



**A STUDY OF SERVICE QUALITY DIMENSIONS
ON CUSTOMERS SATISFACTION
AT-PT HASTA AYU NUSANTARA
JAKARTA**

By

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PANEL OF EXAMINERS APPROVAL SHEET

The Panel of Examiners declares that the skripsi entitled “**A STUDY OF SERVICE QUALITY DIMENSIONS ON CUSTOMERS SATISFACTION AT PT. HASTA AYU NUSANTARA JAKARTA**” that was submitted by Arisa Bremanta majoring in Management from the Faculty of Business was assessed and approved to have passed the Oral Examinations on February 4th, 2019.

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I declare that this skripsi, entitled “**A STUDY OF SERVICE QUALITY DIMENSIONS ON CUSTOMERS SATISFACTION AT PT. HASTA AYU NUSANTARA JAKARTA**” is, to the best of my knowledge and belief, an original piece of work that has not been submitted, either in a whole or in a part, to another university to obtain a degree.

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ABSTRACT

Outsourcing Industries in Indonesia has been growing rapidly in the last decade and affect many business sectors. One of the outsourcing companies in Indonesia is PT. Hasta Ayu Nusantara, which still experiences many complaints in service quality such as application problems, staff responses, promises given, turnover of sales promotions, and appearance of few staffs. The purpose of this research is to examine dimensions of service quality, which are Tangible (X1), Reliability (X2), Responsiveness (X3), Assurance (X4), and Empathy (X5) that have a main role in driving overall Customer Satisfaction (Y). The design of this research used a quantitative approach and primary data in the form of 180 questionnaire responses were been collected from a costumers PT. Hasta Ayu Nusantara. The findings of this research are Reliability and Empathy have a partially significant influence towards customer satisfaction, while Tangible, Responsiveness and Assurance do not have it. All variable has simultaneously significant influence toward costumers satisfaction. Therefore, PT. Hasta Ayu Nusantara should be focus in develope that two dimensions which are Reliability and Empathy dimensions, because every increasing one point in that variable will be affecting to the increasing of Customer Satisfaction as many as 0.324 and 0.345 points

Keyword: *Outsourcing Industries, Service Quality Dimensions (ServQual), Customers Satisfaction*

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Cikarang, Indonesia, January 20th, 2019

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CHAPTER I INTRODUCTION

1.1. Background

According to Kotler & Keller (2009) service is an activity or action that can be carried out by one party. Service is generally a process that easily gives pleasant feelings to others and aims to solve problems. Services can be used by companies to satisfy customers. In this case, companies should be aware of the types of services offered to customers and the company can finally ensure the service process and its results. Based on Lupo (2013). Quality is a term commonly regarded as indicating a high level of customer satisfaction with factors that characterize a product or service considered. In particular, consideration of education services, the associated concept of quality arising from aspects and characteristics of teaching, research, and related activities, with regard to their ability to meet the explicitly stated objectives. Quality of service comes from a combination of features and quality of service can deliver positive or negative results. This can usually be measured by comparing the quality of service with the expectations of a person using these qualities. But nowadays are growing and has a fight competition.

Saefuloh (2011) mentioned competition between companies encourages them to concentrate on the core business. One solution is to be able to compete with other companies using an outsourcing system because the company can save more money and concentrate on the core business with this system. In Witari (2018) outsourcing has always been a hot topic in Indonesia, as workers are still calling for the abolition of our country's outsourcing labor system. Every May 1st Labor Day, known as May Day, these demands have always been introduced by workers. There have been several continuous efforts to review the articles in the Manpower Act that regulate outsourcing. Outsourcing is a dilemmatic system. On the one hand, implementation is considered to be very harmful to employees and, on the other hand, this system is very beneficial to entrepreneurs. This system is a

source of social anxiety for workers because it does not guarantee job security and the absence of wage protection and social security guarantees. Whereas the outsourcing system of the company is a working system that is used to achieve efficiency in order to increase the company's productivity. Outsourcing is considered a business strategy with very important advantages, in particular in terms of lowering the company's production costs or operating costs. For the government, this outsourcing system is one solution to overcome the high unemployment rate and as a lure for investors to invest their capital in Indonesia.

Nusantara Group is a combination of three outsourcing companies in Indonesia. Nusantara Group has three subsidiaries engaged in outsourcing services. The three outsourcing companies are PT. Hasta Ayu Nusantara (PT. HAN) established in 2004, PT. Cahaya Promo Nusantara (PT CPN) established in 2006, and PT. Gemilang Sekawan Nusantara (PT GSK) established in 2010. The head office Nusantara Group located in Sunter, North Jakarta, Indonesia. Nusantara Grup has 22 branch offices in Indonesia. In this study, the researcher will discuss and focus on PT. HAN as oldest company because it has been established for 14 years and has the biggest client among the three in the Nusantara group, all workers refer to their customers as clients. In this study, the researcher calls the client as a customer because it is supported by many theories that come from customer satisfaction like Al-Azzam (2015), Kant & Jaiswal (2018), and Nguyen, Nisar, Knox, & Pabhakar, (2018).

PT. HAN is outsourcing companies engaged in the field of promotion and provides professional manpower for the purposes of sales promotion and marketing. The company handles a range of promotional activities such as; regular promotions in store, seasonal events, as well as Payroll. PT. Hasta Ayu Nusantara has the vision to become the best outsourcing company in Indonesia that provides professional employees. The company also has a mission to provide service to customers by managing human resources to reach target customers.

**Table 1.1 Total Customer and Total Employees of PT HAN in
2016- 2018**

Year	Total Customers (Companies)	Total Quantity Teams (Employees)
2016	17	5,150
2017	15	4,815
2018	16	4,703

Source: HR Division PT HAN (2018)

Table 1.1 shows the total costumers PT. Hasta Ayu Nusantara from 2016-2018 with the total quantity team. In 2016 customers PT HAN are 17 companies with total team 5,150 people. In 2018 customers PT HAN decreases to 16 companies with total team 4,703 people, it's mean the total team in 2016 decrease 447 people in 2018. For the more information in 2018, there were 3 customers left and there were 4 customers entered to join with PT. HAN. This table show PT HAN in 2016-2018 always a loss of clients.

According to the CEO of PT. Hasta Ayu Nusantara, the decline in the number of customers made the number of demand employees in the company also decreased. This situation greatly affects the company income, because companies took 7-12% from total employees salary to get an agency fee. The amount of profit is different because of the influence of negotiations between the two parties. In this case, the CEO concluded the situation made the company income decline and could affect the company expenditure like staff salary, rent office, electricity, etc.

Table 1.2 Name of Costumers of PT. HAN and Requested The Quantity Employees 2018

No	Customer Name (Costumer Product)	Requested Quantity Employees
1	PT. Indolakto (Indomilk)	824
2	PT. The Univenus (Tissue Paseo)	705
3	PT. Herlina Indah & PT Marketama Indah (Esquis & Adem Sari)	688
4	PT. Ultrajaya Milk Industry & PT Campina Ice Cream (Ultra & Campina)	573
5	PT. Unicharm (Mamy Poko & Charm Body Fit)	417
6	PT. Sari Enesis (Coolant, Kispray, Soffel)	266
7	PT. Garuda Food (Biscuit)	223
8	PT. Raja Abadi Makmur Sejati (Biscuit)	214
9	PT. Ajinomoto (Ajinomoto, Masako, Sajiku, & Mayumi)	196
10	PT. Darya Varia (Medicine)	186
11	PT. Primafood International (Fiesta Nugget)	134
12	PT. Salim Ivomas Pratama (Bimoli)	80
13	PT. international Chemical industry (ABC Battery & Aromatics)	65
14	PT. Munchy Indonesia (Biscuits)	53
15	PT. Gunung Slamet (Teh)	46
16	PT. Bogasari Flour Mills (Lafonte)	33
TOTAL		4,703

Source: HR Division PT HAN (2018)

Table 1.2 shows the number of customers, customer names, customer products, and the number of teams needed by PT HAN customers. The number of PT HAN customers is 16 companies and the number of teams provided by PT HAN in 2018 is 4,703. The highest number of team requests came from PT. Indolakto with 824

people and the lowest number of team request came from PT. Bogasari Flour Mills with 33 total quantity team. The purpose of this table is showing the total employees requested by customers of PT. HAN, from the highest until the lowest requested quantity employees.

Table 1.3 Data of Complaints on 2016 – 2018

No	Complaints	Amount of Complaints	Variable
1	Turnover sales promotion	38 or 19.3%	Assurance and Empathy
2	The clarity of information given by staffs	37 or 18.8%	Reliability and Empathy
3	Quality of sales promotion	31 or 15.7%	Reliability and Empathy
4	Staff's responsiveness in handling complaints	30 or 15.2%	Responsiveness
5	Website and Application trouble	26 or 13.2%	Tangible and Empathy
6	Reporting deadline	21 or 10.7%	Assurance and Empathy
7	The appearance of few staffs	14 or 7.1%	Tangible and Empathy

Source: HR Division PT HAN (2018)

Table 1.3 shows the type of complaints and the number of complaints at PT. Hasta Ayu Nusantara 2016 to 2018. Researchers collect complaint data through PT. Hasta Ayu Nusantara, human resources division 2018. The highest number of complaint came from turnover sales promotion with 38 complaints and the lowest complaint is the appearance of a few staffs with 14 complaints.

According to Tao, Karande, and Arndt (2016), the conventional advice for salespeople who face angry customer complaints is to stay calm and provide quality service. However, the willingness and ability of salespeople to do so depending on whether they believe the customer is justified in an angry tone complaining. Which means that customers complain lead to the improvement of service quality and a better service quality make the customer more satisfied.

According to Banahene, Ahudey, and Asamoah (2017) SERVQUAL is widely known and widely used in western literature. From the end of 2000, Extensively discussed was the original idea of the SERVQUAL method developed by Parasuraman et al. (1988) developed and criticized in a number of publications in textbooks, research papers, and marketing. The SERVQUAL method mainly relies on the difference between perception and expectation variables to determine satisfaction with five main dimensions: Tangibility, Reliability, Responsiveness, Assurance, and Empathy. And many research use this theory to measuring customer satisfaction in the service industry like; Bank Industry, Hotel Industry, Hospital Industry, and Public Service.

1.1.1. The need for The Research

According to Tao et al. (2016), if some customers complained about the service quality, this shows the lack of quality of services. This research was aimed at PT. Hasta Ayu Nusantara as outsourcing industries to improve service quality, so in line with PT. HAN vision and mission of PT.HAN that is, Working and serving wholeheartedly for the future of the family, by providing good services to clients and organizations. A strong relationship between service quality and customer satisfaction that can lead to improved business performance.

1.2. Problem Identifications

Based on Table 1.3, there are some problems to be faced by PT. Hasta Ayu Nusantara. Those problems are:

1. 19.3% of customers complain about the PT. HAN website and application that often have problems.
2. 18.8% of customers feel that the information provided by PT. HAN staff is not accurate.
3. 15.7% of customers complain about the responsiveness of PT. HAN staff in dealing with problems.
4. 15.2% of customers complain about the accuracy of the reports given by PT. HAN
5. 13.2% of customers complain about the quality of sales promotion.
6. 10.7% of customers complain about turnover sales promotion provided by PT.HAN.
7. 7.1% of customers complain about the appearance of PT. HAN staff.

In the issue above, the researcher will lead a contextual analysis of the impact of service quality toward costumers satisfaction at PT. Hasta Ayu Nusantara by utilizing SERVQUAL theory which has 5 dimensions that are Tangible, Reliability, Responsiveness, Assurance, Empathy.

1.3. Research Questions

With regard to the identification of problems in PT.HAN above, it can be concluded that the problem statement is:

1. Does the Tangible have significant influence toward customers satisfaction at PT HAN?
2. Does the Reliability have significant influence toward customers satisfaction at PT HAN?
3. Does the Responsiveness have significant influence toward customers satisfaction at PT HAN?

4. Does the Assurance have significant influence toward customers satisfaction at PT HAN?
5. Does Empathy have significant influence toward customers satisfaction at PT HAN?
6. Do the Tangible, Reliability, Responsiveness, Assurance, and Empathy have a simultaneous significant influence towards customers satisfaction at PT. HAN?

1.4. Research Objectives

The purpose of this study is to analyze the problem statement in PT.HAN above:

1. To find out the significant influence of Tangible variable toward customer satisfaction PT. HAN.
2. To find out the significant influence of Reliability variable toward customer satisfaction at PT. HAN.
3. To find out the significant influence of Responsiveness variable toward customer satisfaction at PT. HAN.
4. To find out the significant influence of Assurance variable toward customer satisfaction at PT. HAN.
5. To find out the significant influence of Empathy variable toward customer satisfaction at PT. HAN.
6. To find out simultaneous significant influence of Tangible, Reliability, Responsiveness, Assurance, and Empathy toward customer satisfaction at PT. HAN.

1.5. Significance of Study

1.5.1. For PT. Hasta Ayu Nusantara

This research has been quite a lot to discuss service quality towards customer satisfaction with the company. However, there is still limited research that discussed this issue on PT. Hasta Ayu Nusantara. Researcher hope can be contributed by indicates the results of the research on the influence of the quality of service to make customer satisfaction.

1.5.2. For Future Researcher

The researchers hope that this research can be useful in many ways for the future researcher. One of them makes a good reference for future university researchers and for the faculty itself. It can also be a reference source for other students who have to carry out future research for their studies. In addition, it can be a new knowledge body and a guide for the future researcher.

1.6. Limitations

Although this research was carefully prepared, the researcher realizes its limitations and shortcomings. Several limitations included:

1. This research is limited only focused on outsourcing company which is PT. Hasta Ayu Nusantara.
2. This research is limited only to customer PT. Hasta Ayu Nusantara at procurement, sales, marketing, and human resource department.
3. This research is limited by permanent employees at the customer's company.
4. This research is limited by the SERVQUAL theory to measure customer satisfaction. Although there are many other theories to measure customer satisfaction, researchers only focus on SERVQUAL theory (Parasuraman, Zeithaml, & Berry, 1988).

1.7. Thesis Organization

Chapter 1, presents the research foundation, including background issues, problem formulation, research question formulation, research objective, study significance and research limitation, and its paper organization. The keys to this research are found in this chapter.

Chapter 2, The results of researchers on theories such as definition, past research, and research gaps are presented.

Chapter 3, How to do data research is explained here. In the session, there would be a theoretical framework, hypothesis, research framework, research method, data instruments, samples, statistical treatment, and data analysis.

Chapter 4, it is the spirit of the papers. All the results of the data analysis are displayed in the findings. The research questions meet the answers in this chapter. To make it clearer to the readers, the researcher communicates the results discussions.

Chapter 5, this chapter is the end of the paper resulting from chapter four and the researcher's opinion (Sugiyono, 2011).

CHAPTER II

LITERATURE REVIEW

2.1. Customer Satisfaction

Customer Satisfaction is a key basis for marketing success with a satisfied customer base that plays a key role in achieving the competitiveness of companies. This also depends on a company's ability to meet its target customers needs and requirements through superior product or service performance (Zeithaml, et al., 2011). Similarly, in the service industry, satisfaction or dissatisfaction is an assessment of a product or service offered to satisfy the needs or expectations of a customer. This is a consumer's after-purchase phenomenon about how much the customer likes or dislikes the service after they have experienced it. Customer satisfaction is a collective result of perception, evaluation and psychological reactions to the experience of consumption of a product or service (George & Kumar, 2014). However, overall customer satisfaction depends on one's judgment that the difference between actual performance or results and customer service expectations is matched. If the performance meets the expectations, the customer will be satisfied; if the performance exceeds the expectations, he or she would be very satisfied and delighted. To complete customer expectations can use a good service quality (Kotler & Armstrong, 2012). The indicators of customer satisfaction are a repurchase, customer loyalty, and customer promotion.

2.2. Service Quality

Service Quality has continually been used as a strategic tool that allows a company to distinguish itself from others in a competitive service industry and is considered an important determinant of competitiveness in service (Ladhari, 2008) In common sense, service quality refers to the degree of excellence in service performance and is seen to be subjective in service quality. Based on the customer's perception of how well the service corresponds to their needs

and expectations, they compare the actual service with the service they expect. In this regard, explained the quality of service as a form of customer attitude resulting from a comparison of consumer expectations with services provided with their performance (Tan et al., 2010). In particular, two management schools were found in the literature regarding service quality. SERVQUAL is concerned on the basis of a gap model and a comparison between expectation and perceptions of customers (Parasuraman, Zeithaml, & Berry, 1985) a model that is the difference or disconfirmation between the perception of customers and their expectations in five dimensions widely used to measure service quality in a variety of service areas. These are Tangible, Reliability, Responsiveness, Assurance, and Empathy (Parasuraman et al., 1985) in (Kant & Jaiswal, 2018).

2.2.1. Tangible

Tangible can be defined as the appearance of physical equipment, personnel and materials for communication (Parasuraman et al., 1985) in (Kant & Jaiswal, 2018). Modern look equipment, physical facilities, well-dressed employees and visually attractive materials are considered to have positive effects on customer satisfaction in the banking sector (Senthikumar et al., 2011). Several scholars recently found that tangibility has a positive relationship and significant effects on the satisfaction of customers in the banking sector (Sanjuq et al., 2014). In addition, the tangible dimension in the Indian banking context has a significant impact on the satisfaction of customers with banking services (Ravichandran et al., 2010). The indicators of Tangible are physical facilities, the appearance of staff, and equipment (Parasuraman et al., 1985) in (Kant & Jaiswal, 2018).

2.2.2. Reliability

According to Parasuraman et al. (1985) in Kant & Jaiswal (2018) defines Reliability as the ability of the company to provide the service independently. As a parameter of service quality, customer satisfaction depends heavily on the

extent to which customers can rely on the company to perform the promised service accurately (Senthikumar et al., 2011). Furthermore, many researchers have found that "reliability" has a positive relationship with customer satisfaction even in India in the banking context. The study, therefore, implies the following hypotheses on the basis of the above arguments (Ravichandran et al., 2010). The indicators of Reliability is accurate in serving, service in promised time, and the ability of employees in using tools in the process of service (Parasuraman et al., 1985) in (Kant & Jaiswal, 2018).

2.2.3. Responsiveness

Responsiveness is mainly concerned with the way service companies react to customers through their staff (Parasuraman et al., 1985) in (Kant & Jaiswal, 2018). Responsiveness as the willingness of the company to assist customers and its ability to provide prompt service, and hence the timeliness of services. With regard to banking, customer satisfaction in banks is directly affected by reactivity and has significant predictor of overall in Indian banking services and also have a positive relationship (Saghier & Nathan, 2013). That public sector banks weak responsiveness was a major source of customer dissatisfaction, as these banks fail to deliver prompt service, employees are busy and unwilling to assist customers. The above statements can, therefore, be argued that the response dimension of the quality of service will strongly influence customer satisfaction in the banking sector (Banerjee et al., 2012). The indicators of Responsiveness are a willingness to help, service quickly, employees perform service appropriately, and provide prompt service (Parasuraman et al., 1985) in (Kant & Jaiswal, 2018).

2.2.4. Assurance

Assurance refers to the knowledge, skill, the courtesy, and ability of employees to inspire customer confidence (Parasuraman et al., 1985) in (Kant & Jaiswal, 2018). Which is also related to the extent to which the customer feel secure in financial and banking services (Senthikumar et al., 2011). In addition, assurance has been found to have a positive and significant relationship with Indian banker customer satisfaction (Ravichandran et al., 2010). The indicators of Assurance are knowledge and courtesy of employees, guarantee, and their ability to inspire trust and confidence (Parasuraman et al., 1985) in (Kant & Jaiswal, 2018).

2.2.5. Empathy

Empathy refers to the provision of customer care and individual care in (Parasuraman et al., 1985) in (Kant & Jaiswal, 2018). This is about ingredients such as easy access, good communication, customer understanding, and friendliness. The research shows that empathy plays an important role in customer satisfaction in the banking sector and have a positive relationship (Ravichandran et al., 2010). Customer service without any problems will have a significant impact on customer satisfaction (Parasuraman et al., 1988). The indicators of Empathy are personal attention, focus on customers interest, and caring (Parasuraman et al., 1985) in (Kant & Jaiswal, 2018).

2.3. Service Quality and Customer Satisfaction

Today, with increasing competition, quality of service has become a popular field for academic studies and has been recognized as a competitive advantage and a supportive relationship with satisfied customers (Al-Azzam, 2015). Quality of service is an important concept in the service industry and is more important for financial service providers who have difficulty showing product differentiation to their customers (Saghier & Nathan, 2013). Customer satisfaction is becoming one of the main goals that any company seeking an long-term relationship with the customer believes to be the top priority. In the context of retail banking, where customer contact is one of the most important business processes, customer satisfaction becomes the key to success (Bel & Gab, 2014). In recent years, a variety of scholars in major Asian countries explained the relationship between these two phenomena with special reference to the banking sector and a positive relationship (Kant & Jaiswal, 2018).

2.4. Previous Researches

Table 2.1 Previous Researches

Author (Year)	Title	Variable	The Result of Research
Kant & Jaiswal (2018)	The impact of perceived service quality dimensions on customer satisfaction: an empirical study on public sector banks in	<p>Independent</p> <p>Tangible, Reliability, Responsiveness, Assurance, Empathy, Image</p> <p>Dependent</p> <p>Customer</p>	The perceived dimensions of service quality were tangible, assurance, responsiveness, empathy, and image significantly to

	<p>India (The influence of the tangible attributes of perceived service quality)</p>	<p>Satisfaction</p>	<p>the satisfaction of customers. The exception is 'reliability,' which is insignificantly linked to the satisfaction of customers in the Indian public sector. Empirical results have shown that 'Responsiveness' is the most important predictor of customer satisfaction.</p>
<p>Nguyen, Nisar, Knox, & Pabhakar, (2018)</p>	<p>Understanding customer satisfaction in the UK quick service restaurant industry</p>	<p>Independent Reliability, Responsiveness, Assurance, Empathy, and Tangible Dependent Customer Satisfaction.</p>	<p>The results of the analysis indicate that tangible, reliability, reactivity, empathy, and assurance play an important role in the satisfaction of</p>

			customers. Correlation and regression analysis results demonstrate a tangible variability as a key to customer satisfaction.
Al-Azzam (2015)	The Impact of Service Quality Dimensions on Customer Satisfaction: A Field Study of Arab Bank in Irbid City, Jordan	Independent Tangible, Reliability, Responsiveness, Empathy, and Security. Dependent Customer Satisfaction	All variables have a significant impact on the satisfaction of customer service in Jordanian banks.
Saghier (2015)	Managing Service Quality: Dimensions of service quality: a study in Egypt	Independent Tangible, Reliability, Responsiveness, Assurance, and Empathy Dependent Customer Satisfaction	Responsiveness, Reliability, and Empathy have helped to build satisfaction, not Empathy and confidence. Interestingly, favorable perceptions of hotel Responsiveness

			<p>predicted that satisfaction was relatively stronger than Reliability and Empathy.</p>
<p>Iswahyudi & Pribadi (2014)</p>	<p>Quality Of Office Services Immigration Class 1 Yogyakarta within Manufacture Of E Passport Government Based</p>	<p>Independent Tangible, Reliability, Responsiveness, Assurance, and Empathy</p> <p>Dependent Customer Satisfaction</p>	<p>The quality of service in this research is "very good," as shown in the cumulative index of scale 4.21. The highest descriptive value variables are assurance (guarantee) with a score of 4.60 with the category " Very Good " and the lowest score variable is Empathy with a score of 3.97, although the category " Good. "</p>

Source: (Cited by Researcher, 2018)

2.5. Research GAP

Based on previous research Saghier (2015), focusing on service quality in the hotel sector, Iswahyudei and Pribadi (2014) focus on the immigration office, Al-Azzam (2015) with (Kant and Jaiswal, 2018), focuses on the Bank Sector. For the last previous research from Nguyen et al. (2018) focuses on the fast food sector. Even though it has variable differences which are Kant & Jaiswal (2018) added Image as a new variable and Al-Azzam (2015) change Assurance to Security variable, all previous researchers make costumers who use direct services as respondents and still adopted the theory from Parasuraman, et al. to build the variable. The researchers also found that all of the previous research used quantitative methods.

This study is intended to examine the possible influence of service quality on customer satisfaction. This study also adopted the from (Parasuraman et al., 1988). There are five dimensions of service quality that must be met: "Tangible, Reliability, Responsiveness, Assurance, and Empathy". Researchers are trying to find other objects to study for making a gap in the outsourcing sector. Another gap is, this research uses staff from customer companies as the respondents, to assess the quality of services provided by PT. Hasta Ayu Nusantara. To conclude, this study will be the first study to examine the effect of Service Quality Dimensions on Customer Satisfaction with the object Outsourcing Industries which is PT Hasta Ayu Nusantara.

CHAPTER III

RESEARCH METHODOLOGY

3.1. Theoretical Framework

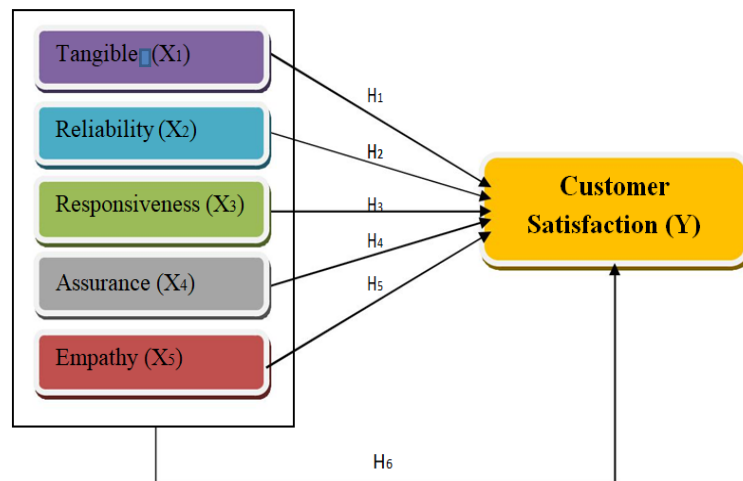


Figure 3.1 Theoretical Framework

Source: Parasuraman, A., Zeithaml, V., Berry (1988)

3.2. Hypothesis

H1: There is a significant influence of Tangible toward Customer Satisfaction in PT. HAN.

H2: There is a significant influence of Reliability toward Customer Satisfaction in PT. HAN.

H3: There is a significant influence of Responsiveness toward Customer Satisfaction in PT. HAN.

H4: There is a significant influence of Assurance toward Customer Satisfaction in PT. HAN.

H5: There is a significant influence of Empathy toward Customer Satisfaction in PT. HAN.

H6: There is a simultaneous significant influence of Tangible, Reliability, Responsiveness, Assurance, and Empathy toward Customer Satisfaction in PT. HAN.

3.3. Research Framework

The research framework is a framework or structure that describes the process of making and the process of analyzing research. The following structure is displayed as:

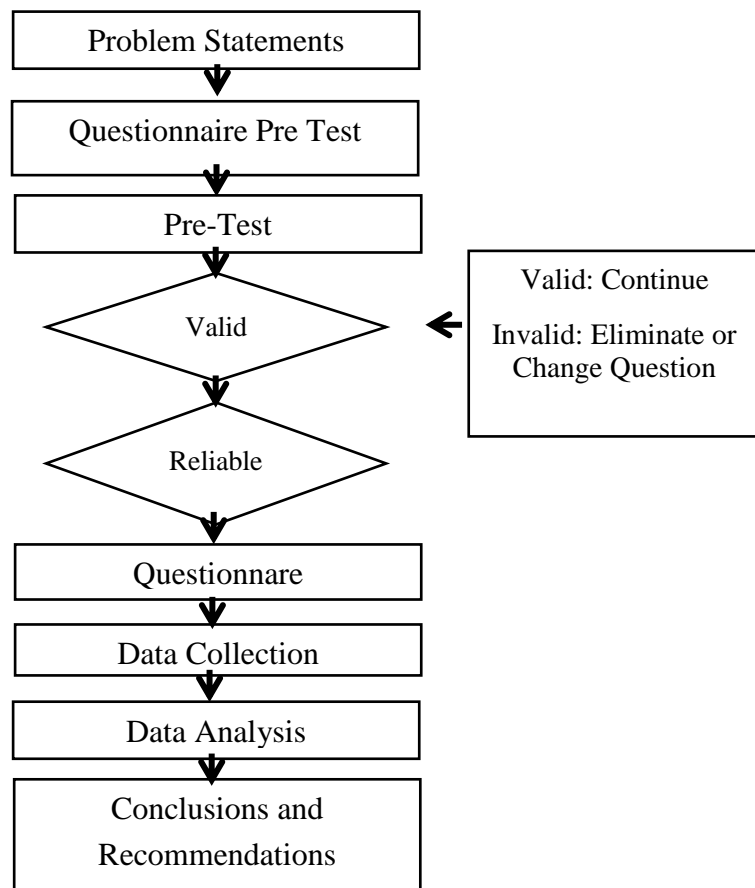


Figure 3.2 Research Framework

Source: Constructed by Recherche (2018)

3.4. Research Method

The researcher explains the methodology of the research. The research is used in quantitative research because it is very controlled and suitable to test the correlations between two variables. In term of data collection, this research utilized primary data. The purpose of quantitative research is often used for theory testing, requiring that the researcher maintain a distance from the researcher so as not to bias result” (Cooper & Schindler, 2014).

The researcher also used survey (questionnaires) and the object of this research is PT. Hasta Ayu Nusantara as primary data. The researcher spread the questionnaires through an online form that consist of statements that respondents need to answer. All the responses will be collected and then processed into tabulation data.

3.5. Population & Sample

3.5.1. Population

Population defined as a generalization of the area consisting of an object or subject with the qualities and certain characteristics to be studied and concluded by a researcher. The population refers to the group of people, events or things of interest investigated by the researcher (Sekaran & Bougie, 2010). In this study, the population limited only to 16 customers of PT. Hasta Ayu Nusantara.

3.5.2. Sample

The sample in this study is Procurement, Supervisor Sales Marketing, Regional Sales Marketing, Area Sales Marketing, and Human Resource division also limited by permanent employees at the customer's company. According to Sekaran & Bougie (2010), the number of sample for the undefined number of the population equals to 5-10 times of total of the question each variable. Based on this theory, the total sample needed by the researcher is:

$$\begin{aligned} N &= 5 \times Q & N: \text{Total Sample} \\ &= 5 \times 30 & Q: \text{Number of Questionnaires} \\ &= 150 \text{ Samples} \end{aligned}$$

But during the data collection process because the researcher shares the questionnaire by using google form which causing a non probability sampling which is purposive sampling. On this research 180, respondent was collected and use for data processing to make the research more precise.

3.5.3. Likert Scale

According to Sugiyono (2011), Likert scale is used in order to measure or calculate the variable value that is shown in the number form, efficiently, accurately and more communicative. Because it examines how strongly agree or disagrees of respondents with the statement of a five-point scale.

Table 3.1 Likert Scale

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Source: Sugiyono (2011)

Based on table 3.1, the researcher used 5 points of Likert Scale because this type of scaling could define the exact number of scaling based on the respondent. And there will be yes or no answer to this research.

3.6. Questionnaire

The questionnaire is designed based on the five dimensions of service quality, which are tangible, reliability, responsiveness, assurance, and empathy. The answers are all close-ended questions for respondents to choose. The grading and computation method will adopt the Likert Scale. The questionnaires are distributed to customers of PT. Hasta Ayu Nusantara at procurement, sales, marketing, and human resource department and they are permanent employees at the customer's company.

The questionnaires consist of 25 questions for service quality and 5 questions for customer satisfaction.

Table 3.2 Questionnaire

No	Question Tangible(X1)	1	2	3	4	5
1	PT. HAN has modern technology in the field of outsourcing.					
2	PT. HAN applications and WEB work well.					
3	PT. HAN provides workers with an attractive physical appearance.					
4	PT. HAN has professional-looking staff.					
5	PT. HAN has a comfortable meeting room.					
NO	Question Reliability (X2)	1	2	3	4	5
1	PT. HAN has staff who are able to provide in time services.					
2	PT. HAN provides services as promised.					
3	PT. HAN provides accurate monthly reports.					
4	PT. HAN provides services for complaints quickly.					
5	PT. HAN has staff who are responsive in resolving complaints.					

NO	Question Responsiveness (X3)	1	2	3	4	5
1	PT. HAN staffs provide transaction files quickly.					
2	PT. HAN staffs are ready to help when experiencing difficulties.					
3	PT. HAN staffs provide information needed quickly.					
4	PT. HAN staffs always show patience in doing service.					
5	PT. HAN staffs respond to requests quickly.					
NO	Question Assurance (X4)	1	2	3	4	5
1	PT. HAN staffs have knowledge in accordance with their duties.					
2	PT. HAN staffs have competence in service.					
3	PT. HAN staffs a surrogate workforce guarantee if there is a team vacancy.					
4	PT. HAN staffs service capabilities can be trusted.					
5	PT. HAN can be trusted to hold the customer's strategy confidential.					
NO	Question Emphaty (X5)	1	2	3	4	5
1	PT. HAN staffs asked to apologize if there is a service error.					
2	PT. HAN staffs try to resolve service errors.					
3	PT. HAN staffs always pay attention.					
4	PT. HAN staffs understand service needs.					
5	PT. HAN staffs do not discriminate between the services provided.					

NO	Question Costumer Satisfaction (Y)	1	2	3	4	5
1	I feel that PT. HAN has provided quality services that are in line with expectations.					
2	I am satisfied using PT. HAN services					
3	I will continue to use PT. HAN services					
4	I will talk positively about PT. HAN.					
5	I would recommend other people to use PT. HAN services.					

3.7. Operational Definition

Table 3.3 Operatinal Definition

Variable	Definition	Indicator	Scale
Tangible (X1)	Defined as the appearance of physical equipment, personnel and materials for communication (Parasuraman et al., 1985) in (Kant & Jaiswal, 2018)	1. Physical Facilities 2. Appearance of staff 3. Equipment	Likert Scale
Reliability (X2)	defines Reliability as the ability of the company to provide the service	1. Accurate in serving 2. Service in promised time	Likert Scale

	independently. (Parasuraman et al., 1985) in (Kant & Jaiswal, 2018)	3.The ability of employees in using tools in the process of service	
Responsiveness (X3)	Responsiveness as the willingness of the company to assist customers and its ability to provide prompt service, and hence the timeliness of services. (Parasuraman et al., 1985) in (Kant & Jaiswal, 2018)	1. Willingness to help 2. Service quickly 3. Employees perform service appropriately 4. Provide prompt service	Likert Scale
Assurance (X4)	Assurance refers to the knowledge, skill, the courtesy and ability of employees to inspire customer confidence(Para	1. Knowledge and courtesy of employees 2. Guarantee 3. Their ability to inspire trust and confidence	Likert Scale

	suraman et al., 1985) in (Kant & Jaiswal, 2018)		
Empathy (X5)	Empathy refers to the provision of customer care and individual care. (Parasuraman et al., 1985) in (Kant & Jaiswal, 2018)	<ol style="list-style-type: none"> 1. Personal attention 2. Focus on customers interest 3. Caring 	Likert Scale
Customer Satisfaction (Y)	Customer Satisfaction is a key basis for marketing success with a satisfied customer base that plays a key role in achieving the competitiveness of companies. (Zeithaml, et al., 2011).	<ol style="list-style-type: none"> 1. Repurchase 2. Customer loyalty 3. Customer promotion 	Likert Scale

3.8. Data Analysis

In analyzing the data obtained from the questionnaire, the research uses two major programs that the researcher uses in Microsoft Excel 2010 since Microsoft is the best tool to manage a lot of numbers of data. The employment of this program is intended to tabulate the data obtained from questionnaires distribution. It simplifies the researcher to analyze the data.

The second program is the Statistical Package for Social Science (SPSS) 25.00. SPSS is commonly used by researchers to quantitatively examine the data obtained from questionnaires distribution. It has been recognized to be helpful to investigate statistical data. SPSS in this research was used as an analytical tool.

3.9. Pre-Test

3.9.1. Validity Test

According to Drost (2011) validity is concerned with the meaningfulness of research components. When researchers measure behaviors, they are concerned with whether they are measuring what they intended to measure. Validity test is a measurement to analyze the question are deserved to be used or not. A total of r each question will be compared with R Table. According to Sugiyono (2013), a total of r Table with 30 samples and .05 significance equals to .361. This means that a question will be valid if a total of r should be more than .361.

3.9.2. Reliability Test

After doing the validity, the next step is doing a reliability test. According to Drost (2011), reliability is the extent to which measurements are repeatable-when different persons perform the measurements, on different occasions, under different conditions, with supposedly alternative instruments which measure the same thing. In this research, the researcher will use Cronbach-Alpha formula to measure the reliability of each variable. According to Garson (2012), the alpha rate should be more than 0.6

3.10. Descriptive Analysis

After the pre-test, at that point, the genuine test is performed. The motivation behind doing the distinct investigation is to clarify. Illustrative investigations are computed to layout the attributes of individuals, methods, or circumstances from information gathering. It may take the accumulation of quantitative information, for example, fulfillment creation statistic data, realities, and evaluations, yet it might likewise include the gathering subjective information (Sekaran & Bougie, 2010).

3.10.1. Mean

A mean simply known as an average of a group in data (Supranto, 2016). A mean mostly used to measure and simplify the data to taking the conclusion from the data. In this research, mean will be used for analyzing each question that has been spread to get the average of the result of the respondent's opinion. And mean will be used to categorize the class of each question and each variable. Since this research using Likert Scale from 1-5, to make a categorization, the researcher used formula as follow:

$$\begin{aligned} N &= \frac{n.max - n.min}{n.max} \\ &= \frac{5 - 1}{5} \\ &= 0.8 \end{aligned}$$

Based on the formula, there will be a classification to categorize the descriptive statistic as follow:

Table 3.4 Descriptive Statistic Classifications

Score	Likert Scale	Interval	Category
1	Strongly Disagree	$1.0 \leq x \leq 1.80$	Very Low
2	Disagree	$1.81 \leq x \leq 2.60$	Low
3	Neutral	$2.61 \leq x \leq 3.40$	Average
4	Agree	$3.41 \leq x \leq 4.20$	High
5	Strongly Agree	$4.21 \leq x \leq 5.0$	Very High

Source: Kusuma & Budi (2014)

3.10.2. Standard Deviation

According to Supranto (2016), the standard deviation is one measure of the dispersion obtained from the positive square root of the variance. The variance is the average count of the deviation square of each observation against the average of the count.

3.11. Classical Assumption Test

3.11.1. Normality Test

According to Ghozali (2005) normality test aims to test whether the data to be used in the regression model are normally distributed or not. To test the data have normal distribution or not, can be determined by using the test chart Histogram and P-P plots. In a normal graph plot, assuming:

1. If the data spread around the diagonal line and follow the direction of the diagonal line or histogram graph it shows a normal distribution, then the regression model to meet the assumption of normality.
2. If the data is spread away from the diagonal and do or not follow the direction of the diagonal line or histogram chart, the patterns show a normal distribution, then the regression model did not meet the assumption of normality.

3.11.2.Heteroscedasticity Test

According to Ghozali (2005), heteroscedasticity Test aims to test whether the regression model has the variance inequality from one residual observation to the other. If the variance of residual is fixed, then it is called homoscedasticity and if different called heteroscedasticity. A good regression model is homoscedasticity or does not have heteroscedasticity problems with the media chart, graphs form a special pattern when the models are heteroscedasticity.

1. If there is a particular pattern, such as the existing dots form a certain pattern as regularly (wavy, widened then narrowed) it has occurred heteroscedasticity.
2. If there is no clear pattern, and the point spread above and below the number 0 its mean doesn't have heteroscedasticity.

3.11.3. Multicollinearity Test

According to Ghozali (2005) multicollinearity test has the purpose to test whether the regression model found a correlation between the independent variables. Good regression models should have no correlation between independent variables. If the independent variables are correlated, then this variable is not orthogonal. Orthogonal variables are the independent variable in which the correlation value between the members of independent variables is equal to zero (0). Detecting the variables has multicollinearity model are as for not in the regression model are as follow:

1. Has the tolerance value above ($>$) 0.1
2. Has the VIF value below ($<$) 10

3.12. Hypotheses Testing

3.12.1. Multiple Regression

Multiple regression model is used to show the influences of independent variables towards dependent variables (Supranto, 2016). In this research, multiple regression will be used since there are five independent variables and one dependent variable. Therefore, the formula of the multiple regressions stated:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$$

Which,

Y	= Customer Satisfaction
X1	= Tangible
X2	= Reliability
X3	= Responsiveness
X4	= Assurance
X5	= Empathy
β_0	= Constant
$\beta_1 \dots 5$	= Regression coefficient

3.12.2. The coefficient of Determination (r^2)

According to Ghozali (2005) coefficient of determination is a summary measure that tells how well the sample regression line fits the data. It measures how many percentages the Y variable explained by the regress or jointly. It is a nonnegative quantity between 0 and 1. The researcher focuses on the Adjusted R^2 value because in this study, the independent variable used is more than two variables. The value of adjusted R^2 is range from 0 to

1. If the value of Adjusted R^2 is close to 0, it means that the capability of the independent variable to influence the dependent variable is weak.

2. If the value of Adjusted R^2 is close to 1, it means that the capability of the independent variable to influence the dependent variable in this research is strong.

3.12.3.T-Test

T-Test for the partial regression coefficient is intended to determine how far the influence of one variable independent individually in explaining the dependent variable. The null hypothesis is that the coefficient of the independent variable (the slope of the line is 0). If the significance level for the T-test is below (significance level $\alpha = 0.05$) or T Value above (T-Table 1.973) because 180 respondents, means rejecting H_0 and conclude that the linear relationship does not exist and vice versa (Sekaran & Bougie, 2010).

1. Tangible has no significant influence toward PT. HAN Customer Satisfaction.

(H_0 1: Sig. value > 0.05 , rejected H_0)

Tangible has significant influence toward PT. HAN Customer Satisfaction

(H_a 1: Sig. value < 0.05 , accepted H_0)

2. Reliability has no significant influence toward PT. HAN Customer Satisfaction

(H_0 2: Sig. value > 0.05 , rejected H_0)

Reliability has significant influence toward PT. HAN Customer Satisfaction

(H_a 2: Sig. value < 0.05 , accepted H_0)

3. Responsiveness has no significant influence toward PT. HAN Customer Satisfaction

H_0 3: Sig. value > 0.05 , rejected H_0

Responsiveness has significant influence toward PT. HAN Customer Satisfaction

H_a 3: Sig. value < 0.05 , accepted H_0

4. Assurance has no significant influence toward PT. HAN Customer Satisfaction

Ho4: Sig. value > 0.05 , rejected Ho

Assurance has significant influence toward PT. HAN Customer Satisfaction

Ha4: Sig. value < 0.05 , accepted Ho

5. Empathy has no significant influence toward PT. HAN Customer Satisfaction

Ho5: Sig. value > 0.05 , rejected Ho

Empathy has significant influence toward PT. HAN Customer Satisfaction

Ha5: Sig. value < 0.05 , accepted Ho

3.12.4. F-Test

While F-Test for the partial regression coefficient is intended to determine how far the influence of one variable independently to the dependent variable, F-Test used to determine the independent variables towards dependent variable simultaneously (Sekaran & Bougie, 2010). F-test is below (significance level $\alpha = 0.05$) or F Value above (2.26) because 180 respondents. This test will generate two possibilities outcome:

1. Sig. value > 0.05 , Ho6 is accepted, Ha6 is rejected. Means that all independent variables simultaneously not significantly influence PT. HAN Customer Satisfaction.

2. Sig. value < 0.05 , Ho6 is rejected, Ha6 is accepted. Means that all independent variables simultaneously significantly influence PT. HAN Customer Satisfaction.

CHAPTER IV

DATA ANALYSIS

4.1. The result of Data Analysis

4.1.1. Validity Test

The quantity of member in the Validity Test is 30 respondent. Information was first masterminded in Microsoft Excel and after that broke down in SPSS 25.00. The specialist utilizes R-table to decide the legitimacy of every announcement must be more than .361. According to Sugiyono (2013), each question will be valid if a total of Pearson-correlation is more than .361.

Table 4.1 Validity Test

Variable	Items	R Table	R	Decision
Tangible (X1)	TN1	.361	.867	Valid
	TN2	.361	.815	Valid
	TN3	.361	.847	Valid
	TN4	.361	.796	Valid
	TN5	.361	.794	Valid
Reliability (X2)	REL1	.361	.852	Valid
	REL2	.361	.841	Valid
	REL3	.361	.849	Valid
	REL4	.361	.893	Valid
	REL5	.361	.876	Valid
Responsiveness (X3)	RES1	.361	.796	Valid
	RES2	.361	.862	Valid
	RES3	.361	.880	Valid
	RES4	.361	.813	Valid
	RES5	.361	.887	Valid

Assurance (X4)	ASS1	.361	.836	Valid
	ASS2	.361	.909	Valid
	ASS3	.361	.909	Valid
	ASS4	.361	.823	Valid
	ASS5	.361	.823	Valid
Empathy (X5)	EMP1	.361	.884	Valid
	EMP2	.361	.875	Valid
	EMP3	.361	.751	Valid
	EMP4	.361	.909	Valid
	EMP5	.361	.755	Valid
Customer Satisfaction (Y)	CS1	.361	.847	Valid
	CS2	.361	.871	Valid
	CS3	.361	.905	Valid
	CS4	.361	.868	Valid
	CS5	.361	.832	Valid

Source: Constructed by Researcher (2019)

Based on table 4.1, the researcher gets 30 questions from the questionnaire all valid. Therefore, the questionnaire is eligible to be used for further analysis to determine the influence of service quality toward customer satisfaction of PT. Hasta Ayu Nusantara.

4.1.2. Reliability Test

For the reliability test, the researcher used Cronbach's alpha to measure the reliability of each variable. A variable can be reliable if the total of Cronbach's alpha is more than 0.6 (Garson, 2012).

Table 4.2 Reliability Test

No	Variable	Cronbach's Alpha	Number of Items
1	Tangible (X1)	.877	5
2	Reliability (X2)	.912	5
3	Responsiveness (X3)	.901	5
4	Assurance (X4)	.918	5
5	Empathy (X5)	.889	5
6	Customer Satisfaction (Y)	.914	5

Source: Constructed by Researcher (2019)

Based on table 4.2, the researcher gets 30 questions from the questionnaire all reliable because the Cronbach's alpha is more than 0.6.

4.2. Descriptive Analysis

4.2.1. Respondent's Profil

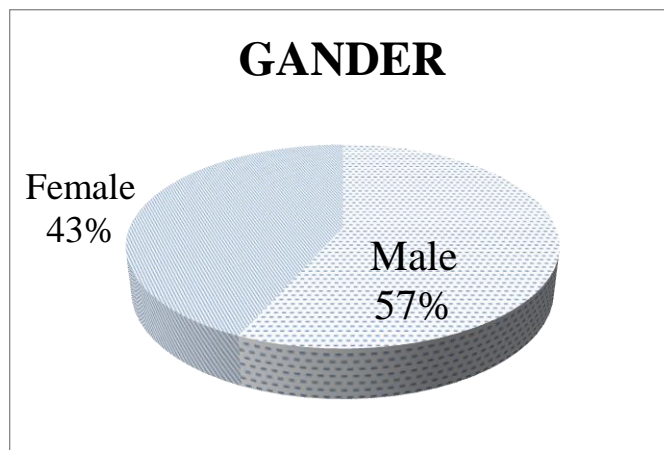


Figure 4.1 Respondent's Profile Based on Gender

Source: Constructed by Researcher (2019)

According to figure 4.1, there are 2 categories of respondent based on gender. There are male and female. In this research, the respondents consist of 57% (102 persons) male and the other 43% (78 persons) are female. The total of respondents is 180 persons.

4.2.2. Respondent's Job Position

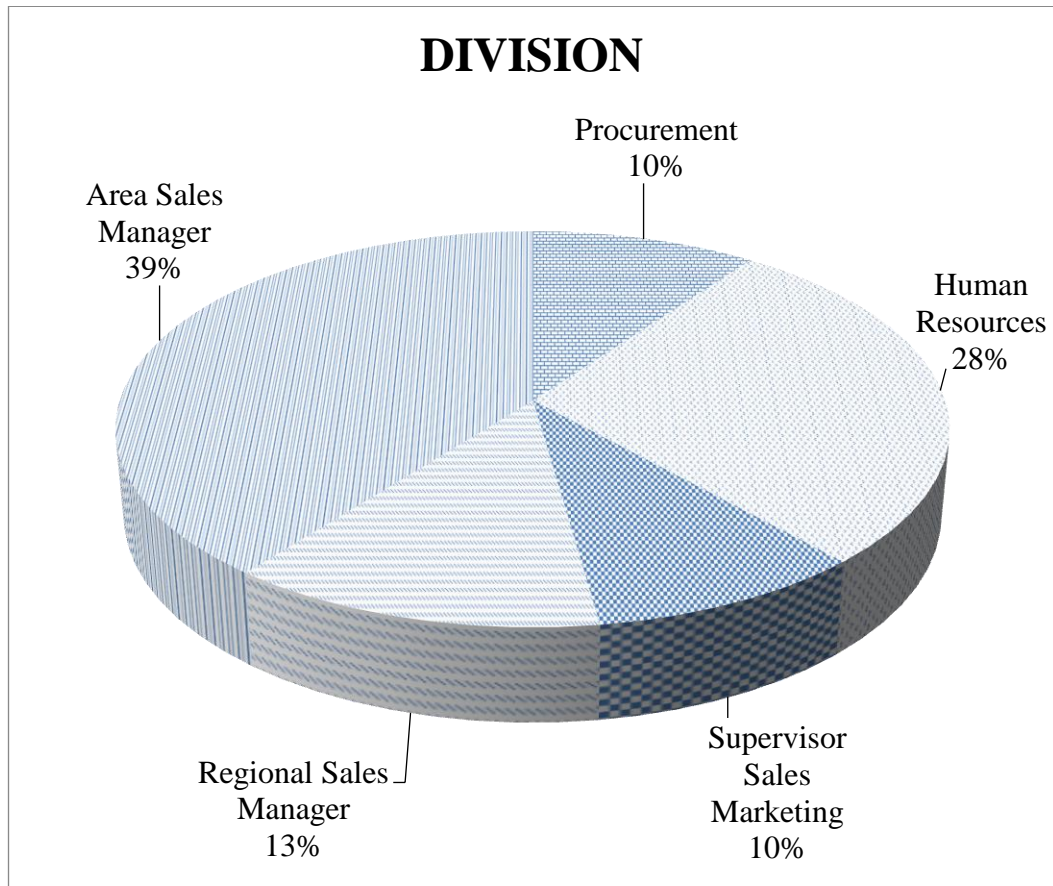


Figure 4.2 Respondent's Profile Based on Job Position

Source: Constructed by Researcher (2019)

According to figure 4.2, there are 3 categories of the respondent base on job position. There are the Procurement Division, Human Resources Division, Sales Marketing (Supervisor Sales Marketing, Regional Sales Marketing, Area Sales Marketing) Division. The higher respondents are come from sales marketing division with a total 62% or 111 persons and The lowest respondent come from Procurement division with total 10% or 18 persons.

4.2.3. Respondent's Origin Company

Table 4.3 Total Respondents Company

No	Company Name	Total of Respondents (%)
1	PT. Indolakto	6.1%
2	PT. Ajinomoto	7.2%
3	PT. Unicharm	6.7%
4	PT. Primafood International	6.1%
5	PT. Darya Varia	8.9%
6	PT. Herlina Indah & PT Marketama Indah	6.7%
7	PT. Sari Enesis	6.1%
8	PT. Salim Ivomas Pratama	5%
9	PT. international Chemical industry	6.1%
10	PT. Munchy Indonesia	5.6%
11	PT. Ultrajaya Milk Industry & PT. Campina Ice Cream	6.7%
12	PT. Raja Abadi Makmur Sejati	5.6%
13	PT. Garuda Food	5.6%
14	PT. The Univenus	6.7%
15	PT. Gunung Slamet	5.6%
16	PT. Bogasari Flour Mills	5.6%
Average of Total Respondent's		6.3%

Source: Constructed by Researcher (2019)

Based on table 4.3, there are 16 categories of the respondent base on company origin. From this figure, the researcher wants to show that, the number of respondents in each company who filled out the questionnaire had an average of 6.3% per each company. The purpose of this table is to show every company has the same of the total respondent.

Table 4.4 Descriptive Statistics Analysis Result

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
SUM Tangible (X1)	180	1.00	5.00	3.56	0.81
SUM Reliability (X2)	180	1.80	5.00	3.77	0.75
SUM Responsiveness (X3)	180	1.40	5.00	3.75	0.75
SUM Assurance (X4)	180	1.60	5.00	3.78	0.76
SUM Empathy (X5)	180	1.00	5.00	3.80	0.75
SUM Customer Satisfaction (Y)	180	1.60	5.00	3.88	0.81
Valid N (listwise)	180				

Source: Constructed by Researcher (2019)

From Table 4.4, the most dominant influence of independent variables towards the dependent variable can be seen from the variable total mean. Mostly the variable total mean is neutral to agree. The result indicates that PT. HAN has various problems with its service quality. The result shows that many customers of PT. HAN is not satisfied with all indicators of its service quality.

4.3. The result of Classical Assumption

4.3.1. Normality Test

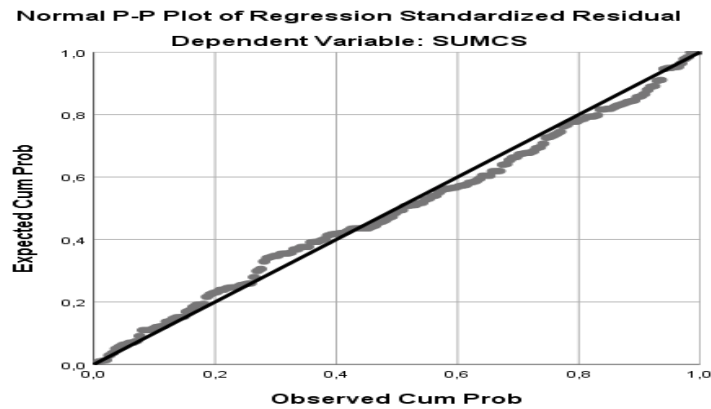


Figure 4.3 Normality Test (P-P Plot)

Source: Primary Data SPSS 25.00

On figure 4.3 normality P-plot chart above showed the diagonal line is close with the cross line. Which means the data also has a normal distribution.

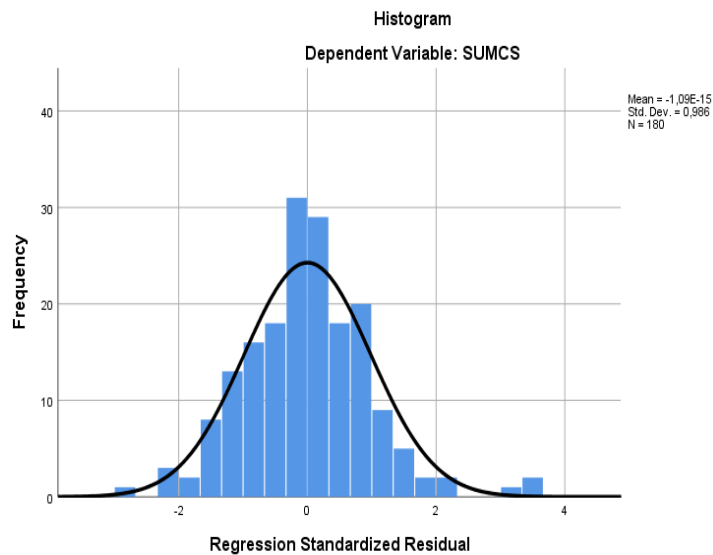


Figure 4.4 Normality Test (Histogram)

Source: Primary Data SPSS 25.00

The histogram in figure 4.4 showed that the data spread to the entire normal curve area, which means the data has a normal distribution.

4.3.2. Heteroscedasticity Test

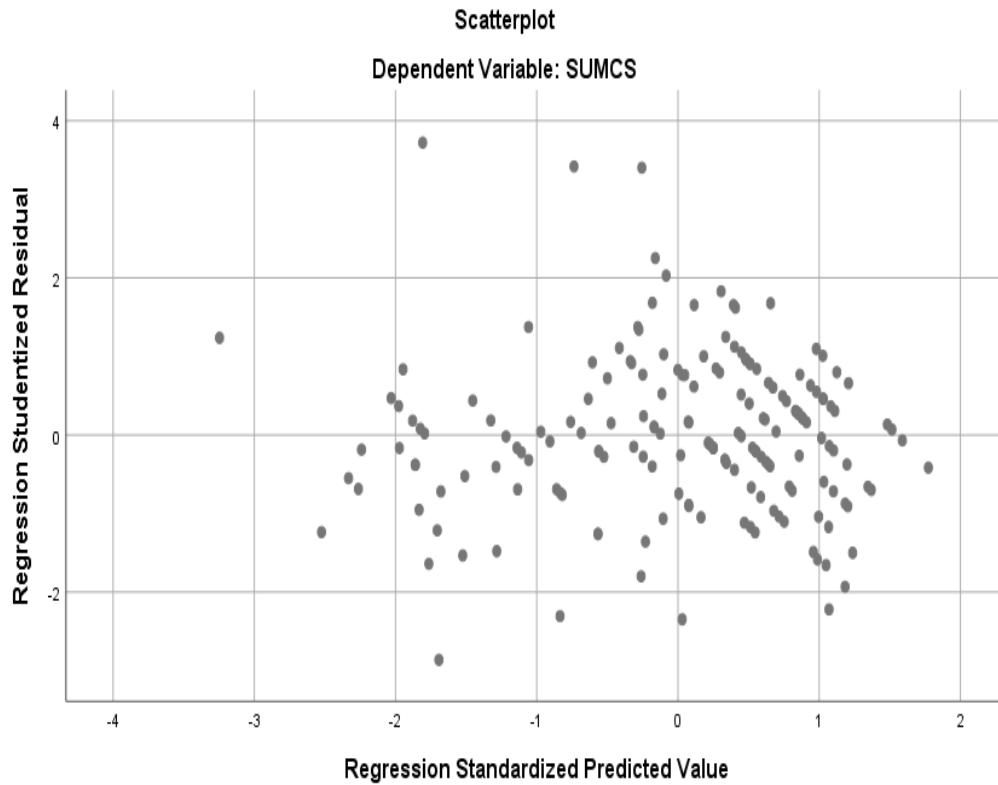


Figure 4.5 Scatterplot – Heteroscedasticity Test

Source: Primary Data SPSS 25.00

A good regression model should be free from heteroscedasticity problem. According to figure 4.5, the dots are spread randomly, and there are dots below and above 0. By this result, the researcher concludes that there is no heteroscedasticity problem.

4.3.3. Multicollinearity Test

Table 4.5 Multicollinearity Test Result

Coefficients ^a		
Model	Collinearity Statistics	
	Tolerance	VIF
SUM Tangible (X1)	.463	2.162
SUM Reliability (X2)	.289	3.465
SUM Responsiveness (X3)	.197	5.088
SUM Assurance (X4)	.232	4.318
SUM Empathy (X5)	.237	4.227
a. Dependent Variable: SUMCS		

Source: Primary Data SPSS 25.00

A good regression should don't have a multicollinearity problem. Based on table 4.5, the score of tolerance for all independent variables is > 0.1 . And the score of VIF for all independent variables is < 10 . Based on the table, the researcher concludes that there is no multicollinearity problem in this research.

4.4. Hypotheses Testing Result

4.4.1. Multiple Regressions Analysis

Table 4.6 Multiple Regression Analysis

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.124	.804		-.155	.877
SUM Tangible	.061	.052	.061	1.175	.241
SUM Reliability	.324	.071	.302	4.564	.000
SUM Responsiveness	.158	.086	.148	1.839	.068
SUM Assurance	.148	.079	.138	1.867	.064
SUM Empathy	.345	.079	.319	4.362	.000

a. Dependent Variable: SUMCS

Source: Primary Data SPSS 25.00

Based on the table 4.6, obtained the model multiple linear regression Unstandardized Coefficients as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$$

$$Y = -0.124 + 0.061(X_1) + 0.324(X_2) + 0.158(X_3) + 0.148(X_4) + 0.345(X_5)$$

Which,

- Y = Customer Satisfaction
- X1 = Tangible
- X2 = Reliability
- X3 = Responsiveness
- X4 = Assurance
- X5 = Empathy
- β_0 = Constant
- $\beta_1 \dots 5$ = Regression coefficient

1. The value Constanta in here is -0.124, if the value of X1, X2, X3, X4, X5 means that the value of Y is -0.124 point.
2. Multiple linear regression of Tangible (X1) variable has value at 0.061.
3. Multiple linear regression of Reliability (X2) variable has value at 0.324 in which it shows that every increasing one point in reliability variable will be affecting to the increasing of customer satisfaction as many as 0.324 points.
4. Multiple linear regression of Responsiveness (X3) variable has value at 0.158.
5. Multiple linear regression of Assurance (X4) variable has value at 0.148.
6. Multiple linear regression of Empathy (X5) variable has value at 0.345 which shows that every increasing one point in empathy variable will be affecting to the increasing of customer satisfaction as many as 0.345 points.

Based on the result of multiple linear regression in table 4.6, it can be described, from 5 independent variables, only two variables that have a significant influence towards costumers satisfaction. The significance value of reliability and empathy is less than $\alpha = 0.05$ because we use 95% confidence in this research and it proved that Reliability and Empathy have a significant influence towards costumers satisfaction because the significant result below = 0.05. Hence, it can be concluded that every 1% increased of reliability and empathy will be able to increase costumers satisfaction by 0.324 percent and 0.345 percent. Tangible, Responsiveness and Assurance have no significant influence on customer satisfaction, because the number of the significant numbers shown for these variables on table 4.9, is more than 0.05.

$$Y = -0.124 + 0.324(X2) + 0.345(X5)$$

4.4.2. Coefficient of Determination (R^2)

Table 4.7 Coefficient of Determination Result

Model Summary ^b			
Model	R	R Square	Adjusted R Square
1	.883 ^a	.780	.774
a. Predictors: (Constant), SUMEMP, SUMTN, SUMREL, SUMASS, SUMRES			
b. Dependent Variable: SUMCS			

Source: Primary Data SPSS 25.00

Based on table 4.7, this test aims to determine the proportion of percentage of the total variation in the dependent variable explained by the independent variable. From table 4.5, the value of Adjusted R Square is 0.774 or 77.4%. It means that the independent variables are influencing the dependent variable for 77.4% while the rest percentage, which is 22.6% is influenced by the other variable which is not mentioned in this research.

4.4.3. T-Test

The t-test is utilized to decide the significant influence partially between every independent variable and dependent variable. To discover the outcome, coefficients specifically the significant table result in table 4.6 which determines whether the independent variables are partially significant or not. If the data is below the significant level (0.05), then the variable is not significant and therefore the hypothesis should be rejected.

1. Tangible (X1) Toward Customer satisfaction (Y)

Ho.1: There is no significant influence of Tangible toward Customer Satisfaction.

Ha.1: There is a significant influence of Tangible toward Customer Satisfaction.

The significant value of Tangible .241 which is more than $\alpha = 0.05$ (5%). It can be concluded that Tangible have no significant impact on Customer Satisfaction in PT. Hasta Ayu Nusantara, Ho1 is accepted and Ha1 is rejected.

2. Reliability (X2) Toward Customer satisfaction (Y)

Ho.2: There is no significant influence of Reliability toward Customer Satisfaction.

Ha.2: There is a significant influence of Reliability toward Customer Satisfaction.

The significant value of Reliability .000 which is less than $\alpha = 0.05$ (5%). It can be concluded that Reliability has a significant impact on Customer Satisfaction in PT. Hasta Ayu Nusantara, Ho2 is rejected and Ha2 is accepted.

3. Responsiveness (X3) Toward Customer satisfaction (Y)

Ho.3: There is no significant influence of Responsiveness toward Customer Satisfaction.

Ha.3: There is a significant influence of Responsiveness toward Customer Satisfaction.

The significant value of Responsiveness .068 which is more than $\alpha = 0.05$ (5%). It can be concluded that Responsiveness has no significant impact on Customer Satisfaction in PT. Hasta Ayu Nusantara, Ho3 is accepted and Ha3 is rejected.

4. Assurance (X4) Toward Customer satisfaction (Y)

Ho.4: There is no significant influence of Assurance toward Customer Satisfaction.

Ha.4: There is a significant influence of Assurance toward Customer Satisfaction.

The significant value of Assurance .064 which is more than $\alpha = 0.05$ (5%). It can be concluded that Assurance has no significant impact toward Customer Satisfaction in PT. Hasta Ayu Nusantara, Ho4 is accepted and Ha4 is rejected.

5. Empathy (X5) Toward Customer satisfaction (Y)

Ho.5: There is no significant influence of Empathy toward Customer Satisfaction.

Ha.5: There is a significant influence of Empathy toward Customer Satisfaction.

The significant value of Empathy .000 which is less than $\alpha = 0.05$ (5%). It can be concluded that Empathy has a significant impact on Customer Satisfaction in PT. Hasta Ayu Nusantara, Ho5 is rejected and Ha5 is accepted.

4.4.4. F-Test

Ho.6: There is no simultaneous significant influence of Tangible, Reliability, Responsiveness, Assurance, and Empathy toward Customer Satisfaction.

Ha.6: There is a simultaneous significant influence of Tangible, Reliability, Responsiveness, Assurance, and Empathy toward Customer Satisfaction.

1. If the F Value < F Table, Ho.6 accepted and Ha.6 rejected.
2. If F Value > F Table then Ho.6 rejected and Ha.6 accepted.

Table 4.8 F-Test Result

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2317.514	5	463.503	123.273	.000 ^b
Residual	654.236	174	3.760		
Total	2971.750	179			

a. Dependent Variable: SUMCS
b. Predictors: (Constant), SUMEMP, SUMTN, SUMREL, SUMASS, SUMRES

Source: Primary Data SPSS 25.00

In this research, the F-table that will be used for 180 respondents and 5 independent variables with significance 0.05 is 2.26

Based on Table 4.8, the Sig. the score is 0.000, which is less than 0.05, and the F value is 123.273 which is more than 2.26, it means that Ho6 will be rejected and Ha6 will be accepted. Where there is a simultaneous significant influence between all independent (Tangible, Reliability, Responsiveness, Assurance, and Empathy) variables toward Customer Satisfaction.

4.5. Interpretation of Result

In summarizing the regression model result, the table below presents the proposed hypotheses by the researcher which needs to be analyzed further.

Table 4.9 Hypothesis Testing Result

Hypothesis	Sig.	Conclusion
H1.Tangible→ Customer Satisfaction	.241	Does not Significant
H2.Reliability→ Customer Satisfaction	.000	Significant
H3.Responsiveness→ Customer Satisfaction	.068	Does not Significant
H4.Assurance→ Customer Satisfaction	.064	Does not Significant
H5.Empathy→ Customer Satisfaction	.000	Significant
H6.Service Quality Dimensions→ Customer Satisfaction	.000	Simultaneous Significant

According to data analysis that has been explained before, the researcher got several results of hypothesis testing. Below are the interpretation of the result and the comparison from previous research which relates to the result.

Based on table 4.9, among service quality dimensions, there are five dimensions that are valid and reliable to be used which are tangibles, reliability, responsiveness, assurance, and empathy. When the hypothesis is tested, Reliability and Empathy are the variables that influence significantly toward customer satisfaction, while variable Tangible, Responsiveness and Assurance do not influence significantly toward customer satisfaction. And all variable which is Tangible, Reliability, Responsiveness, Assurance, and Empathy simultaneously significant influence PT. Hasta Ayu Nusantara Customer Satisfaction.

Tangible towards Customers Satisfaction

The relationship between Tangible and Customer Satisfaction is Tangible has a positive influence on customer satisfaction. The higher perception of Tangible variable, make higher customer satisfaction (Parasuraman et al., 1988) in (Hasan, 2006). Tangible has a positive relationship and significant effects on the satisfaction of customers in the banking sector (Sanjuq et al., 2014). This study, Tangible does not significantly influence PT. Hasta Ayu Nusantara customer satisfaction. It can be explained in the table shows that the sig. the score is higher than 0.05 as the significant level. This finding is not in line with the previous research of Al-Azzam (2015), Kant & Jaiswal (2018), Nguyen et al., (2018), and Iswahyudi & Pribadi (2014) which stated that tangible significantly influence customer satisfaction. It means in the PT HAN advancement in web and application as the factor of tangible does not have significant influence because the customers have a preference not to access the report through web and application, instead, they prefer to get the report directly with the expected accuracy level. Hence, tangible does not play an important role in contributing PT HAN's customer satisfaction.

Reliability towards Customers Satisfaction

The relationship between Reliability and Customer Satisfaction is Reliability has a positive influence on customer satisfaction. The higher perception of Reliability variable, make higher customer satisfaction (Parasuraman et al., 1988) in (Hasan, 2006). Beforehand, the previous researcher has mentioned before got findings that " reliability " has a positive relationship with customer satisfaction in India in the banking sector. Therefore this study implied the following hypotheses on the basis of the above arguments (Ravichandran et al., 2010). This study reliability significantly influences PT. Hasta Ayu Nusantara customer satisfaction. It can be explained in the table shows that the sig. the score is lower than 0.05 as the significant level. This finding is consistent or in line with the previous studies of Al-Azzam (2015), Saghier, (2015), Nguyen et al. (2018), and Iswahyudi & Pribadi (2014) which are stated that reliability significantly influences customer satisfaction. In this study, it is proved that reliability supports the customer's satisfaction in terms the ability to improve service as promised, responsive in resolving complaints, provide service for complaints quickly, and able to provide in time services. Due to the service which is customer-oriented, reliability has an important role to boost customers satisfaction.

Responsiveness towards Customers Satisfaction

The relationship between Responsiveness and Customer Satisfaction is Responsiveness has a positive influence on customer satisfaction. The higher perception of Responsiveness variable, make higher customer satisfaction (Parasuraman et al., 1988) in (Hasan, 2006). Responsiveness as the willingness of the company to assist customers and its ability to provide prompt service, and hence the timeliness of services. With regard to banking, customer satisfaction in banks is directly affected by reactivity and has significant predictor of overall in Indian banking services and also have a positive relationship (Saghier & Nathan, 2013). In This study, responsiveness does not significantly influence PT. Hasta Ayu Nusantara customer satisfaction. It can be explained in the table shows that

the sig. the score is higher than 0.05 as the significant level. In contrast, the previous researches of Nguyen et al., (2018), Saghier (2015), Al-Azzam (2015), and Iswahyudi & Pribadi (2014) which are stated that responsiveness significant influence customer satisfaction because those studies were subjected in the Banking Sector, Hotel, and Fastfood area which require immediate response contributing in their service to satisfy their customers, unlike in PT HAN as an outsourcing company which their responsiveness does not satisfy enough their customer. In terms of any problem occurred in the field, PT HAN's responsiveness considered not effective. Due to their business dealing with human capital, their responsiveness to assist customers for providing human capital still found difficulties.

Assurance towards Customers Satisfaction

The relationship between Assurance and Customer Satisfaction is Assurance has a positive influence on customer satisfaction. The higher perception of Assurance variable, make the higher customer satisfaction (Parasuraman et al., 1988) in (Hasan, 2006). Assurance refers to easiness in access, good communication, customer understanding, and friendliness. The research shows that empathy plays an important role in customer satisfaction in the banking sector and have a positive relationship, in addition, assurance has been found to have a positive and significant relationship with Indian banker customer satisfaction (Ravichandran et al., 2010). Assurance does not significantly influence PT. Hasta Ayu Nusantara customer satisfaction. It can be explained in the table shows that the sig. the score is higher than 0.05 as the significant level. This finding shows the opposite way with the previous research of Saghier (2015), Al-Azzam (2015), Nguyen et al. (2018), which stated that reliability significantly influences customer satisfaction. and Iswahyudi & Pribadi (2014) which stated that assurance has the hights significant influence toward customer satisfaction since those previous studies subjected on bank sector and food&beverage industry where there are many options exist, so assurance their quality supports the satisfaction of customers. In contrast, PT

HAN's customer's satisfaction is not supported that much from quality assurance because, in the outsourcing industry, PT HAN has been a reputable company so the clients tend not to check the assurance of quality of PT HAN's product.

Empathy towards Customers Satisfaction

The relationship between Empathy and Customer Satisfaction is Empathy has a positive influence on customer satisfaction. The higher perception of Empathy variable, make higher customer satisfaction (Parasuraman et al., 1988) in (Hasan, 2006). Previous research shows that empathy plays an important role in customer satisfaction in the banking sector and have a positive relationship (Ravichandran et al., 2010). Empathy has significant influence towards PT. Hasta Ayu Nusantara customer satisfaction. It can be explained in the table shows that the sig. the score is lower than 0.05 as the significant level. This finding is consistent or in line with the previous studies of Iswahyudi and Pribadi (2014) which stated that Empathy influence customer satisfaction but not significantly, but Al-Azzam (2015), Saghier, (2015), Nguyen et al. (2018), and Kant & Jaiswal (2018) which are stated that Empathy influence customer satisfaction significantly. Empathy has a role to contributes the psychological aspects for customers to improve the satisfaction of their customers, hence PT. HAN company should be able to minimize human errors, understand and pay attention what service needs by the customers as their actions of empathy to their customers. Because this variable also has significant influence towards PT. HAN Customer Satisfaction.

Service Quality Dimensions towards Customers Satisfaction

In recent years, proven by research in major Asian countries as explained in the previous research mentioned, the relationship between service quality dimension towards customers satisfaction has a positive relationship, referring the subject of those studies to the banking sector (Kant & Jaiswal, 2018). Service Quality dimensions which are (Tangible, Reliability, Responsiveness, Assurance, and Empathy) significant influence PT. Hasta Ayu Nusantara customer satisfaction. It can be explained in table 4.9 shows that the sig. the score is lower than 0.05 as the significant level. Based on table 4.8 there is a simultaneously significant influence service quality dimension which is Tangible, Reliability, Responsiveness, Assurance, and Empathy toward costumers satisfaction because the f value is 123.273 which is more than 2.26. It is maybe happening because of services delivered by PT. Hasta Ayu Nusantara meets or exceeds their customer expectations.

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusions

This chapter draws the correlation between 5 independent variables (Tangible, Reliability, Responsiveness, Assurance, and Empathy) to toward one dependent variable (PT. Hasta Ayu Nusantara Customer Satisfaction).

1. There is no significant influence of Tangible toward PT. Hasta Ayu Nusantara Customer Satisfaction, it is means when the Tangible variable decreasing will be influenced to the decrease of PT. HAN Customer Satisfaction.
2. There is a significant influence of Reliability toward PT. Hasta Ayu Nusantara Customer Satisfaction, it is means when the Reliability variable increasing will be influenced to the increase of Customer Satisfaction.
3. There is no significant influence of Responsiveness toward PT. Hasta Ayu Nusantara Customer Satisfaction, it is means when the Responsiveness variable decreasing will be influenced to the decrease of PT. HAN Customer Satisfaction.
4. There is no significant influence of Assurance toward PT. Hasta Ayu Nusantara Customer Satisfaction, it is means when the Assurance variable decreasing will be influenced to the decrease of PT. HAN Customer Satisfaction.
5. There is a significant influence of empathy toward PT. Hasta Ayu Nusantara Customer Satisfaction, it is means when the Empathy variable increasing will be influenced to the increase of PT. HAN Customer Satisfaction.
6. There is a simultaneously significant influence Service Quality Dimension which are (Tangible, Reliability, Responsiveness, Assurance, and Empathy)

toward Customer Satisfaction because the F value is 123.273 which is more than 2.26. Variable Reliability and Empathy has significant influence toward PT. Hasta Ayu Nusantara customer satisfaction. It means improvements in Reliability and Empathy will increase PT. Hasta Ayu Nusantara Customer Satisfaction.

5.2. Recommendation

After conducting the research, the researcher has several recommendations that can be used as a consideration regarding PT. Hasta Ayu Nusantara customer satisfaction.

5.2.1. For PT. Hasta Ayu Nusantara

According to the results of this research, the tangibles, responsiveness, and assurance, all have not a significant influence toward PT. Hasta Ayu Nusantara customer satisfaction. The researcher has several recommendations such as:

1. In variable Reliability, company should able to improve service as promised, responsive in resolving complaints, provide service for complaints quickly, and able to provide in time services. Because this variable has significant influence.
2. While for variable Empathy company should able to minimize human errors, understand and pay attention what service needs by the customers. Because this variable also has significant influence.
3. To make significant influence those one need to be improved which is the company should improve the skill and the knowledge of staff of PT. HAN in the form of training or workshop, etc. Sometimes customers feel insecure because of the bad attitude shown by PT. HAN.

5.2.2. For Future Researcher

1. The future researcher also can use another method using a qualitative method to know about customers perspective on quality and satisfaction.
2. The researcher recommends the future researcher to use respondents who feel the quality of service provided directly. For the example to buyers of products that have been sold by sales promotion PT. Hasta Ayu Nusantara.

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APPENDICES

1. Questionnaire

Hello, my name is Arisa Bremanta, I'm a student with a Management Study Program, Faculty of Business, President University. In order to complete the final project, I am conducting research on “**A STUDY OF SERVICE QUALITY DIMENSIONS ON CUSTOMERS SATISFACTION AT PT. HASTA AYU NUSANTARA JAKARTA**” In connection with this, I request cooperation from you to fill this list of questions according to the experience you have experienced. All answers will be stored and used for study purposes only. Finally, I would like to thank you for taking the time to fill out this research questionnaire.

Filtering Questions:

I'm a user of the PT HAN service.

- Yes
- No (You may stop here)

I am a permanent employee.

- Yes
- No (You may stop here)

Demographic Question

Gender:

- Male
- Female

Company name:

- PT. Indolakto
- PT. Unicharm
- PT. Ajinomoto
- PT. Primafood International
- PT. Darya Varia
- PT. Herlina Indah & PT Marketama Indah
- PT. Sari Enesis
- PT. Salim Ivomas Pratama
- PT. international Chemical industry
- PT. Munchy Indonesia
- PT. Ultrajaya Milk Industry & PT Campina Ice Cream
- PT. Raja Abadi Makmur Sejati
- PT. Garuda Food
- PT. The Univenus
- PT. Gunung Slamet
- PT. Bogasari Flour Mills

Employment position in the company:

- Procurement
- Human Resource
- Supervisor Sales Marketing
- Regional Sales Manager
- Area Sales Manager

Please fill in according to the instructions below:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

List of Question

No	Question Tangibles (X1)	1	2	3	4	5
1	PT. HAN has modern technology in the field of outsourcing.					
2	PT. HAN applications and WEB work well.					
3	PT. HAN provides workers with an attractive physical appearance.					
4	PT. HAN has professional-looking staff.					
5	PT. HAN has a comfortable meeting room.					
NO	Question Reliability (X2)	1	2	3	4	5
1	PT. HAN has staff who are able to provide in time services.					
2	PT. HAN provides services as promised.					
3	PT. HAN provides accurate monthly reports.					
4	PT. HAN provides services for complaints quickly.					
5	PT. HAN has staff who are responsive in resolving complaints.					
NO	Question Responsiveness (X3)	1	2	3	4	5
1	PT. HAN staffs provide transaction files quickly.					
2	PT. HAN staffs are ready to help when experiencing difficulties.					
3	PT. HAN staffs provide information needed quickly.					
4	PT. HAN staffs always show patience in doing service.					
5	PT. HAN staffs respond to requests quickly.					
NO	Question Assurance (X4)	1	2	3	4	5
1	PT. HAN staffs have knowledge in accordance with their duties.					
2	PT. HAN staffs have competence in service.					

3	PT. HAN staffs a surrogate workforce guarantee if there is a team vacancy.					
4	PT. HAN staffs service capabilities can be trusted.					
5	PT. HAN can be trusted to hold the customer's strategy confidential.					
NO	Question Emphaty (X5)	1	2	3	4	5
1	PT. HAN staffs asked to apologize if there is a service error.					
2	PT. HAN staffs try to resolve service errors.					
3	PT. HAN staffs always pay attention.					
4	PT. HAN staffs understand service needs.					
5	PT. HAN staffs do not discriminate between the services provided.					
NO	Question Costumer Satisfaction (Y)	1	2	3	4	5
1	I feel that PT. HAN has provided quality services that are in line with expectations.					
2	I am satisfied using PT. HAN services					
3	I will continue to use PT. HAN services					
4	I will talk positively about PT. HAN.					
5	I would recommend other people to use PT. HAN services.					

2. Raw of Data Questionnaire

T N 1	T N 2	T N 3	T N 4	T N 5	R L 1	R L 2	R L 3	R L 4	R L 5	R S 1	R S 2	R S 3	R S 4	R S 5	A S 1	A S 2	A S 3	A S 4	A S 5	E M P 1	E M P 2	E M P 3	E M P 4	E M P 5	C S 1	C S 2	C S 3	C S 4	C S 5
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3	3	2	2	3	1	4	1	4	4	2	2	3	2	2	1	1	4	2	3	3	2	2	4	1	2	3	2	2	3	
4	3	2	1	2	3	4	3	2	3	2	2	2	3	3	1	4	1	4	4	3	3	2	2	3	2	2	1	4	2	
1	2	3	4	4	1	2	3	3	2	2	3	2	3	2	3	3	2	3	3	3	2	1	4	2	3	3	4	1	3	
4	2	5	5	4	4	3	5	4	4	5	4	3	4	4	5	5	4	4	4	5	5	4	3	4	5	5	4	4	5	
4	5	5	5	4	4	5	5	5	4	5	5	5	4	4	5	4	5	5	5	4	3	4	4	4	5	5	4	5	4	
4	5	5	5	4	4	5	5	5	4	5	5	5	4	4	5	4	5	5	5	4	3	4	4	4	5	5	4	5	4	
3	3	3	3	3	4	4	5	3	3	4	3	3	4	5	4	4	5	3	5	5	5	4	4	3	3	5	4	3	5	
3	3	3	3	3	4	4	5	3	3	4	3	3	4	5	4	4	5	3	5	5	5	4	4	3	3	5	4	3	5	
1	2	3	1	5	5	4	3	3	3	2	4	3	2	2	3	3	5	4	3	4	3	5	4	2	3	3	2	3	4	

PERS PERSETUJUAN INFORMASI:

Jakarta, 17 Oktober 2018

Perihal : Permohonan Penelitian

Yth.

Nama Pimpinan : Ibu Yohana Ari Warigalit

Nama Perusahaan : PT. Hasta Ayu Nusantara

Alamat Perusahaan : JL. Sunter Jaya VI A No 6 Pulo Harapan, Jakarta Utara
14350.

Dengan Hormat,

Saya dari mahasiswa President University, dengan ini mengajukan permohonan kepada Ibu untuk dapat kiranya menerima saya:

Nama : Arisa Bremanta

NIM : 014201500110

Program Studi : Management / Marketing

Untuk melaksanakan Penelitian Skripsi di instansi/perusahaan yang Ibu pimpin. Saya tertarik untuk mempelajari lebih lanjut tentang **“Dimensi Kualitas Pelayanan Terhadap Kepuasan Pelanggan yang ada di PT. Hasta Ayu Nusantara Jakarta.”** Semua informasi yang didapat akan digunakan sebagai perluan penelitian saja. Ini berarti bahwa nama Anda akan muncul dan akan tahu tentang jawaban spesifik atau data perusahaan Anda. Dalam hal ini, saya memohon kepada Ibu untuk mengizinkan saya melakukan penelitian dan menggunakan data perusahaan untuk kegiatan penelitian ini. Demikian permohonan ini saya sampaikan, atas perhatian dan kerjasamanya saya ucapkan terima kasih.

Hormat Saya,

Arisa Bremanta

Peserta:

Dengan menandatangani formulir persetujuan ini, saya mengkonfirmasi bahwa saya telah membaca dan memahami informasi tersebut dan memiliki kesempatan untuk mengajukan pertanyaan. Saya mengerti bahwa keikutsertaan saya bersifat sukarela dan bahwa saya bebas untuk menarik kapan saja, tanpa memberikan alasan dan tanpa biaya. Saya mengerti bahwa saya akan diberikan salinan formulir persetujuan ini. Saya secara sukarela setuju untuk mengambil bagian dalam penelitian ini.

CEO PT. Hasta Ayu Nusantara

Yohana Ari Warigalit

T-TABLE

two-tail p	0.002	0.005	0.01	0.02	0.05	0.1	0.2	0.5
140	3.149	2.852	2.611	2.353	1.977	1.656	1.288	0.676
160	3.142	2.846	2.607	2.350	1.975	1.654	1.287	0.676
180	3.136	2.842	2.603	2.347	<u>1.973</u>	1.653	1.286	0.676

F-TABLE

Titik Persentase Distribusi F untuk Probabilita = 0,05															
df untuk penyebut (N2)	df untuk pembilang (N1)														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
176	3.89	3.05	2.66	2.42	2.27	2.15	2.06	1.99	1.93	1.88	1.84	1.81	1.78	1.75	1.72
177	3.89	3.05	2.66	2.42	2.27	2.15	2.06	1.99	1.93	1.88	1.84	1.81	1.78	1.75	1.72
178	3.89	3.05	2.66	2.42	2.26	2.15	2.06	1.99	1.93	1.88	1.84	1.81	1.78	1.75	1.72
179	3.89	3.05	2.66	2.42	<u>2.26</u>	2.15	2.06	1.99	1.93	1.88	1.84	1.81	1.78	1.75	1.72
180	3.89	3.05	2.65	2.42	2.26	2.15	2.06	1.99	1.93	1.88	1.84	1.81	1.77	1.75	1.72

R-TABLE

df = (N-2)	Tingkat signifikansi untuk uji dua arah				
	0.1	0.05	0.02	0.01	0.001
1	0.9877	0.9969	0.9995	0.9999	1.0000
27	0.3115	0.3673	0.4297	0.4705	0.5790
28	0.3061	<u>0.3610</u>	0.4226	0.4629	0.5703
29	0.3009	0.3550	0.4158	0.4556	0.5620
30	0.2960	0.3494	0.4093	0.4487	0.5541