

## Optimizing Job Satisfaction through Perceived Work-Life Balance with the Mediation of Organizational Culture

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**Abstract.** *This study aims to analyze the effect of Work-Life Balance on job satisfaction with the role of organizational culture as a mediating variable in Cirebon Police personnel. The background of this study is the importance of creating optimal job satisfaction in a police work environment that has a high workload and complex public service demands. This study uses a quantitative approach with an explanatory research method. The population in this study were all 201 Cirebon Police personnel, and the entire population was sampled using the census method. Data were collected through questionnaires and analyzed using the Partial Least Square (PLS) technique. The results showed that Work-Life Balance had a positive effect on job satisfaction and organizational culture. In addition, organizational culture also had a significant effect on job satisfaction, and partially mediated the relationship between Work-Life Balance and job satisfaction. The R-square value of 70.3% for job satisfaction indicates that the model has high explanatory power. These results indicate that in order to improve job satisfaction of police personnel, it is important to pay attention to the balance between work and personal life, as well as strengthen an inclusive, disciplined, and collaborative organizational culture. The practical implications of this study are the importance of developing internal policies that support work flexibility, personnel welfare, and the formation of a healthy and productive work culture to improve personnel loyalty and performance in facing the challenges of police duties.*

**Keywords:** Cirebon Police; Job Satisfaction; PLS; Organizational Culture; Work-Life Balance.

## 1. Introduction

The Republic of Indonesia National Police, as regulated in Article 5 paragraph (1) of Law Number 2 of 2002, is a state apparatus tasked with maintaining public security and order, enforcing the law, and providing protection, patronage, and services to the community in order to create domestic security. Based on these provisions, the police have a strategic role as law enforcers, protectors, guardians, and guides for the community in increasing compliance with applicable laws. The main duties of the police include maintaining public security and order, enforcing the law, and providing protection, patronage, and services to the community, as stated in Article 13 of Law Number 2 of 2002. In addition to these duties, the police also have various authorities regulated in Article 15 paragraph (1) of the same law, such as receiving reports and complaints, resolving disputes between citizens, preventing social ills, monitoring currents that have the potential to divide national unity, and providing security assistance in community activities. With these roles and responsibilities, the police are the main pillar in maintaining the stability of security, order, and public services. These duties require high dedication and professional competence from every member of the police. In carrying out this role, police officers' job satisfaction is a key factor that influences the effectiveness of their task performance. Job satisfaction can increase members' motivation, loyalty, and performance in facing various challenges, including maintaining security stability and providing optimal service to the community.

Job satisfaction is one of the important elements that affect employee performance and productivity in an organization. Employees who are satisfied with their work tend to be more motivated, loyal, and contribute optimally to achieving organizational goals. Therefore, understanding the factors that can increase job satisfaction is a major concern for human resource managers. Employees who are satisfied with their work tend to be more motivated to provide quality services to service users, such as business actors, industry, and the general public.(Hussain & Mohamed, 2011). In addition, high job satisfaction can also increase employee loyalty and minimize the risk of internal conflict that can disrupt the smooth operation of the organization. The imbalance between the number of employees and the scope of supervision not only affects the effectiveness and efficiency of work, but can also affect employee job satisfaction. Excessive workload can cause stress and fatigue, which can ultimately reduce motivation and job satisfaction. Employees who feel overburdened may not be able to carry out their duties optimally, which can negatively impact the quality of supervision and overall office performance.

To address this issue, it is important to consider increasing the number of human resources and developing their capacity. With a more even distribution of workload and the availability of adequate resources, employees can work more efficiently and feel more satisfied with their

jobs. High job satisfaction, in turn, will improve employee performance and help the office achieve better supervision and service goals.

*Work life balance* is a situation that requires attention to employee welfare within the company (Muafi, 2021). Aspects related to work life balance reflect the company's social responsibility towards its employees (Sirgy & Lee, 2018). The busyness in completing work tasks often makes KPPBC Type Madya Pabean A Semarang employees pay less attention to dividing time for themselves and their families. The monotonous work pattern that is repeated every day often causes KPPBC Type Madya Pabean A Semarang employees to have a less than satisfying life.

The organizational culture of the Indonesian National Police is also characterized by a spirit of professionalism, integrity, and excellent service to the community. In its implementation, the Indonesian National Police continues to strive to build a work culture that is adaptive to developments in the era, including in the digital era. This is reflected in various policies that encourage technological modernization, increasing human resource competency, and transparency in services. Bureaucratic reform and improving the quality of leadership are also integral parts of the organizational culture of the Indonesian National Police, to ensure that each member is able to carry out their role as law enforcers, protectors, guardians, and servants of the community with full responsibility. In addition, the Indonesian National Police encourages the internalization of the values of justice, discipline, solidarity, and loyalty as important elements in building a solid and harmonious work culture. With a strong and consistent organizational culture, the Indonesian National Police is not only able to face the dynamic challenges of maintaining public security and order, but also continues to increase public trust in this institution. Efforts to strengthen organizational culture are carried out continuously through training, instilling national values, and implementing an accountable reward and supervision system. This organizational culture is the main foundation in supporting the vision of the Indonesian National Police to become a professional, modern, and trusted police institution.

## 2. Research Methods

The type of research used in this study is an explanatory research type, which aims to determine the relationship between two or more variables (Sugiyono, 2012). This study aims to explain hypothesis testing with the intention of justifying or strengthening the hypothesis with the hope that it can ultimately strengthen the theory used as a basis. In this case, it is to test the influence of *work life balance*, *Perceived Organizational Support*, organizational culture, and job satisfaction.

### 3. Results and Discussion

#### 3.1. Job Satisfaction

Employee job satisfaction is an integral part of an organization's success. Job satisfaction is defined as the feeling a person has about his or her job.(Haryono et al., 2019). Job satisfaction is the degree to which employees like their jobs and the feelings employees have about the current state of their workplace.(Lambert et al., 2016). In other words, job satisfaction is the employee's feelings towards their job as a whole and in various aspects as a result of the employee's knowledge and assessment of their job, which in turn will lead employees to certain behaviors.

Employee job satisfaction refers to the positive or negative emotional feelings they experience related to the rewards they receive, the work situation, and good working relationships between management and employees.(Akirmak & Ayla, 2021).Lambert (2010)defines job satisfaction as an employee's emotional response to his/her job and personal condition. According toThe Devil (2020)The level of job satisfaction generally reflects the difference between the rewards a worker receives and what they believe and expect to receive. Job satisfaction is also closely related to theories of equity, psychological agreement, and motivation, as it reflects the extent to which an individual's expectations are met by the rewards provided by their job.(Chegini et al., 2019). A person's agreement to do work that he likes or that is in line with his needs is also part of job satisfaction.(Otrębski, 2022).(Gillespie et al., 2016)defines job satisfaction as a positive and pleasurable emotional state associated with one's job based on the evaluation of their job outcomes and experiences at work.

According to(Robbins & Judge, 2007)Job satisfaction indicators are as follows: (1) Supervision, (2) Work environment, (3) Promotion, (4) Supportive co-workers, (5) Mentally challenging work, and (6) Rewards in the form of wages/salary.(Mangkunegara, 2005)explains that job satisfaction indicators include:

- 1) Job: Evaluate whether the content of one's job meets the elements of satisfaction.
- 2) Pay: An assessment of the extent to which the pay a person receives corresponds to perceived needs as fair.
- 3) Promotion: Opportunity to grow through promotion.
- 4) Supervisor: The role of a person who provides direction or instructions in carrying out work.
- 5) Coworkers: The cooperative relationship between coworkers in completing tasks.

It can be interpreted that job satisfaction refers to a positive attitude from employees that includes feelings and behavior towards their work through an assessment of how satisfying

the work is as a form of appreciation in achieving important values from the work. The indicators used in measuring job satisfaction are according to According to (Mangkunegara, 2005) namely work, wages, promotions, supervision and co-workers.

**Table 3.1 Respondents' Responses to Job Satisfaction**

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Kk 1	Supervision	15	13	63	58	52	3,592	Currently
Kk 2	Work environment	15	15	51	66	54	3,642	Currently
Kk 3	Promotion	17	12	60	55	57	3.612	Currently
Kk 4	Supportive coworkers	14	16	57	59	55	3.622	Currently
Kk 5	Mentally challenging work	14	15	56	62	54	3,632	Currently
Kk 6	Rewards in the form of wages/salary	19	11	57	53	61	3.627	Currently
Average							3.621	Currently

Source: Processed primary data, 2025

Based on Table 3.1, the results of a survey of 121 Cirebon Police personnel, respondents' responses to the Job Satisfaction variable are generally in the Moderate category with an average value (mean) of 3,621. This indicates that the level of job satisfaction felt by personnel is at a sufficient level, but has not reached the optimal level. In the context of an organization such as the Cirebon Police, job satisfaction at a moderate level indicates that although various elements in the work have been able to meet most of the employee's expectations, there is still room for improvement so that satisfaction can increase to a higher level.

If reviewed further on each indicator, it can be seen that all aspects of job satisfaction are in the same category, namely Moderate. The "Work Environment" indicator has the highest mean value of 3,642, followed by "Mentally challenging work" (3,632), "Rewards in the form of wages/salaries" (3,627), "Supportive co-workers" (3,622), "Promotion" (3,612), and "Supervision" (3,592). The highest value on the work environment indicator indicates that personnel feel quite comfortable with the conditions of their workplace, both in terms of

physical and work atmosphere. This is a positive signal for the organization in creating an environment that supports employee welfare.

However, the "Supervision" indicator obtained the lowest mean value of 3,592, which indicates the need to improve the quality of supervision and support from superiors to subordinates. Effective supervision is very important in building healthy working relationships, increasing work motivation, and directing personnel to achieve organizational goals optimally. In addition, the "Promotion" aspect also shows the need to open more transparent and fair career opportunities so that personnel feel more appreciated for the contributions they have made.

Overall, these findings indicate that although job satisfaction is already at a moderate level, Polres Cirebon still needs to optimize, especially through increased supervision, fairness in promotion, and providing meaningful work challenges. Optimization of job satisfaction can be further strengthened through a Work-Life Balance approach that is perceived positively, and supported by an organizational culture that supports balance and employee welfare as a whole.

### 3.1.1. Perceived Organizational Support (POST)

*Perceived Organizational Support (POS)* refers to the beliefs held by employees regarding the extent to which the organization provides support and attention to their socio-emotional needs, appreciation, and well-being in return for the contributions they make to the organization, both implicitly and explicitly in accordance with the promises made by the organization. (Rhoades & Eisenberger, 2002). Perceived Organizational Support (POS) encompasses employees' general perceptions of how much the organization values their contributions and cares about their well-being. (Ridwan et al., 2020). Employees who feel supported by the organization tend to feel committed to the organization and will give their best effort to achieve organizational goals. (Casper et al., 2002).

*Perceived Organizational Support* is an employee's evaluation of how much the organization values their contributions, cares about their welfare, and treats them fairly, based on their experience of the organization's policies and procedures. (Panaccio & Vandenberghe, 2009). This support has a psychological impact on employees, where positive psychological conditions can improve employee performance and make a positive contribution to the organization. (Aselage & Eisenberger, 2003). Perceived Organizational Support can also be interpreted as employee perception of how much the organization values contributions, provides support, and cares about employee welfare and the organization's willingness to help employees complete tasks and meet their socio-emotional needs. (Janssen, 2005).



According to(Wen et al., 2019a)Perceived Organizational Support is the level of support and attention that an organization provides to employee well-being in meeting their socio-emotional needs in return for employee contributions to the organization.(Wen et al., 2019b)describes Perceived Organizational Support as the general belief that employees have about how committed the organization is to them, as seen from the organization's appreciation and attention to their contributions and their personal lives.

According to(Farasat et al., 2021)Perceived organizational support or perception of organizational support consists of four main aspects:

1. Fairness: involves procedural justice in determining how resources are distributed among employees. This includes treating employees with dignity and respect and providing them with information about work outcomes.
2. Support from superiors: Employees will form a general view of the extent to which their superiors value their contributions and care about their well-being. Superiors act as representatives of the organization who are responsible for supervising and evaluating the performance of subordinates, so the attitude of the superior is considered an indicator of support from the organization.
3. Rewards from the organization: According to the theory of perceived organizational support, employees develop general beliefs about the extent to which the organization is willing to appreciate their efforts, meet their social and emotional needs, care for them, and support their participation and well-being.
4. Working conditions: One form of organizational support for employees is creating comfortable and safe working conditions for them.

Therefore, it can be concluded that Perceived Organizational Support is the employee's perception of the treatment given by the organization, whether in accordance with the promises given implicitly or explicitly. The indicators used are according to(Farasat et al., 2021)namely justice, support from superiors, rewards from the organization, working conditions.

### **3.2. Work Life Balance**

The balance between work life and personal life is a measure of each individual's psychological development and mental health, including a scale of the level of independence and positive relationships with people around them, such as family, community and co-workers.(Sukmayuda & Kustiawan, 2022). The psychological well-being of each employee is one of the inseparable and very important factors in a company because the psychological well-being of each individual has a significant influence on making the progress of a company

effective.(Bataineh, 2019). Positive correlation between workplace flexibility and work-life balance with positive well-being(Sirgy & Lee, 2018). Work-life balance is the ability of individuals to complete their work well, fulfill commitments made with family, and other responsibilities such as work and activities outside of work.(Alfi Anita Zain & Churiyah, 2022)

Work-life balance is the challenge of combining work with other parts of life; work-related activities, social relationships, and personal enjoyment need to be balanced.(Giovanna Ganesini et al., 2018). Work-life balance plays a very important role in psychological well-being, which is defined as the extent to which a person has a purpose in life, whether they are reaching their potential, the quality of their relationships with others, and the extent to which they feel responsible for their own life and performance behavior.(Nurhasanah et al., 2023).

*Work life balance* allows personnel to freely use flexible working hours to balance their work or jobs with other commitments such as their family, hobbies, arts, research, and not just focus on their work.(Irma et al., 2020). Work life balance is defined as a situation where employees feel able to balance work and personal life or other commitments.(Arief et al., 2021). Work life balance is a person's ability to balance work needs with personal and family needs.(Shabrina & Ika Zenita Ratnaningsih, 2019).

Some dimensions or aspects of work life balance, as explained(Greenhaus et al., 2003) following:

1. Time Balance is the extent to which time spent on work is proportional to time spent on family roles.
2. Involvement Balance is the extent to which psychological involvement is equal between work and family roles.
3. Satisfaction Balance is a level of satisfaction that is balanced between work and family roles.

Thus it is concluded that work life balance is defined as the ability of individuals to fulfill their work and family commitments, as well as other responsibilities. The indicators used are time balance, involvement balance, and satisfaction balance between work and family roles.

Table 3.2 Respondents' Responses to Work Life Balance

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information



Wlb 1	Time balance	18	10	63	58	52	3,577	Currently
Wlb 2	Balance of involvement	14	16	45	68	58	3,697	Tall
Wlb 3	Balance of satisfaction between work and family roles	15	15	54	52	65	3,682	Tall
Average							3,652	Currently

Source: Processed primary data, 2025

Based on Table 3.2 data obtained from the survey results of Cirebon Police personnel, respondents' responses to the Work-Life Balance variable are generally in the Moderate category, with an average value (mean) of 3,652. These results indicate that personnel tend to feel a balance between their work life and personal life, although it has not yet reached an optimal level. This indicates that efforts to create work-life balance in the Cirebon Police environment have begun to be implemented, but still require strengthening and improvement so that the impact is more optimal on personnel job satisfaction.

If we look more closely at each Work-Life Balance indicator, the "balance of engagement" indicator obtained the highest mean value of 3,697, which is included in the High category. This shows that most personnel feel quite capable of dividing their emotional and physical involvement between work and personal life proportionally. The "balance of satisfaction between work and family roles" indicator is also in the High category with a mean value of 3,682, which indicates that the satisfaction felt by personnel both in work and in family roles is relatively equal and does not sacrifice each other. Meanwhile, the "balance of time" indicator obtained the lowest mean value of 3,577, which is in the Medium category. This shows that some personnel still face challenges in managing time in a balanced way between work demands and personal needs, such as time with family or time for themselves.

This finding provides an illustration that although the aspects of engagement and satisfaction are quite good, time management is still a major challenge in realizing work-life balance as a whole. Therefore, it is important for organizations to develop policies or initiatives that support flexible working hours and minimize excessive workloads, in order to improve personnel time balance. Optimizing work-life balance is expected to improve job satisfaction and well-being.

### 3.2.1. The Influence of Work Life Balance on Job Satisfaction

The test results on the effect of Work Life Balance on Job Satisfaction in Cirebon Police personnel show that the t-statistic value of 8.794 is greater than the t-table value of 1.982, with a p-value of 0.000. This shows that the influence between the two variables is positive

and significant. The path coefficient value of 0.429 indicates that an increase in perception of Work Life Balance will directly increase personnel Job Satisfaction. Thus, the first hypothesis (H1) which states that Work Life Balance has a positive effect on Job Satisfaction is accepted and statistically proven.

### 3.2.2. The Influence of Work Life Balance on Organizational Culture

the test results on the second hypothesis (H2) which tests the effect of Work Life Balance on Organizational Culture shows a t-statistic value of 22,499, which also far exceeds the t-table value of 1,982, with a p-value of 0.000. The path coefficient of 0.778 indicates a very strong and significant positive relationship between perceived Work Life Balance and Organizational Culture. This means that the better the personnel's perception of their work-life balance, the better the organizational culture that is formed. Therefore, the second hypothesis is accepted.

### 3.3. Organizational Culture

Organizational culture is a philosophical concept that originates from a view of life that includes values that characterize, habits, and motivations that are instilled in a group, and are reflected in attitudes, behavior, aspirations, views, and actions that are manifested in the work environment.(Irfan, 2022). According to(Robbins, SP, & Judge, 2013)Organizational culture is "a system of shared understanding held by members of an organization that distinguishes the organization from others. Meanwhile, according to(Mangkunegara, 2005)Organizational culture can be described as a collection of assumptions, values, and norms developed within a company, which serve as guidelines for member behavior to address external challenges and strengthen internal integration.

Schlesinger (2017)explains that although organizational culture has been known for a long time, it has not been fully realized that success in work is greatly influenced by the values adopted and behavior that becomes a habit. These values come from customs, religion, norms, and regulations that become the beliefs of individuals or organizations. The values that become habits are known as organizational culture. According to(Hogan & Coote, 2014)Indicators or indicators of organizational culture can be grouped as follows:

- a. Attitudes Towards Work: This includes a preference for work over other activities, such as relaxing or simply seeking pleasure from one's own activities, or feeling compelled to perform tasks simply to meet the necessities of life.
- b. Behavior at Work: This includes being diligent, dedicated, responsible, careful, meticulous, precise, as well as having a strong motivation to understand one's duties and responsibilities, as well as a desire to help co-workers or vice versa.

- c. Work Discipline: Work discipline can be interpreted as an attitude of respecting, appreciating, obeying and complying with established rules.

Table 3.1 Respondents' Responses to Organizational Culture

Code	Descriptive Variables							
	Frequency of Answers							
	Indicator	STS	TS	N	S	SS	Mean	Information
Bo 1	Attitude Towards Work	13	18	59	57	54	3.602	Currently
Bo 2	Behavior at Work	11	19	66	54	51	3,572	Currently
Bo 3	Work Discipline	12	17	47	56	69	3,761	Tall
Average							3.645	Currently

Source: Processed primary data, 2025

Based on Table 3.3 survey data on Cirebon Police personnel, respondents' responses to the Organizational Culture variable are generally in the Moderate category, with an average value (mean) of 3.645. These results indicate that the organizational culture in the Cirebon Police environment has begun to form quite well, but still requires further strengthening so that it can function optimally in supporting the creation of job satisfaction through the perception of work-life balance.

If reviewed in more detail on each indicator, the Work Discipline indicator obtained the highest mean value of 3,761, which is in the High category. This shows that discipline has become a relatively strong value embedded in the organizational culture of the Cirebon Police. The high perception of discipline reflects compliance with the rules, punctuality, and consistency in carrying out tasks that are characteristic of a professional and orderly work environment.

Meanwhile, the Attitude Towards Work and Behavior While Working indicators each obtained a mean value of 3,602 and 3,572, both in the Moderate category. This value indicates that although most personnel have positive attitudes and supportive work behaviors, there is still room to improve enthusiasm, responsibility, and initiative in completing work. Improvement in these two aspects is very important because it is closely related to a work atmosphere that supports team productivity and collaboration.

Overall, although the organizational culture has shown quite good development, strategic efforts are needed to strengthen organizational values, especially in terms of work attitudes and behaviors. Strengthening a comprehensive organizational culture will play a major role in

optimizing the perception of work-life balance, which will ultimately have a positive impact on increasing the job satisfaction of Polres Cirebon personnel.

### 3.3.1. The Influence of Organizational Culture on Job Satisfaction

The third hypothesis (H3) regarding the influence of Organizational Culture on Job Satisfaction, obtained a t-statistic value of 11.187, which is again greater than the t-table, and a p-value of 0.000. With a path coefficient value of 0.520, it can be concluded that Organizational Culture has a positive and significant influence on Job Satisfaction. This means that a good organizational culture will increase the job satisfaction of personnel in the Cirebon Police environment. Therefore, the third hypothesis is also accepted.

## 4. Conclusion

Work Life Balance is proven to have a positive and significant influence on the Job Satisfaction of Cirebon Police personnel. The results of the analysis show that the better the Work Life Balance of personnel, the higher their level of job satisfaction. This indicates that the balance between work and personal life, such as providing opportunities for training, field experience, and challenging tasks, can improve the ability of personnel to face challenges and carry out tasks more effectively. Work Life Balance has a positive and significant influence on Organizational Culture at Cirebon Police. The results of the analysis show that good management of Work Life Balance can strengthen the organizational culture that supports communication, cooperation, and self-development in the work environment. With the balance of work and personal life, personnel will be more ready to contribute optimally, thus creating a more solid and productive organizational culture. Organizational Culture has a positive and significant influence on the Job Satisfaction of Cirebon Police personnel. A strong culture, which includes values such as openness, fairness, and support from leaders, can create a conducive work environment and increase personnel's sense of job satisfaction. When personnel feel appreciated and have a sense of connection to the values implemented in the organization, they tend to show better performance and feel satisfied with their work.

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