

Model of Human Services and Resources: the Improvement Efforts of Silungkang Restaurant Attractiveness on Consumers

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Abstract-

Silungkang Restaurant, is a restaurant that sells various types of food, food typical of the Silungkang area of West Sumatra to date. In its management, Silungkang Restaurant has several authorities. An analysis is needed with SWOT analysis (Strengths, Weaknesses, Opportunities, Threat) in the internal environment of the company and the external environment, and can influence the factors that can benefit the company and which harm the company. To achieve the desired target of the company, the company must be very clever in attracting as many consumers as possible. There are several ways that can attract consumers, including providing services or services that can satisfy the hearts of its customers. The steps taken are by serving consumers in a way that is possible so that consumers can feel satisfied and satisfied with what is given by the company. In addition, HR (Human Resources) owned by the company must be of high quality. To get good HR, companies must be clever in choosing their employees and provide clear job descriptions, so the company can run well and be able to meet the desired targets.

Keywords-- *Services, Human Resources, SWOT Analysis*

1. Introduction

In the West Sumatra tourism industry, there are several tourist attractions, including Beach, Lake, *Gadang Rumah*, and others. To meet the needs of tourists in West Sumatra, especially the city of Padang has several hotels and restaurants. A restaurant is a place that is more often visited by tourists because the taste of food and drinks served is no less delicious and interesting with the restaurant. In addition, the services provided are quite satisfactory and the prices are affordable. All that will always be sought by tourists and local residents. One restaurant that exists in 2019 is Silungkang Restaurant, where the restaurant opened on November 9, 2018, Silungkang Restaurant provides special and specific food from the Silungkang area such as, Jengkol Hotplate, Jengkol Lado tomatoes, Jariang Balopak, Dendeng Asok, Dendeng Lambok, Rendang and several other menu variations at affordable prices for all groups. To establish a good relationship with consumers, the company must have attractive products and good service to consumers. Service to consumers or guests is the main key to the operational success of a restaurant service company. Therefore, employees who work in Silungkang Restaurant must have good skills, knowledge of products that are sold and have good behavior to the company and to consumers. Qualified employees, both in skill and behavior, will be able to produce a good performance and in the end, the company will develop and increase sales of its products.

Based on the background above, the problem can be formulated as follows: "Whether through improving the quality of Human Resources and Services can increase the attractiveness of Silungkang Restaurant to consumers". The aim to be achieved is to find out the quality of human resources and services provided by the company can increase the attractiveness of consumers at Silungkang Restaurant. The limitation of the research is about the services provided by Silungkang Restaurant and Human Resources at Silungkang Restaurant. The benefits obtained from the research are that it can be used as an input or additional thoughts in determining strategies for management to get a more effective and efficient strategy.

2. Literature Review

2.1. Restaurant

A restaurant is a place for consumers to fulfill one of their life needs, namely: eating and drinking. Without eating and drinking humans will not be able to carry out their activities because the energy they have starts to weaken and requires energy. The energy they need is obtained from eating nutritious foods and drinking nutritious drinks so that humans are able to complete activities as they should.

Regarding Decree of Minister of Tourism, Post and Telecommunications No. KM 73/PW 105/MPPT-85 explains that "Restaurants are every place of commercial business whose scope of activities is to provide food and beverages to the public". In the decree, it was also emphasized that "each restaurant must have someone who acts as the leader of a restaurant that daily manages and is responsible for the operation of the restaurant".

2.2. Service

According to Kotler (2001), service is any action or activity that can be offered by a party to another party, which is basically intangible and does not result in any ownership. Whereas according to Gronroos in Tjiptono (2005), states that service is a process that consists of a series of intangible activities which are common (but not necessarily) occurring in interactions between customers and employees, services and resources, physical or goods, and service provider systems provided as a solution to customer problems. Fred (2011), described as the process of defining marketing, anticipate, and meet the needs and desires of customers for goods and services. Service is one of marketing strategic to meet the need and desires of customers. Meanwhile, according to Tjiptono (2005) suggests a service perspective as a system, where each service business is seen as a system consisting of two main components, namely: (1) service operations, and (2) service delivery. Based on the above meanings, it can be concluded that a service is a form of system, procedure or certain method that is given to others, in this case, customer needs can be fulfilled in accordance with the expectations or desires of customers with their level of perception.

There are several factors that cause the emergence of services, namely: (1) The existence of love and affection, (2) The existence of confidence to help one another, and (3) The belief that doing good to others is a form of charity. Good deed initiatives arise from people who are not interested in helping people who need help, this process is called service. The desire to do well arises from other people who need help, this is called help.

According to Payne (2000) customer service has notions: (1) all activities needed to receive, progress, deliver and fulfill customer orders and to follow up on any activities that contain errors. (2) Timelines and reliability of the delivery of products and services to customers in accordance with their expectations, (3) A series of activities covering all areas of integrated business to deliver products and services in such a way that is perceived satisfactorily by the customer and which realize the achievement of company goal, (4) Total orders that enter and all communication with customers, (5) Delivery of products to customers on time and accurately with no accurate response information. A good service system consists of three elements, namely: (1) Service strategy, a strategy to provide the best quality service to customers, (2) Human resources that provide services, and (3) Timeliness and reliability of the delivery of products and services to customers in accordance with their expectations, (4) A series of activities covering all areas of integrated business to deliver products and services in such a way that is perceived satisfactorily by the customer and which realize the achievement of goals company, (5) Total orders that enter and all communication with customers, (6) Delivery of products to customers on time and accurately with no accurate response information. A good service system consists of three elements, namely: (1) Service strategy, a strategy to provide the best quality service to customers, (2) Human resources that provide services, and (3) Service systems, procedures or procedures for providing services to customers involving all physical facilities that have and all available human resources.

2.3. Services Quality

For companies that provide services, we need to pay attention to the quality or quality of services provided to customers. According to Lovelock (2009), "Quality is the expected level of quality and control of diversity in

achieving that quality to meet consumer needs". Thus, quality is a key success factor for an organization or company. This is consistent with the notion of quality as proposed by Kotler (2001), namely: "Quality is our best guarantee of customer loyalty, our strongest defense in the face of foreign competition, and the only way to lasting growth and income". According to Zeithaml (2006), "The quality of service received by consumers has expressed the magnitude of the difference between expectations or desires of consumers with their level of perception". While according to Payne (2000) is "Service quality is related to the ability of an organization to meet or exceed customer expectations".

Tjiptono (2004), provides an understanding of service quality as the level of expected perfection and control over such perfection to meet consumer desires. The essence of Wyckof's explanation is that the concept of public service quality is related to efforts to meet or even exceed the expectations demanded or desired by customers. Based on the above definition, it can be said that service quality is an effort made by the company to meet the expectations of its customers. Service quality emphasizes the aspects of customer satisfaction provided by companies offering services. The success of a company engaged in the service sector depends on the quality of services offered. Gronroos in Purnama (2006) states that service quality includes: (1) Quality of functions, (2) Technical quality with consumer perceived output, and (3) Corporate reputation, which is reflected in the company's image and reputation in the eyes of consumers. Furthermore, Gronroos stated that there are three main criteria in assessing service quality, namely: (1) Outcome-related Criteria, (2) Process-related Criteria, and (3) Image-related Criteria. Besides that, Fitzsimmons in Sedarmayanti (2004) argues that service quality is something complex, so to determine the extent of the quality of the service, it can be seen from five dimensions, namely: (1) Reliability (2) Responsiveness, (3) Assurance, (4) Empathy, and (5) Tangibles.

For companies engaged in services, satisfying customer needs means companies must provide service quality to customers. According to Kotler (2008) defines "Service quality as a measure of how well the level of service provided is able to match customer expectations". Based on this definition, the quality of service can be realized by meeting the needs and desires of customers, as well as the accuracy of delivery to offset customer expectations. Whereas according to Parasuraman in Chandra (2005) states two main factors that influence the quality of service, namely expected service, and perceived service. If the service is felt to be in accordance with the expected service, then the quality of the service in question will be perceived as good or positive. If the service perceived exceeds the expected service, then the quality of service is perceived as the ideal quality. Conversely, if the perceived service is worse than the expected service, then the quality of services is perceived as negative or bad. Therefore, the good or not the quality of services depends on the ability of service providers to consistently meet customer expectations.

Based on the definitions above, it can be concluded that service quality is the level of service excellence that can meet the desires of consumers/customers provided by an organization. In order for services to have quality and provide satisfaction to customers, the company must pay attention to various dimensions that can create and improve service quality. The number of experts reveals the dimensions of service quality. Therefore, according to Zeithaml, the researchers simplified it into five dimensions called SERVQUAL dimensions, namely: (1) tangibles, (2) Reliability, (3) responsiveness, (4) Assurance, and (5) Empathy. Businesses that use both cost and differentiation strategies to achieve competitive advantage usually realize the highest levels of profitability within their industry, Pearce (2000)

2.4. Human Resources

Human resources is a potential that exists in each individual to realize the role of a social being. Human resources or commonly abbreviated as HR, is also an important part that forms integration with organizations, so as to realize the vision and mission of the organization. HR is not only a resource but more important is the main capital in an organization or institution. Reliable human resources will determine a bright future for an organization, and vice versa. The definition of HR on a macro basis is all humans as residents or citizens of a country or within a certain boundary that has entered the age of the workforce, both those who have and have not obtained employment. Broadly speaking, the definition of micro-human resources is humans or people who

work or become members of an organization called personnel, employees, employees, workers, labor, etc. So, Human Resources or HR are all people involved in working to achieve company goals.

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3. Methods

The type of research used in this research is verification research, which is to conduct a study and descriptive using SWOT analysis. The study was conducted at Silungkang Restaurant in Padang. The types of Data are Qualitative and Quantitative. Qualitative data is data that contains a description of the SWOT analysis process to determine the strategy at Silungkang Restaurant, Gresik. Quantitative data in this study was taken through questionnaires given to consumers and staff of Silungkang Restaurant. The data sources in this study are: Primary and Secondary Data collected by using Observation, Interview, Documentation, and Study of literature.

3.1. Technique of Data Analysis

In analyzing the data the researcher used descriptive analysis, by describing the discussion of the problem and getting answers from the problem formulation descriptively, using SWOT analysis which refers to the framework of the strategy formulation. An approach to SWOT analysis is delineated and illustrated that mitigates shortcomings fostered by prevailing SWOT analysis conventions. SWOT analysis-the identification and assessment of strengths, weaknesses, opportunities, and threats, Valentine (2001). SWOT Analysis is a summary tool, often featured in business planning that can be applied and used beneficially in any decision-making process or to analyze a situation, Gurel (2017). It generally includes industry analysis and competitive strategy with a healthy dose of SWOT analysis, Thomas (2010). The first stage is to identify the internal and external environment to get the factors that influence the company. The second step is to carry out a SWOT analysis using the SWOT matrix. The third stage is determining the strategy using the Quantitative Strategy Matrix (QSPM) matrix.

4. Result

4.1. Internal and External Environment

Internal environment analysis is the stage to find out the strengths and weaknesses that exist in the company to face competition. The internal environment aspect can be observed using a functional approach consisting of production and operations, human resources, finance, management, and marketing information systems. The external environment is all events outside the company that has the potential to affect the company, Williams in Idris (2015). strategy can be affected by macroeconomic environment, Thompson (2008) Analysis of the external environment of Silungkang Restaurant is a stage to find out the opportunities and threats faced by the company. The external aspects analyzed are the macro environment and the microenvironment.

After identifying strength, weaknesses, threats, and opportunities, then formulate the strategy. The formation of the strategy includes three stages, namely the input stage, the matching stage, and the decision making stage. Input stage is the stage that includes the results of the analysis and identification of the company's internal and external environmental conditions. The results of the analysis and identification of the internal environment in

the form of strengths and weaknesses will be arranged into IFE matrix. While the results of the analysis and identification of internal and external conditions in the form of opportunities and threats will be arranged into the EFE matrix. The results of the IFE matrix analysis are presented in table 1 and the results of EFE matrix are presented in table 2. Based on the results of IFE matrix analysis in table 1, the main strength of the company is an adequate parking area, with the highest weighted value of 0.376. Whereas the main weaknesses are the unspecialized staff, with the smallest weighted value of 0.069 and the total weighted score of 2.645. This shows that Silungkang Restaurant has a strong internal position because it has been able to use strength and overcome weaknesses quite well.

Table 1: The Result of IFE Matrix Analysis

No	Internal Factors	Value	Rating	Score
1	Location of the restaurant is strategies	0.077	3	0.231
2	The situation is safe and comfortable	0.080	3	0.24
3	Have a varied menu	0.068	3	0.204
4	Business land ownership	0.087	3	0.261
5	Giving advice cards	0.083	3	0.249
6	Available Capital	0.073	3.5	0.2555
7	Adequate Parking Area	0.094	4	0.376
8	Good taste and quality	0.054	3	0.162
9	Achievements of stable sales target	0.050	2	0.1
10	Unspecialized staff	0.046	1.5	0.069
11	Consumers service is not satisfactory	0.049	2	0.098
12	Simple Technology	0.084	2.5	0.21
13	Marketing tend to passive	0.064	1.5	0.096
14	Do not have delivery service	0.091	1	0.091
Total		1.000	37	2.6425

Source: Silungkang Restaurant

EFE matrix is used to find out how much influence from the company's external factors. The EFE matrix describes the company's external conditions consisting of opportunities and threats which are calculated based on the weight taken by the questionnaire from 2 people consisting of competitors at Silungkang Restaurant namely Simpang Raya Restaurant while the representatives from Silungkang Restaurant are Operational Managers. Rating calculation is only taken from the respondent's questionnaire Operations Manager Silungkang Restaurant only. The calculation of this questionnaire is taken from the average of the two respondents. Table .5, shows the EFE matrix that analyzes 10 critical success factors consisting of six opportunities and four threats.

Table 2: Result analysis of Matrix EFE

No.	External Factors	Value	Rating	Score
1.	Changes of community pattern and lifestyle	0.093	2.5	0.2325
2.	Growth in the population of Padang City	01	3.5	0.35
3.	The development of technology	0.098	3	0.294
4.	Ease transportation	0.107	3.5	0.3745
5.	Increased income and purchase power of community in Padang City	0.066	2.5	0.165
6.	Enough available workplace	0.098	2.5	0.245
7.	High level of competition restaurant industry	0.088	3.5	0.308
8.	Increase in raw material prices	01.	2.5	0.25
9.	The numbers of substitute products	0.098	3	0.294
10.	Increase in living costs	0.095	3	0.285
Total		1.000	32	2.9405

Source: Silungkang Restaurant

Based on the results of EFE matrix analysis in Table 2 shows that the factor that becomes the company's main opportunity is Ease of transportation, with the highest weighted value of 0.3745. While the main weakness is the relationship with customers or consumers is not good, high with a weighted value of 0.1425. Based on the

results of calculations on the table, a total score of 2.9405 can be obtained. This shows that Silungkang Restaurant has been able to respond to external factors by utilizing opportunities to overcome threats. The strategy formulation is carried out using the IE (Internal External) matrix and the SWOT matrix (Strength-Weakness-Opportunities-Threat). IE Matrix is a combination of scores.

Weighted IFE matrix and EFE matrix weighted score mapped so that the company position is known. Based on the results of internal factor analysis using the IFE matrix, the weighted score of 2.6425 was obtained and the results of external factor analysis using the EFE matrix obtained a weighting score of 2.9405. The results of the mapping on the IE matrix can be seen in Figure 1.

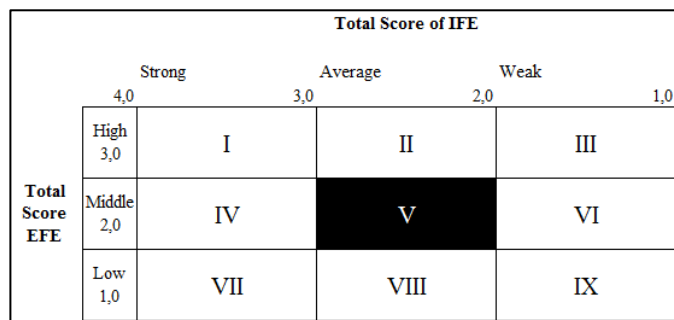


Figure 1. Result of IE Matrix Analysis

Based on Figure 1, it can be seen that in the marketing strategy, Silungkang Restaurant occupies a position in cell V. This shows that the company is in a silent position and maintains its strategy. The right strategy to use for this quadrant is market penetration, product development, or in other words tactical strategies. The strategy that can be carried out based on the company's internal and external environment, in the form of a market penetration strategy, is to find a larger market share for existing products or services through more intense marketing. The promotion can be in the form of promotions through television, newspaper, magazine, and radio advertising media. The product development strategy is a strategy that aims to increase sales by increasing and modifying existing products or services. This strategy can be done by improving the quality of food and drinks, so that there is no change in the taste of food and drinks every day, creating new products, and adding menus to other dishes so that consumers do not feel bored with the menu at Silungkang Restaurant.

Based on strengths, weaknesses, opportunities, and threats obtained through internal and external audits, alternative strategies can be formulated. The formulation of this strategy is carried out using a SWOT analysis which can be seen in Table 3.

Table 3. The Result of SWOT Matrix Analysis

Internal Factors	<p>Strength (S)</p> <ul style="list-style-type: none"> - Location of the restaurant is strategies - The situation is safe and comfortable - Have a varied menu - Business land ownership - Giving advice cards - Available Capital - Adequate Parking Area 	<p>Weaknesses (W)</p> <ul style="list-style-type: none"> - Still use simple technology - Promotion activities are lacking incessant - Staff is lacking specialized - Service is lacking satisfying - Do not have a delivery service - The target achievement has not been stable
External Factors	<p>S-O Strategy</p> <ul style="list-style-type: none"> - Increase market share by adding channels distribution like opening branch in the shopping center - (S5,S7,O1,O2,05) 	<p>W-O Strategy</p> <ul style="list-style-type: none"> - Increase effectiveness promotion through advertising, media, and website as well as increase sponsorship events or activities student affairs as well hold a program giving discounts on certain moments like national holidays and consumers birthday. - (W2, W6, O1, O3) - Provide training to SDM to improve the
<p>Opportunity (O)</p> <ul style="list-style-type: none"> - Growth in the population of Padang City - Increased income and purchase power of community in Padang City - The development of technology - Enough available workplace - Changes in community pattern 		

and lifestyle - Ease transportation		quality of work (W3, W5, W6, O3, O4)
Threats (T) - High level of internal competition - <i>warkop</i> industry - Increase in raw material prices - Numbers of products substitution - Increase in living costs	S-T Strategy - Increase loyalty consumers and production cost efficiency can reduce costs to a minimum, so affect on the decrease in selling prices - (S2, S3, S6, S7, T1, T2, T3, T4, T5)	W-T Strategy - Improve facilities in the form of delivery and services recruit a workforce quality (W3, W5, W6, T1, T3)

Related to the results of the study, it can be concluded as follows: (1) the analysis of internal environment with the IFE matrix it can be seen that Silungkang Restaurant has a strong internal position. This means that the restaurant has been able to use strength to overcome weaknesses quite well. Based on the analysis of the external environment with the EFE matrix it can be seen that Silungkang Restaurant has a strong external position. This means the restaurant has been able to take advantage of opportunities to deal with threats quite well. Based on the total weighted value in the EFE matrix of 2.9405 and the IFE matrix of 2.6425 the description of the company's current position in the IE matrix mapping occupies the position in cell V. This shows that the company is in a silent position and maintains strategy. The strategy used in this quadrant is market penetration and product development; (2) Based on the results of the QSPM analysis, it can be seen that the best strategy that must be done now is the ST strategy which is improving consumer loyalty, as well as making production cost efficiency in order to reduce costs to a minimum where this will affect the decline in selling prices, in the end, it will increase sales turnover in accordance with the company's target. Based on the two results of the analysis above, management can determine the best strategy that can be implemented by the Silungkang Restaurant in Padang City based on the strategic alternatives obtained from the SWOT analysis. To determine the priority of the strategy, Quantitative Strategy Planning Matrix (QSPM) analysis tools are used.

The results of the SWOT matrix analysis produced 4 alternative strategies, namely SO strategy, ST strategy, WO strategy, WT Strategy. The strategy included in the matrix. QSPM will be estimated by weight and Attractive Score (US). The description of these strategies based on the results of the QSPM analysis are as follows: (1) Increase market share by adding distribution channels such as opening branches in shopping centers (TAS = 4.9895); (2) Increase the effectiveness of promotions through advertising, media, and websites, and hold discount giving programs at certain moments such as national holiday days & consumer birthday (TAS = 5.2475); (3) Providing training to HR to improve the quality of work (TAS = 4.9605); (4) Increase consumer loyalty and make production cost efficiency in order to reduce costs to a minimum so that it affects the decline in selling prices. (TAS = 5.5635), and (5) Improving facilities in the form of providing adequate parking area facilities and special delivery services by recruiting qualified workers (TAS = 4,8005). Based on the results of the QSPM analysis, it can be seen that the best strategy that must be done now is one of the ST strategies, namely increasing customer loyalty, as well as making production cost efficiency in order to reduce costs to a minimum. Decreasing production costs will affect the decline in selling prices. This strategy is carried out to increase sales turnover that has not met the company's target.

Silungkang Restaurant which is faced with increasingly fierce competition and must be able to face the weaknesses it has, namely in the form of an unspecialized staff. By providing good and routine training and direction on HR, of course, this can have a positive impact on the company and can be the key to the company's success. Thus the weaknesses of Silungkang Restaurant are demanded to make the strength for the company. This research conducted in restaurant supported by previous research, namely: Limakrisna (2016). It also discussed Service quality supported by previous research, among others: Yunita (2017), Ali (2016), Ali (2017), and Agussalim (2017).

5. Conclusion

The type of research used in this research is verification research, which is to conduct a study and descriptive translation using SWOT analysis. The study was conducted at Silungkang Restaurant in Padang City. Data types

are Qualitative Data and Quantitative Data. Qualitative data is data that contains a description of the SWOT analysis process to determine the strategy at Rumah Makan Silungkang, Gresik. The data in this study were taken through a given questionnaire.

For consumers and staff of Rumah Makan Silungkang. The data sources needed in this study are Primary data and Secondary Data. Data collection methods used in this study were: (1) Observation, (2) Interview, (3) Documentation, (4) Study of literature.

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