new perspective that recognises the importance of technology, innovation and flexibility in the face of rapid market changes. Therefore, strategic management is becoming increasingly important as companies must be able to develop and implement adaptive strategies to deal with rapidly changing challenges. A key aspect of this change is the shift in thinking in strategic management on which the long-term success of the company is based. The traditional economic paradigm is being replaced by a new perspective that recognises the important role of technology, innovation and flexibility in dealing with dynamic changes in the market. In this context, strategic management is becoming increasingly important, as companies must be able to develop and implement responsive strategies to respond to the rapidly changing business environment (Budiarti, 2023).

Economic growth in Indonesia is fuelled by rising personal incomes and increased spending on food and beverages, especially from the growing number of middle-class consumers. So what happens is that the culinary business in Indonesia has grown rapidly. This is evidenced by information that the performance of the food and beverage industry (food and beverage) has increased in 2022, there was an increase of 3.68% in terms of growth in the restaurant and restaurant industry sector. This figure increased from 2021 which was only 2.95%. (Central Bureau of Statistics). The business world, especially the food industry, is experiencing rapid growth in the era of globalisation. The human need for food is considered a basic need, because food is a very important need for survival. Therefore, to meet consumer needs, culinary companies strive to produce and process diverse food products, prioritising taste, variety and uniqueness. Product or food quality has a significant influence on customer satisfaction (Fahmi et al., 2022). So the development of culinary business innovation is one of the moments that is always sought after by consumers, this happens with an increase in knowledge about the culinary world, which brings changes in consumption patterns and consumer lifestyles towards variations in instant, pocket-friendly, and quality food tastes.

Competition in the food industry is increasing with the emergence of various culinary companies operating both offline and online. Restaurants cannot escape the impact of this competition. For food companies to compete effectively, they must be able to maintain and improve the quality of their products and services. Intense competition among economic actors requires the introduction of different strategies and innovations to develop interesting ideas. Our goal is to develop unique products that are different from our competitors (Nuraini & Novitaningtyas, 2022). Every company realises the importance of customers as an essential element. Customers are directly involved in the perception of product quality provided by the company. Therefore, the company must ensure satisfaction according to customer expectations and desires, both in terms of product quality and price, as well as friendly employee service. The use of advanced technology, efficient systems and procedures is also a competitive factor that provides a significant advantage for restaurants (Irawati & Setiawan, 2023).

Product and service quality are important factors for customer satisfaction. The quality of service and the effectiveness of promotions have a positive impact on customer satisfaction, which in turn maintains customer loyalty to the service. Customer satisfaction provides various benefits, including maintaining a harmonious relationship between the restaurant business and its customers, building a strong foundation for repeat purchases, and generating positive word-of-mouth for the restaurant business (Mahmoud et al., 2018). This shows that good service quality leads to increased customer satisfaction and repeat consumption. In other words, if customers are satisfied with our service quality, they are more likely to repurchase the products provided.

Mie Gacoan is one of the culinary food companies that always strives to provide delicious meals to its customers. Known for its delicious noodles, Mie Gacoan is very popular

especially among students who often hang out, do homework, and chat. The location is good, there are many facilities such as Wi-Fi, outlets, music, and the cosy atmosphere makes you want to come back again. Mie Gacoan is one of the food companies that continues to improve quality through menu variations and services that attract customers (Prasasti & Maisara, 2022). Mie Gacoan is one of the culinary food companies that always strives to provide delicious meals to its customers. Known for its delicious noodles, Mie Gacoan is very popular especially among students who often hang out, do homework, and chat. The location is good, there are many facilities such as Wi-Fi, outlets, music, and the cosy atmosphere makes you want to come back again. Mie Gacoan is one of the food companies that continues to improve quality through menu variations and services that attract customers. Manufacturers of Gacoan Noodle outlets must offer high quality services because they face intense competition and want their business to remain competitive. Only businesses with good management and quality systems can provide good quality and service. All cases arising in the company are resolved using this system as the foundation. Hence the importance of a strategic management system in a company/organisation.

Previous research conducted by (Riadi et al., 2021) it is explained that service quality makes a positive contribution to customer satisfaction. In addition research conducted by (Irawan et al., 2023) in this study it is explained that strategies to increase customer satisfaction, one of which is through good service quality and product quality, will be able to meet customer expectations. And, research conducted (Haryanto, 2013) in the journal explained that service quality affects customer satisfaction. So it is very important to assess whether the strategic management system for customer satisfaction at the Gacoan Noodle shop is consistent with the level of service quality. Because the purpose of this research is to find out strategies to increase customer satisfaction through service quality at the Gacoan Noodle shop in Surabaya.

LITERATURE REVIEW

Strategic Management

Management can be defined as both an art and a science. Management as a science involves the use of scientific approaches in decision-making, especially in light of advances in computer technology. Management as an art includes various aspects such as leadership, communication, and other human elements. Management activities include leading, organising, managing, controlling, and developing. Management is also the process of achieving organisational goals through teamwork. Managers have various perspectives and perceptions. This process consists of the management activities of planning, organising, directing, and supervising. Management always starts with planning because planning determines the next action to take. The next step in planning is organising. This is closely related to the planning function as it involves division of labour and also requires planned organisation. Secondly, the purpose of direction is to direct all employees to cooperate and work effectively to achieve organisational goals. The final phase is monitoring, which requires the development of strategic management concepts to achieve the desired goals. Strategies developed as part of the strategic management process are intended to create a competitive advantage for an organisation (Safroni, 2012).

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intended to create a competitive advantage for a company (Ritonga, 2020). Therefore, strategic management is essential to improve service quality and customer satisfaction. Strategic management serves as a model for people to plan their business.

Service Quality

Service quality is a dynamic state that refers to products, people, processes, and environments that meet customer expectations. Service quality is one of the factors that determine consumer interest in buying the products and services offered, and is also an expectation and factor that affects the level of customer satisfaction (Gajewska et al., 2020). Service quality is very important for a company to survive and continue to gain the trust of its customers. Consumption patterns and customer lifestyles require companies to provide high-quality services (Lupiyoadi, 2016). A service is said to be of quality if it can provide a service or product that meets customer expectations and needs. There are two main factors that affect service quality. They are expected service and perceived service. If the service received is in accordance with expectations, then the quality of service is considered good and satisfying. Service quality is said to be ideal if the service received exceeds customer expectations. Conversely, if the service received is less than expected, the service quality is considered low. Customers who have used the company's products will understand the company better.

Evaluation of service quality is carried out by customers based on personal perceptions obtained through the technical process provided and the results are communicated. According to experts, services are defined as differences in levels or degrees that occur as a result of interactions or services between consumers and service providers, both in the form of goods and services. Many organisations, from small or regional organisations to large global organisations, pay special attention to service issues. This special consideration is considered a tool to influence the sales fluctuations of a company. Therefore, service quality is the level of service determined by customer expectations of the service itself, the product, and the provision of goods and services in various fields (Nugraha & Sudiarti, 2024).

Service quality makes consumers choose the products and services of a company so that it has an impact on increasing the market share of these products. Service quality is essential for long-term customer retention. Companies that provide superior service can maximise their financial performance. Therefore, service quality is a top priority for service companies to meet customer expectations and ensure that the services provided are of high quality and satisfying. Customer satisfaction can be measured through five dimensions of service quality attributes (SERVQUAL): specificity, reliability, responsiveness, security, and empathy (Sedjati, 2015).

Customer Satisfaction

Customer satisfaction is a concept that has long been recognised in the field of marketing. In an era of intense competition, where customer preferences and behaviour are changing and information technology is developing rapidly, companies are required to increase their focus on ensuring customer satisfaction to ensure business growth. With increasing competition, producers are trying to fulfil the needs and wants of consumers by offering a variety of products. As a result, consumers have wider choices and greater bargaining power, and all businesses are encouraged to prioritise customer satisfaction as their main goal (Khan et al., 2020). Overall, customer satisfaction can be described as a comparison of services or results received by customers with their expectations. Customer satisfaction or dissatisfaction is the customer's reaction to post-purchase reviews when the chosen alternative at least meets or exceeds customer expectations. Conflict occurs when the results achieved do not match what was previously expected (Gajewska et al., 2020).

If a company or service industry does not fully understand consumer expectations, it will be difficult to achieve customer satisfaction with its products and services. Even if products and services have the same quality, the level of satisfaction varies depending on the consumer. Therefore, business actors must always pay attention to the quality of the products and services they provide to consumers. Customer satisfaction is influenced by perceptions of service quality, product quality, price, and personal and situational factors (Uzir et al., 2021). Satisfaction is essentially related to the satisfaction of fulfilling one's needs. In other words, people feel satisfied when their needs are met, and vice versa. If the perceived results do not match expectations, the customer feels disappointed, dissatisfied, or even dissatisfied. However, if the results match expectations, the customer will be satisfied, and if the performance exceeds expectations, the customer will be very satisfied (Sellang & Jamaluddin, 2019). Fulfilling customer needs is not just about providing the best service, but also creating satisfying interactions and building sustainable relationships (loyalty) between producers and consumers. This can lead to customer loyalty to the company. Because sufficient customer satisfaction is very important to increase the competitiveness of a company. Therefore, the customer satisfaction (CS) paradigm is not easy and simple (Idrus, 2019).

METHOD

This research uses descriptive qualitative research, which is a method that can describe a phenomenon through descriptions in the form of sentences and language using natural methods (Sugiyono, 2019). In this research, uses a qualitative approach with data collection from various sources, including manuscripts, journals, books, and other relevant literature and interviews with the Gacoan Noodle Company. In addition, in this article we introduce some reference results based on previous researchers regarding strategies in improving customer satisfaction through service quality. The purpose of this data collection is to enrich and deepen the research being conducted. The qualitative approach provides diversity in the data obtained and allows researcher to explore a deeper understanding of the research topic, which is expected to explain the experience in improving customer satisfaction through service quality.

RESULTS AND DISCUSSION

Implementation of Strategic Management to Improve Service Quality at Mie Gacoan Surabaya

Strategy here refers to a regulatory process that aims to implement the company's plans in such a way that the results meet the desired quality standards. Long-term strategies aim to build strong partnerships, and service strategies aim to facilitate the building of strong relationships between customers and companies. Increasing customer satisfaction is the key to the success of a company, especially in the field of marketing. Marketing strategies are implemented by every company to gain a competitive advantage in competition with other companies. The competitive advantage of a company refers to a position that cannot be imitated by competitors, thus giving the company a long-term advantage. So competitive advantage is a positional advantage over competitors. Companies can effectively create competitive advantage if they can build, maintain, and develop their unique advantages (Nurdiyanto & Jayanti, 2022). Therefore, a strategy is required. There is no doubt that the implementation of certain strategies will have a positive impact. With the implementation of strategies, it is believed that the quality of goods or services produced will increase and be guaranteed, and ultimately customer satisfaction with the goods or services provided will increase. Strategy here refers to a regulatory process that aims to implement the company's plans in such a way that the results meet the desired quality standards. Long-term strategies aim to build strong partnerships, and service strategies aim to facilitate the building of strong relationships between customers and companies. Increasing customer satisfaction is the key to the success of a

company, especially in the field of marketing. An organisation and business must be able to manage its resources to survive in today's fierce competition by providing quality products and services. Therefore, a strategy is required. There is no doubt that the implementation of certain strategies will have a positive impact. With the implementation of strategies, it is believed that the quality of goods or services produced will increase and be guaranteed, and ultimately customer satisfaction with the goods or services provided will increase (Pratiwi et al., 2019).

Increasing customer satisfaction through service quality is a very important aspect for companies, especially at Mie Gacoan. So an interview conducted with the Gacoan Noodle Manager on 28 April 2024. The following are some of the strategies carried out by the Surabaya Gacoan Noodle Company to increase customer satisfaction through service quality.

1. Building strong relationships with customers through personalised awareness and services tailored to their needs is key to maintaining customer satisfaction. Good service quality is very important because it can attract attention and meet customer expectations. There are several factors that influence the quality of service that are considered important by the community. Service quality is a measure of success in ensuring customer satisfaction and can be evaluated objectively by customers.
2. Employees' awareness and willingness to respond quickly is essential to support customers and provide timely services. For example, employees who help customers quickly do not need to queue for a long time to receive services. In addition to being quick to respond, good employees are also willing to accept and respond to requests from customers who need help. If a customer has to repeatedly ask an unresponsive employee for something, it shows that the employee is not paying attention to the customer's request.
3. The knowledge and attitude of employees play a role in providing a sense of security and trust to customers. The ability to provide services, courtesy and respect for customers are characteristics of trustworthiness. For example, if employees are polite and friendly to customers, then customers will be satisfied with the services provided.
4. Empathy is the ability and willingness of employees to understand customer needs and pay special attention to each customer. One aspect of the empathy dimension is the willingness to approach customers, offer assistance, offer protection, and seek to understand customer wants, needs, and emotions.
5. Tangible is something that can be seen and felt directly. The appearance of employees and other physical characteristics, such as tools and equipment supporting services, are examples of tangible objects. For example, employees who look neat and the place is clean and comfortable.

Service Quality and Customer Satisfaction at Mie Gacoan Surabaya

Service includes the policies and procedures used to provide one or more required services. Good service includes understanding customer needs, providing complete information, providing quick and responsive assistance in emergency situations, and being polite and friendly. Customer satisfaction is defined as the customer's overall evaluation of a product or service based on whether it meets the customer's needs and expectations based on perceived value. The basic requirement is the customer's evaluation of the service quality of the service provider, which leads to an emotional response of satisfaction or dissatisfaction. Customers have certain expectations based on their own experiences, which influence how they compare products with competitors' products. Customer satisfaction essentially reflects the difference between expectations and perceived performance (Khan et al., 2020).

Customer satisfaction is strongly influenced by service quality. This can be seen from the speed of service delivery and response to customer problems and complaints. This makes your customers feel valued. The service quality model describes a situation in which consumers compare the service they expect with the service they actually receive or

experience. Customers form service expectations based on past experiences, word of mouth, and advertising.

The following is the effect of customer satisfaction on the level of service quality at Mie Gacoan Surabaya:

1. Poor service, a service that is poor, broken promises, and even detrimental to the customer. Examples include misrecording a customer's order or placing an order that is different from what the customer requested.
2. Poor service is at the second level, although it is not detrimental to the customer. Examples include inadequate equipment such as broken chairs or tables.
3. The third level of service is the minimum standard that must be met under all circumstances or in general. This includes opening the shop according to the information provided and greeting customers politely. For example: "Good morning", "lunch", and "evening", politely say thank you and apologise.
4. This service is slightly better than ordinary service. For example, an employee brings the customer's order to the table corresponding to the number specified when paying for the meal.

So that in this study service quality has a positive influence on customer satisfaction. Therefore, service quality plays a very important role in shaping customer satisfaction. Research and practical experience consistently show that when companies provide high-quality services, it has a positive impact on customer satisfaction. Service qualities such as responsiveness, friendliness, and efficiency in meeting customer needs create a positive experience (Kataria & Saini, 2020). Customer satisfaction increases when customers feel well treated, receive satisfactory solutions, and realise the added value of the services provided.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results of this study, it can be concluded that the strategic management of Gacoan Surabaya noodle shop in fulfilling customer satisfaction with its service quality, has been running well and has been improved and can be used as a guideline for implementing strategic management practices to meet customer needs. The branch's strategic management system is designed to help restaurants manage, achieve, maintain and improve service quality. Strategic management practices start from the planning process at the leadership level of mie gacoan, followed by quality improvement activities that emphasise customer satisfaction and provide quality services to consumers. This is reflected in the improvement of employee work quality, the use of tools and evaluation according to the organisation's service quality standards, branch monitoring and continuous review of the implementation process to achieve the desired quality. In addition, the gacoan noodle company will fix and evaluate any problems that arise when serving customers. Well-managed services will fulfil customer expectations.

Recommendation

Based on the conclusions drawn, Gacoan Noodle Company in addition to focusing on strategic management is also advised to understand customer preferences and listen to their input regarding the products and services offered. By conducting surveys and interviews with customers of Gacoan Noodle Shop, you can assess whether the strategies implemented are in line with their expectations and needs.

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