

THE EFFECT OF EMPLOYEE COMPETENCE AND PERFORMANCE ON COMMUNITY SATISFACTION AT THE PADANG CITY REGIONAL REVENUE AGENCY

Nadya Dewinta Sari¹, Febsri Susanti²

^{1,2} Sekolah Tinggi Ilmu Ekonomi "KBP"

*Corresponding email: febsrisusanti@akbpstie.ac.id

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Abstract

The government continues to strive to provide the best service to the community so that community satisfaction related to the various services that can be provided continues to increase. The community is increasing by continuously improving performance and encouraging employee performance to be more optimal in its implementation. This study aims to analyze and prove the effect of competence and employee performance on community satisfaction at the Padang City Regional Revenue Agency. The method used is descriptive with Multiple Linear Regression analysis technique. The population in the study is all people who make services at the Padang City Regional Revenue Agency in 2020 reaching 1,263. The sampling technique used in this research is simple random sampling. The sample is 93 people. From statistical analysis with the help of SPSS version 23, that: 1) competence has a positive and significant effect on community satisfaction at the Padang City Regional Revenue Agency, and 2) employee performance has a positive and significant effect on community satisfaction at the Padang City Regional Revenue Agency.

Keywords: Competence, Employee Performance, Community Satisfaction.

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I. Introduction

Good government can be realized by making improvements to the performance of good government services. Law No. 25 of 2009, on public services that a series of activities meet the demands of services on the provisions of the law on all citizens and residents related to goods, services, and administrative services. These efforts are ongoing and are being carried out by all government officials.

Public satisfaction is a measure of the performance of government agencies to fulfill their duties and obligations. Various public perceptions arise automatically after the community directly interacts to realize various benefits related to government agencies. Faced with this, government agencies must be able to provide maximum service so that the thoughts that arise are positive and the community becomes satisfied.

The Padang City Regional Revenue Agency is part of the implementation of regional autonomy, and the government's work in the field of revenue, where the main function is to support government activities in the financial sector. In the pros of public service, problems are still found. The first survey through interviews with employees showed the community's assessment of the service was broadly dissatisfied with the 54% assessment. In terms of service procedures by 47%, service time by 67%, employee competence by 53%, employee behavior when serving the community by 54% and response to complaints, suggestions and input by 58%. Meanwhile, the overall value of public satisfaction with employee services is 46% in the level of satisfied category. This indicates that services at the Padang City Regional Revenue Agency still need to be addressed so that community satisfaction increases.

Competence is a requirement in an individual that must be met, it can also be interpreted as knowledge, skill, ability and satisfaction characteristics such as problem solving, analytical thinking or leadership. In serving the community requires competencies that can make them satisfied. Badjamal's research (2014) proves that competence has a positive impact on satisfaction. Research Ichsan et al. (2016) outlined the results of the study that employee competence has a significant influence on community satisfaction.

Romberg in Permatasari & Hermani (2020) argues that employees with high competence tend to be experienced, have an education that supports the profession, have expertise or knowledge, and have skills. From the results of observations and interviews, the author found that there were problems with employee competence, including: (1) the knowledge and skills of employees did not support their work, (2) there were still problems with employee competence. the incompatibility of education with the current work, and (3) The difficulty of employees in coming up with the latest ideas for the betterment of the organization. Community satisfaction can also be determined by employee performance.

Performance is used as a measure of the success of individuals and agencies, in other words, employees who do their gas well and are responsive to the needs of the community are considered to be able to increase the success of the Agency in terms of providing services to the community. This is proven from Pramularso's research (2020) that employee performance has a significant effect on community satisfaction. Based on the performance data of employees of the Padang City Regional Revenue Agency, it can be concluded that employee performance is not optimal and there needs to be an improvement so that organizational goals can be achieved. Of the 3 (three) targets using 5 (five) performance indicators set, performance achievements are in the rendah category of 60.64%.

Kpuasan based on Lupiyoadi (2013), is an individual's feeling of satisfaction with the performance of products and services with his expectations. Determination of the level of satisfaction is seen from the more value of the product and the performance of the service after making a purchase, where this theory is recognizedl with *the customer value delivered*, namely the difference in value of products and services at the cost of obtaining them. Based on Kotler and Keller in Hermawati (2018) *satisfaction* is a sense of pleasure and disappointment arising from the comparison of product performance with expectations. Meanwhile, Swastha's opinion (2012), states that satisfaction is the impulse of the customer's desire to obtain satisfaction, where the desire comes from a motive. The creation of different desires in individuals or based on the surrounding environment.

The definition of satisfaction by Robbins & Judge (2013) is a general attitude towards the work of employees that distinguishes the marijuanaof the mine obtained by conviction of the facts at hand. The characteristics of different individuals make the satisfaction in society different or the impact felt individ u on satisfaction will not be the same. According to Sangadji & Sopiah (2013) satisfaction or dissatisfaction is an individual's sense of well-being or disappointment compared to the impression of the actual performance of a product on its expectations of product performance .

Sourced from Spencer in Moetheriono (2014), competence is the capacity of employees in producing performance according to standards, efficiency, performance optimization and superiority in the workplace. McClelland in Rivai (2014) defines competence as a basic ability that an individual has a direct impact on the best performance, or is interpreted as the activity of *outstanding performers* which is more often implemented on many asanas than the best results tried by *average performers*. Opinion marwansyah (2016) competence is a combination of knowledge, expertise, behavior and individual attitudes to achieve work success according to agreed standards, and which can be raisedthrough training and development.

Kinerja phas the principle of being a term that describes "achievement" or "*achievement*" which comes from the word "*to achieve*" which means "to achieve", so in Indonesian it is often interpreted asan agai " achievement" or "what is achieved" (

Performance is a function of the ability of employee workers to accept the job goals that have been set by the company (Junaidi & Susanti, 2019). Opinion Sedarmayanti (2016) performance is the value of one-fourth of employee behavior that contributes, both positively and negatively to the fulfillment of organizational goals. Performance is the result of a work process that is measured based on certain time provisions sourced from terms or agreements agreed upon (Edison et al., 2016). According to Hartatik (2014) performance is the capacity and success of employees carrying out organizational functions, duties and operational responsibilities of the organization.

According to Abdullah (2014), performance is defined as the result of work that is strongly correlated with the agency's strategy, complacency and contribution to the economy. Based on Moeheriono (2014), performance is the success of employees in achieving work programs and goals, work objectives, vision and mission contained in the strategic planning of the organization.

Competence is an aspect of developing the resources owned, conditioned into supporting efforts in the achievement of organizational goals. Increasing service satisfaction can be done through a human aspect approach with service providers, namely pegawai competence.

Badjamal's research (2014) proves that competence has a positive and significant effect on satisfaction. Indah & Ustadi (2018) proves that there is a positive and significant influence between competence and satisfaction.

H₁: It is suspected that competence positively and significantly affects community satisfaction with the Padang City Regional Revenue Agency.

Success is influenced by the performance of its employees. Performance is the result of employee work or comparison of real work results with existing work standards. Employee performance is indispensable in optimal service because performance shows the ability of employees to provide services and create satisfaction.

Hasil research Pramularso (2020) employee performance has a positive and significant effect on satisfaction. Sutrisno & Mariyono (2017) found that employee performance has a significant positive fan influence on community satisfaction. Prayogo & Ismiyati (2018) found that employee performance has a positive and significant effect on satisfaction.

H₂: It is suspected that the employee's performance is positive and significantly affecting the satisfaction of the community at the Padang City Regional Revenue Agency

II. Material and Method

Quantitative type research with descriptive methods as the analysis approach. The population is the entire community that made services at the Padang City Regional Revenue Agency in 2020 amounting to 1,263. The number of samples is determined based on the Slovin formula where the error rate of determination used is 10%. The sampling technique is *simple random sampling* that takes a random sample of a sample of members of a population, regardless of class (Sugiyono, 2017). Thus, the total sample was 93 respondents.

There are three variables measured, as free variables, namely competence reliability (X_1), employee performance (X_2) and community satisfaction, namely bound variables (Y). The operational definition is presented on the instrument grid below:

Table 1.

Operational Definition

No	Variable	Definition	Indicators	Source
1	Competence (X_1)	Spencer in Moeheriono (2014:5) stated competencies, namely employee characteristics related to performance and core characteristics that are connected causally (due to consequences) with the characteristics used as standards, efficient or has excellent and superior performance in the workplace	1) Character 2) Motif 3) Self-concept 4) Knowledge 5) Skills	Spencer dalam Moeheriono (2014)
2	Employee performance (X_2)	The result of a process that refers to and is measured over a certain period of time is based on the terms or agreements agreed upon (Edison et al, 2016:190)	1) Target 2) Quality 3) Turnaround time 4) Obey the principles	Edison et al. (2016)
3	Community satisfaction (Y)	People's perception of reality and existing reality is compared to existing expectations. Or there is a difference between people's	1) Transparency 2) Accountability 3) Conditional 4) Participatory	Ulumudin (2014)

- expectations of a service by a service provider (Ulumudin, 2014)
- 5) Equal rights
 - 6) Balance of rights and obligations

The data analysis technique of this study consists of instrument validity and reliability tests, descriptive analysis of variables, classical assumption tests and multiple linear regression analysis. Testing the research hypothesis using the t test

III. Results and Discussion

Validity Test

(Ghozali, 2016) disclosing a validity test is a determinant of whether or not the research questionnaire is valid or valid, on the basis of its analysis: a) if the r hitung value $> r_{table}$, then the statement item is valid, and b) if the r hitung value $< r_{table}$, then the fall statement item. The table r value for the value $df=n-2$, $df=93-2=91$ is 0.2039. The following are the results of testing the validity of each research variable.

Table 2.
Competency Variable Validity Test Results (X_1)

Items	Corrected Item-Total Correlation (r calculate)	r table	Information
X1.1	0.743	0,2039	Valid
X1.2	0.714	0,2039	Valid
X1.3	0.781	0,2039	Valid
X1.4	0.756	0,2039	Valid
X1.5	0.856	0,2039	Valid
X1. 6th	0.782	0,2039	Valid
X1.7	0.680	0,2039	Valid
X1.8	0.783	0,2039	Valid
X1.9	0.733	0,2039	Valid
X1.10	0.733	0,2039	Valid

Source: Processed primary data, 2022

Based on Table 2 above, all statements of competency variables (X_1) are declared valid because the corrected value of the item-total correlation (r calculate) $> r$ of the table is 0.2039, so that it can be used for testing next.

Table 3.

Competency Variable Validity Test Results (X₂)

Items	<i>Corrected Item-Total Correlation (r calculate)</i>	r table	Information
X2.1	0.615	0,2039	Valid
X2.2	0.832	0,2039	Valid
X2.3	0.763	0,2039	Valid
X2.4	0.794	0,2039	Valid
X2.5	0.761	0,2039	Valid
X2.6	0.719	0,2039	Valid
X2.7	0.782	0,2039	Valid
X2.8	0.795	0,2039	Valid

Source: Processed primary data, 2022

Based on Table 3 above, all statements of employee performance variables (X₇) are declared valid because the corrected *value of the item-total correlation* (r calculate) > r table is 0.2039, so that it can be used for testing next.

Table 4.
Validity Test Results of Community Satisfaction Variables (Y)

Items	<i>Corrected Item-Total Correlation (r calculate)</i>	r table	Information
Y.1	0.398	0,2039	Valid
Y.2	0.545	0,2039	Valid
Y.3	0.335	0,2039	Valid
Y.4	0.536	0,2039	Valid
Y.5	0.562	0,2039	Valid
Y.6	0.544	0,2039	Valid
Y.7	0.555	0,2039	Valid
Y.8	0.618	0,2039	Valid
Y.9	0.682	0,2039	Valid
Y.10	0.620	0,2039	Valid
Y.11	0.692	0,2039	Valid
Y.12	0.679	0,2039	Valid

Source: Processed primary data, 2022

Based on Table 4 above, all statements of the community satisfaction variable (Y) are declared valid because the corrected *value of the item-total correlation* (r calculate) $> r$ of the table is 0.2039, so that it can be used for testing next.

Reliability Test

The reliability test according to Ghozali (2016), is a measure of the consistency of the research measuring instrument, the basis of the analysis is that if the *cronbach alpha* value > 0.7 , then the measuring instrument is consistent or reliabel. The results of the reliability test can be seen in Table 5 below:

Table 5.
Reliability Test Results

Variable	Cronbach Alpha	Rule of thumb	Number of Items
Competence (X_1)	0,939	0,7	Reliable
Employee performance (X_2)	0,926	0,7	Reliable
Community satisfaction (Y)	0,868	0,7	Reliable

Source: Processed primary data, 2022

From the presentation of the table above, all research variables are declared reliable, where the results of the reliability test calculations, each variable of which shows that *Cronbach Alpha* is greater than 0,7. This means that the entire variable can be used for further data processing.

Normality Test

Table 6.
Normality Test Results

Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)	Alpha	Conclusion
0,706	0,702	0,05	Normally Distributed

Source: Processed primary data, 2022

From Table 6 above, it can be clearly seen, from the results of this normality variabel competence (X_1), employee performance (X_2) and community satisfaction (Y) have an *asymp.sig (2 tailed)* value of 0.702 > 0.05 . Then it can be concluded that all variables in this study are normally distributed, thus the classical assumptions about normally distributed data have been met.

Multicholnearity Test

Table 7.

Multicholnearlity Test Results

Variable	Collinearity Statistics	
	Tolerance	VIF
Competence (X_1)	0.690	1,450
Employee performance (X_2)	0.690	1,450

Source: Processed primary data, 2022

In Table 7, it can be seen that each independent variable used has a *Tolerance* value above 0.10. Meanwhile, the *Variance Inflation Factor* (VIF) value is below 10 so that it can be concluded that *human relations* and the work environment have been free from the symptoms of multicollinearity so that the stages of data processing are further can be implemented immediately.

Heterochemedasticity Test

Table 8.

Heterochedasticity Test Results

Variable	Sig.
Competence (X_1)	0.938
Employee performance (X_2)	0.421

Source: Processed primary data, 2022

From Table 8 above, it can be seen that keandalan, daya responsive, jaminan, empati, and bembodiment, competence, employee performance have a significance value above 0.05 so can it is concluded that all variables do not occur heteroskedasticity.

Multiple Linear Regression Analysis

Multiple regression analysis is useful in looking at the similarities of competence (X_1) and employee performance (X_2) to community satisfaction (Y), which was carried out using the SPSS Version 23 program in the following table:

Table 9.

Multiple Linear Regression Analysis Results

Information	Coefficients	Standard Error	Significant
(Constant)	23,444	1,879	0,000
Competence (X ₁)	0,489	0,050	0,000
Employee performance (X ₂)	0,179	0,061	0,004

Source: Processed primary data, 2022

Based on the regression results from Table 9 above, the multiple linear regression equations can be determined in this study as follows:

$$Y = 23.444 + 0.489 X_1 + 0.179X_2 + e$$

The interplay over the regression equation obtained is as follows:

1. The constant of 23,444 states that if the variables of competence (X₁) and employee performance (X₂) are considered constant or ignored, then community satisfaction (Y) is 23,444.
2. Koefisien regression competency (X₁) is 0.489 meaning that if other independent variables the value is fixed and competence (X₁) has an increase of 1 unit of weight, then community satisfaction will be experienced an increase of 0.489, as well as in the opposite state. Positive coefficient means that competence (X₁) has a positive effect on community satisfaction.
3. The regression coefficient of employee performance (X₂) is 0.179 meaning that if other independent variables are fixed in value and employee performance (X₂) increases by 1 unit of weight, then public satisfaction will be experienced an increase of 0.179, similarly in the opposite circumstances. The positive coefficient means that the kinerja employee (X₂) has a positive effect on community satisfaction.

T-test (Partially)

Table 10.

Test Results t

Type	t _{count}	t _{table}	Sig.	Attackan
Competence (X ₁)	9,740	1,986	0,000	H ₁ accepted
Employee performance (X ₂)	2,945	1,986	0,004	H ₂ accepted

Source: Processed primary data, 2022

Based on the results of the study showed a regression coefficient of 0.489, and the calculated t value $> t_{table}$ ($9.740 > 1.986$) with a significance of $0.000 < \alpha 0.05$, then H_1 was accepted. It can be concluded that competence has a positive and significant effect on community satisfaction. That is, the higher the competence, the more people's satisfaction will increase. Conversely, the lower the competence, the lower the satisfaction of the community.

Based on the results of the study showed a regression coefficient of 0.179, and the calculated t value $> t_{table}$ ($2.945 > 1.986$) with a significance of $0.004 < \alpha 0.05$, then H_2 received. It can be concluded that employee performance has a positive and signif effect on community satisfaction. This means that the higher the performance of employees, the more people's satisfaction will increase. Conversely, the lower the employee performance, the lower the public satisfaction.

The Effect of Competence on Community Satisfaction

The results of data analysis and in accordance with the hypothesis proposed by conducting a t test obtained a *variable sig* value $X_1 = 0.000 < 0.05$ so that H_1 is accepted, therefore competence has a positive effect and significant to community satisfaction with the Padang City Regional Revenue Agency. This means that the higher the competence, the more people's satisfaction will increase. Conversely, the lower the competence, the more people's satisfaction decreases.

Competence is the skills, skills, and abilities of employees at the Padang City Regional Revenue Agency. In order to realize excellent service, employees of the Padang City Regional Revenue Agency should have competence, namely having adequate knowledge, skills, and a good attitude in providing services. Employee knowledge will be good if it is supported by employee knowledge of service requirements and service procedures so that they are able to explain well to the community.

Badjamal's research (2014) proves that competence has a positive and significant effect on satisfaction. Respondents' satisfaction with the competence of employees in providing services includes hospitality, opananity, attention, patience, and sincerity in serving. Indah & Ustadi (2018) proves that there is a positive and significant influence between competence and satisfaction. This means that the increase or decrease in community satisfaction, one of which is influenced by employee competence. If all those involved in serving the needs of the community are based on the knowledge, skills and attitudes of good employees, then community satisfaction will be maximized.

The Effect of Employee Performance on Community Satisfaction

The results of data analysis and in accordance with the hypothesis proposed by conducting a t test obtained a *variable sig* value $X_2 = 0.004 < 0.05$ so that H_2 was accepted, therefore employee performance had a positive effect and significant to community satisfaction with the Padang City Regional Revenue Agency. This means that the higher

the performance of employees, the more people's satisfaction will increase. Conversely, the lower the employee performance, the lower the public satisfaction.

Performance appraisal is very necessary for the Padang City Regional Revenue Agency. With this performance assessment, you can see the extent to which human factors can support the goals of an organization. Assessment of achievements can motivate employees to be encouraged to work better. Therefore, an appropriate and consistent performance assessment is needed at the Padang City Regional Revenue Agency, because with this performance, it will be known how far the employee's ability is in carrying out the duties charged by him. The explanation above can be concluded that employee performance is very necessary in increasing community service satisfaction at the Padang City Regional Revenue Agency.

The results of this study are in line with Pramularso's research (2020) employee performance has a positive and significant impact on satisfaction. This means that the better and there is an increase in employee performance, the more people's satisfaction will increase. Sutrisno & Mariyono (2017) found that employee performance has a significant positive influence on community satisfaction. This means that the quality and quality of employee performance that is getting better, will increase positively and significantly to community satisfaction so that the community will give a positive appreciation to the performance of public services carried out by employees. According to Prayogo & Ismiyati (2018) employee performance has a positive and significant effect on satisfaction. Employee performance is very necessary, because with this performance it will be known how far the employee's ability to carry out the duties charged to him. This means that employee performance is indispensable in increasing community service satisfaction.

IV. Conclusion

In the results of the research that has been carried out, the conclusion in this study is that competence has a positive and significant effect on community satisfaction at the Padang City Regional Revenue Agency. This means that the higher the competence, the more people's satisfaction will increase.

Employee performance has a positive and significant effect on community satisfaction at the Padang City Regional Revenue Agency. This means that the higher the performance of employees, the more people's satisfaction will increase.

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