

## THE INFLUENCE OF LEADERSHIP STYLE, COMPETENCE AND WORK ENVIRONMENT ON PUBLIC SERVICE SATISFACTION IN SOREANG DISTRICT, PAREPARE CITY

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### ABSTRACT

*This study aims to determine and analyze the influence of leadership style, competence and work environment on public service satisfaction in Soreang District, Parepare City.*

*This research was conducted in Soreang District, Parepare City with a research time of 2 months. The population in this study was the entire community of Soreang District, Parepare City, amounting to 45,265 people. Sampling using probability sampling technique and the technique of determining the number of samples using the Slovin formula, where as many as 100 samples will be used as respondents.*

*The results of this study prove that either partially or simultaneously it is proven that Leadership Style, Competence and Work Environment have a positive and significant effect on Public Service Satisfaction in Soreang District, Parepare City. Leadership Style, Competence and Work Environment have a relationship with Public Service Satisfaction in Soreang District, Parepare City by 72.2% of the results of the coefficient of determination (R<sup>2</sup>).*

**Keywords:** Leadership Style, Competence, Work Environment, Service Satisfaction

### INTRODUCTION

Law Number 5 of 2014 concerning the State Civil Apparatus (abbreviated as the ASN Law) was born in the context of implementing the ideals of the nation and realizing the goals of the state as stated in the Preamble to the 1945 Constitution of the Republic of Indonesia, it is necessary to develop a state civil apparatus that has integrity, professional, neutral and free from political intervention, free from practices of corruption, collusion and nepotism, as well as being able to provide public services for the community and able to play a role as an adhesive element for national unity based on Pancasila and the 1990 Constitution of the Republic of Indonesia. 1945. The implementation of the management of the state civil apparatus must be based on a comparison between the competencies and qualifications required by positions with the competencies and qualifications of candidates in the recruitment, appointment, placement and promotion of positions in line with good governance and to realize the state civil apparatus as part of bureaucratic reform, it is necessary to define the state civil apparatus as a profession that has the obligation to manage and develop itself and is required to be accountable for its performance.

However, in practice, public service delivery organizations still have many deficiencies in carrying out their duties and functions. One of the factors is the low quality of service. Services are said to be qualified or satisfactory if these services can meet the needs and expectations of the community. If the community is not satisfied with a service provided, then the service can be said to be of low quality or inefficient. The concept of service quality can be understood through consumer behavior in this case the community in searching for, buying, using and evaluating a product or service that is expected to satisfy their needs. Basically, to achieve good public service satisfaction, a government administration organization needs to consider several factors

One of the factors that can influence public service satisfaction is leadership style. Leadership styles are ways that are used by leaders in order to influence their members, namely leaders who prioritize tasks or leaders who are more concerned with their relationships with members. There are several types of leadership styles such as autocratic, bureaucratic, participative, delegative, transactional, serving leadership (servant), transformational, and charismatic. Of the many styles, servant leadership is a leadership style that is currently interesting to discuss because in the current era the Indonesian state is experiencing a crisis of leaders who can prioritize the interests of their people rather than their personal interests. Public leaders such as governors, mayors/regents and camat are the main actors in improving the quality of public services. Of course, this quality can be obtained if the performance of employees has been carried out optimally and according to standards. Therefore, public leaders through their power can motivate their employees to improve performance. These problems make servant leadership relevant to be discussed as learning because leaders with a serving style prioritize and prioritize the interests and aspirations of others over their personal interests (Sendjaya, 2015).

Then other factors such as competence will also be able to increase public service satisfaction. Competence concerns the authority of the leadership to carry out tasks or make decisions according to their role in the organization that is relevant to their expertise, knowledge and abilities. While the competencies possessed by individual employees must be able to support the implementation of organizational strategy and be able to support any changes made by management. In other words, the competencies possessed by individuals can support work systems based on teams (Rivai, 2011: 289). From competence, performance or service quality is generated, then from performance or service quality it results in work performance and the realization of effectiveness and efficiency. Employee competence is an important factor and influences the implementation and completion of jobs in an organization. Employee competence is defined as the correct work method or procedure carried out by employees. Thus, to realize the success of the programs set by an organization, every employee in it is required to have the required competency standards.

Another factor that is no less important in influencing public service satisfaction is the work environment. Comfortable and pleasant work environment conditions will support or motivate employees to work properly and correctly and precisely which in turn can increase high work efficiency which can be used as a tool towards achieving public service satisfaction. Organizations need to create and maintain a good work environment because a good work environment will be able to create a work atmosphere that can make employees work more actively and can also automatically increase employee work productivity which has a direct impact on service satisfaction to the community. The benefits of a safe and healthy work environment and being able to improve the quality of work life of its employees are able to increase work productivity, increase efficiency and quality of employees who are more committed, greater flexibility and adaptability as a result of increased participation and a sense of ownership

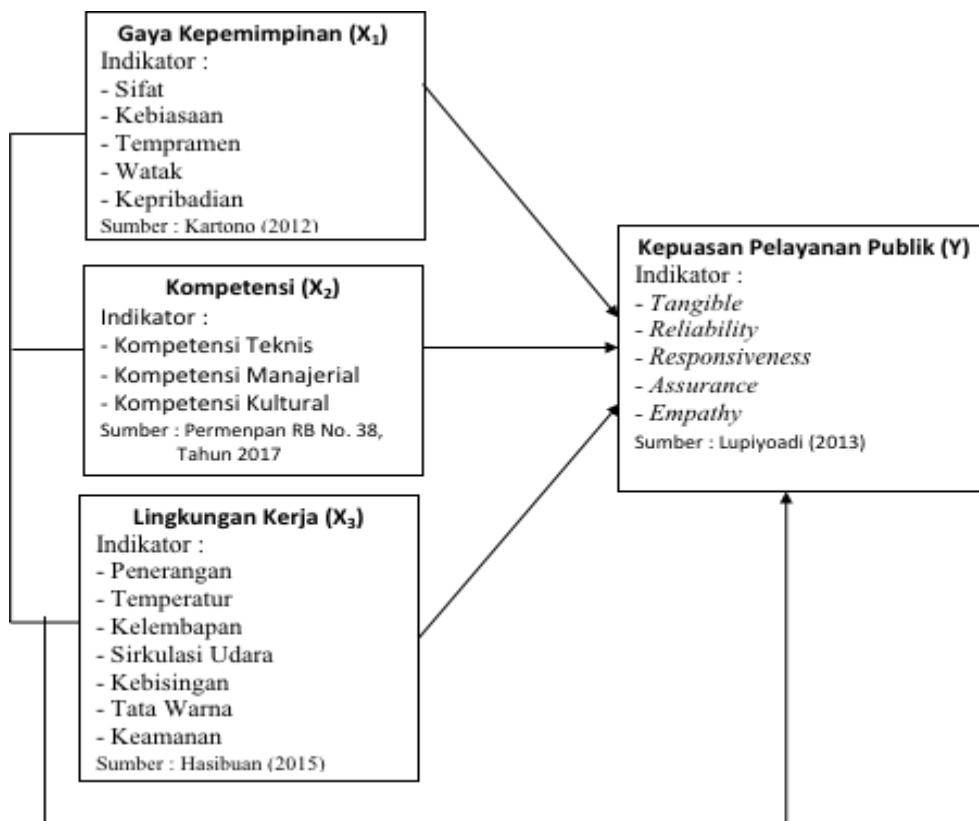
Based on the results of the initial observations made, there were various complaints raised by the community to the Soreang District government, Parepare City. Some of them were collected from public complaint counters. These complaints indicate dissatisfaction with community services in Soreang District, Parepare City. In responding to this, the Soreang District Head was quite calm in his response. The Soreang District Head always encourages his employees to continue to improve their competence in order

to be able to follow up on community complaints with brilliant solutions so as to produce new innovations in serving the community. Competent employees are people who have the skills to do work easily, quickly, intuitively and very rarely make mistakes (Trotter in Hakim, 2008:29). The Soreang sub-district head also continues to increase the self-confidence of his employees so that they become pioneers of change in order to improve the quality of service to the community. One of the expected changes is related to work discipline. Work discipline is a tool used by superiors to communicate with their subordinates so that they are willing to change behavior and increase awareness and willingness to comply with all applicable social rules and norms, (Rivai, 2005:444). The servant leadership style is the way the Soreang Sub-District Head leads the Soreang District, Parepare City as an effort to encourage his employees to improve the competence and work discipline of their employees, with the belief that they can improve the quality of public services in their working area. Servant leadership style is a leadership style that prioritizes the growth and dynamics of the lives of followers, themselves and their communities. Servant leaders are leaders who prioritize the needs and interests of others above their own interests (Sendjaya and Sarros, 2002:57).

Based on this background, there is a phenomenon that attracts the attention of researchers to find out how the influence of Leadership Style, Competence, and Work Environment on Service Satisfaction provided. Based on this, the researchers raised the research title "The Influence of Leadership Style, Competence, and Work Environment on Public Service Satisfaction in Soreang District, Parepare City"

Based on the description above, this research is structured through a conceptual framework that can be described as follows:

**Figure 1. Research Concept Framework**



Based on the research conceptual framework, the hypotheses proposed in this study include:

1. It is suspected that there is a partial influence of Competence, Discipline and Leadership Style on Public Service Satisfaction in Soreang District, Parepare City.
2. It is suspected that there is a simultaneous influence of Competence, Discipline and Leadership Style on Public Service Satisfaction in Soreang District, Parepare City.
3. It is suspected that the most dominant leadership style variable influences public service satisfaction in Soreang District, Parepare City.

## RESEARCH METHODS

This research was conducted using a quantitative approach, namely the emphasis on research analysis on numerical data or figures processed using statistical methods. The quantitative approach is carried out in order to test the hypothesis and the conclusions are based on an error probability of rejecting the null hypothesis. By using the quantitative method, group significance or significance of the relationship between the variables studied is obtained.

The research was conducted at the Soreang District Government Office, Parepare City. The location was chosen with the consideration that it is easier to collect data, both primary data and secondary data. The time of the research was conducted for approximately 2 (two) months. The population used is the entire community of Soreang District, Kota Parepare, totaling 45,265. Sampling uses a probability sampling technique and the technique for determining the number of samples uses the Slovin Formula, where as many as 100 samples will be used as respondents.

This collection was carried out by distributing questionnaires to respondents who were considered to meet the research criteria. The questionnaire is a collection of data by providing a list of questions-statements to respondents in the hope of responding to the list of questions-statements. The questionnaire in this study focuses on a list of statements using a closed questionnaire. A closed questionnaire is a questionnaire that is used by providing a choice of answers that have been determined by the researcher to the respondent. This is measured using a Likert scale. The Likert scale relates to statements about a person's attitude towards something (Sugiyono, 2018).

The data analysis technique uses multiple linear regression analysis, which is preceded by a validity test and a reliability test on the research data. Hypothesis testing is used to test the t test to test the partial relationship and the f test to determine the relationship simultaneously. Analysis of significance in this study was used through a test of the coefficient of determination (R square).

## RESEARCH RESULTS AND DISCUSSION

Statistical calculations in the multiple linear regression analysis used in this study are by using the help of a computer program *IBM SPSS for Windows* version 25. This analysis is used to find out how the relationship of the independent variables, namely Leadership Style, Competence and Work Environment to the dependent variable, namely Service Satisfaction. The results of multiple linear regression analysis can be seen in the following table:

**Table 1. Results of Multiple Linear Regression Analysis**

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	12,604	3,212		3,924 ,000
	Leadership Style (X1)	1,142	,294	,457	3,878 ,000
	Competency (X2)	,352	,144	,157	2,436 ,017
	Work Environment (X3)	,485	,164	,326	2,963 ,004

Sumber : Output SPSS 25

Based on table 1. above, the regression coefficient for each variable with the help of SPSS version 25 obtained the multiple linear regression equation which can be written as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

$$\text{Service Satisfaction} = 12.604 + 1.142 (\text{Leadership Style}) + 0.352 (\text{Competence}) + 0.485 (\text{Work Environment}) + e$$

The results of the multiple linear regression analysis above can be explained as follows:

1. The constant value is 12.604 (Positive) means, if the variables of leadership style (X1), competence (X2) and work environment (X3) have a fixed or constant value, then the service satisfaction variable increases by 12.604 Unit.
2. The coefficient value of the leadership style variable (X1) is 1.142, meaning that if the leadership style increases by 1 unit, service satisfaction will increase by 1.142 units. The coefficient is positive, meaning that there is a unidirectional relationship between leadership style and service satisfaction.
3. The coefficient value of the competency variable (X2) is 0.352, meaning that if competence increases by 1 unit, service satisfaction will increase by 0.352 units. The coefficient is positive, meaning that there is a unidirectional relationship between competence and service satisfaction.
4. The coefficient value of the work environment variable (X3) is 0.485, meaning that if the work environment increases by 1 unit, service satisfaction will increase by 0.485 units. The coefficient is positive, meaning that there is a unidirectional relationship between the work environment and service satisfaction.

### Partial Hypothesis Testing

The t test is basically used to test the significance of the regression coefficient partially between the effect of the independent variables on the dependent variable. From Table 1. above it can be concluded that all independent variables have a significant influence on service satisfaction. This is evidenced by the calculated t value which is greater than the t table value (1.984). The hypothesis testing carried out in this study is as follows:

1. In the leadership style variable (X1), a t-count value of 3.878 is obtained. This means that t-count is greater than t-table ( $3.878 > 1.984$ ), so it can be concluded that the

hypothesis is accepted, the independent variable of leadership style (X1) partially has a significant effect on service satisfaction (Y).

2. In the competency variable (X2), a t-count value of 2.436 is obtained. This means that t-count is greater than t-table ( $2.436 > 1.984$ ), so it can be concluded that the hypothesis is accepted, the independent variable competence (X2) partially has a significant effect on service satisfaction (Y).
3. In the work environment variable (X3), a t-count value of 2.963 is obtained. This means that t-count is greater than t-table ( $2.963 > 1.984$ ), so it can be concluded that the hypothesis is accepted, the independent variable work environment (X3) partially has a significant effect on service satisfaction (Y).

### Simultaneous Hypothesis Testing

The F test was carried out with the aim of seeing whether the independent variables included in a model have a joint effect on the dependent variable. The following results of the calculation of the F Test can be seen in the table below:

**Table 2 Simultaneous Test Results (Test F)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2816,157	3	938,719	83,300	,000 <sup>b</sup>
	Residual	1081,843	96	11,269		
	Total	3898,000	99			

Sumber : Output SPSS 25

Based on Table 2 it can be seen the results of the F test calculations where the calculated F value is 83.300 and the significance value is 0.00. This means that the calculated F-value is greater than the F-table ( $83.300 > 2.700$ ) and the significance value is smaller than the probability value ( $0.00 < 0.05$ ). So that the hypothesis is accepted, meaning that there is a significant effect simultaneously between Leadership Style, Competence and Work Environment on Service Satisfaction.

### Coefficient of Determination (R<sup>2</sup>)

The coefficient of determination (R<sup>2</sup>) is another prediction of the independent variable on the dependent variable. The following results of the calculation of the Coefficient of Determination (R<sup>2</sup>) can be seen in the following table:

**Table 3 Calculation results of the Coefficient of Determination (R<sup>2</sup>)**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,850 <sup>a</sup>	,722	,714	3,357
a. Predictors: (Constant), Leadership Style, Competence, Work Environment				
b. Dependent Variable: Service Satisfaction				

Sumber : Output SPSS 25

Based on Table 3 above, it can be seen that the coefficient of determination  $R^2$  or  $R$  Square is 0.722. This result means that the variables of Leadership Style, Competence and Work Environment have a relationship with service satisfaction of 72.2%, and the remaining 27.8% is explained by other causes outside the model.

## **DISCUSSION**

### **The Effect of Leadership Style on Service Satisfaction**

Based on the results of the regression equation analysis, the coefficient value of the Leadership Style variable is 1.142, meaning that if the Leadership Style increases by 1 unit, service satisfaction will increase by 1.142 units. The coefficient is positive, meaning that there is a unidirectional relationship between Leadership Style and public service satisfaction in Soreang District, Parepare City.

As for the results of the partial test that has been carried out on the Leadership Style variable, the t-count value is greater than t-table ( $3.878 > 1.984$ ), so it can be concluded that the independent variable Leadership Style partially has a significant effect on public service satisfaction in Soreang District Paripar City.

The results in this study indicate that Leadership Style has a positive and significant effect on public service satisfaction in Soreang District, Parepare City. The leadership style that has been implemented by the government of Soreang District, Parepare City as measured by indicators of nature, habits, temperament, character and personality has proven to be able to arouse work enthusiasm and instill a sense of care and responsibility in subordinates to carry out their duties in order to realize satisfaction with service to the community. This implies that there are demands on government agencies that leaders must be able to prioritize leadership that is oriented towards tasks and human relations that aim to provide satisfaction to the community in terms of public services.

The results of this study support Hasibuan's theory (2015) that leadership style is a way for a leader to influence the behavior of subordinates, so that they want to work together and work productively to achieve service satisfaction. The results of this study are also supported by research conducted by Fanghoy (2013) at the Merauke Regency Personnel, Education and Training Agency where the results of his research show that leadership style influences service satisfaction.

### **The Effect of Competence on Service Satisfaction**

Based on the results of the regression equation analysis, the coefficient value of the competency variable is 0.352, meaning that if competence increases by 1 unit, service satisfaction will increase by 0.352 units. The coefficient is positive, meaning that there is a unidirectional relationship between competence and public service satisfaction in Soreang District, Parepare City.

As for the results of the partial test that has been carried out on the competency variable, the t-count value is greater than t-table ( $3.878 > 1.984$ ), so it can be concluded that the competency independent variable partially has a significant effect on public service satisfaction in Soreang District, Parepare City.

The results in this study indicate that competence has a positive and significant effect on public service satisfaction in Soreang District, Parepare City, where managerial competence possessed by leaders in Soreang District, Parepare Regency is an important part in increasing community satisfaction in terms of service. Many facts show that the failure experienced by an organization is caused by one of them due to the weak competency factor possessed by a leader. In this case the Soreang District Government of

Parepare Regency views the importance of the Competency factor in supporting public service satisfaction. This implies that in order to realize service satisfaction to the community which must be achieved by government officials empirically it requires the competence of a qualified leader, thus it can be said that competence is an important factor in increasing public service satisfaction.

### **The Influence of the Work Environment on Service Satisfaction**

Based on the results of the regression equation analysis, the coefficient value of the work environment variable is 0.485, meaning that if the work environment increases by 1 unit, service satisfaction will increase by 0.485 units. The coefficient is positive, meaning that there is a unidirectional relationship between the work environment and public service satisfaction in Soreang District, Parepare City.

As for the results of the partial test that has been carried out on the work environment variable, the t-count value is greater than t-table ( $2.963 > 1.984$ ), so it can be concluded that the independent variable work environment partially has a significant effect on public service satisfaction in Soreang District Paripar City.

The results in this study indicate that the work environment has a positive and significant effect on public service satisfaction in Soreang District, Parepare City. The working environment conditions at the Soreang District office, Parepare City, have a comfortable and pleasant atmosphere so as to provide support and motivation for employees to work better. In terms of service to the community, the Soreang District Office, Parepare City, is proven to have an adequate quality work environment, in other words, it has provided service satisfaction to the community. This is indicated by the existence of several indicators used to measure the work environment including: lighting, temperature, humidity, air circulation, noise, color and security that meet standards, in the sense that with a conducive work environment, employees can carry out their duties and obligations properly so that the work they achieve becomes effective and efficient in fulfilling service satisfaction to the community.

The results of this study support Mangkunegara's theory (2015) that the work environment is a good and pleasant work environment which is also very much needed by its workforce to improve performance so that it can provide good service satisfaction to the community. The results of this study are also in line with previous research, namely Melia Andayani (2019) which said that the work environment has a positive and significant influence on community service satisfaction at the Lahat District Population and Civil Registration Service.

### **Dominant Variable in Influencing Service Satisfaction**

Based on the results of the regression coefficient test conducted, it is known that the magnitude of the value of each independent variable in influencing the dependent variable, namely service satisfaction, includes leadership style with a value of 1.142, competence with a value of 0.352 and work environment with a value of 0.485. In this study the variable that has a coefficient value farthest from zero (0) is the dominant variable, so it can be concluded that the leadership style variable is the most dominant variable influencing public service satisfaction in Soreang District, Parepare City.

The results in this study indicate that the variable of leadership style is the most dominant variable influencing public service satisfaction in Soreang District, Parepare City. The leadership or head of the sub-district head in Soreang sub-district, Parepare city, so far has provided a good perception in the eyes of the community in terms of service,



this can also be seen from the apparatus or sub-district staff who tend to show enthusiasm and dedication in carrying out the tasks given by the leadership. so that this shows that the leadership style possessed by the leadership of the Soreang District is able to realize the expectations of the community.

Service quality and community satisfaction are indicators of the success of service delivery in a public sector organization. On the other hand, in the form of services that are currently developing, service quality is becoming increasingly complex and quite difficult to measure, because the results seen are the resultant and various influencing factors.

Therefore, achieving a good quality of service to the community requires serious efforts from various parties, in this case the cooperation of each unit involved takes a very important role, especially for a leader. Good service quality is not only achieved, but also maintained and maintained (quality assurance), for a leader must be able to understand the shifting needs, hopes and desires of the community and various interested parties. Therefore, in improving the quality of public services, especially in government agencies, a leader must be able to pursue an ongoing activity to monitor the quality of services provided, in the form of fairness of services provided to the community accompanied by efforts to continuously improve service patterns and seek solutions to problems. service problems that occur.

The results of this study are in accordance with the opinion of Hayati (2018) that in order to provide good service, organizations must be supported by adequate resources. In relation to human resource capabilities, the superior's leadership style will support the improvement of public services to the community which will ultimately affect community satisfaction in terms of public services.

## CONCLUSION

Based on the results and discussion in the previous chapter, to answer the formulation of the problem posed in this study it can be concluded as follows:

1. Leadership Style, Competency and Work Environment have a partial positive and significant effect on Public Service Satisfaction in Soreang District, Parepare City. This proves the hypothesis proposed, so that the first hypothesis in this study is accepted.
2. Leadership Style, Competency and Work Environment simultaneously have a positive and significant effect on Public Service Satisfaction in Soreang District, Parepare City. This proves the hypothesis proposed, so that the second hypothesis in this study is accepted.
3. Leadership style is the variable that dominantly influences public service satisfaction in Soreang District, Parepare City. This proves the hypothesis proposed, so that the third hypothesis in this study is accepted.

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