

ANALYSIS OF SERVICE QUALITY AT THE DEPARTMENT OF POPULATION AND CIVIL REGISTRATION IN BOGOR REGENCY

Syahrir¹⁾*

¹⁾ *syahrir.ipdn86@gmail.com, Institut Pemerintahan Dalam Negeri, Indonesia*

^{*)} *corresponding author*

Received: 2023-02-28

Revised: 2023-03-16

Accepted: 2023-04-29

ABSTRACT

This study aims to investigate the quality of public services at the Population and Civil Registry Office of Bogor Regency. The research method used was quantitative with a descriptive statistical approach, involving 95 respondents selected through total sampling. The findings from the descriptive statistical test show that the quality of public services at the Bogor District Population and Civil Registration Office is generally considered "high and good." The conclusion of this study confirms that the quality of public services at the agency reflects the organization's positive efforts in meeting the community's needs and expectations.

Keywords : service quality; public service; Bogor Regency

Copyright (c) 2023 Syahrir



This work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).

INTRODUCTION

In recent years, the concept of service quality has gained significant attention worldwide. Organizations, both in the public and private sectors, have increasingly recognized the importance of delivering high-quality services to their customers or citizens (Donnelly et al., 1995; Hartley et al., 2013; Morgeson III & Mithas, 2009). The pursuit of service excellence has become a crucial factor in achieving customer satisfaction, loyalty, and organizational success (Hu et al., 2009; Iswanto et al., 2022; Kandampully & Suhartanto, 2000, 2003; Ridwan, 2022; Silitonga et al., 2020). The focus on service quality has led to extensive research and empirical studies conducted globally to understand the dynamics and implications of service delivery.

In Indonesia, the issue of service quality has also been a subject of growing concern. As the country advances in its development and modernization, the expectations of the public for efficient and effective services have risen considerably. Citizens are now more aware of their rights as customers of public services and demand a higher standard of service delivery from government agencies. One specific area where service quality plays a crucial role is at the local level, particularly in regional administrative bodies such as the Department of Population and Civil Registration in Kabupaten Bogor. The Department serves as a key institution responsible for various vital public services, including civil registration, identification documentation, and other related administrative tasks. Evaluating and improving the quality of services provided by this Department can significantly impact the lives of citizens in the Kabupaten Bogor region.

In light of the increasing importance of service quality in public administration and its implications for citizens' welfare, conducting research in this area becomes indispensable. This study aims to delve into the intricacies of service quality at the Department of Population and Civil Registration in Kabupaten Bogor. By exploring the strengths and weaknesses of the services offered, the research intends to provide valuable insights to policymakers and administrators on how to enhance service delivery effectively. The primary objective of this research is to assess the current state of service quality at the Department of Population and Civil Registration in Kabupaten Bogor. Through rigorous analysis and evaluation, the study seeks to identify areas that require improvement and suggest strategies for enhancing service efficiency, responsiveness, and overall customer satisfaction by examining the service quality within the specific context of Kabupaten Bogor, the research endeavors to contribute to the existing body of knowledge on public service delivery and facilitate evidence-based decision-making.

This study recognizes the significance of service quality in public administration and its impact on citizen welfare. Analyzing the service quality at the Department of Population and Civil Registration in Kabupaten Bogor will not only shed light on the current state of affairs but also provide valuable insights for policymakers to make informed decisions. Through this research, we hope to contribute to the broader understanding of service quality and foster continuous improvement in public service delivery in Indonesia.

LITERATURE REVIEW

Public service is the provision of services for the needs of the community according to predetermined rules (Karova, 2012; Olsen, 2004). The definition of public service in Article 1 paragraph (1) of Law No. 25 of 2009 concerning Public Services is an activity to fulfill service needs for citizens and residents of goods, services, and/or administrative services by public service providers. Public service executors are officials, employees, officers, and people working in the organizing organization who are in charge of carrying out an act or series of public service actions. This definition of public service must pay attention to the following elements:

1. Public service is the taking of responsibility by the collectivity for wealth, activities, or services without seeking profit.
2. The public service has various forms of legal organization, both within and outside the public sector.
3. Public service is a people's institution that provides services to citizens, fights for collective interests, and is responsible for the results. Anyone who seeks to advance the public welfare and promote the common good is part of the public service.
4. The distinctiveness of public services lies in responding to public needs as service users.

According to Caiden & Sundaram (2004), the incentive system provided by local government institutions is an important factor in determining the level of performance of local government apparatus in serving the community. If incentives are deemed

adequate, local government officials can carry out their duties and jobs properly. Frinaldi (2014) revealed that public services by local governments are an effort to meet service needs for various community interests in their regions. Quality public service is characterized by the characteristics of employees that reflect accuracy, fairness, initiative, wisdom, passion, and ability to control feelings, as well as an active attitude, caring, loyalty, self-discipline, and responsibility towards duty.

Furthermore, to measure service quality in this study, using the service quality theory approach from Parasuraman et al. (1993); and Zeithaml et al. (1996), which reveals that there are concepts of expected and perceived service quality, including tangibles, reliability, responsiveness, assurance, and empathy. High-quality public services are services provided by government organizations or local governments to service users according to the needs of each community, with the aim of realizing general welfare and improving development.

Quality public service is a service that is carried out wholeheartedly, trustfully, and highly dedicated to creating good for the community of public service users. If local government agencies carry out services like this, it can build public trust in local government. To achieve high-quality public services, it is necessary to arrange management systems and work procedures within local governments as well as optimize positive work culture among state civil servants (ASN), including Civil Servants (PNS).

METHOD

This study uses a descriptive quantitative approach, and the population is the community that received services at the Bogor Regency Population and Civil Registration Office on February 2023. Sampling refers to Sugiyono (2017) and S. Sangadji et al. (2022) opinion that the sample is part of the number and characteristics possessed by the population. When the population is large, then researchers can use samples taken from the population. What is learned from the sample of conclusions will be applicable to the population, for the sample taken from the population must be truly representative (representative). However, because the population in this study amounted to 95 people, the sampling was carried out as a whole (total sampling). This is done because the population in this study is not in large numbers; as stated by Arikunto (2006), namely if the population is less than 100 people, then the number of samples is taken as a whole, but if the population is greater than 100 people, then 10-15% or 20-25% of the total population can be taken.

Data sources

The data sources used are: (a) Primary data, namely data obtained or collected directly from respondents through the distribution of questionnaires. This primary data concerns important elements of public services at the Bogor Regency Population and Civil Registration Office. Data collection with this questionnaire, starting from dissemination until all questionnaires were collected again, took place in January 2023-February 2023; (b) Secondary data, namely supporting data obtained through documentation, namely data concerning the number of civil servants in the service, laws, and regulations related to the purpose of this study. The tools used in assisting

research are questionnaires. The questionnaires used to obtain the data were arranged according to the Likert scale made in positive statements.

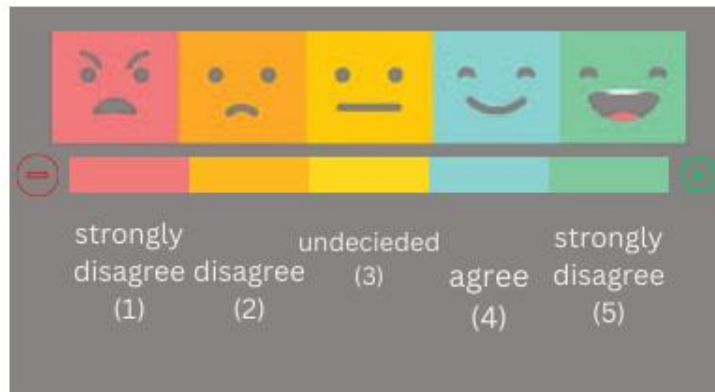


Figure 1. Likert Scale Illustration

Technical Data Analysis

Data analysis is the process of interpreting and analyzing existing data at the data processing stage. Data analysis was performed using descriptive statistical analysis. Data analysis is carried out through the following stages: (1) Editing, at this stage is to check existing or obtained data, namely by checking whether there are errors in filling out questionnaires and whether the number of questionnaires is in accordance with the number of questionnaires distributed before; (2) Scoring, this stage will be given weight from the questionnaire answers in the form of numbers based on the scale used; (3) Tabulation is a table used to enter data that has been obtained for analysis; (4) Description of data.

Sugiyono (2017) explained to get an idea of the results of measuring variables regarding a) The tendency of data distribution; b) Calculate the value of the answer. Furthermore, by calculating the frequency of answers given by respondents to the submitted statement items and calculating the average value of respondents' answers with the formula:

$$Mean = \frac{(SS \times 5) + (ST \times 4) + (RG \times 3) + (TS \times 2) + (STS \times 1)}{N}$$

The scale of measurement of the level of community participation is:

- Mean = average score value;
- N = number of respondents;
- SS = Strongly agree;
- ST = Agree;
- RG = Undecided;
- TS = Disagree;
- STS = Strongly disagree.

Achievement Level

The level of achievement of respondents' answers on each variable is known using the Sugiyono (2017) formula, namely:

Table 1. Measurement Scale

Number	Stretch	Category
1.	1,00 - 2,33	Low
2.	2,34 – 3,67	Keep
3.	3,68 – 5,00	Tall

Arikunto (2006) stated the respondent's answers as follows: If the TCR index ranges from 76% - 100% = good; if the TCR index ranges from 56% -75.99% = Good enough; if the TCR index ranges from 0 - 55.99% = Not Good.

RESULTS AND DISCUSSION

The beginning of the results of this study discussed the characteristics of respondents. The characteristics of the respondents analyzed were divided into five, namely age group, gender, last education completed, and main occupation.

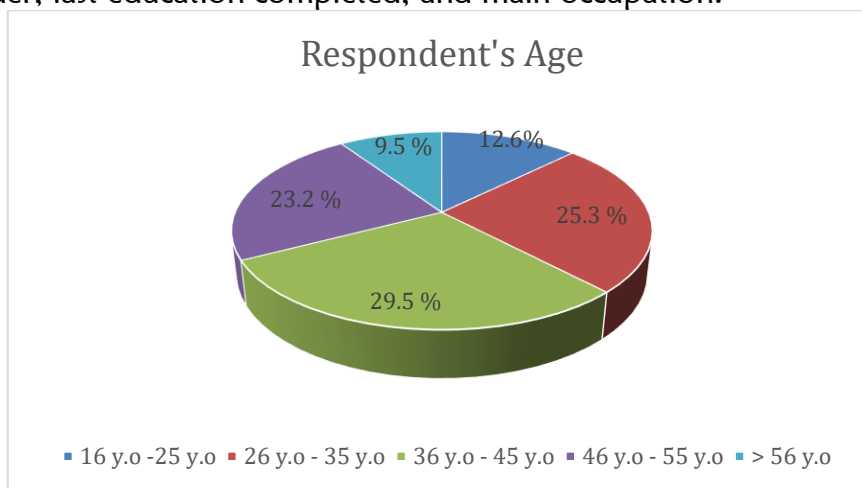


Figure 2. Characteristics of Respondents by Age

The characteristics of respondents according to age groups based on survey results show the highest percentage of respondents with the age group of 36-45 years. Respondents in this age group reached 29.5 percent. This is because the majority of respondents who get services at the Bogor Regency Population and Civil Registration Office are workers who need data for work administration and family administration purposes. The percentage of respondents in the age group 26-35 and 46-55 years is the second highest at 25.3 percent and 23.2 percent, respectively. Respondents in the age group of 16-25 years were 12.6 percent, respectively.

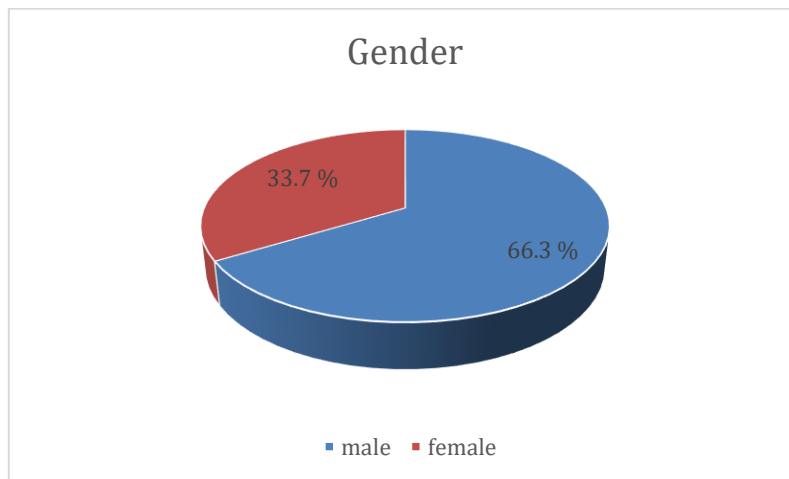


Figure 3. Characteristics of Respondents by Gender

Gender-Based on the figure above, it can be seen that 66.3 percent of respondents who came to the Bogor Regency Population and Civil Registration Office were men, and the remaining 33.7 percent were women.

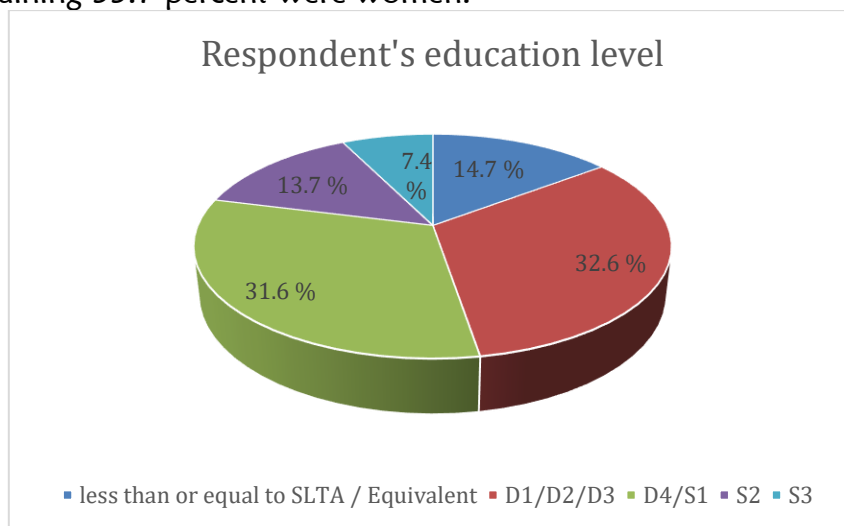


Figure 4. Characteristics of Respondents by Education Level

The characteristics of respondents according to education level are important to know. In general, the higher the level of education, the more data-literate respondents will be. Based on the results of the survey conducted, the characteristics of respondents according to the last education completed were grouped into five, namely \leq high school / equivalent, D1 / D2 / D3, D4 / S1, S2, and S3. Based on the figure above, respondents who perform services at the Bogor Regency Population and Civil Registration Office are dominated by respondents with an education level of D1/D2/D3 (32.6 percent) and the second position with an education level of D4/S1 (31.6 percent). The next most respondents were with an education level less or equal to high school/equivalent, as much as 14.7 percent. Meanwhile, respondents with S2 and S3 education levels were 13.7 percent and 7.4 percent.

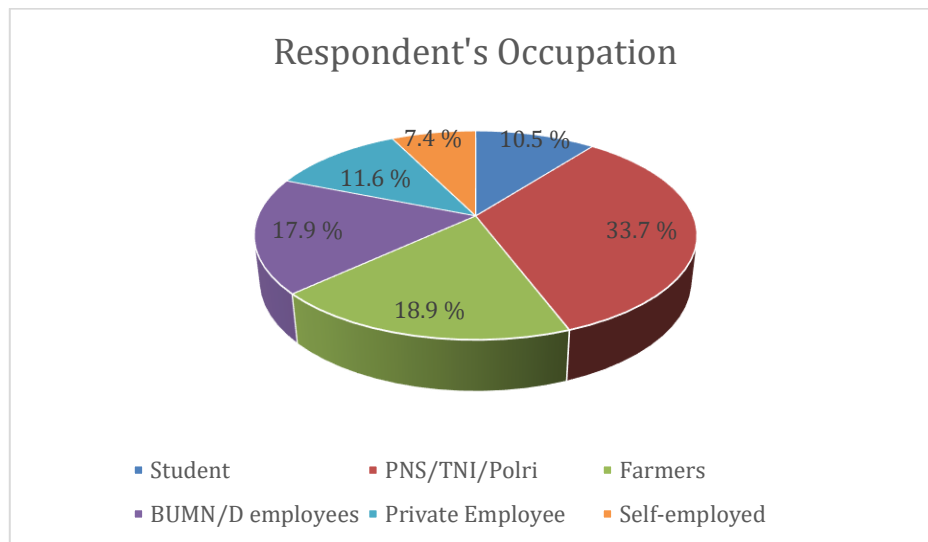


Figure 5. Characteristics of Respondents by Occupation

The main occupation covered in the survey results of this study was the respondent's main job at the time of enumeration. This work is work related to the utilization of the results of visits made by respondents. Based on the picture, the majority of respondents who came were 33.7 percent civil servants / TNI / Polri, 18.9 percent farmers, 17.9 percent as employees of BUMN/D and other jobs such as private employees and self-employed people, respectively 11.6 percent and 10.5 percent.

Result

Furthermore, the researcher presented data derived from the results of processing questionnaires that had been filled out by respondents in this study. Successively displayed in the following table according to the indicators used.

Table 2. Tangibles Indicator

Measurement	Frequency of respondents' answers					T X SL					n	TCR	Idx TCR %	Criterion
	STS	TS	RG	S	ST	1	2	3	4	5				
Completeness of physical facilities and infrastructure	0	2	7	42	44	0	4	21	168	220	95	413	86.9	good
Have adequate supporting facilities	1	1	9	54	30	1	2	27	216	150	95	396	83.4	good
Service location that is easy to reach	1	1	10	52	31	1	2	30	208	155	95	396	83.4	good
The unavailability of special counters (completeness) does not hinder the service	0	5	5	40	45	0	10	15	160	225	95	410	86.3	good
Attractive-looking employees so as not to cause negative impressions	0	2	7	42	44	0	4	21	168	220	95	413	86.9	good

Source: processed from the results of the 2023 research

From Table 2, it can be seen that the Tangibles Indicator has TCR in each measurement, namely 413, 396, 396, 410, and 413. In addition, the TCR index of each measurement item is 86.9%, 83.4%, 83.4%, 86.3%, and 86.9%. Based on the index, when referring to the criteria made by Sugiyono (2017), it can be stated as high and good.

Table 3. Reliability Indicators

Measurement	Frequency of respondents' answers					T X SL					n	TCR	Idx TCR %	Criterion
	STS	TS	RG	S	ST	1	2	3	4	5				
Employees are willing to accept bad risks from the implementation of work	1	1	9	53	31	1	2	27	212	155	95	397	83.6	good
Service that suits the wishes of the community	0	4	6	42	43	0	8	18	168	215	95	409	86.1	good
Satisfactory service	1	2	10	52	30	1	4	30	208	150	95	393	82.7	good
Consistent in serving	0	2	10	52	31	0	4	30	208	155	95	397	83.6	good
Employees provide friendly and courteous service	0	2	7	42	44	0	4	21	168	220	95	413	86.9	good

Source: processed from the results of the 2023 research

From Table 3, it can be seen that the Reability Indicator has TCR in each measurement, namely 397, 409, 393, 397, and 413. In addition, the TCR index of each measurement item is 83.6%, 86.1%, 82.7%, 83.6%, and 86.9%. Based on the index, when referring to the criteria made by Sugiyono (2017), it can be stated as high and good.

Table 4. Responsiveness Indicator

Measurement	Frequency of respondents' answers					T X SL					n	TCR	Idx TCR %	Criterion
	STS	TS	RG	S	ST	1	2	3	4	5				
Employees don't want to spend energy on service	0	2	10	52	31	0	4	30	208	155	95	397	83.6	good
Provision of services that do not discriminate against the community	0	2	11	52	30	0	4	33	208	150	95	395	83.2	good
Employees are quick to respond and follow up on criticism and suggestions from the community	0	1	8	49	37	0	2	24	196	185	95	407	85.7	good
Employees are quick to respond to complaints from the public	0	1	8	45	41	0	2	24	180	205	95	411	86.5	good

Source: processed from the results of the 2023 research

From Table 4, it can be seen that the Responsiveness Indicator has TCR in each measurement, namely 397, 395, 407, and 411. In addition, the TCR index of each

measurement item is 83.6%, 8, 3.2%, 8, 5.7%, and 86.5%. Based on the index, when referring to the criteria made by Sugiyono (2017), it can be stated as high and good.

Table 5. Assurance Indicators

Measurement	Frequency of respondents' answers					T X SL					n	TCR	Idx TCR %	Criterion
	STS	TS	RG	S	ST	1	2	3	4	5				
Employees never ask for service administration fees other than those stipulated by regulations	0	2	7	45	41	0	4	21	180	205	95	410	86.3	good
Timely service by employees	0	1	7	53	34	0	2	21	212	170	95	405	85.3	good
Employees have skills in providing services	0	1	7	46	41	0	2	21	184	205	95	412	86.7	good

Source: processed from the results of the 2023 research

From Table 5, it can be seen that the Assurance Indicator has TCR in each measurement, namely 410, 405, and 412. In addition, the TCR index of each measurement item is 86.3%, 8, 5.3%, and 86.7%. Based on the index, when referring to the criteria made by Sugiyono (2017), it can be stated as high and good.

Table 6. Empathy Indicator

Measurement	Frequency of respondents' answers					T X SL					n	TCR	Idx TCR %	Criterion
	STS	TS	RG	S	ST	1	2	3	4	5				
Employees do not pay attention to obstacles during service	0	0	15	42	38	0	0	45	168	190	95	403	84.8	good
Employees understand the procedures that must be carried out in providing services	0	2	6	45	42	0	4	18	180	210	95	412	86.7	good
Explanation from employees about service procedures to the community in a transparent manner	0	1	3	49	42	0	2	9	196	210	95	417	87.8	good
Employees provide convenience to the community	0	2	7	41	45	0	4	21	164	225	95	414	87.2	good

Source: processed from the results of the 2023 research

From Table 6, it can be seen that the Empathy Indicator has TCR in each measurement, namely 403, 412, 417, and 414. Furthermore, the TCR index of each measurement item is 84.8%, 8 6.7%, 8 7.8 %, and 8 7.2%. Based on the index, when referring to the criteria made by Sugiyono (2017), it can be stated as high and good.

Discussion

Of the five indicators used in this study, it can be seen that there are two indicators that mean medium and good enough, and there are three that mean high and good. This result shows that, in general, the population and civil registration office has a high and good work culture if taken on average.

This can also illustrate the ability of leaders in this service to build and transform positive work culture values as Schein (2010) argues that the movement work culture dynamics can describe knowledge transfer across five ten mechanisms that founders and managers use to instill and transmit values and assumptions in the form of stories, legends, myths and parables about key people and important events that have occurred. Because as the results of research conducted by Frinaldi (2014), a person is viewed from the perspective of values, understanding how to work, norms, mindsets, and behaviors of each person or group of people or their leaders in carrying out a job.

In the Regulation of the Minister of PAN and RB Number 10 of 2011 concerning Guidelines for the Implementation of Change Management Programs explains that a new work culture can be formed, if the following are met: (1) Commitment from the highest leadership of Ministries/Institutions and Local Governments; (2) The values that form positive and productive behavioral attitudes that have been formulated and will be applied, can be understood and understood easily by all Leaders and Employees; (3) Leaders at each level become role models/examples of the application of values within Ministries/Institutions and Local Governments; (4) Between leaders and employees, mutual trust, mutual openness and acceptance of policy changes and new work methods that are more effective; (5) Work culture must be directly related to the interests of the implementation of tasks, work and problems faced jointly by the agency/organizational unit; (6) Work culture is applied consistently, disciplined and continuously.

As well as the results of research, Susanto & Aisiyah (2010) explained that leadership factors have a significant influence on realizing the values of a quality work culture of an organization. Because, in general, every employee needs security in his work. An employee wants his job to be free from risk, and to ensure this, leaders need a strategy that can minimize risk so that employees can fully commit to their work.

However, in terms of Reliability and Responsiveness indicators that appear to have a fairly good category, this can be meaningful in terms of reliability which includes the ability to provide promised services promptly, accurately, and satisfactorily, and responsiveness which includes the desire for service officers to form and provide responsive services. Because as argued by Kurniawan (2019), if there are some employees who have a low committed work culture, it means there is a disruption to the work performance to be achieved. Therefore, socialization and internalization of work culture for employees should be the main program. In addition, the development of human resources for employees regarding emotional intelligence and social intelligence must also be a priority in addition to the ability to technical skills.

The improvement of the two indicators above requires the support of other human resource management functions should not be ignored. This is intended so that there is no loss in an organization due to low-quality work culture. So that efforts can be made in terms of physical appearance, which includes equipment, employees, and ways of

communicating, and guarantees that include knowledge, ability, politeness, and trustworthy nature, as well as empathy which includes ease of conducting friendly relationships, personal attention, and understanding customer needs owned by staff free from danger, risk, or doubt from the data above looks good. As the results of Kim Jean Lee & Yu (2004) research, quality work culture helps an organization to build a conceptualization that is arranged into a cognition system as symbols, norms, and shared meanings. So that work culture can contribute to organizational performance, Lewis (2002) states that work culture has an effect on an organization and affects how that organization reacts to various forms of situations. Work culture has always been a repository for past history and lessons, a translator for events and actions, and a strategist. Thus, work culture will determine whether an organization learns to form mistakes or ignore them, sees events as opportunities or threats, and is proactive or reactive in its strategy.

Among the forms of strategies that can be carried out by the Bogor Regency Government in general to improve the work culture of its apparatuses, namely providing awareness to the apparatus to build a working environment atmosphere that can improve the quality of the work environment in various Regional Apparatus Work Units (SKPD) including in the office that is the location of this research. The strategy to improve the quality is through activities and policies applied to the state civil apparatus (ASN), which includes incentives in the form of additional income that is able to provide a decent life for these apparatuses and their families. In addition, it is also necessary to carry out programs related to strategies to build a positive work culture in working life through systematic and sustainable courses. This program should involve competent experts to build a positive work culture alignment with the work environment within the Bogor Regency government. Fostering a positive work culture in public services should also be carried out based on local wisdom in the area.

CONCLUSION

The results of this study indicate that the quality of public services at the Bogor Regency Population and Civil Registration Office is generally considered "high and good." The Tangibles, Reliability, Responsiveness, Assurance, and Empathy indicators show a high Total Customer Requirement (TCR) value, which ranges from 397 to 417, with the percentage of the TCR index varying between 82.7% to 87.8%. This is when viewed from the criteria set, and this result shows a positive assessment of the quality of public services. Basically, the findings of this study show that physical facilities, infrastructure, supporting facilities, service locations, and employee appearance are perceived positively by respondents. Services are seen as satisfactory, consistent, and accommodating to the needs of the community. Employees are considered responsive, friendly, and fast in handling complaints and suggestions. In addition, employees are considered reliable, comply with regulations and provide timely and skilled service. The empathy indicator highlights the staff's ability to understand and communicate transparently with the community, providing convenience and support.

The recommendation for future research is to more deeply understand the factors that contribute to the high quality of public services in the Bogor Regency Population and Civil Registration Office. Further research can be done by analyzing public perceptions more comprehensively, including factors that affect customer satisfaction, perceptions of service policies and procedures, and direct experience with public service employees. In addition, comparing the results of research with previous service quality data or with other public service institutions in similar areas can also provide deeper insight into aspects that need to be improved or developed. This in-depth study can make a valuable contribution to efforts to improve the quality of public services at the Bogor Regency Population and Civil Registration Office and can provide benefits for the development of best practices in the delivery of public services more broadly.

REFERENCE

- Arikunto, S. (2006). *Prosedur Penelitian Suatu Pendekatan Praktik*. Rineka Cipta.
- Caiden, G. E., & Sundaram, P. (2004). *The specificity of public service reform*. *Public Administration and Development: The International Journal of Management Research and Practice*, 24(5), 373–383.
- Donnelly, M., Wisniewski, M., Dalrymple, J. F., & Curry, A. C. (1995). *Measuring service quality in local government: the SERVQUAL approach*. *International Journal of Public Sector Management*, 8(7), 15–20.
- Frinaldi, A. (2014). *Hubungan Kualitas Pelayanan Publik Berintegritas dengan Kepuasan Masyarakat: Studi Pelayanan Kesehatan Berintegritas di Rumah Sakit Umum Daerah di Kota P, Sumatera Barat*. *Proceeding Seminar Nasional “Mewujudkan Administrator Publik Yang Berintegritas Di Era Pemerintahan Baru”*. Jurusan Ilmu Administrasi Negara, Fakultas Ilmu Sosial, Universitas Negeri Yogyakarta, 28–29.
- Hartley, J., Sørensen, E., & Torfing, J. (2013). *Collaborative innovation: A viable alternative to market competition and organizational entrepreneurship*. *Public Administration Review*, 73(6), 821–830.
- Hu, H.-H., Kandampully, J., & Juwaheer, T. D. (2009). *Relationships and impacts of service quality, perceived value, customer satisfaction, and image: an empirical study*. *The Service Industries Journal*, 29(2), 111–125.
- Iswanto, Y., Sumaryadi, I. N., & Ruhana, F. (2022). *Pengaruh Penyuluhan dan Pelayanan Perpajakan terhadap Kepatuhan Pajak Orang Pribadi di Indonesia*. *SCIENTIA: Journal of Multi Disciplinary Science*, 1(1), 49–61.
- Kandampully, J., & Suhartanto, D. (2000). *Customer loyalty in the hotel industry: the role of customer satisfaction and image*. *International Journal of Contemporary Hospitality Management*, 12(6), 346–351.
- Kandampully, J., & Suhartanto, D. (2003). *The role of customer satisfaction and image*

- in gaining customer loyalty in the hotel industry. Journal of Hospitality & Leisure Marketing, 10(1-2), 3-25.*
- Karova, R. (2012). Understanding the Public Service Obligation in the Electricity Sector:: Lessons for the Contracting Parties of the Energy Community Treaty. European Energy & Climate Journal, 2(1), 53-63.*
- Kim Jean Lee, S., & Yu, K. (2004). Corporate culture and organizational performance. Journal of Managerial Psychology, 19(4), 340-359.*
- Kurniawan, F. (2019). Pengaruh budaya kerja dan motivasi kerja terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening. Universitas Lampung.*
- Lewis, D. (2002). Five years on—the organizational culture saga revisited. Leadership & Organization Development Journal, 23(5), 280-287.*
- Morgeson III, F. V., & Mithas, S. (2009). Does E-government measure up to E-Business? Comparing end user perceptions of US federal government and E-business web sites. Public Administration Review, 69(4), 740-752.*
- Olsen, J. P. (2004). Citizens, public administration and the search for theoretical foundations. PS: Political Science & Politics, 37(1), 69-79.*
- Parasuraman, A., Berry, L. L., & Zeithaml, V. A. (1993). More on improving service quality measurement. Journal of Retailing, 69(1), 140-147.*
- Ridwan, A. (2022). Analisis Mutu Layanan Kesehatan dalam Perspektif Implementasi JKN di Rumah Sakit Chasan Boesoirie Ternate. SCIENTIA: Journal of Multi Disciplinary Science, 1(1), 1-16.*
- Sangadji, Suwandi S., Febriyani E. Supriatin, Iin Marlina, Afkar, Andi Paerah, and Firdaus Y. Dharta. 2022. "METODOLOGI PENELITIAN." OSF Preprints. July 5.osf.io/ywemh*
- Schein, E. H. (2010). Organizational culture and leadership (Vol. 2). John Wiley & Sons.*
- Silitonga, H. P., Syamsuri, A. R., Halim, A., Haryani, D. S., Sangadji, S. S., & Samad, A. (2020). PEMASARAN" Hasil pemikiran dari Para Dosen Berbagai Perguruan Tinggi di Indonesia (Book Chapter-)". Center for Open Science.*
- Sugiyono. (2017). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Alfabeta.*
- Susanto, H., & Aisiyah, N. (2010). Analisis pengaruh kepemimpinan dan budaya kerja dengan motivasi sebagai variabel intervening terhadap kinerja karyawan di Kantor Pertanahan Kabupaten Kebumen. Jurnal Magistra, 74(1).*
- Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1996). The behavioral consequences of service quality. Journal of Marketing, 60(2), 31-46.*