

Research.

AN ANALYSIS REGARDING THE EFFECTS OF THE EMPLOYEES AND WORKING PROCESS UPON THE LEVEL OF CUSTOMER SATISFACTION AT PT TELKOM TBK BOGOR

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Abstract. *Customer's satisfaction and dissatisfaction is not new phenomena of Business in Indonesia. From the customer's perspective has mostly complained about the goods or services with low quality, expensive price, inappropriate guarantee, etc. On the other side (in this case producer) there's a response to fix it. A lot of facts may cause the customer satisfied, for example, reasonable price, interesting promotion, professional labour, work procedure and creative product with high standard. By finding and developing customer's satisfaction factors, a company will perform a rapid development. Therefore this thesis has identified the employees' factor and working process affecting the customer's satisfaction in order to focus the research.*

Main problem of this research is whether the employees or the working process has been affecting the customer's satisfaction rate either simultaneously or partially? According to this problem so the purpose is to notice the employees and the working process that have affected the customer's satisfaction rate simultaneously or partially.

This research also has applied the theories which explain about the factors that are affecting the customer's satisfaction including the definitions. From that point of view a hypothesis is defined that the employees and the working process are affecting the customer's satisfaction rate. either simultaneously or partially.

The analysis report shows that the employees and the process of work/work procedure have been really the result of the customer satisfaction rate simultaneously. This can be proved with the test by using F-test method and the result shows that the correlation between the employees and the working procedure has really affected the customer's satisfaction rate which is it has been accepted. Then the test of the effect of the customer's satisfaction rate which is the result of the correlation between the employees and the working procedure using t-test method, and the result shows that the employees and the working procedure partially has have really affected the customer's satisfaction rate, and it is accepted.

As the conclusion, we could say that the correlation between the employees and the process of work/working procedure has a really been affecting the customers satisfaction rate, either simultaneously or partialy. The writer can only suggest the company (PT. Telkom Tbk Bogor) to pay more attention to the front liners employees to become permanent employees because I think it could be such a motivation for them to give a much better services to the customers, by providing a continuously training to the front liners, especially, always maintaining the consistency of high quality of the services as well as solid environment among departments, so it would give a guarantee to the customers, regarding the due date of a complaint or or the new lines services to complete.

Keywords: customer satisfaction, work process

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INTRODUCTION

A. Background

Applying the customer satisfaction strategy will make a company that is dealing with a service product effectively be a continuous competitive one which is excellent brand image and performance. Actually it has been identified by the differences of the company position against the competitors refers to its products and services. An excellent service, quality of the product and brand image reliability of the company have created a particular product uniqueness for the customers who are satisfied with it. Price competition should have to be avoided to meet the customer satisfaction. The producer who has produced a low cost product will sell the product based on the price, but the producer who has been focusing to the customer satisfaction will sell the product with a higher price due to a service excellent oriented

Customer satisfaction is a competitive effort to be achieved since it has been integrating the quality of the company internally and externally where the customers, products and services required have been the objectives of the company and other related persons involved to be achieved. Customer satisfaction is a long-term strategy which is a long-term best performance of the company. The investors and shareholders have realized that the customer satisfaction will be the measurement of the revenue of the company in the future.

B. Problems identification

1. Have the employees and the working process been affecting the level of customer satisfaction?
2. Have the employees been affecting positively the level of customer satisfaction?
3. Has the working process been affected positively the level of the customer satisfaction?

C. The aims of the Research

1. To determine empirically the effect of the employees and working process upon the customers satisfaction.
2. To determine empirically the positive effect of the employees upon the level of the customer satisfaction.
3. To determine empirically the positive effect of working process upon the level of the customer satisfaction.

THEORETICAL REVIEW

A. Providing a service point to the telephone customers.

A service point is a type and a pattern of an administrative service based on the people base service which has had specific characteristics which is very rapid, informative, kind, profesional and comfort. Having had the service points, it is expected to provide an informative, communicative and comfortable service. Informative is a clear, complete and true information that can satisfy the customers. Communicative is the characteristics of a service based on good interpersonal skills providing a usefull information either the person in charge of or the customers. And comfortable is a situation or a condition of the service that has been supported by the environment to make the customer satisfied. Providing the service point due to the request of the telecommunication customers to get a rapid feed back, informative, profesional and comfortable service. Service Point existency is based on the customers approach oriented to the geographic area in order to ease the service required.

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A service given to the customer has been very important. Good Interpersonal relationship and good complaint handing have been considered as a continuous competition. A service according to Zikmund (1989:584) is as follow: “A task or instrumental activity involving consumer participation, such as usage, but not ownership, of an organization’s product or facilities”.

It means that such an activity has been involving the customer contribution as a user instead of the owner of either the product or the facility of an organization.

Providing a service has covered where, when and how the service has been given to the customer. A service marketing system has covered the service operational system and service delivery system. Some of the systems can be recognized by the customer and some of them are not recognizable which is a front stage or back stage. Front stage is a part of the company that is easily identified covering interior and exterior facilities, equipments and customer service officers. Front stage is covering a service delivery system where the officer can meet directly or face by face with the clients. Moreover, the other things that are connecting the customers with the company are the advertisement, letters or telephone from the customer service officer or a verbal contact with a friend. The following drawing is explaining about it.

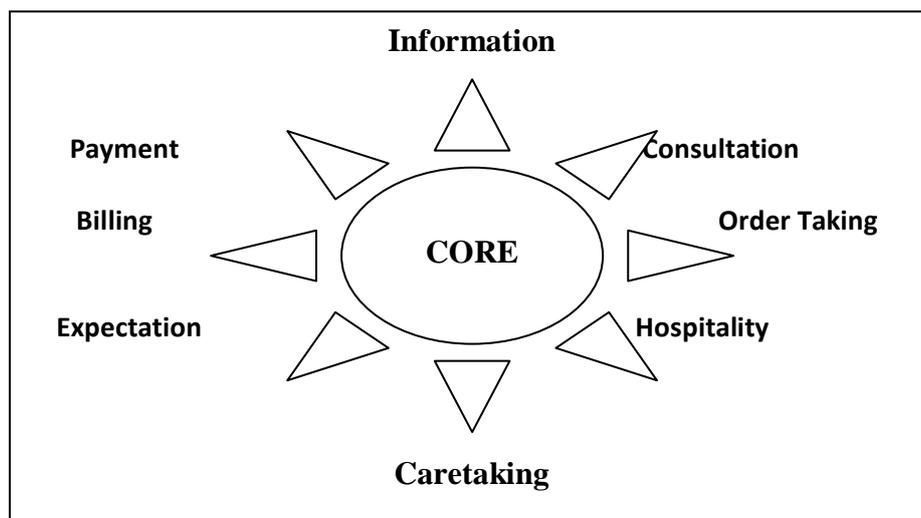
Picture 1. The Service Marketing System

Service Delivery System		Other Contact Point
Service Operation System	Other Customer	<ul style="list-style-type: none"> - Advertising - Sales Call - Market Research Surveys - Billing/Statement - Miscellaneous letters and Phone calls - Random exposures to facilities/vehicles - Chance encounters with service personnel - Word of mouth
Interior and Exterior Facilities		
Equipment		
	Other Customer	
Service Personnel		

Source : Lovelock, CH, Service Marketing, 1991.

The products of a service that have been marketed by a company are a core service and supplementary service. The core service provided by the company should have to be supported by the supplementary service to make the customer satisfied. This kind of supplementary service can be illustrated as The Flower of Service, as the following:

Picture 2. The Flower of Service



Source : Lovelock, CH, Product Plus : How Product + Service = Competitive Advantage, 1994.

The core service completed with the supplementary service is connected directly with the customer service through the front stage which is related directly to the customers. As an example, the front stage has provided a service required by the customer regarding the information about the product/service offered. Providing this information service will relate to the competency of the customers service officers who can give them the best explanation.

Providing a satisfaction for the customer, the customer service is enable to ease the transaction or to handle a complaint properly. According to Lovelock (1994:36), customer service can be defined as follows; "A task, other than proactive selling, that involves interactions with customer in person, or by telecommunication, mail, or auto-mated processes"

It explains that an effort to sell something actively has involved an individual interaction with the customer or a telecommunication, letters/mail or a process automatically.

A client is eager to get a satisfaction service from the company. Such a service is not only limited to the transaction happened but also after sales service accordingly. The company should have to be able to provide a satisfaction service to the customers based on their different requirements. Refers to David's definition (1988:669) "satisfaction is a kind of stepping a way from an experience and evaluating it. One could have pleasureable experience that caused dissatisfaction because even though pleasurable, it wasn't as pleasurable as it was supposed or expected to be. So satisfaction / dissatisfaction isn't an emotion, it's the evaluation of an emotion"

RESEARCH METHODOLOGY

A. Research method

This research has applied an assosiative method to identify the effect of the independent variables upon the dependent variables. Variable (X) is the independent one which is the employee (X_1) and working process (X_2), however this variable will

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affect either simultaneously or partially the dependent variable which is the Level of Customer Satisfaction (Y).

B. Location and Duration of the Research

1. The research has been done at the Office of District Service of PT Telkom Indonesia Tbk Jl. Pajajaran No. 37 Bogor , the company providing a service related to the telecommunication and the writer has assumed that this company has been providing very good service to all the clients.
2. The research has been executed during April to June 2015.

C. Population and Samples

The population of this research is all the customers of PT Telkom Tbk, Bogor and the samples are 60 respondents. Sampling technique has applied the accidental sampling, it means that the data collection using a questionnaire that has been done for 10 clients / day at place.

To collect the data required for this research has used some instruments as follows;

1. The Questionnaire

Is a method to collect some data to get direct information from the respondent by the distribution of a questionnaire mentioning the feed-back upon the variables being studied.

The evaluation of the questionnaire is based on the result of the questionnaire responded by the respondent. Data obtained being collected and tabulated are according to the classification of the questions offered. To ease the respondent to reply the questions, Likert Score method has been applied refers to the five scales as follows;

<u>Response</u>	<u>Score</u>
(STP) (the most dissatisfaction)	1
(TP) (dissatisfaction)	2
(R) (doubtfull)	3
(P) (satisfaction)	4
(SP) (The most satisfaction)	5

2. interview

Is a method to collect the data by performing an interview refers to the questions prepared before.

3. observation

Is a method to collect the data by executing a direct observation upon an object of the research.

4. Library Study

Is a method to collect the data by studying the resources of the references, documentations and journals related to the research.

D. Validity and Reliability of the Measurement Instrument.

The instrument made to guarantee that the data obtained from the respondents have figured out the reliable information, valid and reliable.

1. Validity test has been done to make sure how good an item of the instrument has been used to measure the concept that should have to be measured accordingly which is the correlation of each item. To test the validity of the instrument by applying the Product Moment Correlations (Ancok, 1987 : 137) as follows:

$$r_{xy} = \frac{n \cdot \sum xy - (\sum x) \cdot (\sum y)}{\sqrt{n \cdot \sum x^2 - (\sum x)^2} \cdot \sqrt{n \cdot \sum y^2 - (\sum y)^2}}$$

Description

- n = Total item
- x = Value of the item
- y = Value of the total item

By using the level of significant 5%, so that;

$r_{calculated} > r_{table}$, means the validity test is valid.

$r_{calculated} \leq r_{table}$, means the validity test is not valid.

2. The Reliability test have been done to identify how far the question item is consistent. Reliability test refers Cronbach Alpha value. According to Sakaran (In Utomo, 2002:47) this value has been categorized as follows;
 - a. When the value of Cronbach Alpha is 0.6 , it is not good.
 - b. When the value of Cronbach Alpha is 0.7, it is acceptable.
 - c. When the value of Cronbach Alpha is 0.8 or more , it is good.

E. Data Analysis Technique

1. To identify the effect of the employee and working process upon the level of the customer satisfaction, a multiple regression analysis with a regression equation has been applied (Sugiharto, 2000:58).

2.

$$TKP = \alpha + \beta K + \beta PK + e$$

Description

- TKP = Level of the customer satisfaction
- K = Employee
- PK = Working process
- α = Constant
- β = Regression coefficient

3. To test the significance of the dependent variables (X) simultaneously upon the dependent variable (Y) , F-test has been applied refers to the following equation:

$$F = \frac{R^2 / (k - 1)}{(1 - R^2) / (n - k)}$$

Description

- F = The value of $F_{calculated}$
- R^2 = Determinant Coefficient
- k = Total of the variables studied
- n = Total of the observation
- Refers to the degree of freedom $(1-\alpha)=95\%$

a. Hypothesis definition

H_o : $b = 0$ Independent variables (employee and working process) simultaneously did not affect the dependent variable (level of customer satisfaction)

H_a : $b \neq 0$ Independent variables (employee and working process) simultaneously affected the dependent variable (level of customer satisfaction)

b. Testing Criteria

When $F_{calculated} < F_{table}$: H_o is accepted but H_a is rejected

When $F_{calculated} > F_{table}$: H_o is rejected but H_a is accepted

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4. To test the significance of the independent variables (X) upon the dependent variable partially, T-test has been applied (Kerlinger, 1987), refers to the following equation:

$$t = \frac{b_i}{SE_i}$$

Description :

b_i = Regression Coefficient
 SE_i = Standard Error of b_i

- a. Hypothesis definition

Applying the degree of freedom (n-2) and level of significance 5% ($\alpha = 0.05$)

$H_0 : b_i = 0$ The independent variable(employee) partially did not affect the dependent variable (level of customer satisfaction)

$H_a : b_i \neq 0$ The independent variable (employee) partially affected the dependent variable (level of customer satisfaction)

$H_0 : b_i = 0$ The independent variable (working process) partially did not affect the dependent variable (level of customer satisfaction)

$H_a : b_i \neq 0$ The independent variable (working process) partially affected the dependent variable (level of customer satisfaction)

- b. Testing Criteria

H_0 is accepted when $t_{\text{calculated}} < t_{\text{table}}$

H_0 is rejected when $t_{\text{table}} < t_{\text{calculated}}$

H_0 is accepted, it means that the variables being tested using t_{test} partially has not affected the level of customer satisfaction. Picture 6 has described a normal distribution as follows;

Picture 3 . Normal distribution



ANALYSIS AND DESCRIPTION

A. The Effect of the employees and working process upon the level of customer satisfaction at PT Telkom Tbk Bogor.

Based on the calculation using SPSS program version 10 identifying the effect of the employees and working process upon the level of customer satisfaction, and the regression equation is as follows:

$$Y = 24,376 + 0,293X_1 + 0,341X_2$$

The intercept value(a) is 24,376, interpreting that when the regression coefficient X_1 and X_2 are considered constant (0), it explains that the level of customer satisfaction is 24,376 (refers to the enclosure 3). It has determined that without having any variables of the employees and working process, the customers has been satisfied accordingly. This level of customer satisfaction is due to the effect of the factors or variables that have not been studied.

To examine the effect of the variables of employees and working process simultaneously upon the level of customer satisfaction, F-test has been applied. And the calculation has obtained the value of $F_{\text{calculated}} = 13,806$. The value of $F_{\text{calculated}}$ is bigger than the value of $F_{\text{table}} = 2.37$, it is explaining that the employees and working process simultaneously have affected the level of customer satisfaction. It could also determine that the hypothesis defining that the employees and working process simultaneously have affected the level of customer satisfaction is accepted. This determination is in compliance with the result of the respondents' comments upon the service (table 1).

Table 1. Feed-back of the respondents upon the service provided by PT Telkom Tbk in 2015 (n=60)

Response	Frequency (n)	Percentage (%)
The most dissatisfaction	-	-
dissatisfaction	6	10,00
doubtful	6	10,00
Satisfaction	27	45,00
The most satisfaction	21	35,00
TOTAL	60	100,00

Sources : primary data analyzed

According to the aforementioned table, it has explained that most of the clients who have been satisfied are 27 persons (45%) and it is the biggest total of the respondents comparing with others. The ones who have replied the most satisfaction responses are 21 persons (35%) and the remaining have replied dissatisfaction response which is 6 persons (10%) and doubtful is 6 persons (10%). None of the respondents have replied disagree response.. In compliance with the aforementioned result, it has identified that most of the clients of PT Telkom have been satisfied by the service provided by PT Telkom Tbk. This level of the customer satisfaction has been achieved because of the facilities provided by PT Telkom Tbk are good which is good appearance and reachable location of the site. Moreover, it is also supported by other facilities such as enough space of parking lot, clean toilet, comfortable waiting room and self-service information. Self-service information is a facility provided at every Service Point(Serpo) at Telkom Bogor which is on line computerized to help the clients to get various information easily, the products and self-services of Telkom thru the accessible computer. Having had an easy service, rapid and self-service are the factors that have been affecting the customer satisfaction. Lots of various product and reasonable price are such the service affecting the customer satisfaction as well. PT Telkom Tbk has not only provided domestic telephone service and a long distance service but also a direct service thru the accessible internet, interval voice message, Telkom memo, etc. So that it has made the clients easier to perform their daily activity and has made the clients satisfied being the customers of PT Telkom Tbk.

B. The Effect of the employees upon the level of the customer satisfaction at PT Telkom Tbk Bogor.

Then it has obtained also the value of the regression coefficient X_1 which is 0.293 and it can be interpreted that when a perception upon the employee has increased 1, then the customer satisfaction is expected to have been increasing to 0.293. In order to clarify the effect of the employees upon the level of the customer satisfaction, table 2 has explained it:

Table 2. Respondents feed-back upon the employees of PT Telkom Tbk in 2015 (n=60)

Response	Frequency (n)	Percentage (%)
The most dissatisfaction	-	-
Dissatisfaction	6	10,00
Doubtful	6	10,00
Satisfaction	25	41,67
The most satisfaction	23	38,33
TOTAL	60	100,00

Sources : primary data analyzed

Table 2 has indicated that the satisfied respondents are 25 persons(41.67%), and the most satisfied ones are 23 persons (38.33%), furthermore the dissatisfied ones are 6 persons (10%) and the rest is the doubtful respondents which is 6 persons (10%). Most of the respondents have satisfied since the employees of PT Telkom Tbk have been performing their job properly refers to their kindness, service knowledge and the information given to the customers.

In order to evaluate the hypothesis which is the employee has been affecting the level of the customer satisfaction, T-test has been applied accordingly and the result of the value of $t_{\text{calculated}}$ is 2.880 which is bigger than the value of t_{table} which is 1.67. It is determined that the variable of employees partially has affected the level of customer satisfaction, or the hypothesis regarding the employees partially have affected the level of customer satisfaction is accepted, but H_0 is rejected.

E. The Effect of Working Process upon the Level of Customer Satisfaction at PT Telkom Tbk Bogor.

The level of customer satisfaction has been achieved due to the good process of human resources development at PT Telkom Tbk, refers to the selection of an employee up to the training and education for the employees. Regarding the service especially front liner officers or front office, customer service and security, they have been selected due to their passion to serve people. It means that they are capable and having the desire to serve people. Furthermore PT Telkom Tbk has organized a periodical training which is in compliance with their needs. Only competent front liner officers who are going to be appointed to continue their contract. It explains that those people are the ones who have been evaluated and selected tightly.

The security officer is not only as a security officer but also a service officer. Usually people will meet the security before entering the office, so that, the security officers should have to be educated how to treat people nicely. Moreover, they must be good appearance which is kind, friendly and enable to make the clients comfortable. Therefore, the appearance of the front-liner officers should have to be as good as possible to develop the customer satisfaction.

Improving the quality of human resources, PT Telkom Tbk has provided lots of training and education program to the employees which is seminars regarding how to serve people or sending the employees to go to formal educational institutions. The efforts to improve the employee performance should have to be done continuously in regard to the development of employees consistency performing such the service to the clients. Furthermore, the coefficient of regression X_2 or working process variable has been 0.342. This value can be interpreted that the perception of working process has increased to one value, but the other variables did not change, it is expected that the level of customer satisfaction can increase about 0.341. Table 3 has described the aforementioned result:

Table 3. The Respondents feed-back upon the working process at PT Telkom Tbk in 2015 (n=60)

Response	Frequency (n)	Percentage (%)
The most dissatisfaction	4	6,67
Dissatisfaction	6	10,00
Doubtful	7	11,67
Satisfaction	25	41,67
The most satisfaction	18	30,00
TOTAL	60	100,00

Sources : primary data analyzed

The aforementioned table has indicated that the respondents who have been satisfied are 25 persons (41.67%) which is the biggest one among the others. Then the respondents who have been the most satisfied are 18 persons (30%), but 7 persons (11,67%) who have been doubtful. Nevertheless, six persons (10%) have been dissatisfied and 4 persons (6.67%) have been the most dissatisfied. It explains that mostly the respondents are satisfied due to the good working process of PT Telkom Tbk.

To examine the significance of the value of the regression coefficient of working process variable, t_{test} has been applied resulting the value of $t_{calculated}$ 2.885 and t_{table} 1.67. It indicates that the value of $t_{calculated}$ is bigger than t_{table} . It means that working process partially has affected the level of customer satisfaction. So that the hypothesis determining that the working process has partially affected the level of customer satisfaction can be accepted or H_0 is rejected.

The level of customer satisfaction has been achieved since PT Telkom Tbk has performed the jobs that are in compliance with the regulations or procedures designed accordingly. For example, when a trouble or complaint happened, a client is very easy to meet the trouble unit or complaint handling unit and usually the procedure to handle the complaint is not complicated. To fix the problem, PT Telkom has provided a service facility named Service Level Guarantee (SLG) which is the guarantee to provide the premium service which is starting from new installation service up to after sales service. And the clients have the right to get such the service automatically and free of charge, but when the company is unable to complete the service, the clients will get a compensation payment. As an example, the time limit of complaint handling is 2x24 hours and when PT Telkom Tbk is unable to solve the problem, the clients will be given one month free payment.

New installation is very easy to execute, and it will take only 3x24 hours to complete the installation requested. But when PT Telkom Tbk can not keep the promise to complete it on time, the client will get 20 pulse free of SLJJ per dayly late, an when the new installation has not been completed within 30 days, PT Telkom will return the new installation fee to the related client. All of these persons in charge can be got in touch easily thru the free number.

In order to achieve the expectation to make the customer satisfied, PT Telkom Tbk has had a periodic / yearly Service Competition program among the customer service centers (Plaza Telkom) which is an evaluation about customer service provided. Therefore, the result of this research has been supported by the success of Service Center (Telkom Plaza) Bogor that was awarded number 2 of the National Award in 2002 which is one level lower than the Service Center (Telkom Plaza) Batam.

CONCLUSION AND SUGGESTION

Conclusion

Based on the aforementioned description and result of analysis, the writer is able to make the conclusion as follows:

1. Due to the questionnaires distributed and the result of the analysis which have applied F-test, the result has indicated that $F_{\text{calculate}}$ (13.8) is bigger than F_{table} (2.37). It explains that the employee and working process have simultaneously affected the level of customer satisfaction. The level of customer satisfaction has been achieved since PT Telkom Tbk has been providing the best service and proper facility, building, parking lot, product and service quality to the clients who require the information and send the complaint.
2. The regression coefficient of the employees is 0.293, when the perception of the employees has increased 1 point, then the level of the customer satisfaction is expected to be increased 0.293. Applying the Partial test using $t_{\text{-test}}$ has obtained $t_{\text{calculated}}$ (2.880) which is bigger than t_{table} (1.67). So the hypothesis defining that the employees have partially affected the level of customer satisfaction is accepted. The satisfaction of the clients has happened since the employees of PT Telkom Tbk have been performing their task properly related to their kindness and politeness, appearance or knowledge.
3. The regression coefficient of working process is 0.341, when the perception of working process has increased 1 point, the level of customer satisfaction is expected to be increased 0.341. Applying the Partial test using t-test has obtained $t_{\text{calculated}}$ (2.885) which is bigger than t_{table} (1.67). So the hypothesis defining that the working process has partially affected the level of customer satisfaction is accepted. The satisfaction of the clients has been occurred due to the regulations and procedures provided by PT Telkom which have been applied properly, so that the clients are satisfied with the system of the service since the system has eased them obviously.

Suggestions

1. PT Telkom Tbk is very concerned more about the status of the front liner employees who are having the possibility to be appointed as the permanent employees. It can motivate the employees to work and to serve the clients better.
2. To provide a regular training to the employees especially front liner people, this kind of training will be able to maintain the consistency of customer service quality.
3. To organize more solid coordination among the departments in order to guarantee that the service provided to the customers is within the expectation related to the complaint handling and new installation.

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