

**DETERMINANTS OF SERVICE QUALITY, SOCIAL MEDIA, AND TIMELINESS
TOWARDS INSTITUTIONAL IMAGE THROUGH CUSTOMER SATISFACTION
(CASE STUDY AT DPMPTSP BOGOR DISTRICT)**



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Abstract

This study aims to analyze the improvement of institutional image through customer satisfaction influenced by service quality, social media, and punctuality. By using the Structural Equation Modeling (SEM) method through the LISREL 8.80 program, it was found that the variables of service quality (X1), social media (X2), and punctuality (X3) significantly affect customer satisfaction (Y) and institutional image (Z). The dominant dimensions of each variable are reliability for service quality, participation in social media, and accuracy of the service process for punctuality. In addition, customer satisfaction has a significant influence on institutional image, with the dimension of conformity to expectations as the most dominant aspect. The results of the analysis show that social media is the most dominant variable in influencing customer satisfaction, while customer satisfaction is the main factor in improving institutional image.

Keywords: Determinants of Service Quality, Social Media, Punctuality, Institutional Image, Customer Satisfaction

INTRODUCTION

In the era of increasingly advanced globalization and digitalization, the image of an institution is one of the important aspects that must be considered by various organizations, both in the public and private sectors. The image of an institution is a perception formed in the minds of the public or customers about an organization. This perception is highly determined by various factors, including their interactions and experiences with the institution.

This impact can be felt because the image of service is very important in today's modern business era. After all, customer perceptions of service quality can influence their decisions in using products or services at the company. Good service quality tends to increase customer satisfaction. Customers who are satisfied with the service provided will be more likely to provide positive reviews on social media and recommend the services provided to others.

DPMPTSP Bogor Regency is one of the Government Agencies in Bogor Regency which was appointed through the latest Regulation of the Regent of Bogor No. 18 of 2022 concerning the Position, Organizational Structure, Duties and Functions and Work Procedures of the Investment and One-Stop Integrated Service Office as an Office that has the main task of assisting the Regent in carrying out government affairs in the field of investment and one-stop integrated services and assistance tasks. In accordance with the Vision of DPMPTSP Bogor Regency, namely "Realizing the Best Investment Climate and One-Stop Integrated Service in Indonesia".

DPMPTSP Bogor Regency certainly wants the community and business actors to come to Bogor Regency to invest and develop their businesses in order to reduce the unemployment rate in Bogor Regency. The Licensing Services provided by the Investment and Integrated One-Stop Service Office of Bogor Regency are solely carried out to obtain a positive image from the community towards the institution, so that the paradigm that licensing is expensive and difficult is no longer felt by the community.

Overall, the presence of this online licensing application has indeed been able to boost the attention and interest of business actors and the people of Bogor Regency to invest and open business activities in Bogor Regency. However, it should be noted that it is not that

easy to maximize the potential of existing services by using this online licensing application. The reason is that with the many permits that come in, there are also quite a few permits that are rejected. As of 2022 alone, there were 8,855 permits that were rejected out of 15,530 permits issued.

The success of the institution in determining the strategy in service can be seen from the extent to which the applicant for the permit is satisfied with the service provided in obtaining the permit. Applicants who are satisfied will be more likely to continue their investment or business in the area. Therefore, social media can have an important role in the progress and improvement of services at the DPMPTSP Bogor Regency.

Good information delivery through social media will certainly be one of the determining factors in the decision process to obtain services from the agency. Tarabieh (2017) in a study stated that Social Media Marketing has a greater effect than Traditional Marketing such as radio, magazines and newspapers to determine consumers in making purchasing decisions.

Social Media Management at the Bogor Regency DPMPTSP is not always just a medium for conveying information to the public, but also as one of the fastest forums for business actors and the public to report problems or complaints experienced during the licensing process at the Bogor Regency DPMPTSP. The most dominant complaints or consultations for business actors and the public are problems during the licensing process at the Bogor Regency Investment and One-Stop Integrated Service Office. However, of course we hope that these complaints and complaints will continue to decrease every year, which means that every information, both in terms of process and technicality, runs according to the wishes of the public and licensing business actors in Bogor Regency.

The background of this research is expected to provide an initial overview and rationale regarding the importance of the research I conducted at the Bogor Regency DPMPTSP, the role of social media is one of the important factors in conveying information publications to the public by linking related problems and identifying problems that need to be studied further. Thus, the image of the Bogor Regency DPMPTSP will be better in the eyes of the public and it will be easier to find out the latest information about developments

in the Bogor Regency DPMPTSP, both those related to licensing information at present and in the future.

REVIEW OF LITERATURE

The Essence of Service Quality

The success of an organization/institution can be seen from the quality of service in meeting customer satisfaction. According to (Eka Travilta Oktaria, Hairudin, 2023) defining service quality issuitability in a usage that emphasizes more on fulfilling customer expectations and a series of intangible activities as a result of interactions between consumers and employees provided by service providers with the aim of solving consumer problems. There are 5 dimensions in service quality, namely: 1) Reliability, 2) Responsiveness, 3) Assurance, 4) Empathy, 5) Tangibles.

The Nature of Social Media

In essence, social media is a series of internet-based platforms and technologies that allow users to interact, communicate, and share content such as text, images, videos, and other information in a virtual network or community. It includes a variety of applications and websites that encourage user participation and collaboration, including social networks, blogs, forums, and multimedia sharing platforms. Views (Pratiwi & Prakosa, 2021) revealed that social media is an effective business promotion tool because it can be accessed by anyone, so the promotion network can be wider.

The Essence of Timeliness of Service

Timeliness in the context of research can be defined as the duration or span of time required to complete a particular activity, task, or process from start to finish. Timeliness refers to how quickly or slowly an activity is carried out according to a predetermined schedule or target. In research, this variable is often used to measure the efficiency and effectiveness of a process or service, as well as its impact on the results or satisfaction of the parties involved. At the Investment and Integrated One-Stop Service Office (DPMPTSP) of Bogor Regency, timeliness can refer to the duration required to complete the licensing process from application to issuance of a permit, and can be an important factor in assessing service quality and customer satisfaction. According to (Hafizha et al., 2019), timeliness is

the time period from when a customer orders a product until the product arrives at the customer.

The Nature of Institutional Image

Institutional image is the result of a customer's thinking about the image or overall picture of a service or product provider institution based on the customer's experience and understanding for each person, both regarding its services or the level of reputation and credibility achieved according to the applicant's perception in assessing the image itself. A positive image will encourage a positive perception of a product, if an institution has succeeded in forming a positive image in consumer assessment, it will gain benefits such as creating consumer loyalty to the institution and gaining new consumers.

The Essence of Customer Satisfaction

The most important factor in determining customer satisfaction is knowledge of what needs and satisfaction customers want. Customers who are satisfied with the services we provide will continue to use the services they choose, but on the contrary if customers are dissatisfied, they will tell others twice as much about their bad experiences with the services they get (Azzahrah Putri Haykal, Ika Febrilia, 2023). What defines consumer satisfaction is the overall reaction of consumers, starting from conditions that have not been implemented until after.

RESEARCH METHOD

Research Methods and Design

The method used by the author in this study is a descriptive research method with a quantitative approach using survey techniques. This survey was conducted on all variables in this study, namely service quality (x1), social media (x2), punctuality (x3), customer satisfaction (y) and institutional image (z) through the distribution of questionnaires in the google form application link which contains questions that will be given to respondents to be answered according to the research sample. The questionnaire contained in the author's observation is confidential and closed. Respondents are only asked to answer questions whose answers are already available to choose from. Furthermore, respondents choose the answer that suits their respective opinions according to the questions presented.

This research design was conducted in 4 stages. The first stage was started by compiling the research instrument. The second stage was The research instrument was tested on 30 people using the pre-survey method. The third stage is to conduct instrument data testing and analysis to obtain valid and consistent questions. Then in the fourth or final stage, namely distributing valid and consistent instruments to the sample which is then continued with data analysis techniques.

Research Population

The population in this study were permit applicants who came to submit applications to the Bogor Regency DPMPTSP in the last 2 months starting from July and August 2023, which were the months with the largest number of applicants, namely 749 people. This was done in order to find out about their perceptions and experiences related to service quality, social media, punctuality, customer satisfaction, and institutional image at the Bogor Regency DPMPTSP.

Sampling Method

The sample determination in this study used the Non-Probability Sampling technique with the Purposive Sampling procedure with the accidental sampling method.

Determining the Number of Samples

Determination of the number of samples to collect information or data describing the condition of this population is done by using the Slovin formula with a tolerance error rate of 5% to obtain the smallest sample. It is known that the number of existing populations is 749 people who are applicants whose permits have been issued at the DPMPTSP of Bogor Regency, so the sample size in this study is 250 respondents. It is concluded that in this study, questionnaires will be distributed to 250 permit applicants at the Bogor Regency DPMPTSP to find out the actual situation of each variable that has been determined in this study.

RESULTS AND DISCUSSION

Requirements Analysis Test

Analysis requirement test is conducted before Structural Equation Modeling (SEM) analysis. The requirement test is conducted in the form of a data normality test.

Data Normality Test

If the P-value is not significant, then the data distribution is normal. If the data is not normal, then SEM analysis with the Maximum Likelihood (ML) method cannot be used. Therefore, the program is able to perform analysis with the Robust Maximum Likelihood (RML) approach.

Table 1.
Data Normality Test

Skewness			Kurtosis			Skewness and Kurtosis	
Value	Z-Score	P-Value	Value	Z-Score	P-Value	Chi-Square	P-Value
518,426	32,617	0,000	2192,936	13,408	0,000	1243,651	0,000

Source: Primary data processed by researchers with LISREL 8.80, October 2024

The p-value of Skewness and Kurtosis is obtained less than the significance level of 5% (0.05) which indicates that the multivariate data is not normally distributed. Therefore, SEM analysis with the Maximum Likelihood (ML) method cannot be used, and analysis with the Robust Maximum Likelihood (RML) approach.

Structural Equation Modeling (SEM)

Structural Model Analysis

The following is the modeling of the results of structural model calculations using the LISREL 8.70 program, which is shown in the following image:

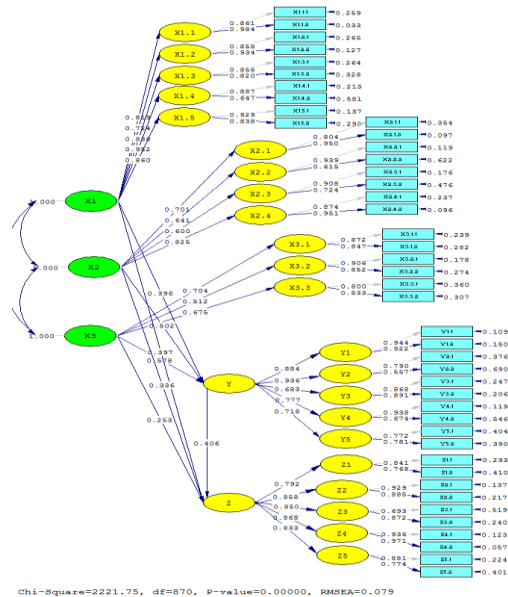


Figure 1.
Structural Model Diagram Standard Solutions

Based on the results of statistical testing of the model measurements structural in this study, the resulting structural equation is as follows: following:

$$Y = 0.396 * X1 + 0.502 * X2 + 0.578 * X3, \text{Errorvar.} = 0.235, R^2 = 0.765$$

$$Z = 0.406 * Y + 0.397 * X1 + 0.336 * X2 + 0.253 * X3, \text{Errorvar.} = 0.110, R^2 = 0.890$$

With the following substitutions:

$$Z = 0.406 (0.396 * X1 + 0.502 * X2 + 0.578 * X3 + 0.397 * X1 + 0.336 * X2 + 0.253 * X3)$$

$$Z = (0.160)X1 + (0.20)X2 + (0.23)X3$$

$$Z = (0.16 + 0.397)$$

$$Z = (0.53)X1 + (0.536)X2 + (0.483)X3$$

Information:

X1 : Service Quality

X2 : Social Media

X3 : Punctuality

Y : Customer Satisfaction

Z : Institutional Image

Table 2.
Model Fit Test Results

Goodness of Fit Size		Match Rate Target	Estimation Results	Match Level
a.	Chi-Square	p-value > 0.05 (good fit)	0.000	Bad fit
b.	RMSEA	0.05 < RMSEA ≤ 0.08 (good fit), 0.08 < RMSEA ≤ 1 (marginal fit)	0.0790	Marginal Fit
c.	ECVI	ECVI & ECVI Saturated < ECVI Independence	ECVI = 9.887	Good Fit
			ECVI Saturated = 7.952	
			ECVI Independence = 93.320	
d.	AIC	AIC & AIC Saturated < AIC Independence	AIC = 2461.753	Good Fit
			AIC Saturated = 1980,000	
			AIC Independence = 23236.651	

e.	CAIC	CAIC & CAIC Saturated < CAIC Independence	CAIC = 3004.328	Good Fit
			CAIC Saturated = 6456.246	
			CAIC Independence = 23435.595	
f.	NFI	NFI ≥ 0.9 (good fit), 0.8 ≤ NFI ≤ 0.9 (marginal fit)	0.904	Good Fit
g.	CFI	CFI ≥ 0.9 (good fit), 0.8 ≤ CFI ≤ 0.9 (marginal fit)	0.939	Good Fit
h.	NNFI	NNFI ≥ 0.9 (good fit), 0.8 ≤ NNFI ≤ 0.9 (marginal fit)	0.934	Good Fit
i.	IFI	IFI ≥ 0.9 (good fit), 0.8 ≤ IFI ≤ 0.9 (marginal fit)	0.939	Good Fit
j.	RFI	RFI ≥ 0.9 (good fit), 0.8 ≤ RFI ≤ 0.9 (marginal fit)	0.896	Marginal Fit
a.	GFI	GFI ≥ 0.9 (good fit), 0.8 ≤ GFI ≤ 0.9 (marginal fit)	0.697	Bad fit
l.	AGFI	AGFI ≥ 0.9 (good fit), 0.8 ≤ AGFI ≤ 0.9 (marginal fit)	0.655	Bad fit
m.	PGFI	PGFI ≥ 0.60 (good fit)	0.613	Good Fit
n.	PNFI	PNFI > 0.09 (good fit)	0.831	Good Fit
o.	RMR	Standardized RMR < 0.05 (good fit)	0.0814	Bad fit

Source: Primary data processed by researchers with LISREL 8.80, October 2024

Information:

RMSEA = Root Mean Square Error of Approximation

ECVI = Expected Cross-Validation Index

AIC = Akaike Information Criterion

CAIC = Consistent-AIC

NFI = Normed Fit Index

CFI = Comparative Fit Index

NNFI = Non-Normed Fit Index

IFI = Incremental Fit Index

RFI = Relative Fit Index

GFI = Goodness of Fit Index

AGFI = Adjusted Goodness of Fit Index

PGFI = Parsimonious Goodness of Fit

PNFI = Parsimonious Normed Fit Index

RMR = Root Mean Square Residual

Based on the table above, it can be seen that out of 15 Goodness of fit indicator, 4 indicators have the good less Category or it can be said bad fit. While other indicators have categories marginal fit and good fit. So that the research model is continued with testing the research hypothesis. The results of testing the research hypothesis are based on the structural model of the t-value research obtained from the results of processing research data as shown in the figure below:

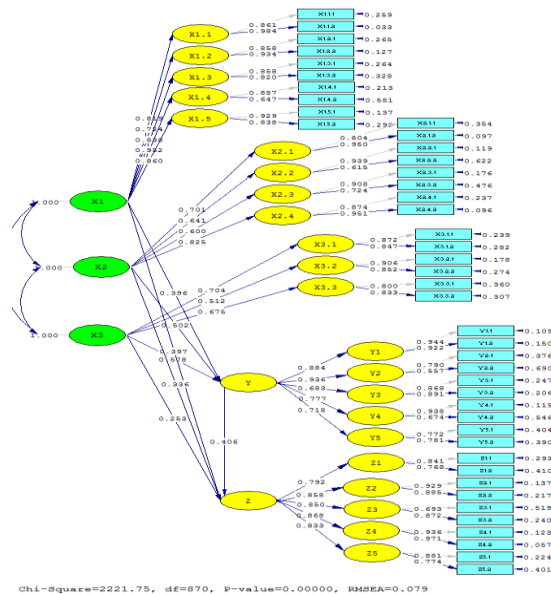


Figure 2.

T-Value Research Structural Model Diagram

Statistical Hypothesis Testing and Structural Equation

Based on the image above, hypothesis testing is carried out by comparing the t-count value with the t-table at a 5% alpha confidence level of 1.96, where if the t-count value > t-table then the hypothesis is accepted. The following are the results of the hypothesis test in this study.

The Influence of Service Quality (X1) on Customer Satisfaction (Y)

The t-count value for the Service Quality variable (X1) is 4.486, more than the t-table value of 1.96. Because the t-count value is greater than the t-table value at the $\alpha = 5\%$ level, then at the 5% error rate it is decided to accept H1 and reject H0. So, it can be concluded that Service Quality (X1) has a significant effect on Customer Satisfaction (Y).

The Influence of Social Media (X2) on Customer Satisfaction (Y)

The t-count value for the Social Media variable (X2) is 5.337, more than the t-table value of 1.96. Because the t-count value is greater than the t-table value at the $\alpha = 5\%$ level, then at the 5% error rate it was decided to accept H2 and reject H0. So it can be concluded that Social Media (X2) has a significant effect on Customer Satisfaction (Y).

The Influence of Punctuality (X3) on Customer Satisfaction (Y)

The t-count value for the variable Punctuality (X3) is 4.848, more than the t-table value of 1.96. Because the t-count value is greater than the t-table value at the $\alpha = 5\%$ level, then at the 5% error rate it was decided to accept H3 and reject H0. So it can be concluded that Punctuality (X3) has a significant effect on Customer Satisfaction (Y).

The Influence of Service Quality (X1) on Institutional Image (Z)

The t-count value for the Service Quality variable (X1) is 4.155, more than the t-table value of 1.96. Because the t-count value is greater than the t-table value at the $\alpha = 5\%$ level, then at the 5% error rate it was decided to accept H4 and reject H0. So it can be concluded that Service Quality (X1) has a significant effect on Institutional Image (Z).

The Influence of Social Media (X2) on Institutional Image (Z)

The t-count value for the Social Media variable (X2) is 2.970, more than the t-table value of 1.96. Because the t-count value is greater than the t-table value at the $\alpha = 5\%$ level, then at the 5% error rate it was decided to accept H5 and reject H0. So it can be concluded that Social Media (X2) has a significant effect on Institutional Image (Z).

The Influence of Punctuality (X3) on Institutional Image (Z)

The t-count value for the variable Punctuality (X3) is 2.106, more than the t-table value of 1.96. Because the t-count value is greater than the t-table value at the $\alpha = 5\%$ level, then at the 5% error rate it was decided to accept H6 and reject H0. So it can be concluded that Punctuality (X3) has a significant effect on Institutional Image (Z).

The Influence of Customer Satisfaction (Y) on Institutional Image (Z)

The t-count value for the Customer Satisfaction variable (Y) is 2.156, more than the t-table value of 1.96. Because the t-count value is greater than the t-table value at the $\alpha = 5\%$ level, then at the 5% error rate it was decided to accept H7 and reject H0. So it can be concluded that Customer Satisfaction (Y) has a significant effect on Institutional Image (Z).

The Influence of Service Quality (X1), Social Media (X2), and Punctuality (X3) on Customer Satisfaction (Y)

The f-count value for the variables Service Quality (X1), Social Media (X2), and Punctuality (X3) is 115.698 more than the f-table value $df_{nk-1} = 250-3-1 = 246$ of 2.641. Because the f-count value is greater than the f-table value at the $\alpha = 5\%$ level, then at the 5% error level it was decided to accept H8 and reject H0. So it can be concluded that Service Quality (X1), Social Media (X2), and Punctuality (X3) have a significant effect on Customer Satisfaction (Y).

The Influence of Customer Satisfaction on Service Quality (X1), Social Media (X2), Punctuality (X3), and Institutional Image (Z)

The f-count value for the variables Service Quality (X1), Social Media (X2), Punctuality (X3), and Customer Satisfaction (Y) is 233.363 more than the f-table value $df_{nk-1} = 250-4-1 = 245$ of 2.408. Because the f-count value is greater than the f-table value at the α level = 5%, then at the 5% error level it was decided to accept H9 and reject H0. So it can be concluded that Customer Satisfaction has a significant effect on Service Quality (X1), Social Media (X2), Punctuality (X3), and Institutional Image (Z).

Correlation Matrix of Independent Variable Dimensions with Dependent Variables

The dimension analysis between variables conducted by the author aims to determine the relationship between the dimensions of the independent variables with the dimensions of the dependent variables. The interdimensional test is conducted by creating a correlation matrix of dimensions between variables.

After the calculations were carried out, the following results were obtained:

Table 3.
**Correlation Matrix of Dimensional Analysis Between Independent Variables,
Dependent and Intervening**

Variables	Customer Satisfaction (Y)						Institutional Image (Z)				
	Dimensions	Y1	Y2	Y3	Y4	Y5	Z1	Z2	Z3	Z4	Z5
Service Quality (X1)	Realizability	0.277	0.236	0.202	0.307	0.225	0.327	0.442	0.364	0.404	0.286
	Responsiveness	0.188	0.172	0.126	0.212	0.159	0.144	0.318	0.296	0.326	0.287
	Assurance	0.102	0.115	0.133	0.220	0.167	0.207	0.350	0.284	0.328	0.217
	Empathy	0.245	0.261	0.167	0.270	0.246	0.225	0.419	0.273	0.405	0.226
	Tangibles	0.167	0.123	0.106	0.258	0.192	0.203	0.401	0.232	0.293	0.212
Social Media (X2)	Openness	0.272	0.362	0.282	0.187	0.237	0.203	0.290	0.208	0.256	0.144
	Community	0.141	0.220	0.083	0.036	0.001	0.275	0.250	0.276	0.192	0.229
	Interconnected	0.295	0.239	0.193	0.209	0.222	0.315	0.324	0.262	0.296	0.193
	Participation	0.418	0.535	0.370	0.372	0.307	0.360	0.463	0.354	0.429	0.401
Punctuality (X3)	KD. Service Process	0.431	0.282	0.333	0.256	0.325	0.339	0.296	0.275	0.254	0.196
	KD. Determining Targets	0.195	0.093	0.130	0.017	-0.016	0.204	0.017	0.171	0.057	0.058
	KD. Determining the time	0.325	0.222	0.197	0.120	0.119	0.297	0.217	0.238	0.208	0.222
Customer Satisfaction (Y)	Conformity to expectations						0.462	0.564	0.461	0.691	0.438
	Experience satisfaction						0.456	0.477	0.516	0.596	0.509
	Interested in returning to visit						0.449	0.429	0.370	0.448	0.413
	Recommend tie to others						0.447	0.652	0.553	0.540	0.539
	Positive WOM						0.356	0.631	0.423	0.426	0.391

Source: Primary data processed by researchers with LISREL 8.80, October 2024

Correlation values are classified as follows:

Table 4.
Correlation Coefficient Value

Correlation Coefficient	Relationship Strength Level
0.00 - 0.199	Very Low
0.20 - 0.399	Low
0.40 - 0.599	Currently
0.60 - 0.799	Strong
0.80 - 1.00	Very strong

Source: Sugiyono (2017)

After the author performed the calculations, the correlation value between the dimensions of the independent variables and the dimensions of the dependent and intervening variables was obtained, namely as follows:

1. Service Quality (X1) positive influence on Customer Satisfaction (Y) the most dominant is the dimension of "Reliability (X1.1)" with the dimension of "Recommending to others (Y4)" which is 0.307. This shows that the two dimensions have a low correlation relationship.
2. MediaSocial (X2) has a positive effect on Customer Satisfaction (Y) which is most dominant in the dimension of "Participation (X2.4)" with the dimension of "Experience Satisfaction (Y2)" which is 0.535. This shows that the two dimensions have a moderate correlation relationship.
3. Punctuality (X3) positive influence on Customer Satisfaction (Y) the most dominant is the dimension of "Accuracy in the service process (X3.1)" with the dimension of "Conformity to Expectations (Y1)" which is 0.431. This shows that the two dimensions have a moderate correlation relationship.

CONCLUSION

The results of the study on Improving Institutional Image (Z) Through Customer Satisfaction (Y) with Service Quality (X1), Social Media (X2), and Punctuality (X3) have been statistically analyzed using Structural Equation Modeling (SEM) using the LISREL 8.80 Software Program, obtained research findings which can be concluded as follows:

1. Service Quality (X1) proven to affect Customer Satisfaction (Y). It is known that the most dominant dimension of the Service Quality variable (X1) is the Reliability dimension (X1.1) with the highest standardized loading factor value.
2. Social Media (X2) proven to affect Customer Satisfaction (Y). Social Media (X2). It is known that the most dominant dimension of the Social Media variable (X2) is the Participation dimension (X2.4) with the highest standardized loading factor value.
3. Punctuality (X3) proven to affect Customer Satisfaction (Y). Punctuality (X3) is known as the most dominant dimension of the Punctuality variable (X3) is the Punctuality dimension in the service process (X3.1) with the highest standardized loading factor value.
4. Service Quality (X1) proven to affect Institutional Image (Z). Service Quality (X1) is known as the most dominant dimension of the Service Quality variable (X1) is the Reliability dimension (X1.1) with the highest standardized loading factor value.
5. Social Media (X2) has proven to affect Institutional Image (Z). Social Media (X2) it is known that the most dominant dimension of the Social Media variable (X2) is the Participation dimension (X2.4) with the highest standardized loading factor value.
6. Punctuality (X3) proven to affect Institutional Image (Z). Punctuality (X3) is known as the most dominant dimension of the Punctuality variable (X3) is the Punctuality dimension in the service process (X3.1) with the highest standardized loading factor value.
7. Customer Satisfaction (Y) is proven to affect Institutional Image (Z). Customer Satisfaction (Y). It is known that the most dominant dimension of the Customer Satisfaction variable (Y) is the dimension of conformity to expectations (Y2) with the highest standardized loading factor value.
8. Service Quality (X1), Social Media (X2), and Punctuality (X3) have proven to affect Customer Satisfaction (Y). From the results of the analysis conducted, it is known that the most dominant variable of the Service Quality (X1), Social Media (X2), and Punctuality (X3) variables is the social media variable (X2) with the highest Standardized Coefficient value.

9. Customer Satisfaction (Y) is proven to influence Service Quality (X1), Social Media (X2), Punctuality (X3), and Institutional Image (Z). From the results of the analysis conducted, it is known that the most dominant variable of the variables of Service Quality (X1), Social Media (X2), Punctuality (X3), and Customer Satisfaction (Y) is the Customer Satisfaction variable (Y) with the highest Standardized Coefficient value.

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