

Analysis of Customer Satisfaction Level of Small and Medium Micro Enterprises (SMEs) using Importance Performance Analysis (IPA) Method and SWOT Analysis at PT Perusahaan Gas Negara Sales Area Batam

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Keywords: Customer Satisfaction, Importance Performance Analysis (IPA) and SWOT Analysis.

Abstract: This research aims to determine the level of SMEs customer satisfaction and identify the best strategies in increase customer satisfaction at PT Perusahaan Gas Negara Sales Area Batam. The research uses field research type with qualitative descriptive type approach. The analytical methods used: Importance Performance Analysis (IPA) and SWOT Analysis. The sample in the study was as many as 62 sources who based from MSME customers and 2 Sources from sr. of the Analysis Industry and Batam Commercial Sales Area. The results of this study explained that customer satisfaction is 95%. There are 3 attributes that need to be improving, i.s: first, Gas usage facilities meet eligibility attributes. Second, PGN provides consultation on the use of natural gas clear and Directional. Third, PGN is quick in answering any information that customers need. According to the SWOT analysis, the company has a strong position in the industry so it can maintain its aggressive business strategy.

1 INTRODUCTION

1.1 Background

The growth of the small and medium micro enterprises (SMEs) sector during the Covid-19 pandemic is currently the top priority that must be done in maintaining economic balance in Batam. This is because the existence of SMEs has a large contribution as a contributor to gross domestic product (GDP) that can open more job opportunities for people affected by the pandemic.

Based on data from the Ministry of Small and Medium Enterprises Cooperatives Batam is also one of the largest contributory cities of SMEs business activities in Indonesia, Batam city has 12,859 MSME sectors that are officially registered and eligible to receive direct assistance from the government (Batampos.co.id, 2020).


PT Perusahaan Gas Negara Sales Area Batam (PGN), is a company engaged in providing clean natural gas and economic connection distribution services that has an economic improvement program

of SMEs activities with the motivation of creating new jobs for the people in Batam City (ir.pgn.co.id, 2019).

Therefore, PT Perusahaan Gas Negara (PGN) Batam Area continuously makes improvements and improvements to the products and services they offer to SMEs customers in Batam as a form of concern and commitment given by the government to the community, especially small businesses such as SMEs. Based on this, measurement of MSME customer satisfaction level needs to be done to support the company.

This research uses Importance Performance Analysis (IPA) method where this method aims to find out the factors that greatly affect the level of customer satisfaction and what factors need to be improved, for the performance that has been received and the expectations that exist in SMEs customers in PT Perusahaan Gas Negara Sales Area Batam.

Furthermore, in improving customer satisfaction SWOT analysis (Strength, Weakness, Opportunities, and Threat) in this study was conducted with the aim to describe the conditions faced by the company

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related to internal and external factors when delivering natural gas to SMEs customers. Internal factors component in the form of weaknesses and strengths of the company and external factors identify opportunities and threats.

Therefore, this research is used to measure the level of customer satisfaction of natural gas through the use of Importance Performance Analysis (IPA) method and SWOT analysis with the approach of analysis of SMEs customer satisfaction strategy through observation and dissemination of questionnaires to decision makers. PT Perusahaan Gas Negara Sales Area Batam.

2 REVIEW OF LITERATURE

2.1 Empirical Study

The previous research in this study is by: Rival Fahrial (2019) with the research title " Surabaya-Lombok Crossing Ship Service Performance Review with IPA and SWOT Methods ". The results of this study indicate that the Service on board does not yet have maximum performance results and the strategy that can be used is to equip the ship's facilities.

Mukti Ali (2019) with the research title " SWOT analysis in formulating marketing strategies at Grand celino hotel in Makassar ". The results of this study are: The hotel must make efforts to improve the quality of products, services, and product distribution.

Diaz Muhammad Juniawan, Ahmad Wicaksono, & Rahayu Kusumaningrum (2018) with the research title " Study of Land Side Service Performance of Banyuwangi Airport With IPA and SWOT Methods ". From the results of this study, the level of service performance based on customer interests is in the category of quite satisfied or good enough.

Rido Insan Raharjo (2018) with the research title " Marketing Strategy Through Strength Weakness Opportunity Threat (SWOT) Analysis on Futsal Field Rental Business in Banyuwang Futsal Scudetto " the results of this study concluded that the Internal environmental analysis has the power in dealing with threats such as competitors and development strategies that can be done is to promote and provide safe facilities.

Hayu Kartika (2015) with the research title " Analysis of Service Quality and Customer Satisfaction on Household natural gas networks " " the results of this study concluded that the The level of natural gas customer satisfaction is still low and has not been in line with customer expectations so it was concluded that the customer was not satisfied.

2.2 Theoretical Review

2.2.1 Definition of Quality Service

According to Tjiptono (2011), quality is the value of good or bad products and services that have been received based on perceptions about the expectations of the recipient. According to Fandy Tjiptono (2015), there are 5 indicators that affect the quality of service provided to consumers, including the following:

- a. Tangibles
Physical evidence indicators contained in the quality of service include a real view of the company's physical facilities and infrastructure and the surrounding environment situation.
- b. Reliability
Reliability indicators are the expertise of a company to provide services as promised accurately and reliably.
- c. Responsiveness
Response indicator is the company's ability to help and provide fast and appropriate service
- d. Assurance (guarantee and certainty)
The assurance indicator aims to grow customer's trust in the product or service on time
- e. Empathy (level of concern)
The indicator of concern is done by giving sincere attention by understanding the customer's wishes based on the characteristics of each customer.

2.2.2 Definition of Service

According to Kotler (2002), the definition of service is an act or act from one party to another that is intangible and cannot transfer ownership related to physical products or not.

2.2.3 Definition of Customer Loyalty

According to Tjiptono (2011), the understanding of customer satisfaction leads to a relatively long and continuous growth in sales growth with the aim of increasing purchases by returning customers.

2.3 Conceptual Framework

The thought frameworks is described in the following figure:

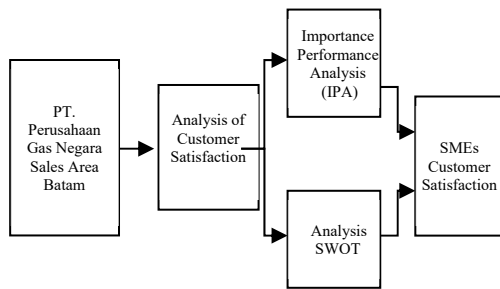


Figure 1: Conceptual Framework.

3 METHOD OF RESEARCH

3.1 Research Design

This research uses field research type with qualitative descriptive type approach. According to Sugiyono (2018), descriptive research is used to describe the analysis of data that has been obtained without intending to make conclusions that apply to the public and the findings are not obtained using processed statistics. While qualitative method according to Sugiyono (2018), is research based on the philosophy of postpositivism where the object of research is a key instrument of data analysis conducted

3.2 Research Subject

This study used non probability sampling technique to determine respondents in Importance Performance Analysis (IPA) method. According to Sugiyono (2017:125), non probability sampling technique is a technique that does not provide equal opportunities or opportunities in each section to be selected to be sources. Furthermore, saturated sampling is performed to determine the sample to be given a questionnaire.

Saturated sampling technique according to Sugiyono (2016:85), is a sample whose population is considered small or less than 100 so that the entire sample represents the number of populations. While the resource persons needed in the analysis of SWOT method are speakers of SOE employees who have worked for more than 5 years at PT Perusahaan Gas Negara Sales Area Batam.

The subjects of this study are:

- a. SMEs (Small Customer Category) customers amounted to 62 customers.
- b. Sr. Analyst, Industry and Commercial Sales Area Batam amounted to 2 sources.

3.3 Data Collection Techniques

Here are the methods of data collection in this study:

- a. Questionnaire: Questionnaire is a written question to collect data from sources
- b. Interview (In-Depth Interview): the process of extracting information in depth and through direct questions
- c. Observation: Direct observation of the life of objects used in research
- d. Documentation: Evidence of data in the form of images, citations related to research

According to Sugiyono (2017:93), the Likert scale is a measurement level for assessing a person's attitudes, opinions, and perceptions about social phenomenal people to levels from very positive or very good to very negative or bad. As for each instrument the questions or statements in the questionnaire were given the following values:

Table 1: Likert Scale.

Criteria	Score
Strongly Agree	4
Agree	3
Disagree	2
Strongly Disagree	1

3.4 Validity and Reliability

3.4.1 Validity Test

According to Sugiyono (2018), Validity test is a tool to measure the accuracy of actual data on data research objects used by researchers. validity test provisions that if r calculates $> r$ table with a confidence level of 95% then the instrument can be declared valid and vice versa, if r calculates $< r$ table with a confidence level of 95% then the instrument is declared invalid.

Then the significance value is compared to Alpha Cronbach (0.05), if the significance value is less than 0.05 then the indicator/statement item is declared valid (Ghozali, 2018:52).

Reliability Test

Reliability test in the study aims to explain the instruments used can measure consistently over time (Sugiyono, 2018). A reliable or non-reliable variable can be determined if the Value of Cronbach Alpha > 0.60 then the variable item is considered reliable and vice versa if the Value of Cronbach Alpha < 0.60 then the variable item is considered unreliable (Ghozali, 2018:48).

3.5 Importance Performance Analysis (IPA)

In the research Simajuntak & Purwasih (2017) Importance Performance Analysis (IPA) method is a method that measures the framework to achieve customer satisfaction as the purpose of the company's performance (performance) judging by the related attributes and expectations (importance) related to an attribute.

Quadrant Diagram Formula :

Average performance score and expectation score:

$$\bar{X} = \frac{\sum X_i}{n} \text{ and } \bar{Y} = \frac{\sum Y_i}{n} \quad (1)$$

Where:

X = Average performance level score

Y = Average score of interest

n = Number of respondents

Calculates the total average value:

$$\bar{\bar{X}} = \frac{\sum_{i=1}^K \bar{X}_i}{n} \text{ and } \bar{\bar{Y}} = \frac{\sum_{i=1}^K \bar{Y}_i}{n} \quad (2)$$

Where:

X = Weight of the average rating level of the i performing attribute

Y = Average value of the importance attribute valuation level i

n = Number of attributes

Table 2: Customer Satisfaction Criteria at PT Perusahaan Gas Negara Sales Area Batam.

Satisfaction Value	Interval Value	Category
1	0% - 44,99%	Very dissatisfied
2	45% - 65,99%	Dissatisfied
3	66% - 80,99%	Satisfied
4	81% - 100%	Very satisfied

3.6 SWOT Analysis

According to Rangkuti (2008), SWOT Analysis consists of Strengths, Weaknesses, Opportunities and Threats faced by a company. The following stages of strategy formulation in the SWOT matrix are as follows:

1. Determine the list of internal strengths and weaknesses that exist in PT Perusahaan Gas Negara Sales Area Batam.
2. Determine the list of external opportunities and threats available to PT Perusahaan Gas Negara Sales Area Batam.

3. Determining the Internal Matriks of Factor Analysis Summary (IFAS)
 - a. Internal and External weights between 0.0 and 1.0 (The overall value of the weight is 1.00)
 - b. Rating from Internal between 1 to 4 and External -1 to -4
 - c. Value Score is the result of multiplication between weight value and rating value

Table 3: IFAS (Internal Factors Analysis Summary).

Internal Factors	Weighting	Rating	Score
<i>Strength (S)</i> 1.			
Subtotal			
<i>Weakness (W)</i> 1.			
Subtotal			
Total	1,00		

4. Determining the External Matriks of Factor Analysis Summary (EFAS)
 - a. Internal and External weights between 0.0 and 1.0 (The overall value of the weight is 1.00)
 - b. Rating from Internal between 1 to 4 and External -1 to -4
 - c. Score Value is the result of multiplication between weight value and rating value.

Table 4: EFAS (Eksternal Factors Analysis Summary).

Eksternal Factors	Weighting	Rating	Score
<i>Opportunities (O)</i> 1.			
Subtotal			
<i>Threats (T)</i> 1.			
Subtotal			
Total	1,00		

5. The last stage is the SWOT matrix

4 RESULT AND DISCUSSION

4.1 Validity Test

Based on performance validity test results and expectations, tested with SPSS version 22. Have decision-making criteria to determine whether or not the attributes in the questionnaire where if the calculated r value is greater than or equal to table r (N=62 of 0.2461) is seen in the statistics book table r and the value of significance is less than the level of significance 5%. This can be said if all statements in

the questionnaire are valid and eligible for use as measuring instruments.

4.2 Reliability Test

Based on the performance reliability test and customer expectations of SMEs in Table 5, it is generated that all statement items/indicators have An Alpha Cronbach value greater than 0.60 so that all statement items/indicators are reliable. Reliability test results are presented as follows:

Table 5: Reliability Test Results.

Indicator	Performance		Expectations		Decision
	Alpha Cronbach	Value Standard	Alpha Cronbach	Value Standard	
Tangible	0,773	0,60	0,796	0,60	Reliable
Reliability	0,801	0,60	0,781	0,60	Reliable
Responsiveness	0,751	0,60	0,787	0,60	Reliable
Assurance	0,782	0,60	0,802	0,60	Reliable
Empathy	0,764	0,60	0,781	0,60	Reliable

4.3 Characteristics of Respondents

Table 6: Summary of Questionnaire Result Data.

Characteristics	Information	F	%
Age	31-35 Years	25	40%
Gender	Male	36	58%
Education	D-IV/S1	33	53%
Old Subscription	>5 Years	33	53%
Type Business	Catering	27	44%

Based on the results of the questionnaire obtained the majority of customers who use natural gas are customers aged 31-35 years as many as 25 customers with a percentage of 40%, female customers as many as 36 customers with a percentage of 58%, customers with education D-IV / S1 as many as 33 customers with a percentage of 53%, customers with a subscription duration of >5 Years as many as 33 customers with a percentage of 53%, customers with culinary / catering business types as many as 27 customers with a percentage of 44%.

4.4 Descriptive Statistical Result

Based on the results processed SMEs customer data is known that the highest mean value obtained by the indicator Of Concern (Empathy) is 16.98 which is considered to have a service performance in accordance with customer expectations. While the

lowest mean value obtained by Physical Proof (Tangible) of 15.98 which is considered still needs to be increased to achieve customer expectations. This is in accordance with the results of research obtained by Kartika (2015), which in this study obtained that the highest mean value needs to be maintained. While the lowest mean value needs improvement and should be scaled back. The results of customer data recapitulation are presented as follows:

Table 7. Descriptive Statistics

Descriptive Statistics					
	N	Min	Max	Mean	Std. Dev
Tangible	62	8.00	20.00	15.9839	2.65806
Reliability	62	7.00	20.00	16.5000	2.91829
Responsiveness	62	8.00	19.00	16.0645	2.18693
Assurance	62	9.00	20.00	16.8710	2.32931
Empathy	62	10.00	20.00	16.9839	2.09990

4.5 Calculation Result of Importance Performance Analysis (IPA)

Based on the results of the calculation using the Importance Performance Analysis (IPA) method in the table 8, the total performance level is 5105 out of 25 question attributes and the total expectation is 5360 out of 25 question attributes. The result of total performance and expectations is 95% which is in the excellent category.

4.6 Cartesius Diagram

Once the position of each attribute is determined, it is possible to know what priorities need to be improved and what needs to be improved. The measurement results can also be used in determining which attributes should be maintained so as not to degrade the quality of service that has been provided to customers.

This is in line with research conducted by Kartika (2017), which stated that data processed results using IPA method can show the priority of improving service quality based on the value of expectation level and performance level through cartesian diagrams.

The results of the study are interpreted in cartesian diagrams divided into 4 (four) quadrants. Based on these 4 quadrants there are 1 (one) quadrant that is the top priority because it is considered important to be corrected which is in quadrant I (First). Attributes that are in this quadrant have results where the quality of

Table 8: Calculation result of Importance Performance Analysis (IPA).

Attribute	(Xi)	(Yi)	(Tki) (100%)	Service Quality Performance
A1	201	214	94%	Excellent
A2	208	221	94%	Excellent
A3	199	216	92%	Excellent
A4	190	207	92%	Excellent
A5	189	214	88%	Excellent
A6	214	223	96%	Excellent
A7	196	209	94%	Excellent
A8	208	219	95%	Excellent
A9	201	209	96%	Excellent
A10	204	212	96%	Excellent
A11	203	209	97%	Excellent
A12	199	214	93%	Excellent
A13	191	218	88%	Excellent
A14	202	212	95%	Excellent
A15	201	215	93%	Excellent
A16	208	215	97%	Excellent
A17	213	215	99%	Excellent
A18	206	214	96%	Excellent
A19	207	210	99%	Excellent
A20	212	217	98%	Excellent
A21	203	208	98%	Excellent
A22	216	226	96%	Excellent
A23	207	208	99%	Excellent
A24	215	219	98%	Excellent
A25	212	216	98%	Excellent
Score	5105	5360	95%	Excellent

service provided is less than satisfactory to customers or the performance provided is far from customer expectations.

This is in line with research conducted by Nurhayati, et al (2007), which states that a high level of importance explains that customers also have high expectations. The attributes stated in quadrant 1 are A3 which is a gas usage facility meets the feasibility, attribute A13 namely PGN provides consultation on the use of gas clearly and directed and attribute A15 namely PGN quickly answer any information needed by customers.

4.7 SWOT Analysis

4.7.1 Internal Factors

Strengths

- PGN is one of the largest business entities that distributes natural gas to various customer segments including SMEs.

- PGN natural gas quality is safer than other fuels, because it is lighter than air
- PGN has many awards for the best service
- Determination of gas price policy in Batam city is much cheaper
- Surcharge-free policy on SMEs customers

Weaknesses

- Availability of gas infrastructure, especially for the needs of commercial customers has not been evenly distributed in all areas in Batam
- The introduction of natural gas by SMEs customers is still not optimal
- The initial investment cost of gas pipeline installation to SMEs customers (sector regulators)
- Lack of socialization from PGN for customers

4.7.2 External Factors

Opportunities

- SMEs customer demand for high availability of natural gas
- Government support in channeling natural gas in supporting the sustainability of SMEs in Batam (SYNERGY OF SMEs)
- The economic situation in Batam tends to be stable
- The growth of SMEs in Batam is very rapid
- Abundant natural gas reserves

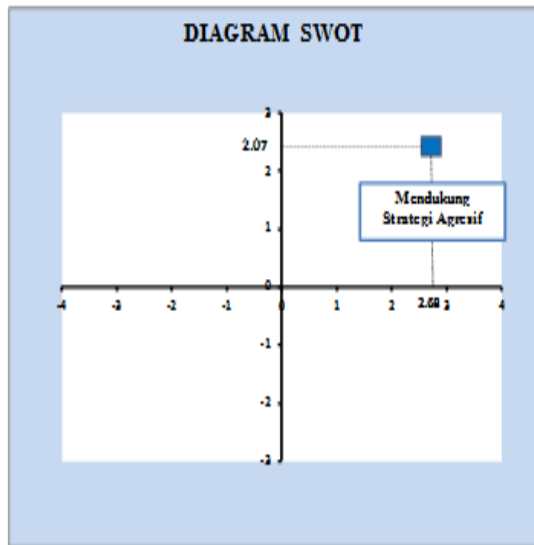
Threats

- Third parties doing work on gas pipelines may result in gas pipeline leaks
- Knowledge of prospective SMEs customers on natural gas is still low
- Interference from gas sources or compressors resulting in a decrease in supply.
- Licensing of pipeline distribution through facilities owned or controlled by the community.

4.8 SWOT Diagram

Based on the SWOT analysis diagram it is known that the company is in the position of quadrant I which is supporting aggressive strategies that have the same position of opportunity and strength and make the company in a strong competitive position. Swot chart results are presented as follows:

Table 9: SWOT Diagram.



Based on the results of the total average IFAS of 2.68.

Table 9: Based on the results of the total average IFAS of 2.68.

No	Company Strategic Factors	Score
1	Strengths Factors	2.99
2	Weaknesses Factors	-0.31
Total		2.68

Table 10: the EFAS matrix obtained a total average of 2.07.

No	Company Strategic Factors	Score
1	Opportunities Factors	2.58
2	Threats Factors	-0.51
Total		2.07

Based on the results of the value gives the conclusion that placing PT Perusahaan Gas Negara Sales Area Batam in the position of Cell V namely Hold and Maintain, this is known through the IE Matrix. This is in line with research conducted by Kuncoro (2010), which also obtained the same results, namely the strategy of maintaining and maintaining, it is a situation where the company is experiencing a good growth period and can be managed with a market penetration strategy and product type development.

4.9 SWOT Matriks

1. Strategy (SO)
 - a. Penetration of SMEs customers through direct or non-direct pipeline connections
 - b. Determination of efficiency of natural gas prices that are economical and practical and subsidy-free to SMEs customers
 - c. Development of creative and independent economic programs to SMEs in Batam through the synergy of companies and governments
 - d. Developing gas innovation through technology as a solution to develop quality of service and business development
2. Strategy (ST)
 - a. Supervise and coordinate to third parties and PU (Public Works) thoroughly on activities outside the company that is in the pipeline.
 - b. Education on the introduction and management of leaks to customers and improving the company's emergency response system
 - c. PGN develops 360 Degree Integrated Solution service in optimizing customer service.
 - d. Publish news of third-party job inspection events in the pipeline
3. Strategy (WO)
 - a. Development of natural gas infrastructure and increasing the use of cradles to supply gas to areas that have not yet integrated gas pipelines
 - b. Provide socialization and education on the proper use of PGN natural gas in a directed manner to obtain a safe and economical energy source
 - c. Looking for alternatives that can lower the cost of initial investment so as not to burden prospective SMEs customers
4. Strategy (WT)
 - a. Supervise the work of third parties located in pgn gas infrastructure
 - b. Introducing clearly and directed about the use of natural gas through socialization to SMEs customers
 - c. Requesting local government assistance in facilitating the permit of gas pipeline installation projects that pass through community owned facilities

Here are some alternatives that can be done PT Perusahaan Gas Negara Sales Area Batam, namely:

1. Market development, as a strategy that can be done by the company through the expansion of

- new territories to maximize the distribution of products and services owned by the company.
2. Market penetration, as a strategy that can be done by companies through infrastructure development so that gas distribution is more widespread to every customer group such as Commercial and Industrial (KI), Small Customers (PK) and Small and Medium Micro Enterprises (SMEs) and Households (RT). This strategy can be done to increase sales and maintain the strength of the company.
 3. Product development, is a strategy carried out through new innovations in the distribution of natural gas this can be done by creating products and optimizing new products such as Gaslink (Compressed Natural Gas Products), developing cradle innovations (Compressed natural gas cylinders) for the distribution of natural gas to commercial customers and SMEs
 4. Forward, backward and Horizontal integration It is a strategy that can be done by PGN to strengthen the company's existence as the main management of every activity from downstream natural gas to customers by strengthening the role as Pertamina's gas sub-holding.

5 CONCLUSION

Based on the results of research that has been conducted using the Importance Performance Analysis (IPA) method as well as strategies used in improving the satisfaction of SMEs customers drawn the following conclusions:

1. The level of customer satisfaction of SMEs based on the Importance Performance Analysis (IPA) method at PT Perusahaan Gas Negara Sales Area Batam is in the category of very satisfied.
2. Service indicators that need to be improved based on the Method of Importance Performance Analysis (IPA) at PT Perusahaan Gas Negara Sales Area Batam is located in Quadrant I (Decision Priority-A), namely: Attribute 3 namely: Gas usage facilities meet eligibility, Attribute 13 that is, PGN provides consultation on the use of Gas clearly and directed, Attribute 15 namely PGN quickly answer any information needed by customers
3. The best strategies that can be done in supporting the customer satisfaction of SMEs based on SWOT analysis at PT Perusahaan Gas Negara Sales Area Batam are:
 - a. Penetration of SMEs customers through direct or non-direct pipeline connections

- b. Determination of efficiency of natural gas prices that are economical and practical and subsidy-free to SMEs customers
- c. Developing gas innovation through technology as a solution to develop quality services and business development
- d. Looking for alternatives that can lower the cost of initial investment so as not to burden prospective SMEs customers
- e. Introducing clearly and directed about the use of natural gas through socialization to SMEs customers.

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