CUSTOMER SATISFACTION SURVEY FOR PERFORMANCE IMPROVEMENT OF CAFÉ BUSINESS

Wahyu Rochana[1*], Ahmad Mokan[2], Alqatlya Wulandari Mustav[3]

[1] Economic and Bussiness Faculty, Universitas Teknologi Surabaya, Surabaya, Indonesia
[2] Doctoral Management Student, Indonesia School of Economic, Surabaya, Indonesia
[3] [3] Faculty of Fisheries And Marine, Airlangga University, Surabaya, Indonesia

*Corresponding Author: rochanawahyu@ymail.com

_____

Abstract : The Customer Satisfaction Survey for Performance Improvement of Cafe Business objectives are first to analysis level of customer satisfaction and the second as a basis of Performance Improvement for Micro, Small and Medium Enterprises (UMKM)**.** The data analysis base on Univariate Analysis, the Customer Satisfaction Index (CSI) indicators, and Bivariate Analysis was carried out to explain the benefits of the MAKMU CAFE Customer Satisfaction Survey in Sidoarjo. The survey method is Field Work Research, consist of 4 categories of respondents: Household Customers (RT), Teen Customers (PR), Parent Customers (PO) and Child Customers (PA), and the complex analysis between variables used Importance - Performance Analysis (IPA). This Survey result the Household Customers include in Quadrant II (Achievement Maintenance) especially in Product Quality, Product Quantity, Payment Officer Services and Payment Methods with Quadrant I as Main Priority on non cash Payment and price adjustments. The Teen Customers analysis result in Quadrant II maintaining achievements in Product Quality and Quantity, as well as Quadrant I as the Main priority in non-cash Payments and Product Price Adjustments. The results of the Parental Customer Analysis are not yet interested as customer because the price is expensive as well as The Analysis result of Child Customers. The Makmu Café Sidoarjo can be improved in the Quadrant I as the Main Priorities, especially the payment system, continuity and product intensity. In the other side, Quadrant II needs to Maintain Achievement on Product Quality, Product quantity and time period and method of payment.

Keywords: Customer Satisfaction, Performance Improvement

_____

1. Introduction

Present the background, formulation of the problem, the purpose or objective. It should be formatted using 12 point, Times New Roman, single spaced.

The development of Micro, Small and Medium Enterprises (MSMEs) is currently one of the government's concerns in all provinces and districts/cities in Indonesia. MSMEs are not only pillars of the Indonesian economy but also as the backbone of the community's economy that can provide or open up new fields of employment, increase national exports, increase income per capita as well as increase the national income. The contribution of MSMEs in the Indonesian economy is very significant, in every sector of the national economy.

Based on data from the Ministry of Cooperatives and SMEs of the Republic of Indonesia, the MSME sector in 2013 was able to absorb 114.1 million workers or 96.9% of the total

workforce engaged in the MSME sector and large businesses. 99.9% of the total MSME units or around 57.9 million are MSME actors. The MSME sector also has a contribution to GDP, amounting to 60.34% in 2013.

Various obstacles oftenly faced by MSME actors in Indonesia are: low productivity, product quality, or lack in product added value and lack of marketing reach. This is because MSMEs, especially micro-enterprises in various economic sectors, are still burdened with large operational costs, which can reduce productivity levels.

Various factors causing the low productivity of MSMEs are due to the lack of competence in the field of technology and entrepreneurial management capabilities in the MSME sector.

Guidance and improvement by the government as a facilitator and various related parties to MSMEs is still very much needed and even must be carried out continuously. The government is still providing various efforts through policy development and facilities, although not yet comprehensive in nature, to assist the development of entrepreneurship and MSMEs. Various facilities are provided such as capital development through People's Business Credit (KUR), empowerment and entrepreneurship development programs, partnership programs and others, which have been started by the government in recent years.

As with other countries, since 2020, Indonesia has effected the Covid 19 Pandemic. The impact of this condition is that activities in all sectors have experienced a slump. This impact is also felt by SMEs.

MSME actors must have strategic steps to stay afloat during this pandemic. In addition to having to improve the quality of their products and services, MSME actors must also re-measure the needs and purchasing abilities of their customers or consumers.

MSMEs can improve their business performance by making appropriate business development strategies, and can meet the needs and satisfaction of their customers.

The purpose of this customer satisfaction survey is to help MSMEs to develop a performance improvement strategy that is service-oriented and customer satisfaction so that MSMEs can survive and be sustainable in the long term.

2. Literature Review

A literature review explain about theory in the journal, book, proceeding, etc. A literature as always talk about you are topic area. It should be formatted using 12 point, Times New Roman, single spaced.

Rangkuti (2006) defines customer satisfaction as the customer's response to the discrepancy between the previous level of importance and the actual performance he feels after use.

Customer satisfaction is also determined by several factors including the perception of service quality, Service Quality is the response and customer perception that focuses on the five dimensions of services carried out by a company, namely responsiveness, reliability, empathy, assurance and tangible.

In addition to perceptions of service quality, other factors influence customer satisfaction are product quality, price and other personal and situational factors.

Based on the theory of Sumarwan (2004) when a customer buys a product, he or she has expectations of the required product function (product performance).

Product Functions based on customer expectations include::

a. The product works better than expected, called positive disconfirmation. If this happens then the customer will be satisfied.

b. The product works as expected, called simple confirmation. The product does not provide a sense of satisfaction, but does not disappoint the customer. Customers will have a neutral feeling.

2nd INTERNATIONAL CONFERENCE ON
BUSINESS & SOCIAL SCIENCES
Digital Transformation Business Strategy in Post Covid-19

STIESIA
COBUSS
e-ISSN 2746-5667

c. The product works worse than expected, called negative disconfirmation. Products that function poorly, do not meet customer expectations will cause disappointment so that customers are not satisfied.

Based on the theory of customer behavior, satisfaction is defined from the perspective of the customer experience after consuming or using a product or service. A satisfied customer is a customer who feels he is getting value from a producer or service provider. Value for this customer can be created through the company's marketing attributes which can be elements of stimuli for the company to influence customers in purchasing (Palilati, 2004).

Company Performance

Referring to Moerdiyanto (2010), the definition of company performance is the result of a series of business processes, through the sacrifice of various kinds of resources, human resources and company finances.

Meanwhile, Mulyadi (Mulyadi, 2001 in Hanuma 2011), defined Corporate Performance is a general term used to indicate part or all of the actions or activities of an organization in an organization period..

Wibowo defines the notion of performance as a description of the level of achievement of the implementation of an activity/policy program in realizing the goals, objectives, mission and vision of the organization contained in the formulati strategic scheme (strategic planning) of an organization (Wibowo, 2010: 7 in Tahaka, 2013).
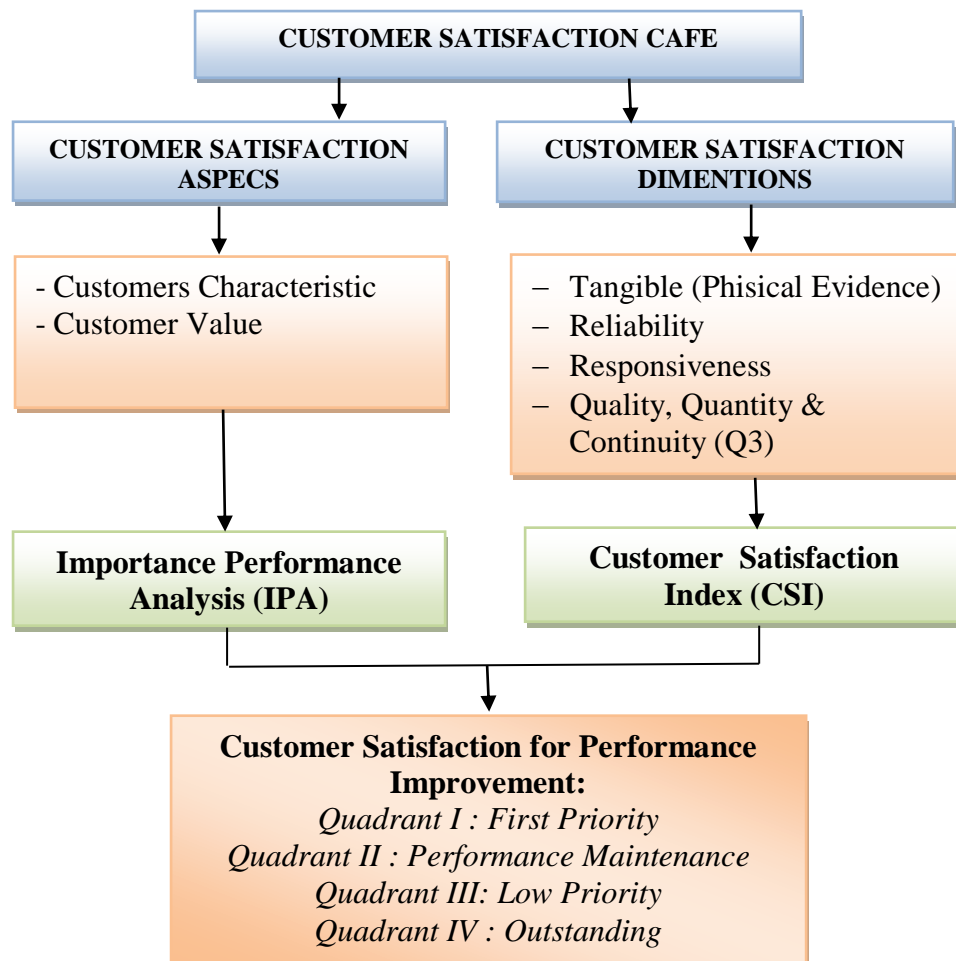

Figure 1: Customer Satisfaction Survey For Performance Improvement Of Café Business
Source: Customer Satisfaction Surce for Performance Improvement of Cofee Business

3. Method

The discussion and conclusions section should answer your research questions and explain what your results mean. In other words, the majority of the discussion and conclusions section should be an interpretation of your results. It should be formatted using 12 point, Times New Roman, single spaced.

Research Location and Time
This research was conducted from September to December 2021 at CAFE MAKMU, Sidoarjo Regency, East Java, through Purposive Sampling.

Data Collection Method
Primary data is interviewed respondents of CAFE MAKMU's customres, and proportionally classified in 4 categories.
The Secondary Data collected based on observations, interviews and questionnaires to parties related to CAFE MAKMU, Sidoarjo.

The technique
The technique used to collect data are: Library Research, Field Work Research by observation, questionnaire, and documentation.

The population
The population in this survey are customers of CAFE MAKMU Sidoarjo during September to December 2021, with 150 respondents, classified into 4 Categories :
Respondents to this survey are divided into 4 categories and the number is as follows Housewife (RT) 40%, Teen Customers (PR) : 30%, Parents (PO);20% and Children (PA) 10%.

The Operstional Aspects of Customers Satisfaction.
The Operational aspects of the MAKMU CAFE Customer Satisfaction survey, Sidoarjo to determine customer satisfaction used is descriptive quantitative research. Based on the problems identification and objectives, the indicators of variables include the following aspects:
a. Customer satisfaction with physical evidence (tangibles) : customer satisfaction by assessing the conditions and staff involved in the cafe, as well as the condition of the facilities and infrastructure available including: Appearance and Attitude of cafe services, Design and Condition of the place with Order Recording facilities, Service Time Range.
b. Customer satisfaction on reliability : performing services as promised immediately, accurately and satisfactorily, including: Method of payment, Amount of Bill, Time of payment, Compliance with Bills, Paying clerk/Cashier, Paying location
c. Customer satisfaction with Responsiveness : the ability to help customers and the availability to serve customers well, including: Customer queue conditions, Service Response Speed, Payment Procedures, Non-cash Credit Payments, Responses to Complaints, Complaints Handling Time, Complaints Handling Officers , How to Overcome Complaints, Prices of food/drinks.
d. Customer Satisfaction with Q3 (Quality, Quantity and Continuity) and customer willingness include: Product quality, Product presentation, Product Portion, Promo product portion, Product taste, Change of taste. Service every day, holiday service and customer willingness if prices and services are increased.

Data Processing and Analysis Method
Univariate Analysis
This analysis is used to describe the variable data that has been collected (explaining the findings) without intending to give conclusions to the population.

The results of this analysis are a description of survey findings with descriptive statistics, based on the method of measuring and calculating all indicators of the Customer Satisfaction Index (CSI), with a maximum percentage of 100%.

Overall satisfaction level of respondents measured by the criteria for the level of customer satisfaction. The criteria, based on Aditiawarman (2000), have been simplified:

- Less than 0.70 (%)   = Not satisfied
- 0.71 to 0.85 (%)   = Satisfied
- 0.86 to 1.00 (%)   = Very satisfied

Bivariate Analysis
Bivariate analysis is carried out to explain the complex relationship between variables, by measuring Importance - Performance Analysis (IPC), which is a bivariate analysis in the form of cross tabulations with weights of satisfaction and importance on a scale of 1 to 3.

The three assessments are weighted as follows:
a. very important/very satisfied are given a weight of 3
b. Important/satisfied answers are given a weight of 2
c. Not important/not satisfied are given a weight of 1

Customer Satisfaction Index dan Analisis Importance-Performance Analysis.
Analysis of Importance-Performance and Customer Satisfaction Index (CSI) is used to answer the formulation of the problem regarding the level of importance and level of customer satisfaction on the service quality of CAFE MAKMU, Sidoarjo.

Furthermore, the level of these elements will be described and divided into four parts into a Cartesian diagram which shows that Quadrant I is the Main Priority, Quadrant II is Maintain, Quadrant III is Low Priority, and Quadrant IV is Excessive. The four quadrants are presented in Figure 1.
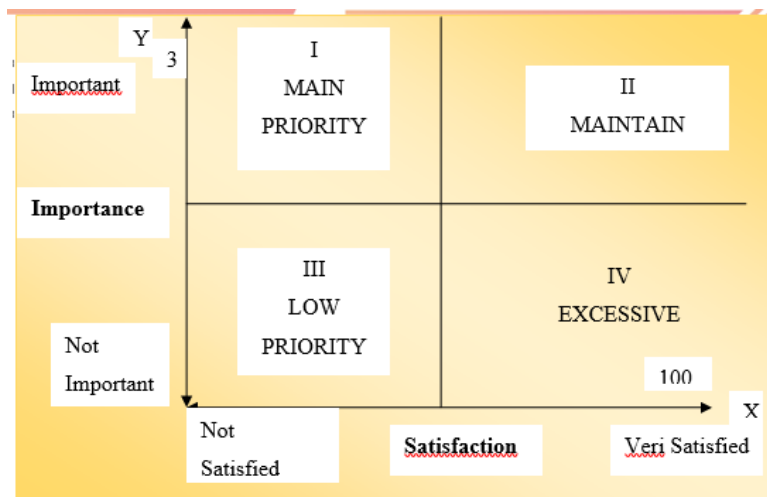

Figure 2: Cartesian Chart (Importance-Performance Matrix)
Source : Customer Satisfaction Survey For Performance Improvement

2nd INTERNATIONAL CONFERENCE ON
BUSINESS & SOCIAL SCIENCES
Digital Transformation Business Strategy in Post Covid-19

STIESIA
COBUSS
e-ISSN 2746-5667

4. Result and Discussion

Explain about data analyze and discussion research finding. It should be formatted using 12 point, Times New Roman, single spaced.

Analysis Method

The analysis is carried out for each service unit as well as an analysis of each service aspect to the technical aspect while for the non-technical aspect is carried out as a whole.

Profile of Customer Respondents – Housewife of CAFE MAKMU Sidoarjo customers in 2021, showed as follow:

Table 1. Respondent Profile & Interests

No	Indicators	Result %	Interest Weight
1	Eat & Drink	80	3
2	Meeting	6	2
3	Entertainment	14	1
4.	Number of Members: 1 – 2 people	5	1
5	Number of Members : 3 - 6	85	3
6	Number of Members : > 6	10	3
7	Income : Less 5 million/month	25	3
8	Income : 5 – 10 million/month	55	3
9	Income : 5 – 10 million/month	20	3
10	Number of Visits to this Cafe	76	3
11	Number of visits to other cafes	24	2
12	High school education	20	3
13	Undergraduate Education	80	3

Source: Customer Satisfaction Surce for Performance Improvement of Cofee Business

In general, it can be concluded that 80% of customers visit to cafe for eating and drinking and 16% enjoy entertainment. The number of customer family members who are potential customers is 85% with the number of family member 3-6 people. More than 55%, Makmu cafe customers income of 5 to 10 million per month. And 76% of housewife customers often visit Makmu Cafe and only 24% visit other cafes. The potential improovment of Makmu Cafe can also be seen from 80% of undergraduate education.

Importance Analysis – Performance Analysis (IPA) : Housewife Customers (RT)

Analysis of the results of the CAFE MAKMU Customer Satisfaction Survey in Sidoarjo, based on Importance – Performance Analysis (IPA) can be described in a Cartesian Diagram (Importance-Performance Matrix) against the Customer Category – Housewife, concluded as follows:

a. Conditions for Customer Satisfaction with the lowest priority are in Quadrant III, especially the Condition of Place, Amount of payment is greater than estimated, Location of Payments, are things with low priority need to be considered for company improvement.

b. The condition of customer satisfaction as the main priority is in Quadrant I, especially in the aspect of non-cash payments and prices that apply at CAFE MAKMU Sidoarjo.

c. The condition of Customer Satisfaction needs to be maintained in Quadrant II; the Quality and Quantity of the product, Service Officers, and Payment Officers as well as Continuity.

d. Quadrant IV shows that there are no less important things, cause CAFE MAKMU customers' feel very satisfied.

Table 4.1.2 Cstomer Satisfaction Level of Tangible

No	Indikators	Not Satisfied	Satisfied	Very Satisfied	Interest Weight
1	Waitress Attitude	14	80	6	3
2	Place Design	18	67	15	1
3	Ordering Record	5	91	4	3
4	Service Delivery Time	2	96	2	3

Source: Customer Satisfaction Surce for Performance Improvement of Cofee Business

Tabel 4.1.3 Customer Satisfaction of Reliability

No	Indikators	Not Satisfied	Satisfied	Very Satisfied	Interest Weight
1	Payment				
	1. Cash.		70		3
	2. Non cash		30		2
2	Billing :				
	More than Sum	1			1
	Less than Sum				1
	Normal		99		3
3	Billing Time	1	91	8	3
4	Billing Adjustment	2	97	1	3
5	Cashier Service	30	68	2	3
6	Cashier Location		100		1

Source: Customer Satisfaction Surveyfor Performance Improvement of Cofee Business

Tabel 4.1.4 Customer Satisfaction of Responsiveness

No	Indikators	Not Satisfied	Satisfied	Very Satisfied	Interest Weight
1	Customer Quaie		87	13	3
2	Speed of Respons		99	1	3
3	Payment procedures		98	2	3
4	Non cash Payment	16	82	2	1
5	Handling Complaint		88	12	3
6	Time of Handling Complaint	10	89	1	2
7	Complaint Officers	14	86		2
8	Method of handling complaint	6	94		3
9	Price : Food & beverage	7	87	6	3
10	All Responsiveness	22	78		3

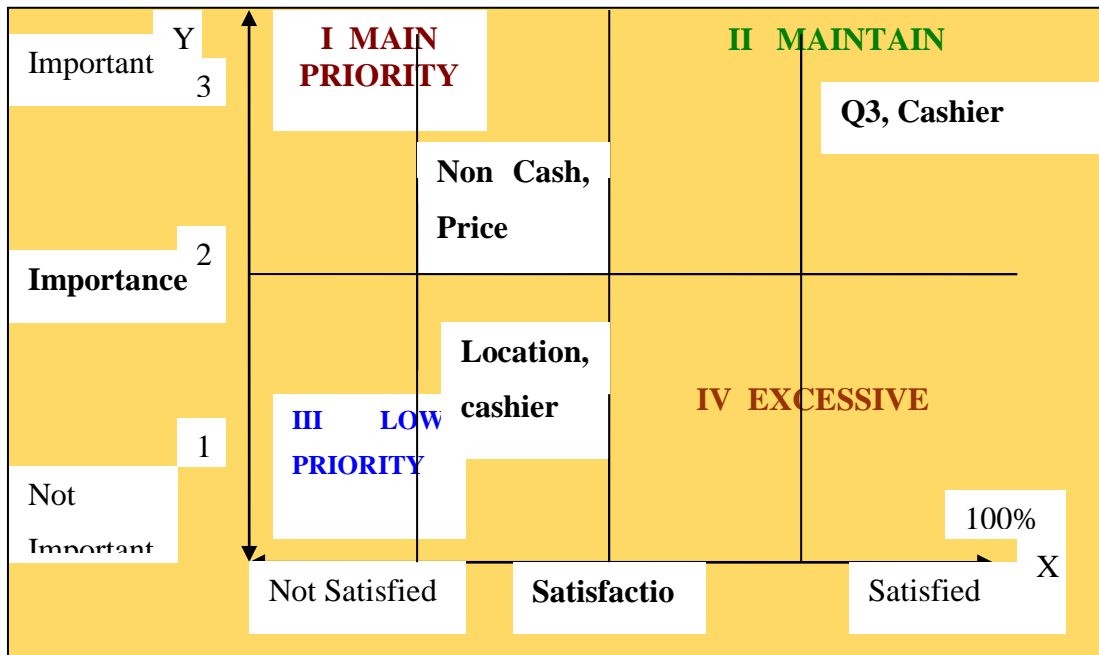*Source: Customer Satisfaction Survey for Performance Improvement of Cofee Business*

Tabel 4.1.5 Customer Satisfaction of Quality, Quamtity and Continuity (Q3)

No	Indikators	Not Satisfied	Satisfied	Very Satisfied	Interest Weight
1	Quality of Product	11	84	5	3
2	Performance of all product	5	88	6	3
3	Portion of Product	11	82	7	3
4	Portion of Promo Product	4	89	7	3
5	Product Taste & Appetite	22	71	7	3
6	Change of taste	15	79	6	2
7	Reguler Srrvice		81	19	3
8	Vacation Service	5	80	15	2
9	**Customers Ability**	**No**		**Yes**	
10	Price Increase	8		92	2

Source: Customer Satisfaction Survey for Performance Improvement of Cofee Business

e. CAFE MAKMU Sidoarjo Customer Satisfaction Level of Housewife Customers Category, generally is in Quadrant II or Maintain Achievement with increasing in Quadrant III and Quadrant I.

2nd INTERNATIONAL CONFERENCE ON BUSINESS & SOCIAL SCIENCES
Digital Transformation Business Strategy in Post Covid-19

STIESIA | ICOBUSS

e-ISSN 2746-5667

Figure 4. 1. Importance-Performance Matrix – Housewifes Customer

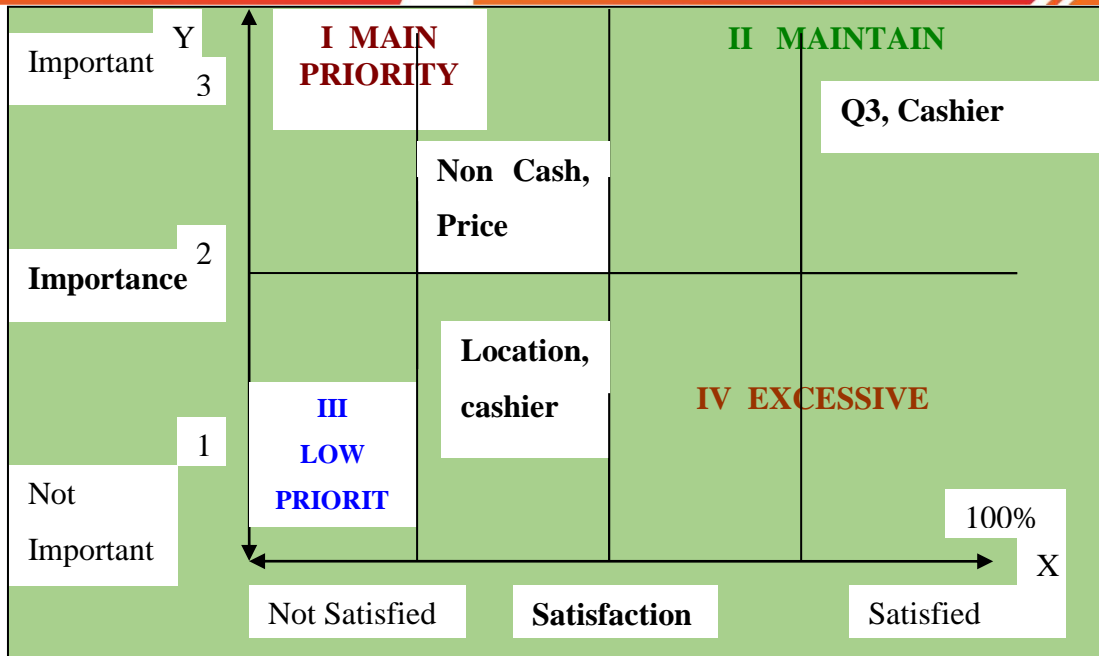*Source: Customer Satisfaction Survey for Performance Improvement of Cofee Business*

Importance Analysis – Performance Analysis (IPA) : Teenage Customers (PR)

The Profile of Teenage Customers (PR) have similar destination for Eating and Drinking in Makmu Cafe, with average income less than 5 million per month, and could be categories as potential customers to be improved for performance.
The Importance Performance Analysis results close to Houswifes IPA results.

In general or on average is in Quadrant II or Achievement Defense (maintain); especially the Quality and Quantity of the product, Service Officers, and Payment Officers as well as Continuity. Increase in Quadrant III in term of Condition of Place, Amount of payment is greater than estimated, Location of Payments, and Quadrant I, focused on non-cash payments and prices

Figure 4. 2. Importance-Performance Matrix – Teenage Customer

Source: Customer Satisfaction Survey for Performance Improvement of Cofee Business

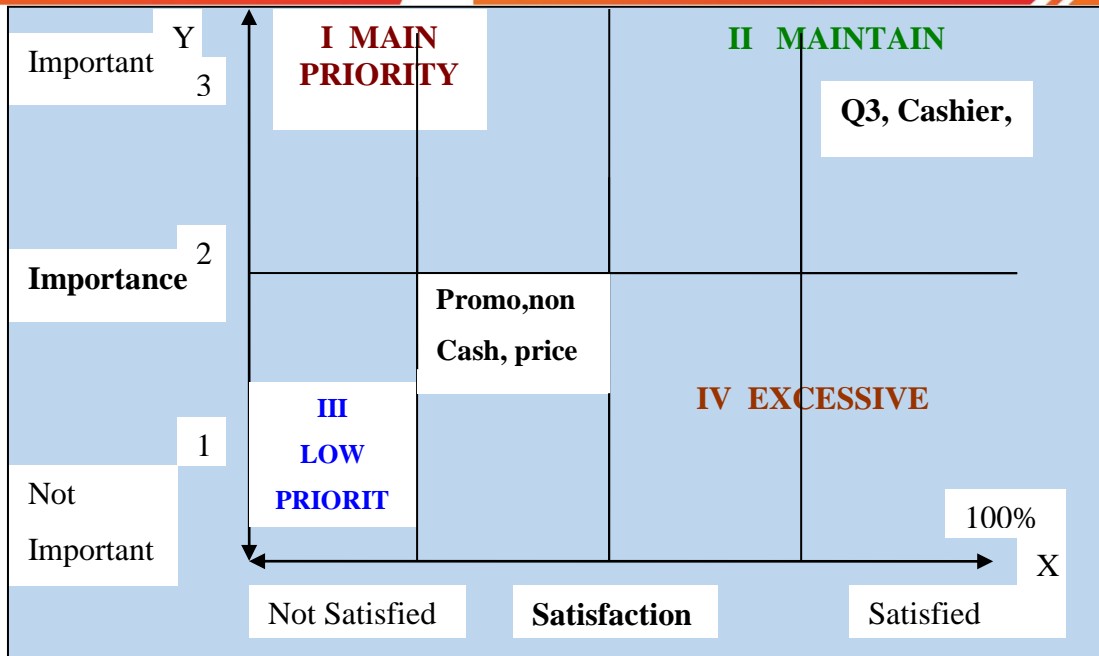## Importance Analysis – Performance Analysis (IPA) : Parents Customer (PO)

Most Parents Customers (PR) come for Eating and Drinking in Makmu Cafe, with average income less more tahn 5 million per month, and could be categories as potential customers to be improved for performance. The Undergarduate Education level as one of the determinant factors to stimulate this categories as Potential customers. They were not as reguler customers, and come to Makmu Cafe less than 2 times per month.

This customers stated that they did not want to become regular customers, because the prices were relatively more expensive than other places. Some of the main aspects need to be improved in CAFE MAKMU services are Service and Continuity of services during holidays, while the quality and quantity are satisfactory, the Non-Cash payment system also still needs to be improved. Socialization of customer service through promotion program to attract Parent Customers. Various procedures and ease of service are highly expected by these customers.

The Importance Performance Analysis results close to Houswifes IPA results.

Generally on average is in Quadrant II or Achievement Defense (maintain) ; especially the Quality and Quantity of the product, Service Officers, and Payment Officers as well as Continuity. Increase in Quadrant III as well as Quadrant I, focused on non-cash payments, prices and promotion.

Figure 4. 2. Importance-Performance Matrix – Parents Customers

2nd INTERNATIONAL CONFERENCE ON
BUSINESS & SOCIAL SCIENCES
Digital Transformation Business Strategy in Post Covid-19

STIESIA
ICOBUSS
e-ISSN 2746-5667

Source: Customer Satisfaction Survey for Performance Improvement of Cofee Business

Importance Analysis – Performance Analysis (IPA) : Children Customer (PA)

Most Children Customers (PA) come for Eating and Drinking in Makmu Cafe, with their parents, have no income, and could be categories as potential customers to be improved for performance. The Undergarduate Education level of the parents as one of the determinant factors to stimulate this categories as Potential customers. They could be as reguler customers, and come to Makmu Cafe more than 2 times per month.

The children customer category stated that they did not want to be a regular customer, because the price was relatively more expensive than other places and there was no place to play. Like the results in other customer categories, the main priority needs to be improved in CAFE MAKMU services is Service and Continuity, as well as satisfactory quality and quantity, Non-Cash payment system also still needs to be improved. The condition of the place with play facilities will attract children's customers to visit the cafe.

The Importance Performance Analysis results close to Parents Customers' IPA results, in Quadrant II or Achievement Defence (Maintain); especially the Quality and Quantity of the product, Service Officers, and Payment Officers as well as Continuity. Increase in Quadrant III as well as Quadrant I, focused on Place condition (playground), non cash payment and promotion.

Figure 4. 2. Importance-Performance Matrix – Children Customers
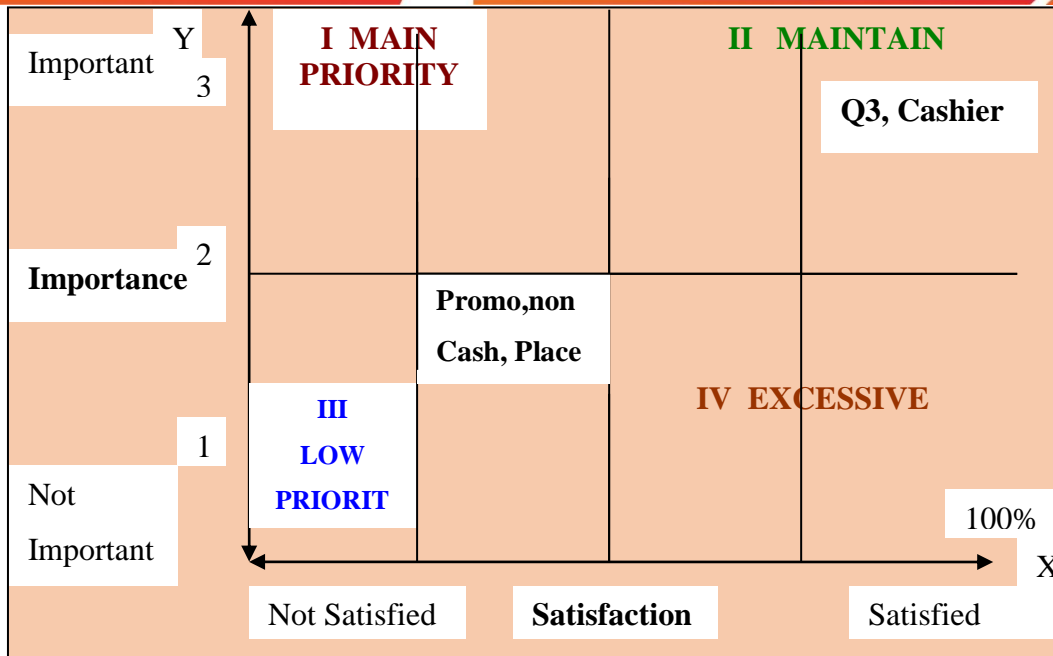
Source: Customer Satisfaction Survey for Performance Improvement of Cofee Business

5. Conclusions

The conclusion of the study may be presented in a conclusion, which is include the main finding, the implications and limitations. It should be formatted using 12 point, Times New Roman, single spaced.

The first objective of the CAFE MAKMU Sidoarjo Customer Satisfaction Survey is to analyze the level of customer satisfaction, with the following conclusions:

1. Results of the Analysis of Housewife Satisfaction Level (RT):
   CAFE MAKMU Sidoarjo Customer Satisfaction Level with Housewife Customer Category, in general is in Quadrant II or Maintain Achievement, especially in Quality, Quantity, Payment Officer Service and Payment Methods, and Continuity needs to be even better, with an increase in Quadrant III, especially on the condition of the place, and the location of payment and Quadrant I or the main priority on increasing non cash payments and Price Adjustments.

2. Results of Analysis of Teenage Category (PR) Customer Satisfaction Levels: on average is in Quadrant II or Maintain Achievement, especially in Quality, Quantity, Payment Officer Service and Payment Methods, Continuity needs to be better, with increasing Quadrant III especially on the condition of venue, Queues and Payment Locations and Quadrant I or top priority on increasing Non Cash Payments and Price Adjustments.

3. The MAKMU Sidoarjo CAFE Customer Satisfaction Survey Results in Parent Category (PO), it is necessary to increase the number of customers on the basis that respondents need cafe products, have sufficient income, but are not interested in subscribing because the price is considered expensive.

4. Results of Customer Satisfaction Analysis for Children Category (PA). showed it is necessary to increase the number of customers on the basis that respondents need cafe products, have not earned income, but are not interested in subscribing on the grounds that prices are considered expensive.

Suggestions

1. The condition of the level of customer satisfaction - housewives can be overcome by mainly improving the condition of the place, and the location of payment and the main priority is to increase non-cash payments and price adjustments.
2. Conditions of Customer Satisfaction Level - Teenagers can be overcome by mainly improving the condition of the place, queues and payment locations and the main priority is to increase non-cash payments and price adjustments.
3. The condition of Parents Customers who are not yet interested in subscribing can be overcome by an adult promotion policy and dissemination of CAFE Quality, Quantity and Continuity.
4. The condition of children's subscribers who are not yet interested in subscribing can be overcome by promotional policies, setting special place and prices and socializing CAFE Quality, Quantity and Continuity.

Acknowledgements

References

Glover, S.2000.The Influenceof TimePressureand Accoutabilityon Auditors' Processingof Nondiagnostic Information. *JournalofAccountingResearch* 35(2): 213-226

Vermunt, R., D. V. Knippenberg, B.V. Knippenberg, and E. Blauw. 2001. Self-Esteem and Outcome Fairness: Differential Importance of Procedural and Outcomes Considerations. *JournalofAppliedPsychology*86: 621-628

Prillyana,Tori Saphira, *Perumusan strategi untuk meningkatkan kinerja Coffee Shop XY*
https://repository.unpar.ac.id/handle/123456789/1044

Iis Dewi Indrawati Ahmad Suharto, Yohanes G.W, *EVALUASI KINERJA KUALITAS LAYANAN CAFE PONDOK ALAM GLENMORE,* Program Studi Manajemen Fakultas Ekonomi Universitas Muhammadiyah Jember, Jawa Timur, Indonesia.**.**
http://repository.unmuhjember.ac.id/6384/1/Jurnal-converted.pdf

Perbankan di Wilayah Etnik Bugis. Jurnal Kepuasan Pelanggan. Vol I (Maret), p.65-74.

Denison, D. R. 1990. *Corporate culture and organizational effectiveness*. 1st Ed. John Wiley & Sons, Inc. New York.

Bernardin, H. J., dan J. E.A Russel. 2002. *Human resource management (An Experimental Approach International Edition).* 5th Ed. Mc Graw-Hill Inc. Singapore.

Aditiawarman, B.R. 2000. *Pengukuran Tingkat Kepuasan dan Identifikasi Ketidakpuasan Pelayanan* (Studi Kasus: Saving And Leading Unit Kop sucofindo)..

Hidayati, P.E. 2004. *Analisis Tingkat Kepuasan Pelanggan Terhadap Kinerja Pelayanan Grapari Telkomsel Jakarta Utara*. (Skripsi), Departemen Manajemen Fakultas Ekonomi dan Manajemen. IPB. Bogor.

Kotler, P. 1997. *Manajemen Pemasaran. Jilid 1. Edisi Revisi. Alih Bahasa HendraTeguh dan Ronny A. Rusli.* PT Prenhallindo. Jakarta.

Palilati, A. 2004. *Pengaruh Tingkat Kepuasan Terhadap Loyalitas Nasabah Tabungan*

Rangkuti, F. 2006. Measuring Customer Satisfaction. PT Gramedia Pustaka   Utama.Jakarta.

Santoso, S. 2006. *Menggunakan SPSS dan Excel untuk Mengukur Sikap dan Kepuasan Konsumen*. Elex Media Komputindo. Jakarta.

Sumarwan, U. 2004. *Perilaku Konsumen.* Ghalia Indonesia. Bogor.

Supranto, J. 2006. *Pengukuran Tingkat Kepuasan Pelanggan Untuk Menaikkan Pangsa Pasar.* Rineka Cipta. Jakarta.

Tim Penyusun Kamus Pembinaan dan Pengembangan Bahasa.1999. *Kamus Besar Bahasa Indonesia ed. 2.* Balai Pustaka. Jakarta.

Umar, H. 2001. *Metode Penelitian Untuk Skripsi dan Tesis Bisnis*. Raja Grafindo Persada. Jakarta.

Suhermin. 2018. <u>Perceived Organizational Support And Personal Value On Organizational Commitment</u>. *Asian Academic Society International Conference Proceeding*: 787-793