

Behavior Of The Store Head With Employee Behavior In Increasing Indomaret Customer Satisfaction

Teguh Arya Nugraha¹, Muhammad Ikbal², Abdul Jalil Hermawan³

¹Communication Studies Program, Faculty of Social and Political Sciences
Gunung Jati Swadaya University, Cirebon, Indonesia Email aryateguh48@gmail.com

²Communication Studies Program, Faculty of Social and Political Sciences
Gunung Jati Swadaya University, Cirebon, Indonesia. Email ikbal360630@gmail.com

³Communication Studies Program, Faculty of Social and Political Sciences
Gunung Jati Swadaya University, Cirebon, Indonesia. Email hermawanabduljalil@gmail.com

Abstract. Organizational communication is one of the vital elements in the management and operation of retail stores, including in the Indomaret *rest area* KM 229 B Kanci Pejagan Toll Road. One of the important parts of retail store management and operations, including Indomaret *rest areas*, is the organizational communication of a store head with employees and vice versa. Good service is the result of good communication between a coconut shop and employees, as well as efficient procedures. Indomaret faces problems such as consumers wanting to be served immediately, incomplete goods sold, unsatisfactory service, and price differences between shelves and cashier computers. This study aims to understand why organizational communication between store heads and employees in Indomaret *rest areas* is vital in improving service quality and good service results to consumers (consumer satisfaction); this research is expected to provide practical insights for Indomaret management in creating a communicative and collaborative work environment for superior customer service. This research method uses a qualitative approach to gain an in-depth understanding of the communication between store heads and employees in Indomaret *rest areas* which focuses on a thorough understanding of social issues based on realistic, detailed, and complex conditions. Based on the research results, it was found that the head of the Indomaret *rest area* store prioritizes the communication style in the organization by using—*overarching* Communication Patterns or Stars.

Keywords: Customer Satisfaction, Service Quality, Communication in the Organization

INTRODUCTION

Basic needs refer to items that consumers often buy to meet basic daily needs. This includes products such as rice, cooking oil, sugar, flour, instant foods, and milk, as well

as hygiene products such as soaps, detergents, and toothpaste. Indomaret provides these essentials in a variety of sizes and brands, ensuring their wide availability and easy access for consumers in various locations. With competitive prices and frequent promotions, Indomaret plays an important role in helping people meet their basic needs easily and efficiently. which includes basic daily necessities, can be found at Indomaret. Although the Indomaret mini market is small, the products sold are very diverse and complete. Because it is easy to reach and fun, many people prefer to shop at Indomaret. Indomaret was established in 1988 to help people live their daily lives. Several employees were tasked with viewing and studying people's shopping behavior to better understand their consumers' shopping behavior when developing store operations. As a result, people prefer to shop in contemporary stores due to the diverse quality of products, competitive prices, and a fixed atmosphere. (Alqifari Maruf, 2023).

Communication is at the core of all human interactions. Without communication, there can be no human interaction between individuals, groups, or organizations. (Mahmudah & Hermawan 2020) Organizational communication is one of the vital elements in the management and operation of retail stores, including in the Indomaret *rest area* KM 229 B Kanci Pejagan Toll Road. One of the important parts of retail store management and operations, including the Indomaret *rest area*, is the store head, who is responsible for the store's day-to-day operations. He is responsible for planning marketing strategies, managing inventory and stock of goods, overseeing employee performance, and ensuring that consumers receive satisfactory service. Store heads should be able to make informed decisions to improve store performance by looking at market trends and sales data. A store manager can help the store he leads achieve success and sustainable growth with strong leadership and extensive knowledge of the retail industry (Intan Oktaria, 2024) This research aims to understand why good organizational communication between a store head and employees in Indomaret *rest areas* is important in improving service quality and good service outcomes to consumers. While another opinion explains that the store head has an important role in leading the employee team to ensure that customer service is always at the optimal level in a dynamic and competitive environment in a company, a leader has a constant responsibility to monitor the condition of the team

under him to find out how they are performing and what complaints are felt by them. (Arif Fidiatus Soliha, 2024)

An employee is a key component of a company that is responsible for running the production process to distribution. Because cooperation will be more effective and efficient, employees urgently need encouragement and motivation from managers and other employees. Working together to encourage and motivate each other to achieve the company's goals is essential. To improve their performance, one needs incentives, motivation, or encouragement. A manager must not only be a leader but also a friend and an inspiration to his employees, they must always motivate them. (Widodo & Yandi, 2022). Service quality is closely related to consumer satisfaction; These qualities foster mutually beneficial relationships in the short and long term, allowing companies to know and understand consumers' unique expectations and needs. Thus, the company can increase consumer satisfaction, which in turn contributes to the increase in the company's revenue. (Suwarti & Saputra, 2021) Good service is the result of good communication and interaction between the store head and employees as well as efficient procedures. Since consumers usually stop short on their journey, consumers in Indomaret's *rest areas* usually expect fast, friendly, and efficient service. while according to research by Marinus Gea Direct and indirect service is the most effective combination for the retail industry. Direct services include 3S, price, product quality, and promotions. Indirect services include consumer comfort when shopping, store cleanliness, feasibility of products sold, store security, and other facilities that consumers cannot see directly. (Marinus Gea, 2021) To meet these expectations, store heads must be able to convey information, instructions, and feedback to employees in a clear and effective way. The quality of service provided by a company engaged in services or retail, namely by providing the best quality of service for consumers with the aim of making consumers satisfied. The quality of Indomaret's service will affect consumers' perception of its products, and there is often a discrepancy between what consumers expect and what Indomaret actually gives them. Indomaret faces problems such as consumers who want to be served immediately, goods sold are incomplete, unsatisfactory service, and price differences between shelves and cashier computers. Therefore, Indomaret strives to provide good service to its consumers to increase consumer satisfaction and loyalty and maintain distance from its competitors

(Rita Wahyuni, 2019). A good type of communication applied by a store head to employees to improve service to consumers is organizational communication.

Organizational communication: The performance and interpretation of messages among communication units that belong to a particular organization is known as organizational communication. Organizational communication is the process of making interactions meaningful. create, maintain, and transform organizations. The organizational structure usually affects communication, so communication from the bottom to the top level Leadership communication is very different from the communication of others. Leaders function as communicators in an organization. Effective ones usually have the ability to communicate well, so not many will be able to encourage the people they lead to participate. He must also be proficient in communicating, both verbally and nonverbally. Verbal: Speech can help people communicate well. who are gentle, polite, and friendly. Abstract concepts such as truth, justice, ethics, and so on can be communicated nonverbally. religion non-verbally, for example, through body language (Evi Zahara, 2018).

Organizational communication in the retail industry, where direct interaction with consumers is crucial, is essential. The behavior of the store head plays an important role in shaping employee behavior, which then has a direct impact on consumer satisfaction. Through effective communication, store heads can ensure that employees understand the vision, mission, and service standards that must be implemented. This is essential for creating consistent, high-quality services. Given the fierce competition in the retail sector, the ability to maintain and improve consumer satisfaction through employee behavior guided by good communication from the storefront becomes a determining factor in success. This research was conducted to be able to provide valuable insights into how the communication and leadership patterns of store heads at Indomaret play a role in shaping employee behavior and, in turn, contributing to consumer satisfaction. The findings of this study are expected to help strengthen human resource management strategies and improve communication effectiveness in organizations, which will ultimately improve Indomaret's performance and competitiveness.

Organizational communication primarily focuses on building and maintaining a complex and dynamic network of interactions between various stakeholders, both inside

and outside the organization. It involves creating effective communication channels to ensure a timely and accurate flow of information between internal members of the organization, such as management, employees, and departments, as well as with the external public of interest, including consumers, business partners, shareholders, and the general public. (Atmaja & Dewi, 2018) Communication between humans in the context of an organization, where the message networks depend on each other, is known as the process of organizational communication. (Erdin P.J, 2020). A good organization is an organization that seeks to improve the ability of its human resources because this is a critical factor in improving employee performance. Improving employee performance will bring progress for the company to be able to survive in an unstable business environment. Therefore, efforts to improve employee performance are the most difficult management challenges because successfully achieving these goals is the key to the company's success. (Subahan *et al*, 2021).

This research aims to understand why organizational communication between store heads and employees in Indomaret *rest areas* is important in improving service quality and good service results to consumers, this research is expected to provide practical insights for Indomaret management in creating a communicative and collaborative work environment for superior customer service. This research uses the Organizational Communication Network Theory. Communication networks are part of Organizational Communication Theory. In the organization, there are parties that are interconnected with each other. The network or communication pattern in an organization will be greatly influenced by its organizational structure (Siregar et al., 2021, pp. 102-105). The organizational communication network is divided into five patterns: Wheel Communication Pattern, Inverted Y Communication Pattern, Circle Communication Pattern, Chain Communication Pattern, and Overall Communication Pattern or Star.

LITERATURE REVIEW

Salvador Faria Sequeira Goncalves' research titled "Organizational Communication Patterns in Increasing Employee Work Motivation at Gajayana TV," this research applies a qualitative descriptive approach. The results of this study, conducted by the purposive sampling method, show that 1) Chain communication patterns, which are based on a

structured message delivery system in Gajayana, can increase employee motivation by encouraging open communication and trust with each other. TELEVISION. 2) Barriers include the recipient's incorrect interpretation of the message and unequal interpretation. Long working hours usually cause this error. To ensure that new members can understand the message correctly, two-way communication is carried out. (Salvador Faria Sequeira Goncalves, 2018)

The following research entitled "Organizational Communication in Improving Public Services at the Sangihe Regency Investment and One-Stop Integrated Services Office (Dpmpstsp)" This study focuses on Organizational Communication in the Sangihe Regency Investment and One-Stop Integrated Services Office. The results of the research to improve public services and communication are very important in the Organization. Internal and external communication are two ways to do it. The leader, i.e. the head of the agency, always gives directions to his subordinates through direct communication or through apples, meetings, or going directly to the room. In addition, it runs well in sharing information between employees; Each field provides the information needed by the other fields. Likewise, how information flows to the community, and how the community obtains it. (Pilat *et al*, 2018)

Here are the differences and novelties of the research based on previous research:

The research is related to the title "Communication of Government Organizations in Improving the Quality of Public Services in Sentani Jayapura District" The purpose of this research is to find out how the communication of government organizations improves the quality of public services in the Sentani Jayapura District Office. This study uses a qualitative descriptive method to explain organizational communication and its effect on public services in the Sentani District Office, Jayapura City. According to the findings of the author's analysis, the organizational communication climate is very important and has the ability to improve the quality of public services at the Sentani District Office, Jayapura City. Creating a good communication environment to instill honesty in this regard, Confidence, openness of communication, listening to communication from the bottom up, and being part of decision-making are important components that show that the Sentani District Office of Jayapura City has two-way communication. Combining the members of the organization who participate in the

decision-making process further shows that a comfortable working environment can be created in the Sentani District Office of Jayapura City. consequential. (Fetni *et al*, 2022)

Based on research conducted by Ira Fatmawati entitled "Organizational Communication in Relation to Leadership and Organizational Work Behavior" aims to understand communication, leadership, and organizational work behavior. One of the equally important objectives of this study is to analyze the way organizations communicate with each other. The results of the study show that effective communication within and across formal and informal organizations must function in an informative, regulative, persuasive, and integrative manner from the top-down, bottom-up, and horizontal from various perspectives. (Ira Fatmawati, 2022)

"Internal Communication Patterns of Smk Amaliah 1 Ciawi Organizations in Improving Services to Students" this study aims to explain the patterns, flows, and communication processes at SMK Amaliah 1 Ciawi. This study was carried out using a descriptive qualitative method. According to this study, the organization's internal communication is essential for the success of operations and the achievement of organizational targets. Good communication in an organization can unify, focus, and provide good service. Good communication can also improve student services and make students feel satisfied. (Savitri *et al*, 2023)

Organizational communication is one of the crucial elements in the work environment. Organizational communication is seen as important because the company's vision and mission can be communicated, a sense of community among employees can be created, and individual development within the organization can be supported. In a work environment such as managing Indomaret rest areas, organizational communication significantly improves service quality. With effective communication, information can be conveyed appropriately, all employees can understand the expected goals and service standards, and harmonious cooperation to achieve optimal results can be realized. In addition, employees are also encouraged by good communication to provide input and innovative ideas, which in turn contributes to continuous improvement in service to consumers.

METHODS

This study utilizes a qualitative approach to gain an in-depth understanding of the communication style of store heads and employees in the Indomaret rest area. Qualitative research focuses on a thorough understanding of social problems based on realistic, detailed, and complex conditions. In addition, this study uses an inductive approach that aims to develop theories or hypotheses through the process of disclosing facts (Murdiyanto, 2020). Data will be collected through in-depth interviews with store heads and employees who are active in the Indomaret environment *Rest area*.

This study will conduct interviews with several Indomaret 5 employees, including store heads, store assistants, junior store leaders, cashiers, and rest area waiters, related to the use of organizational communication to improve service. This study uses organizational communication theory with a type of overarching communication pattern or star. The data collection technique in this study is to spread several questions to Indomaret *employees in the KM 229 B Kanci Pejagan Toll area* and conduct in-depth interviews. The types of questions given correspond to the classification of organizational communication theories with overarching communication patterns or stars. The validity of the data was carried out by interviewing 3 Indomaret rest area consumers.

DISCUSSION

Application of organizational communication theory with star communication patterns. From the results of interviews with store heads, it was found that store heads apply an open and participatory leadership style. Store heads regularly hold weekly meetings to ensure that each employee has the opportunity to share their ideas, complaints, or feedback directly. In addition, time for informal discussions is also provided so that communication is not limited to formal meetings only. One of the concrete situations explained by the store head is when there is an error in recording the stock of goods. With direct communication, the problem can be resolved quickly because employees can immediately report and discuss solutions without waiting for an intermediary.

Employees responded very positively to this behavior of the store head. The store assistant stated that the head always gives clear and supportive direction in every task. The junior store leader added that the support and direction given by the store head make

him more confident in making daily decisions. Cashiers and salespeople also feel the same way, they feel more comfortable and efficient in completing tasks because of direct and open communication. Employees feel heard and valued, which increases their motivation and morale.

The positive influence of the storehead's open communication style on employees can be clearly observed. Employees feel more valued and motivated, which is reflected in their improved performance. Store heads encourage employees to convey ideas or input by holding open discussions in regular meetings and trying to implement ideas that are considered useful. This provides a high sense of ownership and participation among employees. Employees also confirmed that direct communication with the store head helps them in carrying out their work better. The junior store leader revealed that this direct communication can provide a better understanding of policies and procedures so tasks can be completed more quickly and appropriately. The cashier also stated that open communication helps reduce misunderstandings and speed up the completion of daily tasks.

In addition, the store head explained that the star communication pattern significantly impacts how employees serve consumers. By getting the latest information directly from the store head, employees can provide faster and more accurate service to consumers. For example, when a consumer asks about a certain product, employees can immediately give an accurate answer without having to wait for confirmation from the other party. This increases the speed and quality of services provided to consumers. Employees also recognize the positive impact of the star communication pattern in serving consumers. Store assistants and salespeople state that direct communication with store heads helps them provide better and more efficient service. Employees feel more confident and competent in answering questions and helping consumers, which increases overall consumer satisfaction.

Consumers also gave positive responses to employee behavior at Indomaret. They feel that employees are friendly, responsive, and provide clear information. Some consumers stated they were satisfied with the services provided, indicating a positive relationship between communication patterns and consumer satisfaction. This consumer satisfaction shows that effective communication between store heads and employees

directly impacts the quality of service received by consumers. Consumers give positive feedback on the behavior of employees at Indomaret, which reflects the quality of service provided by the employees. Consumers feel that employees at Indomaret show a friendly attitude, are quick to respond to needs or questions, and are able to provide transparent information. This positive impression shows that Indomaret employees not only meet consumer expectations but are also able to create a satisfying shopping experience. Furthermore, some consumers specifically expressed their satisfaction with the services received, indicating a strong correlation between the internal communication patterns implemented at Indomaret and the level of consumer satisfaction. This communication pattern includes how store heads interact with employees, provide directions, and disseminate important information that employees then pass on to consumers. The effectiveness of this communication has a direct impact on the quality of services received by consumers. When the store head is able to establish good communication with employees, it not only clarifies the expectations and work procedures but also improves employee motivation and performance. As a result, employees become more competent in serving consumers, providing quick and accurate answers, and responding to consumer needs more efficiently. The consumer satisfaction resulting from these positive interactions is proof that effective communication within the organization, especially between store heads and employees, plays a crucial role in creating a satisfying customer experience. This shows that to achieve high-quality services, it is important for organizations like Indomaret to ensure that their internal communication patterns run smoothly and efficiently so that employees can carry out their duties well and provide the best service to consumers.

Since businesses cannot operate without consumers, customer satisfaction is the top priority in the Indomaret *rest area*. With good service, consumers will be interested and satisfied when shopping at Indomaret and interested in existing promotions or offers and competitive prices. In addition, Indomaret rest area offers a variety of services, such as:

1. Food and beverage products
2. Household products
3. Health and beauty products
4. Bill Payment

- 5. Recharge credit and data plan
- 6. Ticket sales
- 7. logistics services, and
- 8. Loyalty program

The Indomaret service procedures are:

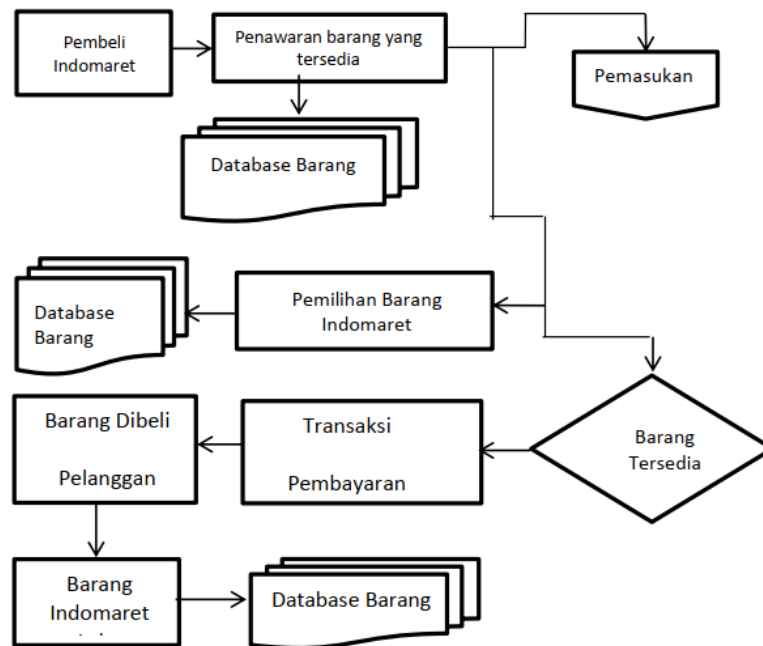


Figure 1. Indomaret Rest Area Service Procedure

1. Consumers come to Indomart rest area KM 229 B Kanci Pejagan Toll Road
2. When a customer comes, the waiter smiles and greets them.
3. When consumers are confused about what to buy, the waiter asks if there is anything that can be done to help.
4. If there are promo items, employees offer promo items to consumers who do not know about the promos in the Indomaret rest area.
5. After showing the place where the goods consumers are looking for are, the employee directs them to the cashier's desk.
6. After being at the cashier's desk, the employee asked the consumer if there was anything else he wanted to add to his groceries
7. Re-check the total item of goods and calculate the price of goods purchased by consumers at the cashier.

8. Employees receive payments and calculate the change to give to consumers.

In organizational communication theory, with a stellar communication pattern, the store head functions as the center of the communication network, allowing information to flow directly between the store head and employees without going through an intermediary. This pattern ensures that all employees get the same information directly, reducing misunderstandings and improving work efficiency. The open and participatory communication implemented by the store head aligns with the principles of effective communication in the organization, where employee involvement in the communication process improves their motivation and performance. The open and direct communication implemented by the store head creates a supportive and positive work environment. This is crucial in creating an inclusive and responsive organizational culture. With direct communication, problems, and challenges can be immediately identified and addressed before they become more significant. As the center of communication, the store head ensures that important information is disseminated quickly and precisely, which is especially important in situations where decisions must be made quickly.

The star communication pattern implemented by the store head ensures that all employees get the same information directly, which is vital to maintaining consistency in consumer service. This consistency is key to building consumer trust and satisfaction. According to organizational communication theory, effective communication patterns can improve customer satisfaction through increased responsiveness and service efficiency. When employees feel they have direct access to accurate information, they can provide better service to consumers, increasing consumer satisfaction. A stellar communication pattern creates a positive and supportive work environment, where the store head acts as the center of communication. This ensures that all employees get the same information directly, essential for maintaining transparency and employee engagement. According to organizational communication theory, effective communication patterns can improve the work environment and employee well-being, which in turn can improve the organization's overall performance. With open and direct communication, employees feel more valued and motivated, which positively impacts their productivity and job satisfaction.

CONCLUSION

The conclusion of the observation of the research through interviews with store heads in Indomaret *rest area* KM 229 B Kanci Pejagan Toll shows that store heads prioritize organizational communication and that the open and participatory leadership style of store heads has a significant positive impact on employee performance and motivation at Indomaret. Store heads regularly hold weekly meetings and provide time for informal discussions, which allows employees to submit their ideas, complaints, or feedback directly. This creates an open, supportive communication climate where employees feel heard and valued. Positive responses from employees show that the direction and support provided by the store head increase their confidence in making daily decisions and completing tasks better. This direct communication also helps reduce misunderstandings and speed up task completion, ultimately improving work efficiency.

The star communication pattern implemented by the store head, where the store head serves as a communication hub, ensures that all employees get the same information directly. It is important to maintain consistency in service to consumers, improving service speed and quality. Consumers respond positively to employee behavior, demonstrating a link between effective communication and consumer satisfaction. In organizational communication theory, open and participatory communication applied by store heads aligns with the principles of effective communication. This communication pattern creates an inclusive and responsive work environment where problems can be immediately identified and addressed before they become more significant. With open and direct communication, employees feel more valued and motivated, which positively impacts their productivity and job satisfaction. This cheerful and supportive work environment, in turn, improves the organization's overall performance.

SUGGESTION

In conducting research related to organizational communication, especially by using the interview method, the best researchers should then use questionnaires so that the data submitted can be visualized through diagrams or tables to determine the positive impact of organizational communication. Data visualization is expected to make it easier for readers to interpret data related to organizational communication. This research is

expected to use different methods, especially using quantitative methods with data analysis techniques such as statistical data processing to explain the impact of organizational communication in more detail. The author hopes to add literature on organizational communication to find out the meaning and impact of organizational communication.

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