



The Effect of Workload, Training and Reward on Frontliner Service Quality Performance with Motivation as an Intervening Variable

Olivia Leonarda¹, M. Havidz Aima¹, Lusiana¹

¹Management Study Program, Universitas Putra Indonesia YPTK, Padang, Indonesia

*Corresponding Author: Olivia Leonarda

E-mail: olivialeonarda15@gmail.com



Article Info

Article history:

Received 12 September 2024

Received in revised form 9

December 2024

Accepted 30 December 2024

Keywords:

Workload

Training

Rewards

Motivation

Service Quality Performance

Abstract

This study aims to analyze the influence of workload, training, and rewards on the service quality performance of frontliners at PT Private Bank X, with motivation as an intervening variable. The research is grounded in the critical role of frontliners in delivering customer-facing services, which are affected by factors such as workload, training, and rewards. The research questions focus on the extent to which these three variables impact service quality performance through motivation. The study employs a quantitative approach using multiple regression analysis and mediation testing to evaluate the role of motivation. The findings indicate that workload has a significantly negative impact on frontliner performance, whereas training and rewards have a significantly positive effect. Moreover, motivation serves as an intervening variable that strengthens the influence of training and rewards on service quality performance but does not enhance the impact of workload. These results suggest that to enhance service quality performance, the company should focus on improving training programs and providing appropriate rewards while effectively managing workload to prevent a decrease in employee motivation.

Introduction

The economy in Indonesia is inseparable from the role of existing banks, both state-owned and private. Banking institutions are the core of the financial system in every country (Mahrani, 2023). This is also in line with the opinion of Ardana et al. (2021) which says that in an effort to encourage domestic growth, the role of banking is very important. This is related to the banking function, namely as a distributor and collector of public funds. There are 1 Central Bank, 6 state-owned banks, 23 Private Banks and Regional Development Banks (BPD), 15 Sharia Commercial Banks and Sharia Business Units and several other foreign banks. Some private banks include Bank Central Asia, Panin Bank, Bank Sinar Mas, PT Bank Mestika Dharma Tbk, OCBC NISP and so on. In connection with this research, the authors took research on Private Bank X.

PT. Bank X. is one of the leading national private banks that exists and has its operational headquarters in Medan, North Sumatra. It has been established since April 27, 1955 making PT Bank X. is one of the competitors that count in the Indonesian banking world. Therefore, PT Bank X. always develops new innovations and improves the quality of service to its customers. Until 2023 there have been as many as 1 Operational Head Office, 12 Branch Offices, 41 Sub-Branch Offices, 11 Cash Service Sub-Branch Offices and 70 ATM units located in cities spread across North Sumatra, Pekanbaru, Batam, Jambi, Padang, Jakarta, Surabaya and Palembang.

Seeing the increasingly fierce competition in the banking world, one of the things that has been done by the management of PT Bank X is to form a *service quality* team that is responsible for

customer service. According to (Fahmi & Wardani, 2023) (*companies that have a lot of resources, facilities and other infrastructure, without human resources, the company's activities will not run well*). As quoted by Utami (2018) from the opinion of Crawford & Riscinto-Kozub who say that *quality services are used as a reference for successful industrial management; thus, a company's performance displayed for continued customer satisfaction, loyalty, and the influence of future behavioral intentions has a direct impact on employee commitment and experience*). This is further clarified by Philip Kotler in (Ahyar et al., 2022) *service quality includes tangible, empathy, responsiveness, reliability and assurance*. This service quality will be applied by *frontliners* who are at the forefront of serving customers. Good performance is performance that follows the standard methods or procedures that have been formalized (Zalelawati et al., 2023).

At PT Bank X. In addition, the quality of service provided by a banking service company will be one of the factors that can encourage customers to buy in addition to price, form and product quality (Chaudhry et al., 2017). Included in this *service quality* assessment include how to look, how the standard of service to customers, how to provide "WOW Service" to customers, how *frontliners* keep the area around them clean, and how to achieve sales of bank products. From Table 1 below, it can be seen that the *service quality* performance assessment of PT. Bank X. employees from 2021-2023.

Table 1. Comparison of Service Quality Performance Assessment of PT Bank X. Year 2021-2023

Category	Year		
	2021	2022	2023
Excellent	58%	53%	31 %
Very good	42%	47%	69 %
Good	0%	0%	0 %
Average	0%	0%	0%
Poor	0%	0%	0%
Total	100%	100 %	100%

Source: Private Bank X. 2024

From Table 1.1. the results of the *service quality* performance assessment above, it is clear that in 2023 the percentage of *service quality* assessment of PT Bank X *frontliners* experienced a significant decrease in the "Excellent" category, namely a 22% decrease from the assessment results in 2022. Seeing the phenomenon of decreasing *service quality* performance, the authors are interested in examining what factors affect the performance of PT. Bank X. employees, especially in the field of *service quality*.

In line with the opinion of Desfitriady & Pandini (2023) who said that managing Human Resources well is the most important thing. Activities in the field of Human Resources can be seen from two points of view, namely from the job side and from the worker side. The job side consists of job analysis and evaluation. Meanwhile, from the worker's side, it includes activities of labor procurement, job performance assessment, training and development, promotion, compensation and termination of employment. According to Abbas (2023) the decline in employee performance can be attributed to workload and employee motivation. High workload and ineffective working hours and excessive work overflow will lead to an attitude of job dissatisfaction, this is related to production results. Dessler in Anita et al. (2013) formulates training as the process of teaching new or existing employees the basic skills they need to do their jobs. From this quote it can be seen that training is needed to do a job, not only for new employees but also employees who have been doing their jobs for a long time.

In addition, according to Alfandi in Pratama & Handayani (2022) motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and encouraged to carry out activities with sincerity, pleasure and sincerity so that the results of the activities he does get good and quality results. Opinion from Mata et al. (2023) expressed that *high motivation can encourage employees to better achieve their targets and contribute to the company's success*. In addition, the provision of *rewards* is also something that greatly affects the performance of an employee. *Reward* is an important element to be able to motivate employees to improve work performance and provide progress in business and companies. The right reward can increase employee motivation to work more and achieve company goals. As written by Ahyar et al. (2022) that providing appropriate and sustainable *rewards* can increase intrinsic motivation and employee performance.

Employees who feel appreciated for their hard work will be more motivated to achieve targets and contribute to the company's success. Meanwhile, good performance itself is very important for the organization to achieve its goals. Good performance can increase productivity, efficiency, and organizational effectiveness. In addition, good performance can also improve the organization's image and customer satisfaction.

This is in line with the opinion of those who say that performance is an important element in the back and forth of an organization. Because performance is a reflection of how an organization is going in the right direction or just stagnating. Based on technological developments, the services carried out by the personnel in charge of the *service quality* team of PT. bank X. are getting better or improving. The facts of Table 1 show that those who have an *Excellent* assessment from 2021 to 2022 have decreased by 8.6%, namely decreasing from 58% in 2021 down to 53% in 2022. Furthermore, from 2022 to 2023, the *service quality* team of PT Bank X that obtained the *Excellent* category decreased by 22%, which decreased from 53% in 2022 to 31% in 2023. Furthermore, if we evaluate at once from 2021 to 2023, the *service quality* team at Private Bank X. experienced 46.55% over a period of 2 years, which dropped from 58% in 2021 to only 31% in 2023. This is the research gap or gap *research* that will be carried out in this study.

Methods

Determining the object of research is one of the most important things in a study. That is because from the object of research we can find a problem that we want to find a solution to. The object of this research is the frontliners staff at PT Bank X.

To measure the research instrument, a Likert scale is used. As written by Abdillah & Saepullah (2018) Likert scale is a measurement scale developed by Rensis Likert and published in his writing entitled "A technique For Measurment Of Attitudes" in the Journal Archives of Psychology in 1932. The form of Likert scale questionnaire that is often seen today is a statement accompanied by a measurement scale, where the scale is a choice of attitudes related to the statement that follows which the respondent can choose according to his attitude towards the statement.

Data analysis method is one of the important stages in analyzing data. The data analysis method is a step in the research process where the data that has been collected will be analyzed to find answers to the problems that exist in a study. According to Sugiyono (2018) in data analysis research is the process of systematically searching and organizing data into categories, breaking down units, synthesizing, arranging into patterns, choosing which ones are important and which ones will be studied, and making conclusions so that they are easily understood by oneself and others.

The analytical tool used in this research is Structural Equation Modeling (SEM) using the Partial Least Square (PLS) program. Structural Equation Modeling (SEM) is a multivariate statistical analysis method for the development of regression and path analysis. In this SEM there are 3 activities simultaneously, namely checking the validity and reliability of the instrument (confirmatory factor analysis), testing the relationship model between variables (path analysis), and getting a model that is suitable for prediction (structural model analysis and regression analysis).

The framework described in Chapter II is a proposed model for empirical confirmation using the SEM-PLS analysis method. The formulated model will then be made a measurement model (outer) and structural model (inner) which will be proposed in the form of a path diagram. In SEM in this study, the dependent variable is service quality performance, while the independent variables are workload, training and reward.

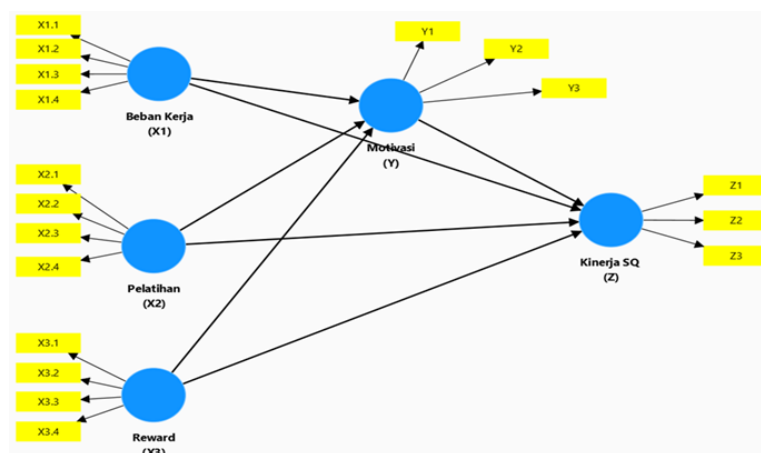


Figure 1. Schematic Model of Relationship between Variables

Figure 1 explains the schematic model of the relationship between variables for the next stage after the path diagram has been made, converting the path diagram into the form of equations, namely measurement equations for exogenous or independent latent variables, measurement equations for endogenous or dependent latent variables and structural equations.

The formulation of the three equations uses the following guidelines: 1) Measurement model equation: a) Exogenous manifest variables, viz: Function of exogenous latent variable + Error: b) Endogenous manifest variables, namely: Function of the endogenous latent variable + Error: 2) Structural model equation: Endogenous latent variables, namely: Function of exogenous latent variable + other endogenous latent variable + Error

Results and Discussion

Research Data Analysis

In a study, data analysis is an important process. Data analysis is a process with stages starting from describing data, interpreting to processing data so that a valuable conclusion is found which will produce very useful information for the research.

Assessing the Outer Model or Measurement Model

Outer model assessment is used to assess the validity and reliability of the model. This outer model is the first stage in model evaluation in PLS-SEM, commonly known as validity and construct tests. There are three criteria in using data analysis techniques to assess the outer model, namely *Convergent Validity*, *Discriminant Validity* and *Composite Reliability*. Statement items are considered valid if they have a correlation value or *convergent validity*

value above 0.7. Meanwhile, according to Chin in Arikunto (2017) for early stage research from the development of a measurement scale, the *loading* factor value of 0.5 - 0.6 is still considered adequate.

Convergent validity tests can also be carried out through examining the AVE (*Average Variance Extracted*) value provided that the AVE value is ≥ 0.5 as recommended criteria (Paramarta & Astika, 2020). The AVE value illustrates the amount of manifest variable diversity that a latent construct can have. Manifest variables are often interpreted as indicators. The results of checking the AVE value in this study have met the requirements for the AVE value ≥ 0.5 as can be seen in Table 4.10.

Table 2. Average Variance Extracted (AVE) Value

Variables	Average Variance Extracted (AVE)
Workload (X1)	0,581
Training (X2)	0,601
Reward (X3)	0,520
Motivation (Y)	0,585
SQ Performance (Z)	0,560

Source: PLS Data Processing Results, 2024

Table 4.10. shows that the AVE value of all variables has an AVE above 0.5, namely 0.581 for the workload variable (X1), 0.601 for the training variable (X2), 0, 520 for the *reward* variable (X3), 0.585 for the motivation variable (Y) and 0.560 for the SQ performance variable (Z).

Correlation Matrix Analysis Results Between Dimensions

The purpose of the correlation analysis between dimensions is to measure the level of relationship between dimensions in variables X1, X2, and X3 with dimensions in variables Y and Z, as well as dimensions in variable Y with dimensions in variable Z. In this study, the workload variable (X1) consists of 4 dimensions, the training variable consists of 4 dimensions, the *reward* (X3) consists of 4 dimensions, the motivation variable (Y) consists of 3 dimensions and the SQ performance variable (Z) consists of 3 dimensions.

In this study, the correlation matrix between dimensions is used to determine the dimensions of the independent variable workload (X1), training (X2) and *reward* (X3) which have the highest correlation value with the dimensions of the dependent variable motivation (Y) and the dimensions of the dependent variable SQ performance (Z). As well as to determine the dimension of the dependent variable motivation (Y) which has the highest correlation value with the dimension of the dependent variable SQ performance (Z).

Effect of Workload on Motivation (H1)

From the results of data analysis, it shows that workload has a negative and significant effect on motivation. This means that the higher the workload given to employees, the lower the employee motivation at work, or vice versa, the lower the workload felt by employees, the higher the employee motivation at work.

This is also supported by the following opinions. workload is a series of activities that must be completed by an organizational unit or position holder within a certain period of time according to research. Anita et al. (2013). In research Dipoadmodjo & Burhanuddin (2023) It is said that workload has a negative and significant effect on motivation. By placing employees according to their talents and abilities, the workload felt by these employees will be lower, so that it can increase the work motivation of the employees concerned.

Effect of Training on Motivation (H2)

The results of data analysis show that training has no significant effect on motivation. This means that whether or not a lot of training is given to employees has no effect on motivation in employees.

Training is a planned process to develop the abilities and knowledge of individuals or groups due to changes in the environment or circumstances, which aims to achieve work goals more effectively and efficiently. The results of the above analysis disagree with the statement according to research (Neza & Rivai, 2020) training has a positive and significant effect on work motivation. The more often training is provided in accordance with the field and the needs of employees in achieving company or organizational goals, the higher the motivation that exists within each individual employee.

The Effect of Reward on Motivation (H3)

From the results of data analysis, it shows that *rewards* have a positive and significant effect on motivation. This means that the more frequent *rewards* given to employees will increase employee motivation at work, or vice versa, the less *rewards* given to employees, the lower employee motivation will be at work.

Reward is a reward or prize obtained by each individual or group for what has been achieved or done. The results of the above analysis are supported by research conducted by Lestari & Muslihat (2023) It was found that *reward* has a positive and significant effect on motivation. The more *rewards* given will further increase work motivation in employees.

Effect of Workload on SQ Performance (H4)

From the results of data analysis, it shows that workload has a negative and significant effect on SQ performance. This means that the higher the workload given to employees, the lower the employee's SQ performance at work, or vice versa, the lower the workload given to employees, the higher the employee's SQ performance in work Aisah (2023) work.

The results of the above analysis are supported by the opinion that the workload given to employees in a company greatly affects the performance that will be produced by the employees concerned. As has been researched by workload has a positive and significant effect on employee performance. The higher the workload given to employees, the better the employee's responsibility and performance will be.

Effect of Training on SQ Performance (H5)

The results of data analysis show that training has no significant effect on SQ performance. This means that whether or not a lot of training is given to employees has no effect on the performance of SQ in employees.

To improve the quality of each employee, training is required in accordance with the work field of each employee. With the more trained employee expertise, the performance produced by these employees will be better and increase as well. The results of the above analysis are not in line with the statements in research conducted by Neza & Rivai (2020) It is said that training has a positive and significant effect on employee performance. Therefore, it is necessary to conduct training for employees according to their respective fields so that company goals can be achieved as much as possible in an effective and efficient manner.

The Effect of Reward on SQ Performance (H6)

From the results of data analysis, it shows that *rewards* have a positive and significant effect on SQ performance. This means that the more frequent *rewards* given to employees will

improve frontliner SQ performance at work, or vice versa the less *rewards* given to employees, the lower the *frontliner* SQ performance at work.

The work that has been achieved by employees in a company should be *rewarded*. This is not only to reward what has been done, but also to improve the employee's performance in the future. As has been researched by that *reward* has a positive and significant effect on employee performance. So it can be said that the results of the above analysis are in line with the opinion of research by Fajri & Rohman (2019).

The Effect of Work Motivation on SQ Performance (H7)

From the results of data analysis, it shows that motivation has a positive and significant effect on SQ performance. This means that the higher and more frequent motivation given to employees will increase the SQ performance of employees at work, or vice versa the less motivation given to employees, the lower the SQ performance of employees at work.

This is supported by a statement stating that motivation within employees is one of the factors that determine the level of employee performance itself in a company. According to research (Putri, 2023), work motivation has a positive and significant effect on employee performance. The greater the motivation that exists in individuals who work, the higher and better the performance produced in a company.

The Effect of Workload on SQ Performance Through Motivation as an Intervening Variable (H8)

The results of data analysis show that motivation has a positive and significant effect in mediating workload on SQ performance. This means that employees will increase their SQ performance with increased motivation and less workload on employees.

This is in line with research conducted by Nurmeisa & Wirayudha (2023) In this study, workload and motivation have a positive and significant effect on employee performance. The better the workload and motivation, the more employee performance increases.

The Effect of Training on SQ Performance Through Motivation as an Intervening Variable (H9)

The results of data analysis show that motivation does not significantly mediate training on SQ performance. This means that there is no effect if the amount of training is increased or decreased on SQ performance, which also affects motivation.

This disagrees with the statement which says that the skills and talents of employees support what will be produced for the company. For this reason, training is needed to improve employee abilities in accordance with their respective fields of work. With competent employees, it will increase motivation within themselves so that they can improve the resulting performance.

Paramarta & Astika (2020) revealed in their research that in order for services in a company to experience an increase in quality and good quality, the company provides maximum job training. Through training programs that are sufficient and appropriate for employee needs, employees will increasingly understand and master their profession and in turn their performance will be better. From the results of his research it was found that job training had a positive but insignificant effect on performance through motivation.

The Effect of Reward on Employee Performance Through Motivation as an Intervening Variable (H10)

The results of data analysis show that motivation has a positive and significant effect in mediating *rewards* on SQ performance. This means that when employees are given a lot of

rewards, it will increase their motivation to work, so that the resulting SQ performance will also increase.

Lestari & Muslihat (2023) in their research concluded that *rewards* indirectly have no significant effect on employee performance through employee work motivation.

Conclusion

Based on the results of the study, it can be concluded that workload has a significant negative influence on motivation and performance of Human Resources (SQ). Meanwhile, training does not show a significant positive effect on motivation or SQ performance. In contrast, rewards have a significant positive influence on both motivation and SQ performance. Furthermore, motivation acts as a significant mediator, where it positively mediates the effect of workload and reward on SQ performance. However, motivation did not play a significant role in mediating the relationship between training and SQ performance. Thus, factors such as workload, reward, and motivation play an important role in determining the quality of HR performance and effectiveness, while training, in the context of this study, has not had a meaningful influence on motivation and performance.

References

- Abbas, S. A. (2023). Faktor-Faktor Pendorong Motivasi dan Perannya dalam Mendorong Peningkatan Kinerja: Tinjauan Pustaka. *BALANCA*, 45–54. <https://doi.org/10.35905/balanca.v4i1.4295>
- Abdillah, W., & Saepullah, A. (2018). Model Technology to Performance Chain (TPC) in Implementing Accrual-based sistem informasi Manajemen Daerah (SIMDA) Finance: Empirical Evidence from Local Government of Indonesia. *JDM (Jurnal Dinamika Manajemen)*, 9(1), 56–68. <https://doi.org/10.15294/jdm.v9i1.14652>
- Ahyar, H., Elvina, E., & Halim, A. (2022). The Influence of Working Hours, Workload, Incentives and Work Motivation on Performance of Employees at the National Land Agency of Labuhan Batu. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 5(1), 4064–4075. <https://doi.org/10.33258/birci.v5i1.4108>
- Aisah, S. N. (2023). Pengaruh Beban Kerja dan Disiplin Kerja terhadap Kinerja Karyawan pada Bank Perkreditan Rakyat Kawan Malang. *JAMI: Jurnal Ahli Muda Indonesia*, 4(1), 18–25. <https://doi.org/10.46510/jami.v4i1.138>
- Anita, J., Aziz, N., & Yunus, M. (2013). Pengaruh Penempatan dan Beban Kerja terhadap Motivasi Kerja dan Dampaknya pada Prestasi Kerja Pegawai Dinas Tenaga Kerja dan Mobilitas Penduduk Aceh. *Jurnal Manajemen Pascasarjana Universitas Syiah Kuala*, 2(1), 67–77.
- Ardana, Y., Wulandari, W., & Septiadi, D. (2021). Perbankan dan Pertumbuhan Ekonomi di Indonesia: Analisis Error Correction Model. *Jurnal Masharif Al-Syariah: Jurnal Ekonomi Dan Perbankan Syariah*, 6(3), 691–708. <https://doi.org/10.30651/jms.v6i3.7578>
- Arikunto, S. (2017). *Pengembangan Instrumen Penelitian dan Penilaian Program*. Pustaka Pelajar.
- Chaudhry, N. I., Jariko, M. A., Mushtaque, T., Mahesar, H. A., & Ghani, Z. (2017). Impact of Working Environment and Training & Development on Organization Performance Through Mediating Role of Employee Engagement and Job Satisfaction. *European*

- Desfitriady, D., & Pandini, I. (2023). Pengaruh Motivasi Kerja dan Kompensasi terhadap Kinerja Karyawan PT Didimax Berjangka Kota Bandung (Studi Kasus pada Bagian Marketing). *REMIK: Riset Dan E-Jurnal Manajemen Informatika Komputer*, 7(1), 211–221. <https://doi.org/10.33395/remik.v7i1.12023>
- Dipoatmodjo, T. S. P., & Burhanuddin, B. (2023). Pengaruh Beban Kerja dan Efikasi Diri Terhadap Motivasi Kerja Karyawan Plasa Telkom Group Maros. *DECISION: Jurnal Ekonomi Dan Bisnis*, 4(2), 215–221. <https://doi.org/10.31850/decision.v4i2.2632>
- Fahmi, H. Z., & Wardani, D. (2023). Pengaruh Disiplin Kerja, Motivasi Kerja, dan Lingkungan Kerja terhadap Kinerja Karyawan Studi Kasus pada PT. XYZ. *Jurnal Ekonomi, Manajemen Dan Perbankan (Journal of Economics, Management and Banking)*, 9(1), 95–112. <https://doi.org/10.35384/jemp.v9i1.384>
- Fajri, T. M., & Rohman, A. (2019). Pengaruh Sistem Reward dan Motivasi Karyawan terhadap Kinerja Karyawan. *Jurnal Ekobis: Ekonomi Bisnis & Manajemen*, 9(2), 145–155. <http://dx.doi.org/10.37932/j.e.v9i2.66>
- Lestari, N. F., & Muslihat, A. (2023). Pengaruh Pemberian Reward dan Punishment terhadap Motivasi Kerja (Studi Kasus Karyawan di Cikarang). *Jurnal Perspektif*, 21(2), 137–142. <https://doi.org/10.31294/jp.v21i2.16491>
- Mahrani, W. (2023). Peranan Perbankan dalam Meningkatkan Perekonomian Indonesia. *Jurnal Al Wadiah*, 1(2), 164–177. <https://dx.doi.org/10.62214/jaw.v1i2.138>
- Mata, M. A., Kurniawan, A. W., Ruma, Z., Musa, C. I., & Dipoatmodjo, T. S. P. (2023). Pengaruh Reward dan Punishment terhadap Motivasi Kerja Karyawan pada PT Erafone Artha Retailindo Makassar. *SIBATIK JOURNAL: Jurnal Ilmiah Bidang Sosial, Ekonomi, Budaya, Teknologi, Dan Pendidikan*, 2(3), 855–866. <https://doi.org/10.54443/sibatik.v2i3.654>
- Neza, C., & Rivai, H. A. (2020). Pengaruh Pelatihan terhadap Kinerja dengan Motivasi Kerja Sebagai Variabel Mediasi pada Karyawan Pt. X. *Journal of Management and Business Review*, 17(1), 1–25. <https://doi.org/10.34149/jmbr.v17i1.169>
- Nurmeisa, D. S., & Wirayudha, A. (2023). Pengaruh Beban Kerja terhadap Kinerja Karyawan dengan Motivasi Kerja sebagai Variabel Mediasi pada Karyawan di Sari Ater Hot Springs Ciater Kabupaten Subang. *Bandung Conference Series: Business and Management*, 3(2), 841–851.
- Paramarta, W. A., & Astika, I. P. P. (2020). Motivasi Sebagai Mediasi Pengaruh Pelatihan dan Lingkungan Kerja Terhadap Kinerja Pegawai Medis Instalasi Rawat Inap B RSUP Sanglah Denpasar. *Widya Manajemen*, 2(2), 9–26. <https://doi.org/10.32795/widyamanajemen.v2i2.869>
- Pratama, M. F. A., & Handayani, W. P. P. (2022). Pengaruh Reward dan Punishment terhadap Kinerja Karyawan: Pengaruh Reward dan Punishment terhadap Kinerja Karyawan. *Jurnal Sosial Ekonomi Bisnis*, 2(2), 62–70. <https://doi.org/10.55587/jseb.v2i2.46>
- Putri, E. (2023). Pengaruh Motivasi Kerja dan Loyalitas terhadap Kinerja Karyawan di Departemen Food dan Beverage Service Banquet Section Hotel Novotel Tangerang. *COMSERVA: Jurnal Penelitian Dan Pengabdian Masyarakat*, 3(03), 899–908. <https://doi.org/10.59141/comserva.v3i03.870>

- Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Utami, S. (2018). Kuliner Sebagai Identitas Budaya: Perspektif Komunikasi Lintas Budaya. *CoverAge: Journal of Strategic Communication*, 8(2), 36–44. <https://doi.org/10.35814/coverage.v8i2.588>
- Zalelawati, S., Marlita, T., & Syaifudin, S. (2023). Pengaruh Kualitas Pelayanan terhadap Kepuasan Nasabah Pada Bank Syariah. *Jurnal Multidisiplin Indonesia*, 2(6), 1020–1026. <https://doi.org/10.58344/jmi.v2i6.237>