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The Influence of GoPartner Customer Service Communication on the Satisfaction of Gojek Drivers in Bekasi City

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Abstract: This study examines the effect of customer service communication (X) on driver satisfaction (Y) among Gojek drivers in Bekasi City. Using a quantitative descriptive approach, data were collected through online questionnaires distributed to 100 respondents via Google Form. The demographic data revealed that 72% of the drivers were aged 17–25 years, 21% were aged 26–35, and 7% were aged 36–45, with 80% male respondents. The findings indicate that service communication significantly influences driver satisfaction, with a coefficient of determination (R^2) of 0.796, meaning that 79.6% of the variation in satisfaction is explained by service communication. Statistical testing showed that the t-value (19.549) was greater than the t-table value (1.290), and the significance level (0.000) was less than 0.1, confirming a strong and positive relationship. This result aligns with the Computer-Mediated Communication (CMC) theory, which emphasizes digital interaction through platforms such as live chat, calls, and messages. The study concludes that effective digital communication by GoPartner's customer service enhances driver satisfaction and operational efficiency.

Keywords: Customer Service, Communication, Satisfaction, Gojek, Computer-Mediated Communication

INTRODUCTION

The rapid advancement of the modern era has significantly transformed how societies interact, communicate, and adapt to new developments. The accelerating pace of change compels individuals to constantly improve the quality of human resources to remain competitive in the digital age. This transformation is especially visible in the realm of technology, where innovation continually reshapes how people work, connect, and live. As technology evolves, it produces not only new tools but also new social systems and communication patterns that redefine everyday human experience. The continuous improvement of human resource quality thus serves as an essential benchmark for technological development, ensuring that individuals are capable of utilizing innovations effectively and responsibly.

Indonesia represents one of the countries experiencing rapid technological progress, particularly in the area of digital communication and internet use. According to Septiana Tangkary, Director of Informatics Empowerment at the Directorate General of Informatics Applications (Aptika), Ministry of Communication and Information Technology, approximately 82 million Indonesians are active internet users, with around 80 percent aged between 15 and 19 years old. This data illustrates not only the widespread use of digital media but also the integration of technology into the daily routines of Indonesian society. With such a large portion of the population connected to the internet, individuals can perform a wide range of activities—from working and studying to shopping and commuting—more efficiently than ever before.

The convergence of communication and technology has created a profound shift in social behavior and activity. People today rely more on online-based applications to meet daily needs, including transportation. Traditional modes of transport such as *angkot* (public minivans) or *becak* (pedicabs) are gradually being replaced by digital transportation platforms that offer convenience and accessibility. This change exemplifies the increasing role of mediated communication, where technological infrastructure enables communication and service delivery to occur across time and space without requiring face-to-face interaction. To understand these transformations, this study applies the theoretical lens of Computer Mediated Communication (CMC), a framework that explains communication conducted through computer-based systems.

CMC, as defined by Herring (in Budiargo, 2015), refers to communication processes that occur between individuals or groups using computer technology as the medium. The concept of CMC has been studied since 1987, primarily focusing on how humans interact, exchange information, and construct meaning through computer-mediated platforms. It highlights how individuals communicate through digital environments that mediate human interaction, allowing for new modes of interpersonal, organizational, and mass communication.

In the Indonesian context, one of the most prominent examples of CMC application in everyday life can be seen in the use of Gojek, a mobile-based platform providing transportation, delivery, and food-ordering services. Gojek has become deeply embedded in Indonesian society, serving as a practical solution for mobility and logistics needs. Through its digital application, Gojek offers services such as GoRide for transport, GoFood for meal delivery, and GoSend for item delivery. The platform illustrates how CMC enables seamless interaction between users and service providers through smartphone applications. Users can communicate requests, confirm orders, and make payments within a single digital environment—activities that previously required direct interpersonal contact.

According to a survey by the Research and Development Agency (Balitbang) of the Ministry of Transportation (Kemenhub) conducted in September 2022, Gojek is the most frequently used online transportation application in Indonesia. The data reveal that 59.3% of respondents prefer Gojek, followed by Grab at 32.24%, Maxim at 6.93%, InDriver at 1.47%, and other applications at 0.23%. A similar survey by the Institute for Development of Economics and Finance (INDEF) in 2022 confirmed these findings: 82.6% of respondents reported using Gojek, followed by Grab (57.3%), Maxim (19.6%), and InDriver (4.9%). The survey, conducted online with 2,304 respondents across regions such as Jabodetabek, Bandung, Palembang, Yogyakarta, Denpasar, Surabaya, and Balikpapan, indicates the dominance of Gojek in Indonesia's digital transportation landscape.

While many studies focus on users, this research shifts attention to Gojek drivers—the partners who operate within the system using a dedicated application called GoPartner. GoPartner functions as the main communication interface for drivers, enabling them to receive orders, manage deliveries, and interact with customer service. The Indonesian Two-

Wheel Action Association (*Gabungan Aksi Roda Dua* or GARDA) estimates that there are around 1.25 million Gojek drivers in the Greater Jakarta area (Jabodetabek), representing approximately half of the total number of Gojek drivers nationwide. This data highlights the vast scale of Gojek's operational network and the significance of its driver community in sustaining the platform's ecosystem.

According to Tjiptono (2014), service quality aims to deliver what customers need accurately and efficiently while maintaining a balance between cost, timeliness, and satisfaction. Thus, for Gojek to maintain its market leadership, it must ensure that both consumers and drivers experience high-quality service interactions. Service quality in the context of GoPartner refers not only to the technical performance of the application but also to the quality of communication between drivers and Gojek's customer service representatives. Drivers rely on GoPartner to resolve issues, receive guidance, and communicate feedback—activities that form part of the broader CMC process.

The relationship between technology and user satisfaction is central to the survival of digital service platforms. As Untari (2019) explains, services are intangible products whose value lies not in ownership but in the benefits they provide to users. Hence, the success of a service-oriented business like Gojek depends heavily on the level of satisfaction experienced by its users and partners. According to Naik et al. (as cited in Dirgantara, 2013), customer satisfaction significantly influences business development, as satisfied users are more likely to continue using the service and contribute to positive brand reputation. Companies, therefore, must continuously develop strategies to ensure user satisfaction through innovation, responsiveness, and effective communication.

The expansion of online transportation in Indonesia reflects a dual-sided growth model: on one side, the drivers who deliver the service, and on the other, the platform providers who mediate it through technology. The more both sides engage, the greater the potential for the platform's success. However, this interdependence also creates competition and challenges among service providers such as Gojek, Grab, and Maxim. As drivers increasingly rely on digital platforms like GoPartner, their satisfaction with the system becomes crucial. If the platform fails to meet driver expectations—technically, economically, or communicatively—drivers may switch to competing applications. Thus, maintaining driver satisfaction through effective customer service communication is a key factor for Gojek's long-term sustainability.

This study, therefore, focuses on exploring the influence of GoPartner's customer service communication on the satisfaction of Gojek drivers in Bekasi City. Using the CMC framework, it examines how mediated communication between customer service and drivers affects perceptions of service quality and satisfaction. According to Rice (in Budiargo, 2015), CMC involves the exchange of messages through telecommunication networks processed by computers, enabling interaction among individuals and groups. In this context, GoPartner serves as the medium that facilitates CMC between Gojek and its partner drivers.

CMC has evolved into a major topic of study in communication research. As noted by Sri Hadijah Arnus in her study *Computer Mediated Communication (CMC): A New Pattern of Communication*, CMC reflects a shift from face-to-face communication toward interactions mediated by social networking sites. This shift highlights a broader social transition driven by technological innovation, where communication is no longer bound by physical proximity but rather mediated through digital systems. Grant (as cited in Budiargo, 2015) emphasizes that communication technology acts as a contemporary system that redistributes information control and interconnects interdependent units across society. In essence, technology reconfigures how individuals and organizations relate, interact, and respond to change.

The rise of digital platforms has inevitably reshaped communication patterns within society. As Darwin (as cited in Budiargo, 2015) noted, survival in a rapidly changing environment requires adaptability; those unable to adjust risk obsolescence. Within service industries, this adaptability is expressed through communication practices that respond to evolving customer and partner needs. Communication in this sense involves the dynamic exchange of information between sender and receiver, with an emphasis on mutual understanding and feedback.

Rasyid (as cited in Hardiyansyah, 2015) defines public service as the provision of assistance for individuals or groups with interests in an organization, carried out according to established rules and procedures. Applied to the context of GoPartner, service communication refers to the exchange of information between drivers (as service users) and the company (as service providers). Such communication takes place through channels like in-app chat systems, feedback forms, and customer service hotlines, all of which enable drivers to convey complaints, suggestions, and experiences directly to Gojek. As Thoha (as cited in Hardiyansyah, 2015) suggests, responsive public service reflects the dynamic nature of society and represents an indicator of social empowerment and progress.

Customer satisfaction, as Kotler (2009) explains, is the feeling of pleasure or disappointment that arises when one compares perceived performance to prior expectations. In the GoPartner system, driver satisfaction represents the extent to which the platform meets or exceeds their expectations in areas such as communication, performance, and reliability. To evaluate satisfaction levels, this research employs the PIECES framework (Syarif Hidayatullah, 2020; Aprilia Dwi Permata Sari, 2021), an analytical tool that assesses system performance based on six dimensions: performance, information, economy, control, efficiency, and service (Wetherbe, 2012).

Each of these dimensions contributes to understanding how drivers perceive the quality of GoPartner's communication system. Performance measures the reliability and capability of the system in addressing driver concerns. Information assesses the relevance and usefulness of the data provided to drivers. Economic evaluates the cost-benefit efficiency of using the system. Control examines security and privacy measures. Efficiency reflects the ease of use and time-saving aspects of the application, while Service focuses on user interface quality and customer support responsiveness. Together, these dimensions provide a comprehensive framework to analyze how communication quality affects overall satisfaction among Gojek drivers.

This study applies the CMC theory as its conceptual foundation, exploring how mediated communication influences user experience and satisfaction. Following Sugiyono (2017), the research employs two main variables: the independent variable—customer service communication within the GoPartner application, and the dependent variable—driver satisfaction. The study hypothesizes as follows:

H₁: There is a significant influence of GoPartner customer service communication on the satisfaction of Gojek drivers in Bekasi City.

H₀: There is no significant influence of GoPartner customer service communication on the satisfaction of Gojek drivers in Bekasi City.

Through this framework, the study seeks to contribute to the broader understanding of how technology-mediated communication affects satisfaction and trust in digital service ecosystems, particularly within Indonesia's rapidly evolving online transportation industry.

METHOD

This research employs a Quantitative Correlational Research design. This approach is suitable for determining the relationship between the independent variable (X, GoPartner CS Communication) and the dependent variable (Y, Gojek Driver Satisfaction) within the

specific population (Sugiyono, 2017). The study uses statistical analysis to test the hypothesis that the quality of CS communication significantly affects driver satisfaction.

Population research is All active Gojek driver-partners operating within the administrative boundaries of Bekasi City.

Sampling Technique: Assuming the population size is large and the research is correlational, a Non-Probability Sampling technique, specifically Accidental Sampling or Purposive Sampling (based on activity criteria), is typically used, as detailed in the original document (Sugiyono, 2014). For the purpose of this detailed outline, we assume a representative sample size of N participants was selected, based on statistical requirements for generalization (Hadi, 2014).

This study employed a descriptive quantitative research design, which aims to identify the value of independent variables, either individually or in comparison with others (Sugiyono, 2012). Descriptive research focuses on presenting a factual and systematic picture of a phenomenon, activity, or situation (Nursalam, 2013). According to Arikunto (2013), the quantitative approach involves the use of numerical data from data collection to interpretation and presentation. In this context, descriptive research seeks to explore and analyze existing phenomena through the processes of data gathering, data processing, and result presentation.

The object of research serves as the primary focus of observation and analysis. The research subject may include individuals, objects, or specific activities. The set of all elements or individuals relevant to the research is defined as the population, and each population possesses certain characteristics known as variables (Hardani et al., 2020). Following Sugiyono (2017), this study utilized two variables: (1) the independent variable (X)—service communication, and (2) the dependent variable (Y)—service satisfaction. The independent variable is one that influences or causes change, while the dependent variable is the outcome affected by the independent variable (Sugiyono, 2017).

The population in this study comprised Gojek drivers operating in Bekasi City, whose exact number could not be determined. Such a population is categorized as an infinite population, where the total number of members cannot be precisely identified, unlike a finite population (Sagai et al., 2018). According to Somantri as cited in Sinaga (2014), the population includes all units or elements sharing specific characteristics relevant to the research objectives.

The sampling technique applied was non-probability sampling, meaning not all members of the population had an equal chance of being selected (Sugiyono, 2018). Specifically, the study used accidental sampling, in which respondents are selected based on convenience and availability at the time of data collection (Sugiyono, 2018). Given that the population size was unknown, the Lemeshow formula was employed to determine the sample size, appropriate for infinite populations (Riyanto & Hermawan, 2020). Using a 95% confidence level ($Z = 1.96$), a maximum estimate proportion ($P = 0.5$), and a tolerance level ($d = 0.1$), the sample size was calculated to be approximately 100 respondents.

This research used both primary and secondary data sources. Primary data were obtained directly through the distribution of questionnaires to Gojek drivers in Bekasi, focusing on “The Influence of GoPartner Customer Service Communication on Gojek Drivers’ Satisfaction.” Secondary data were gathered from books, journals, articles, and previous research (Sugiyono, 2018). To ensure data quality, validity and reliability tests were conducted. Validity assesses the accuracy of instruments in measuring what they intend to measure (Winarno, 2013), while reliability refers to the consistency of measurement results (Sugiharto & Sitinjak, 2006). Reliability testing employed Cronbach’s Alpha through the SPSS program, which determines whether the instrument yields consistent results across different applications (Iqbal Fanani, 2017).

For data analysis, the study adopted descriptive analysis techniques to interpret how service communication affects driver satisfaction. Data analysis followed the systematic process of organizing, categorizing, and interpreting the data to draw meaningful conclusions (Arikunto, 2013; Sugiyono, 2018). The questionnaire items were designed based on variable dimensions, with responses measured using a Likert scale to capture respondents' attitudes, opinions, and perceptions regarding GoPartner's customer service communication.

RESULT AND DISCUSSION

Based on the 100 valid questionnaire responses collected from Gojek drivers in Bekasi City, the study analyzed respondent characteristics across three main aspects: age, gender, and operational area. The results provided a demographic overview of the driver population and offered a foundation for understanding how service communication by GoPartner's customer service affects driver satisfaction.

Respondent Characteristics

The respondents were categorized into five age groups: 17–25 years, 26–35 years, 36–45 years, 46–55 years, and above 56 years. The data revealed that the largest proportion of respondents—72 participants (72%)—were between 17 and 25 years old. This finding suggests that most Gojek drivers in Bekasi are young adults who may be more adaptive to digital platforms and responsive to online communication channels. Respondents aged 26–35 years accounted for 21 participants (21%), while those aged 36–45 years comprised only 7 respondents (7%). None of the participants were above 45 years old, reflecting that ride-hailing work is predominantly conducted by a younger demographic. The predominance of young drivers aligns with the broader profile of gig economy workers, who tend to be technologically literate and flexible in adapting to app-based service models (Ghozali, 2016).

Gender distribution among respondents also showed a clear imbalance. Out of 100 drivers, 80 respondents (80%) were male and 20 respondents (20%) were female. This reflects a strong male dominance in the ride-hailing industry in Bekasi, which is consistent with national trends showing that male drivers largely outnumber female drivers in app-based transportation services. This gender disparity may be influenced by sociocultural perceptions that driving and transportation-related jobs are more suitable for men. Furthermore, operational area data revealed that 33% of respondents worked primarily in South Bekasi, 31% in East Bekasi, while the rest operated in West Bekasi, Jatiasih, and other nearby districts. Thus, the majority of the respondents were concentrated in the southern region of the city, where Gojek's service demand tends to be higher due to dense residential and commercial zones.

Quantitative Findings

The results of the statistical analysis demonstrate the impact of service communication (X) on driver satisfaction (Y). The coefficient of determination (R^2) was found to be 0.796, which indicates that 79.6% of the variation in driver satisfaction can be explained by the effectiveness of GoPartner's customer service communication. The remaining 20.4% is influenced by other factors not examined in this study, such as compensation systems, application usability, or delivery incentives. This high value of R^2 reflects a strong correlation between service communication and satisfaction, suggesting that effective communication plays a crucial role in shaping the overall experience of Gojek drivers.

Further analysis using the t-test revealed that the calculated t-value (19.549) exceeded the critical t-table value (1.290), with a significance level (p-value) of 0.000, which is below the threshold of 0.1. Therefore, it can be concluded that there is a significant positive relationship between service communication (X) and service satisfaction (Y). This finding

indicates that clear, responsive, and consistent communication from GoPartner's customer service contributes significantly to enhancing driver satisfaction in Bekasi. When drivers receive timely and empathetic responses to their concerns, their trust and satisfaction with the platform increase, fostering stronger organizational commitment and work engagement.

Interpretation Based on Communication Theory

The findings of this study are strongly supported by the theoretical framework of Computer-Mediated Communication (CMC). According to Budiargo (2015), CMC describes new patterns of interaction that occur through digital channels, enabling the exchange of information between individuals and groups via telecommunication networks. Within this study's context, GoPartner's customer service employs CMC through the use of various communication channels such as SMS, live chat, and telephone calls to facilitate interactions with drivers. As noted by Grant (as cited in Budiargo, 2015), CMC not only mediates communication but also reshapes how individuals engage within digital work ecosystems.

Gojek's GoPartner platform allows for asynchronous communication, meaning that messages can be sent and received at different times (Ferris, 1995). This model enables drivers to file complaints, provide feedback, or request assistance without requiring real-time interaction. Customer service agents can then review and respond to these messages efficiently. The use of written communication—primarily through chat messages—ensures that issues are documented clearly, reducing the risk of misunderstanding and allowing for detailed problem-solving. Moreover, the digital nature of CMC ensures a degree of privacy and security, allowing drivers to communicate their issues without disclosing sensitive personal details, thereby fostering a sense of safety and trust (Bakardjieva, 2016).

The consistency of communication is also critical. GoPartner's customer service team relies on structured communication templates to maintain uniform responses to frequently asked questions or common problems faced by drivers. This structured approach improves the efficiency of problem resolution while maintaining professionalism. When examined through the lens of CMC theory, such practices reflect the transition from traditional, face-to-face service communication to a digitally mediated interaction model that emphasizes efficiency, reliability, and personalization.

Comparative Analysis and Theoretical Relevance

The results of this research align with previous studies examining the role of communication and digital mediation in service satisfaction. For instance, the study by Aprilia Dwi Permata Sari, Widayanti, and Soedarto (2021) on *GoFood Partner satisfaction during the COVID-19 pandemic* found that service communication significantly influences partner satisfaction. The present research extends that finding to the context of Gojek drivers, reinforcing that the quality and clarity of communication between drivers and customer service representatives are crucial determinants of satisfaction and performance outcomes.

Similarly, Darma, Wicaksono, Sanica, and Abiyasa's (2020) study on *compensation strategies for improving driver satisfaction* emphasized the interrelation between organizational support and individual motivation. Although their research focused primarily on compensation, it underscored the broader importance of corporate responsiveness—an aspect closely related to communication quality. In both cases, effective communication is portrayed not only as a functional necessity but also as an emotional and relational bridge between the company and its workforce.

The current findings are also consistent with Sudarsono's (2019) study on *user satisfaction of online disposition systems* using the PIECES framework (Performance, Information, Economy, Control, Efficiency, and Service). In the present study, several items derived from the PIECES model were used as indicators for measuring the dependent

variable of service satisfaction. This framework enables a multidimensional assessment of satisfaction, emphasizing not only the technical quality of communication but also the perceived efficiency and responsiveness of the service system.

Integration of Statistical and Theoretical Insights

The R^2 value of 0.796 strongly supports the hypothesis that communication effectiveness has a substantial influence on driver satisfaction. As suggested by Ghozali (2016), even when a coefficient of determination is lower than 50%, it can still indicate a meaningful relationship between variables. However, an R^2 value as high as 79.6% demonstrates a particularly strong explanatory power in this case, suggesting that communication practices account for a large share of satisfaction variance among Gojek drivers. This highlights that the GoPartner system's ability to provide timely feedback, address issues, and communicate transparently with drivers directly affects their overall perception of the organization.

Furthermore, these findings suggest that digital communication channels, when properly managed, can substitute for physical interaction without diminishing the quality of service. This supports Bakardjieva's (2016) argument that digitally mediated communication allows for efficient, responsive, and scalable forms of social interaction. The structured, asynchronous nature of CMC in GoPartner's operations also aligns with Darwin's perspective (as cited in Budiargo, 2015) that technological mediation extends human communicative capacity across space and time, enabling continuous connection between individuals and institutions.

Practical Implications

From a managerial standpoint, these results imply that GoPartner's customer service plays a strategic role in sustaining driver satisfaction and retention. As communication constitutes the primary interface between the company and its driver-partners, maintaining high-quality interaction—marked by clarity, empathy, and consistency—is vital. Timely responses to driver inquiries, acknowledgment of issues, and transparent follow-ups enhance trust and reduce frustration. Moreover, integrating automated response systems with personalized human interaction can optimize efficiency without compromising relational warmth, a balance that is essential in maintaining positive digital labor relations.

Additionally, the dominance of young male drivers in the respondent pool indicates a potential to develop tailored communication strategies that appeal to this demographic. For instance, integrating gamified feedback systems or AI-based chatbots capable of delivering instant updates could align well with younger users' expectations for quick, tech-savvy engagement. Such innovations could further strengthen the satisfaction levels observed in this study.

CONCLUSION

Based on the findings, customer service communication has a significant and positive effect on the satisfaction of Gojek drivers in Bekasi City. The R^2 value of 0.796 indicates that 79.6% of driver satisfaction is influenced by the quality of customer service communication, while 20.4% is affected by other factors beyond the study's scope. The predominance of young male drivers aged 17–25 years reflects the demographic that is most engaged with Gojek's digital communication platforms. The results support the Computer-Mediated Communication (CMC) theory, emphasizing that digital communication allows flexibility, clarity, and efficiency in addressing driver issues. Through GoPartner's digital channels—such as live chat, telephone, and SMS—drivers can communicate effectively with customer service representatives. These communication methods not only increase satisfaction but also

strengthen trust and responsiveness between drivers and the company. The findings are consistent with previous research showing that effective communication systems play a crucial role in enhancing partner satisfaction. In conclusion, GoPartner's implementation of CMC-based communication represents a strategic approach to maintaining high service quality and ensuring driver engagement and satisfaction in the digital work environment.

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