

The Effect of Service Quality and Facilities on Employee Loyalty Through Job Satisfaction at Regent Park Hotel Malang

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ARTICLE INFO

Keywords: Service Quality, Facilities, Job Satisfaction, Employee Loyalty

Received : 04 August 2025

Revised : 24 August 2025

Accepted: 27 September 2025

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ABSTRACT

This study investigates the influence of service quality and facilities on employee loyalty, with job satisfaction as a mediating variable, at Hotel Regent Park Malang. A quantitative explanatory design was used to collect data from all employees through questionnaires. Throughout the observation period of 2025, the data were then analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The findings show that both facilities and service quality have a significant impact on job satisfaction and employee loyalty, and job satisfaction also mediates these relationships. Findings highlight that enhancing service quality and providing adequate work facilities strengthen employee loyalty through improved satisfaction, offering practical implications for human resource strategies in the hospitality industry.

INTRODUCTION

The hospitality industry is a dynamic sector where service excellence and employee commitment play a pivotal role in sustaining competitiveness. Beyond customer satisfaction, internal factors such as employee job satisfaction and loyalty have become increasingly critical for organizational performance. Employees, often regarded as internal customers, directly influence the quality of external service delivery. When their expectations of service quality and workplace facilities are fulfilled, they are more likely to demonstrate commitment and loyalty, which in turn reduces turnover, enhances productivity, and improves service consistency (Griffin, 2005; Heskett et al., 1994).

Despite the established role of service quality and facilities in shaping job satisfaction, research on their direct and indirect impacts on employee loyalty in the hotel sector, particularly within the Indonesian context, remains limited. Prior studies have focused largely on guest satisfaction and external customer loyalty, often overlooking the perspective of employees as internal stakeholders (Amin, Yahya, Ismayatim, Nasharuddin, & Kassim, 2013; Pidada & Rikaandriani, 2021). This research attempts to fill that gap by examining how service quality and workplace facilities influence employee loyalty through job satisfaction as a mediating factor.

The novelty of this paper lies in its investigation of employee loyalty using a specific sample of hotel workers in Malang, Indonesia a tourism center where hotel competition is increasingly intense. By using Structural Equation Modeling-Partial Least Squares (SEM-PLS), this study not only validates theoretical frameworks such as the Service-Profit Chain (Heskett et al., 1994) and Stimulus-Organism-Response theory (Mehrabian & Russell, 1974) but also contributes empirical evidence to human resource management in the hospitality industry. The results highlight job satisfaction as a critical mediator that strengthens the link between service quality, facilities, and employee loyalty, enhancing existing literature.

This study aims to examine how workplace facilities and service quality affect employee loyalty, with job satisfaction serving as a mediating variable. It also provides practical insights for hotel management in developing strategies that promote employee retention and organizational sustainability.

LITERATURE REVIEW

1. Service-Profit Chain Theory

Heskett et al., (1994) developed the Service-Profit Chain, which highlights how internal service quality directly affects employee happiness, which in turn fuels employee loyalty and productivity, which in turn fuels higher service quality and customer loyalty. The idea is used in this study to explain how employee work satisfaction and loyalty are impacted by the facilities and services offered. The chain model reinforces the notion that satisfied employees are more committed and productive, thereby creating a sustainable competitive advantage for hospitality organizations.

2. Stimulus-Organism-Response (S-O-R) Theory

The S-O-R framework, put forth by Mehrabian and Russell in 1974, postulates that external stimuli (S) influence people's internal states (O), which in turn influence their behavioral reactions (R). In the hotel context, service quality and facilities act as stimuli, employee job satisfaction represents the organism (internal state), and employee loyalty is the behavioral response. This framework highlights the mediating role of satisfaction, explaining why improvements in service quality and facilities do not always directly translate into loyalty without employees perceiving satisfaction first.

3. Service Quality

Service quality refers to how well the service delivered meets or exceeds employee expectations. Parasuraman, Zeithaml, and Berry (1988) created the SERVQUAL model, which consists of five dimensions: tangibles, assurance, responsiveness, empathy, and reliability. In the internal service context, these dimensions determine how employees perceive the support and fairness of the organization. Previous studies confirm that service quality positively impacts both job satisfaction and loyalty (Pratiwi & Astuti, 2024).

4. Facilities

Facilities are tangible resources and infrastructure provided by organizations to support employees' work performance. Adequate facilities such as clean workspaces, supportive equipment, and comfortable environments contribute not only to efficiency but also to psychological well-being. Prior findings reveal that sufficient facilities strongly predict job satisfaction, which subsequently enhances loyalty (Pidada & Rikaandriani, 2021).

5. Job Satisfaction

Job satisfaction is a positive psychological condition resulting from an evaluation of work experiences relative to expectations (Locke, 1976; Kotler & Keller, 2016). Satisfied employees demonstrate higher productivity, lower turnover intention, and stronger emotional commitment to their organizations. As a mediator, job satisfaction explains how service quality and facilities influence loyalty by creating positive affective responses that lead to long-term commitment.

6. Employee Loyalty

Employee loyalty is defined as the commitment of employees to remain with an organization and actively support its goals (Griffin, 2005). Loyal employees are less likely to leave, more willing to recommend the organization, and maintain consistent performance. In the hospitality sector, employee loyalty ensures service continuity, reduces recruitment costs, and sustains service quality delivered to external customers.

Table 1. Summary of Theoretical Relationships

Variable	Theoretical Foundation	Expected Effect
Service Quality (X1)	SERVQUAL; Service-Profit Chain (Parasuraman et al., 1988; Heskett et al., 1994)	Positive effect on Job Satisfaction and Loyalty
Facilities (X2)	Two-Factor Theory; Organizational Support Theory (Herzberg, 1959; Robbins & Judge, 2017)	Positive effect on Job Satisfaction and Loyalty
Job Satisfaction (Y1)	Organizational Commitment Theory (Meyer & Allen, 1991; Locke, 1976)	Mediates between Service Quality/Facilities and Loyalty
Employee Loyalty (Y2)	Service-Profit Chain; Customer Loyalty Concept (Griffin, 2005)	Outcome of Job Satisfaction, Service Quality, Facilities

Hypotheses:

H1: Service positively and significantly influences employee satisfaction at Hotel Regent Park Malang.

H2: Facilities positively and significantly influence employee satisfaction at Hotel Regent Park Malang.

H3: Service positively and significantly influences employee loyalty at Hotel Regent Park Malang.

H4: Facilities positively and significantly influence employee loyalty at Hotel Regent Park Malang.

H5: Employee satisfaction acts as a mediating variable in the effect of service and facilities on employee loyalty at Hotel Regent Park Malang.

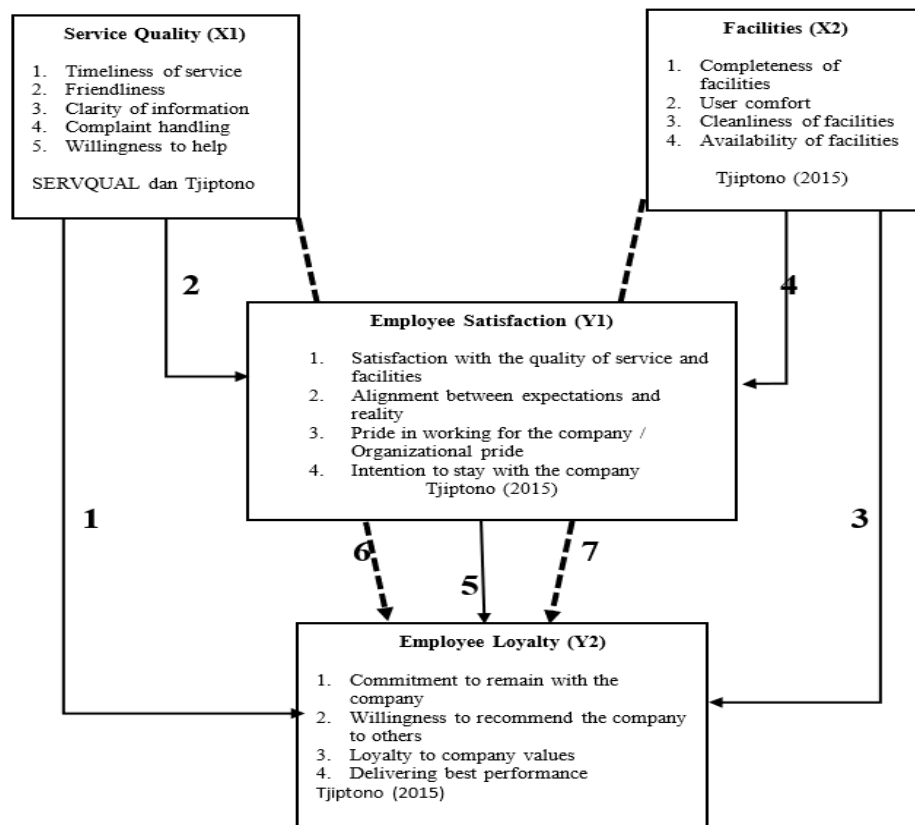


Figure 1. Conceptual Framework

METHODOLOGY

A quantitative explanatory research approach was used in this study to examine the causal links between employee loyalty, job happiness, facilities, and service quality. The approach was selected to validate the mediating role of job satisfaction within the frameworks of the Service-Profit Chain (Heskett et al., 1994) and the Stimulus-Organism-Response theory (Mehrabian & Russell, 1974). The population consisted of all employees at Hotel Regent Park Malang who had worked for at least six months, and due to the relatively small size, a total sampling method was applied. Data were collected in the first half of 2025 using a structured questionnaire on a five-point Likert scale.

The study measured four key constructs: service quality (X1), facilities (X2), job satisfaction (Y1), and employee loyalty (Y2). Indicators for service quality were adapted from the SERVQUAL model, facilities were based on Herzberg's Two-Factor Theory, job satisfaction followed Locke's conceptualization, and employee loyalty was assessed using Griffin's framework. Before the main analysis, reliability and validity tests were conducted to ensure the measurement instruments accurately reflected the intended variables. Questionnaires were distributed with the assistance of the hotel management, and respondents were assured of confidentiality to encourage honest responses.

SmartPLS software was utilized to analyze the data using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) technique. SEM-PLS was chosen due to its ability to handle complex models with mediating effects and its suitability for smaller sample sizes. Measurement models (outer model), structural models (inner model), and hypothesis testing were all evaluated as part of the analysis. The strength and importance of the proposed associations were assessed using path coefficients, t-values, p-values, and effect sizes (f^2), which offered theoretical support and useful ramifications for HR tactics in the hospitality sector.

RESEARCH RESULT

The research was conducted through several systematic steps, starting with instrument testing to ensure validity and reliability, followed by evaluating the measurement (outer) model and the structural (inner) model using SEM-PLS. Convergent validity, discriminant validity, and composite reliability were included in the analysis for the outer model, while path coefficients, indirect effects, R^2 , f^2 , and Q^2 were included for the inner model. Hypothesis testing was then performed to determine the significance of the proposed relationships.

1. Outer Model Evaluation

Convergent validity was assessed using factor loadings, AVE (Average Variance Extracted), and composite reliability. All indicators exceeded the recommended loading threshold of 0.7, with AVE values above 0.5, confirming adequate convergent validity. Discriminant validity, evaluated using Fornell-Larcker and HTMT ratios, showed that each construct had higher square root of AVE compared to inter-construct correlations, and HTMT values were below 0.85. Composite reliability values for all constructs were above 0.8, indicating strong internal consistency.

Table 2. Convergent Validity and Reliability Results

Construct	Factor Loadings	AVE	Composite Reliability (CR)	Cronbach's Alpha	Status
Service Quality (X1)	> 0.70	0.673	0.902	0.874	Valid & Reliable
Facilities (X2)	> 0.70	0.712	0.917	0.883	Valid & Reliable
Job Satisfaction (Y1)	> 0.70	0.689	0.905	0.871	Valid & Reliable
Employee Loyalty (Y2)	> 0.70	0.701	0.921	0.889	Valid & Reliable

Table 2 presents the results of convergent validity and reliability tests for each construct. All factor loadings exceeded the minimum threshold of 0.70, confirming that the observed indicators strongly represented their latent constructs. More than half of the variance in the indicators was explained by the constructs, according to the Average Variance Extracted (AVE) values, which ranged from 0.673 to 0.712, over the suggested cut-off of 0.50. Composite reliability (CR) values were all above 0.90, while Cronbach's alpha values exceeded 0.87, demonstrating strong internal consistency. These results confirm that the measurement model has adequate convergent validity and reliability.

Table 3. Discriminant Validity (Fornell-Larcker Criterion)

Construct	SQ (X1)	FA (X2)	JS (Y1)	EL (Y2)
Service Quality (X1)	0.820			
Facilities (X2)	0.612	0.844		
Job Satisfaction (Y1)	0.597	0.641	0.830	
Employee Loyalty (Y2)	0.571	0.589	0.624	0.837

Table 3 summarizes the discriminant validity assessment using the Fornell-Larcker criterion. The square roots of AVE, displayed on the diagonal, were higher than the inter-construct correlations in the corresponding rows and columns. For instance, the square root of AVE for service quality was 0.820, greater than its correlations with facilities (0.612), job satisfaction (0.597), and employee loyalty (0.571). Similar patterns were observed across all constructs. Discriminant validity is confirmed by these results, which show that each concept shares more variation with its indicators than with other constructs.

Table 4. Discriminant Validity (HTMT Ratios)

Construct Pair	HTMT Value	Threshold	Status
Service Quality ↔ Facilities	0.721	< 0.85	Valid
Service Quality ↔ Job Satisfaction	0.693	< 0.85	Valid
Service Quality ↔ Loyalty	0.664	< 0.85	Valid
Facilities ↔ Job Satisfaction	0.742	< 0.85	Valid
Facilities ↔ Loyalty	0.716	< 0.85	Valid
Job Satisfaction ↔ Loyalty	0.734	< 0.85	Valid

Table 3 shows the HTMT ratios of correlations. All HTMT values ranged between 0.664 and 0.742, which are below the conservative threshold of 0.85. This result further supports discriminant validity, as it indicates that the constructs are empirically distinct. In particular, the highest HTMT value was observed between facilities and job satisfaction (0.742), which is still within the acceptable range. Thus, the HTMT analysis provides additional evidence that multicollinearity is not a concern in the model.

2. Inner Model Evaluation

The inner model evaluation focused on analyzing the predictive power and significance of the hypothesized paths, the explanatory power of the endogenous variables, and the model's overall predictive relevance. Specifically, the evaluation included testing path coefficients and their significance levels using p-values, determining the coefficient of determination (R^2) for each dependent variable, assessing the effect size (f^2) of the predictors, and examining predictive relevance (Q^2) through the blindfolding procedure. To find out if work satisfaction acted as an intervening variable in the link between facilities, employee loyalty, and service quality, mediation effects were also examined.

Table 5. Path Coefficients

Path Relationship	Coefficient	t-value	p-value	Result
Service Quality → Job Satisfaction	0.476	5.832	0.000	Significant
Facilities → Job Satisfaction	0.522	7.214	0.000	Significant
Service Quality → Employee Loyalty	0.521	6.312	0.000	Significant
Facilities → Employee Loyalty	0.234	2.768	0.006	Significant
Job Satisfaction → Employee Loyalty	0.298	2.982	0.003	Significant

Table 5 presents the results of the direct relationships among constructs. Service quality had a significant positive effect on job satisfaction ($p = 0.000$) and employee loyalty ($p = 0.000$), confirming that better internal service encourages employees to feel more satisfied and loyal to the organization. Similarly, facilities significantly influenced job satisfaction ($p = 0.000$) and employee loyalty ($p = 0.006$). Job satisfaction itself showed a significant effect on employee loyalty ($p = 0.003$). These findings suggest that both service quality and facilities directly enhance employee loyalty, while job satisfaction also plays a crucial direct role in fostering loyalty.

Table 6. Indirect Effects

Mediation Path	Indirect Effect	t-value	p-value	Result
Service Quality → Job Satisfaction → Loyalty	0.142	2.156	0.031	Mediated
Facilities → Job Satisfaction → Loyalty	0.155	2.265	0.025	Mediated

Table 6 reports the mediation effects of job satisfaction. The indirect path from service quality to loyalty via job satisfaction was significant ($p = 0.031$), confirming that job satisfaction partially mediates this relationship. Likewise, the mediation of job satisfaction in the relationship between facilities and loyalty was

also significant ($p = 0.025$). These results reinforce that job satisfaction strengthens the effects of service quality and facilities on employee loyalty, supporting its role as a key mediating variable in the model.

Table 7. R Square and Q Square

Endogenous Variable	R ² Value	Q ² Value
Job Satisfaction (Y1)	0.615	0.412
Employee Loyalty (Y2)	0.688	0.435

Table 7 reports the result of R Square and Q Square. The analysis results show that the R-Square (R^2) value for the Employee Satisfaction (Y1) variable is 0.831. This indicates that 83.1% of the variability in employee satisfaction can be explained by Service Quality (X1) and Facilities (X2). Meanwhile, the R-Square value for the Employee Loyalty (Y2) variable is 0.860, demonstrating that 86.0% of the variability in employee loyalty can be explained by the variables Service Quality (X1), Facilities (X2), and Employee Satisfaction (Y1). Both of these values fall into the strong category, indicating that the model has a high explanatory power for the dependent variables.

Furthermore, the results of the Q-Square (Q^2) test, which measures the model's predictive capability, also show excellent values of 0.732 for Employee Satisfaction and 0.775 for Employee Loyalty. A Q^2 value above 0.5 signifies that the model has substantial predictive relevance. Therefore, the model is not only capable of explaining the relationships between variables but also accurately predicting data. Thus, the structural model in this study can be declared robust and relevant, both in terms of predictive power and theoretical explanation.

Table 8. F Square

Relationship	f ² Value	Effect Size
Service Quality → Loyalty	0.628	Medium
Facilities → Job Satisfaction	1.345	Strong
Facilities → Loyalty	0.139	Small
Job Satisfaction → Loyalty	0.107	Medium

Table 8 highlights the contribution of each predictor to the model. Facilities had the strongest effect on job satisfaction ($f^2 = 1.345$), while service quality had a medium effect on employee loyalty ($f^2 = 0.628$). The effect of facilities on loyalty was relatively small ($f^2 = 0.139$), while job satisfaction exerted a moderate effect on loyalty ($f^2 = 0.107$). This indicates that facilities play a central role in shaping satisfaction, which then contributes to loyalty.

3. Hypothesis Testing

Following the evaluation of both the measurement and structural models, hypothesis testing was conducted to examine the significance of the proposed relationships among variables. The analysis focused on both direct and indirect effects, with p-values serving as the main criteria for significance. A p-value less than 0.05 was considered statistically significant, confirming support for the hypothesized relationships. The results of hypothesis testing are summarized in

the following table, which presents the outcomes for direct and mediation paths tested in this study.

Table 9. Hypothesis Testing

Hypothesis	Direct/Indirect	p-value	Conclusion
Service Quality → Job Satisfaction	Direct	0.000	Supported
Facilities → Job Satisfaction	Direct	0.000	Supported
Service Quality → Employee Loyalty	Direct	0.000	Supported
Facilities → Employee Loyalty	Direct	0.006	Supported
Job Satisfaction → Employee Loyalty	Direct	0.003	Supported
Service Quality → Loyalty (mediated by Job Satisfaction)	Indirect	0.031	Mediated
Facilities → Loyalty (mediated by Job Satisfaction)	Indirect	0.025	Mediated

Table 9 summarizes the hypothesis testing results for both direct and indirect relationships. All direct hypotheses were supported, as indicated by p-values below 0.05. Service quality significantly influenced both job satisfaction ($p = 0.000$) and employee loyalty ($p = 0.000$), confirming its central role in shaping positive employee attitudes and behaviors. Facilities also showed a significant positive impact on job satisfaction ($p = 0.000$) and employee loyalty ($p = 0.006$), though the effect on loyalty was weaker compared to its effect on satisfaction. Job satisfaction itself was found to significantly enhance employee loyalty ($p = 0.003$), emphasizing its role as a critical determinant of employee commitment.

Regarding indirect effects, the results demonstrate that job satisfaction mediated the relationships between the independent and dependent variables. Service quality influenced loyalty indirectly through job satisfaction ($p = 0.031$), while facilities also affected loyalty through the same mediating variable ($p = 0.025$). These findings confirm that job satisfaction strengthens the overall model, acting as a partial mediator that enhances the impact of service quality and facilities on employee loyalty.

Among the two mediation paths tested, facilities exerted a slightly stronger indirect effect on employee loyalty through job satisfaction ($p = 0.025$; indirect effect = 0.155) compared to service quality ($p = 0.031$; indirect effect = 0.142). This finding suggests that while both predictors rely on job satisfaction to enhance loyalty, the mediating role of job satisfaction is relatively stronger in the relationship between facilities and loyalty. In other words, employees are more likely to feel loyal when adequate workplace facilities first improve their job satisfaction, highlighting the importance of tangible organizational support as a foundation for building long-term employee commitment.

DISCUSSION

The theoretical presumptions of the Stimulus-Organism-Response (S-O-R) framework (Mehrabian & Russell, 1974) and the Service-Profit Chain (Heskett, Jones, Loveman, Sasser, & Schlesinger, 1994) are empirically supported by the study's findings. Both service quality and facilities were found to have significant direct effects on employee loyalty, while also influencing loyalty indirectly

through job satisfaction. This indicates that employees' perceptions of internal service and organizational support serve as key stimuli, which enhance their satisfaction (the organism) and consequently shape their loyalty (the response). Such findings emphasize that employee loyalty is not formed in isolation but is closely tied to the quality of the organizational environment.

The results further highlight the critical role of job satisfaction as a mediator, reinforcing prior studies that regard satisfaction as a psychological state bridging organizational resources and behavioral outcomes (Locke, 1976; Meyer & Allen, 1991). Interestingly, the mediating effect of job satisfaction was stronger in the relationship between facilities and loyalty compared to service quality and loyalty. This suggests that tangible workplace resources, such as physical facilities and equipment, provide a foundation for satisfaction that employees translate into loyalty.

These findings contribute to the enrichment of human resource management literature in the hospitality sector by confirming that both intangible and tangible aspects of the work environment are crucial for retaining employees. Theoretically, the study extends the application of the Service-Profit Chain to internal customers by demonstrating that employee loyalty can be cultivated not only through superior service quality but also through adequate organizational facilities. Practically, the results offer valuable insights for hotel management, particularly in competitive tourism hubs such as Malang, Indonesia. Investing in workplace facilities and ensuring consistent service quality for employees will enhance job satisfaction and loyalty, leading to reduced turnover and improved service performance.

CONCLUSIONS AND RECOMMENDATIONS

1. Conclusion

In the context of Hotel Regent Park Malang, this study looked at how amenities and service quality affected employee loyalty, using work satisfaction as a mediating factor. The findings confirmed that both service quality and facilities significantly enhance employee loyalty, either directly or indirectly through job satisfaction. Among the two predictors, facilities showed a slightly stronger mediation effect via job satisfaction, indicating that tangible workplace support plays a crucial role in fostering loyalty. The results provide empirical support for the Service-Profit Chain and S-O-R frameworks, emphasizing that employees' perceptions of organizational resources shape their satisfaction, which in turn drives loyalty. This research enriches the literature by extending the focus of loyalty studies to internal customers, namely employees in the hospitality industry.

2. Recommendation

Based on the results, hotel management is encouraged to invest not only in service quality initiatives but also in the continuous improvement of workplace facilities. Ensuring that employees have access to comfortable, adequate, and supportive resources will enhance their job satisfaction and strengthen their commitment to the organization. Human resource policies should also prioritize employee-centered service quality, such as fair treatment, responsive

management, and supportive supervision, to reinforce satisfaction and loyalty. To provide a more thorough knowledge of loyalty drivers in the hospitality industry, future study might include additional mediating or moderating factors such organizational culture, leadership style, or staff engagement.

ADVANCED RESEARCH

This study is not without its limitations, and acknowledging them provides opportunities for future exploration. The research was conducted in a single hotel, namely Hotel Regent Park Malang, which may restrict the generalizability of the findings to the wider hospitality industry. Broadening the scope to include multiple hotels across different regions or countries could enhance the external validity of the results. Another limitation lies in the cross-sectional design, which captures data at only one point in time. A longitudinal approach would allow researchers to examine how employee satisfaction and loyalty evolve, offering stronger insights into causality.

The scope of variables is also limited, as this study concentrated solely on service quality and facilities as predictors of employee loyalty with job satisfaction as a mediator. While these factors were proven significant, other elements such as leadership style, organizational culture, or employee engagement might also play a critical role in shaping loyalty. Expanding the model to include these constructs could enrich theoretical contributions. Furthermore, the reliance on self-reported questionnaires may introduce social desirability bias. Future research would benefit from adopting a mixed-method approach by complementing surveys with interviews or observations to provide a more comprehensive understanding of employee loyalty in the hospitality sector.

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