

The Effect of Service Quality and Employee Performance on Customer Satisfaction at Fashion By Belvia Stores

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Abstract

The business world is currently in great demand by the wider community, considering that various types of products and services are in great demand by business people. One of the business worlds that has tough competition is the fashion business. This is because trends in the fashion industry change dynamically from time to time. This study aims to see how much influence service quality and employee performance have on customer satisfaction. The research method used in this research is a quantitative research using a probability sampling technique with a purposive sampling approach for sampling and also using the Slovin formula. Questionnaires will be distributed to Fashion by Belvia Shop customers with a total sample of 61 respondents. The results of this study are the effect of service quality (X1) on customer satisfaction as the Y variable. From the analysis, it is obtained that a significant value is $0.007 < 0.05$ so it can be concluded that customer satisfaction has a significant influence on customer satisfaction. The effect of employee performance (X2) on customer satisfaction as the Y variable from the analysis obtained a significant value of $0.000 < 0.05$ so it can be concluded that employee performance has a significant influence on customer satisfaction.

Keywords: *Service Quality, Employee Performance, Customer Satisfaction*

Abstrak

Dunia bisnis pada saat ini banyak diminati masyarakat umum, dengan adanya hal tersebut berbagai jenis produk maupun jasa banyak diminati oleh pebisnis. Salah satu dunia usaha yang memiliki persaingan ketat ialah usaha fashion. Karena tren di industri fashion memiliki putaran waktu ke waktu secara dinamis. Penelitian ini bertujuan untuk melihat seberapa besar pengaruh kualitas pelayanan dan kinerja karyawan terhadap kepuasan pelanggan. Metode penelitian yang digunakan dalam penelitian ini yaitu penelitian kuantitatif dengan menggunakan teknik probability sampling dengan pendekatan purposive sampling untuk pengambilan sampel dan juga menggunakan rumus slovin. Kuisisioner akan disebarluaskan kepada pelanggan Toko Fashion by Belvia didapatkan jumlah sampel ialah 61 responden. Hasil dari penelitian ini ialah pengaruh kualitas pelayanan (X1) terhadap kepuasan pelanggan sebagai variabel Y dari analisis diperoleh bahwa nilai signifikan sebesar $0,007 < 0,05$ sehingga dapat disimpulkan bahwa kepuasan pelanggan memiliki pengaruh dan signifikan terhadap kepuasan pelanggan. Pengaruh kinerja karyawan (X2) terhadap kepuasan pelanggan sebagai variabel Y dari analisis diperoleh bahwa nilai signifikan sebesar $0,000 < 0,05$ sehingga dapat disimpulkan bahwa kinerja karyawan memiliki pengaruh dan signifikan terhadap kepuasan pelanggan.

Kata-kunci: Kualitas Pelayanan, Kinerja Karyawan, Kepuasan Pelanggan

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INTRODUCTION

The business world is currently in great demand by the general public, and with this in mind, various types of products and services are in great demand by business people. The existence of advantages to be gained in entering the business world is the basic benchmark of a businessman. This is also due to the parallel developments in the business world and the increasingly rapid developments in information technology. The existence of its today's developments, makes business people begin to anticipate the intense competition that occurs in the market. Because the existence or existence of a business will depend heavily on competitiveness, this requires businesses to survive in the face of increasingly fierce competition (Amalna & Ardyansyah, 2023).

One of the business worlds that has tough competition is the fashion business. Because trends in the fashion industry change dynamically from time to time. And also fashion is one form of industry that can increase economic growth. With various forms and strategies for every businessman and company, competition among them is very fast. According to the Central Statistics Agency (BPS), GDP growth for the textile and clothing industry has increased from Q2 2020 to Q2 2022 by 13.74% (BPS, 2022). To support during rapid competition, every business or company begins to create a strategy that can attract consumer satisfaction, and keep their business in progress. Customer satisfaction is the level of one's feelings after comparing the performance or

results that are felt and then compared with expectations. Customer satisfaction is the main key and one of the factors that influence the success of a business (Hidayatullah et al., 2023). Corporate organizations are encouraged to concentrate more on reacting to customer satisfaction to secure business development with increasing significant business competition, changes in customer preferences and behavior, and the rapid development of information technology (Pane & Lubis, 2023). Measuring customer satisfaction is an important element in providing better, more efficient, and more effective services (Indahwati, 2018). So that customer satisfaction can be achieved if a product or service meets or exceeds customer expectations, usually customers will feel satisfied. In providing services, companies must meet 5 service quality criteria which are often called rater create loyal participants and customers, namely reliability, assurance, tangible, empathy communication, and responsiveness.

Besides being influenced by the quality of services or services, customer satisfaction is also determined by the influence of individual employee performance. Employee performance appraisal is no less important, employee performance appraisal is a process of assessing work results that will be used by management to provide information to employees individually, about the quality of their work from the point of view of the company's interests. The success of an organization is strongly influenced by the performance of its employees. Performance is

work performance, namely the comparison between actual work results and established work standards. (Denus & Yulihastri, 2022). Assessments that are carried out regularly aim to protect the company in achieving its goals (Zulfitri & Syahriza, 2022).

The key to providing better service quality is meeting or exceeding target customer service quality expectations. Service quality is described as a statement about attitude, the relationship resulting from the comparison of expectations with performance. So the level of satisfaction is a function of the difference between the performance felt by expectations, if the perceived performance is below expectations then the consumer feels dissatisfied, whereas if the perceived performance is in line with expectations or even exceeds then the consumer will feel satisfied.

And if the perceived performance exceeds expectations, consumers will feel very satisfied (Kotler, 2008). The service system needs to be supported by service quality, ethics, or good manners. While the purpose of providing services is to provide satisfaction to consumers and customers, resulting in the production of added value or a positive image for the store. Fashion by Belvia shop is a fashion shop that was founded in early 2020 and this shop is engaged in clothing and hijab. The Fashion by Belvia store is located at Jalan Imam Bonjol, Panti District, Pasaman Regency. This shop sells various types of clothing and hijab which are currently in trend among Muslim women because there is a lot of customer

interest in buying these clothing and hijab products. The fashion shop by Belvia adds to the completeness of the types of hijab and clothes that are sold. Thus making the Fashion by Belvia Shop a complete hijab and clothing store in the local area.

Table 1. Data on Customers, Sales, and Employees in October-December 2022 Fashion Stores By Belvia

Month	Customer	Penjualan	Emplo yee
October	23	1.150.000	3
November	50	2.750.000	3
December	82	4.100.000	3

Source: Fashion Store by Belvia, 2022

Based on Table 1. above, it can be seen that in October there were 23 customers with sales of Rp. 1,150,000 then in November there were 50 customers with sales of Rp. 2,750,000 and in December there were 82 registered customers with sales of Rp. 4,100,000. It can be seen that from October to December 2022 sales increased and the number of employees in those 3 months only had 3 employees. Therefore it can be concluded that there is a phenomenon of increasing customers and sales in the last 3 months of 2022 at the Fashion by Belvia Store. Meanwhile, before this phenomenon, the number of customers and sales at the Fashion by Belvia Store was stable.

In the initial study, the researchers interviewed some of their customers, saying that the reason customers always came to the Fashion by Belvia store, which is a store that is quite complete in selling clothing and hijab products, compared to other stores in the local

area, with the establishment of this shop, it provides convenience for customers. to obtain clothing and hijab products that customers need.

The factors that can give satisfaction to customers are increasing employee performance and improving service quality in the sense of providing the quality of service desired by customers such as responsiveness, friendliness, and providing a good response in serving customer needs. However, in reality, customers say that the quality of service provided by Fashion by Belvia Store employees has not fully satisfied customers. Problems that are often faced by customers and also the phenomenon of increasing customers and sales from October to December make the quality of service employees less responsive, less responsive, and employees often transfer their work to other colleagues, making the buying process takes a long time. Conditions like these must be corrected immediately because these conditions can lead to customer satisfaction with service quality which is not good. After all, this is an important element in an organization (Amhas, 2018).

Service quality is all forms of activity carried out by companies to meet consumer expectations (Agus et al., 2022). According to (Parasuraman, 2010), service quality is a comparison between services that are perceived to equal or exceed the expected service quality, then these services can be said to be of good quality and satisfying (Harwina, 2021). Service quality is a major factor in creating sustainable customer satisfaction (Santoso et al., 2022). The service quality indicators lie in five dimensions

tangibles, reliability, responsiveness, assurance, and empathy (Widyaningrum, 2020). Based on the expert opinion above, service quality is the level of the customer's feel to receive the results of services provided to the company. Performance comes from the word work achievement or actual achievement achieved by someone achieved by an employee in carrying out their duties, namely following the responsibilities that have been given to employees (Nazli et al., 2022).

Performance has a definition, namely when an employee's job is achieved when viewed from the quality and quantity when carrying out their duties and responsibilities (Rahmawati et al., 2022). Then according to (Kotler et al., 2019), employee performance is also the work of employees who are assessed by customers with indicators of effectiveness and efficiency, responsibility for work, and ability to solve problems. If the performance is below expectations then the customer is dissatisfied, if the performance meets expectations then the customer is satisfied if the performance exceeds expectations then the customer is very satisfied or happy (Kotler, 2005).

Based on the expert opinion above, if employees can serve customers well, employee performance has a positive effect on customer satisfaction. According to Kotler, (2008), customer satisfaction is the result felt by buyers who experience the performance of a company in the form of goods or services that match their expectations. Consumer satisfaction is the level of consumer feelings after making a comparison

between what he received and what was expected. (Zulfitri & Syahriza, 2022). Kotler & Keller, (2009), argues that satisfaction is a feeling of pleasure or disappointment for service users that arises when comparing the performance of service produced against customer expectations (Sunarmi et al., 2022).

Customer satisfaction is affected by the quality of products and services provided by companies to their customers (Ali et al., 2021). With this, customer satisfaction remains a very important thing to note. The high level of customer satisfaction is the most important main point and should be monitored by the company to increase it to make it superior to compete with other companies (Yafiz, 2022). The indicator of customer satisfaction, according to Indrasari, (2019) is Conformity of expectations, namely satisfaction is not measured directly but is concluded based on the suitability or discrepancy between customer expectations and actual company performance. Interest to revisit, namely customer satisfaction is measured by asking whether the customer wants to buy or reuse the company's products. Willingness to recommend, namely customer satisfaction is measured by asking whether the customer will recommend the product to other people, such as family, friends, and others.

As for the connection with this, customer satisfaction is a very important thing to pay attention to. Therefore, based on the description above, given the importance of issues regarding service quality and employee performance on customer satisfaction, the

authors are interested in taking the title "The Influence of Service Quality and Employee Performance on Customer Satisfaction at Fashion By Belvia Stores.

This research was conducted to be able to provide a full picture of what can attract customer satisfaction with the strategy undertaken, namely improving service quality and employee performance. Based on several previous studies regarding service quality and employee performance on customer satisfaction. According to research by (Rahim et al., 2022) service quality and employee performance have a significant effect on customer satisfaction. Research (Sasongko & Putri, 2017) shows that the variables of service quality and employee performance have a partial effect on customer satisfaction.

It is this research gap that is the background for researchers to conduct this research, namely the results of research by Bella Khairani, et al, who identified that the indicators for measuring employee performance variables were lacking by researchers. This research is motivated by the lack of strong employee performance variables, even though employee performance is an alternative that can influence customer satisfaction.

RESEARCH METHOD

This study uses a qualitative method, with a field study approach. Qualitative research is research that seeks to describe events that occur naturally. While the field study approach is direct observation at the location of project

activities based on experience and theoretical knowledge in class to explore and collect data, as well as In this study, researchers used quantitative research methods to know and analyze the effect of service quality (X1) and employee performance (X2) on customer satisfaction (Y). where the population in this study is Fashion by Belvia Shop customers who are registered in 2022 from October to December 2022, totaling 155 people. And the Fashion by Belvia Store has 3 employees (Sugiyono, 2017). Suggests that the population is a generalization area consisting of objects and subjects that have certain qualities and characteristics determined by researchers to study and then draw conclusions.

In this study, the sampling method used was the probability sampling technique. The sample according to Sugiyono, (2017) is part of the number and characteristics possessed by the population. The sample is calculated using the Slovin Technique (Amelia & Rodhiyah, 2016). According to Sugiyono, 2017, the solving formula used to determine the sample was obtained by 61 respondents. The data source for this research uses prime data (Harahap, 2020). Primary data is data obtained directly from respondents or customers who are the target of the research.

The primary data in this study came from questionnaire data about service quality, employee, performance and the is customer satisfaction filled directly by customers who buy products at Fashion by Belvia Stores. The method used in determining this data is by questionnaire and interviews (Rahim et al.,

2022). Questionnaires were distributed directly to the sample. All variable answers from respondents to several related questions or statements were tested using a Likert scale. According to (Sugiyono, 2019). The variable measurement scale used in this study is the Likert scale. The Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. The questionnaire was prepared using 5 (five) alternative answers, namely: strongly agree (ss), agree (s), disagree (ks), disagree (ts) and strongly disagree (ss)" (Sugiyono, 2010)

In testing the validity of the statements in the questionnaire, a validity test was carried out. Furthermore, to test reliability, the questionnaire was tested for reliability. Then a classic assumption test is carried out which consists of a normality test, multicollinearity test, and heteroscedasticity test. Then a multiple regression test is performed, and finally, a hypothesis test is carried out which includes the t-test, f-test, and the coefficient of determination.

RESULTS AND DISCUSSION

In this study, 61 respondents filled out the questionnaire. Following are the criteria for respondents based on gender in the form of a percentage.

Table 2. Respondents by Gender

Gender	Amount	Percentage
Woman	57	93,4%
Man	4	6,6%
Total Number	61	100%

Source: primary data processing, 2023

The gender of the respondents above shows that there were 57 female respondents with the percentage of 93.4% and 4 male respondents with a percentage of 6.6%. It can be interpreted that in this study female respondents shopped more at Fashion by Belvia Stores. Respondents based on age grouping are as follows:

Table 3. Respondents by Age

Age	Amount	Percentage
< 20 year	13	21,3%
20 – 30 years	31	44
– 40 year	4	6,6%
Amount	61	100%

Source: primary data processing, 2023

Respondents aged above show that respondents aged <20 years were 13 people with a percentage of 21.3%, respondents aged 20-30 years were 44 people with a percentage of 72.1% and respondents aged 31-40 years were 4 people with a percentage of 6.6 %. It can be interpreted that in this study respondents aged 20 -30 years shopped more at Fashion by Belvia Stores

Validity and Reliability Test

Based on the results of data processing with the help of SPSS 25.0, the questions and answers from respondents can show the level of validity and reliability of the research. To measure the validity of the study, a comparison was used between the r count value and the r table value. If the r count > r table value, it can be said that all of the respondents' answers were valid. The results of the calculations as listed in

the table show all the values of r count > r table, this indicates that all the question and answer instruments of the respondents are stated to be valid.

Table 4. Validity Test Results

Variable	R Count	R Table	Information
Service quality			
1	0,911	0,254	Valid
2	0,880	0,254	Valid
3	0,941	0,254	Valid
4	0,786	0,254	Valid
5	0,849	0,254	Valid
Employee performance			
1	0,898	0,254	Valid
2	0,930	0,254	Valid
3	0,917	0,254	Valid
4	0,886	0,254	Valid
5	0,853	0,254	Valid
6	0,862	0,254	Valid
7	0,866	0,254	Valid
Customer satisfaction			
1	0,839	0,254	Valid
2	0,827	0,254	Valid
3	0,898	0,254	Valid
4	0,897	0,254	Valid
5	0,934	0,254	Valid
6	0,810	0,254	Valid

Source: primary data processing, 2023

As for measuring the extent to which the data used is reliable, it can be seen in the Cronbach alpha numbers as shown in the table. Based on the Cronbach alpha value of each of these variables, it exceeds the specified limit, which is 0.6. So it can be said that the use of all instruments is reliable.

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	R Tabel	Information
Service quality	0,920	0,6	Reliable

Employee performance	0,954	0,6	Reliable
Customer satisfaction	0,933	0,6	Reliable

Source: primary data processing, 2023

Classic assumption test

a. Normality test

The normality test aims to test whether, in the linear regression model, the confounding or residual variables have a normal distribution. If this assumption is violated, the statistical test becomes invalid for all small numbers. In this study, the test used to test the normality of the data used statistical analysis (Priadana & Sunarsi, 2021).

Table 6. Normality Test Results

Variables	Sig	Information
Service quality	0,087	Normal
Employee performance	0,163	Normal
Customer satisfaction	0,109	Normal

Source: primary data processing, 2023

Based on these data it shows that all variables have a value greater than 0.05. So it can be concluded that the normality requirements in the regression model of this study have been fulfilled.

b. Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between the independent variables or the dependent variable. A good regression model should not correlate with the independent variables or no symptoms of multicollinearity, namely by assessing if the tolerance value is

greater than 0.10 and the VIF value is less than 10 (Priadana & Sunarsi, 2021).

Table 7. Multicollinearity Test Results

	Tolerance	VIF
Service quality	0,179	5,584
Employee performance	0,179	5,584

Source: primary data processing, 2023

The results of the data in this study are following Table 5 indicating that the tolerance value on the variable service quality and employee performance is 0.179 with a VIF value of 5.584. From these results, it can be concluded that there is no multicollinearity.

c. Heteroscedasticity Test

The heteroscedasticity test aims to test whether there is an inequality of variance or residual from one observation to another. In regression, the main condition that must be met is that there is no heteroscedasticity. Find out the regression model is not heteroscedasticity, can be seen from the significant value of each variable, which is greater than 0.05 (Hardani et al., 2020).

Table 8. Heteroscedasticity Test Results

Model	Mark t	Sig.
(Constant)	3,227	1,105
Service quality	1,532	0,201
Employee performance	0,995	0,089

Source: primary data processing, 2023

The results of the data in this study are following Table 5 indicating that the significant value of the service quality variable is 0.201 and

employee performance is 0.089. From these results, it can be concluded that there is no heteroscedasticity

d. Multiple Analysis Test

Table 9. Multiple Linear Regression Test

Results

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std.Error	Beta
Constant	3,186	1,522	
Service quality	0.892	0,206	0,975
Employee performance	0,662	0,144	0,773

Source: primary data processing, 2023

Based on the above results, the multiple linear regression equation formulae are obtained as follows:

$$Y = 3.186 + 0.892 \text{ service quality} + 0.662 \text{ employee performance} + e$$

Based on the linear regression equation, the following statements can be obtained:

1. The constant value of 3.186 indicates that customer satisfaction will be constant at 3.186 if it is not influenced by the variables of service quality and employee performance and it can be interpreted that customer satisfaction increases by 3.186 before the variable service quality and employee performance.
2. The service quality variable affects customer satisfaction by 0.892, meaning that if the service quality variable increases by 0.892, customer satisfaction will increase linearly by 0.892. On the other hand, if the service quality variable decreases, customer satisfaction will also decrease with the assumption that the employee performance variable is constant.

3. The employee performance variable affects customer satisfaction by 0.662 meaning that if the employee performance variable increases by 0.662 then customer satisfaction will increase linearly by 0.662. On the other hand, if the employee performance variable decreases, customer satisfaction will also decrease with the assumption that the service quality variable is constant.

Regression Analysis Test

e. T Test (Partial)

Table 10. T-Test Results (Partial Test)

Source: primary data processing, 2023

Model	Mark t	Sig.
(Constant)	2,093	0,041
Service quality	6,446	0,007
Employee performance	4,583	0,000

In the service quality variable t-count > t-table (6.446 > 1.672) and sig (0.007 < 0.05), it means that Ho is rejected and Ha is accepted. This means that the service quality variable has a significant influence on customer satisfaction. This means that the higher the quality of service, the more customer satisfaction is increasing.

On employee performance variables t-count > t-table (4.583 > 1.672) and sig (0.000 < 0.05), it means that Ho is rejected and Ha is accepted. This means that employee performance variables have a significant influence on customer satisfaction. This means that the higher the employee performance, the more customer satisfaction is increasing.

Test (Simultaneous)

Table 11. F Test Results (Simultaneous)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	314.210	2	157.105	69.541	.000 ^b
Residual	128.773	57	2.259		
Total	442.983	59			

a. Dependent Variable: Customer satisfaction

b. Predictors: (Constant), Employee Performance, Service Quality

Based on the simultaneous regression analysis test shown in the table above that $f\text{-count} = 69.541$ and $f\text{-table} = 3.159$ so if $f\text{-count}$ is greater than $f\text{-table}$ then H_0 is rejected and H_a is accepted meaning service quality and employee performance simultaneously (simultaneous) has a real influence on customer satisfaction variables.

Coefficient of Determination

Table 12. Determination Coefficient Test Results

Model	R Square	Adjusted R Square
1	0,842	0,699

Source: primary data processing, 2023

It is known that the adjusted R square value in this study is 0.699 or 69.9%, this value implies that 69.9% of the service quality and employee performance variables make a major contribution to customer satisfaction.

Discussion

Service quality variable $t\text{-count} > t\text{-table}$ ($6.446 > 1.672$) and significant ($0.007 < 0.05$), meaning that H_0 is rejected and H_a is accepted. This means that the service quality variable has a significant influence on customer satisfaction. According to Lewis dan Booms (2005), service quality is a measure of how well the level of service to the provided matches customer expectations. This means that the higher the quality of service, the more customer satisfaction

is increasing. These results also show that from the phenomena that occur at Fashion by Belvia Stores store employees must improve in serving customers, therefore service quality has a positive and significant influence on customer satisfaction and when service quality is further improved in the future, customer satisfaction at the store Fashion by Belvia will also continue to increase.

Employee performance variable $t\text{-count} > t\text{-table}$ ($4.583 > 1.672$) and significant ($0.000 < 0.05$), meaning that H_0 is rejected and H_a is accepted. This means that employee performance variables have a significant influence on customer satisfaction. This means that the higher the employee performance, the more customer satisfaction is increasing. These results also indicate that employee performance has a very positive and significant effect on customer satisfaction, therefore the shop needs to add existing human resources to improve employee performance at the Fashion by Belvia Store because when the higher employee performance in the future, customer satisfaction will also increase.

And simultaneously it was found that $f\text{ count } 69.541 > f\text{ table } 3.159$, states that the factors that influence customer satisfaction are service quality and employee performance. Because the variables have a relationship simultaneously or partially. But there are differences between the results of this study with the research conducted by Bella Khairani, Suliawati, and Tri Hernawati. Where in their research they stated that employee performance variables did not have a positive and significant

influence on customer satisfaction. This can be seen in the results of the tests carried out, which obtained a t count of $0.411 < t_{table} 2.01$. The factor that occurs is the lack of strong indicators on this variable so no significant effect is detected (Khairani, 2022).

Therefore this research is strengthened by research from Nurfadilah, which states that the employee service quality variable has a significant and positive effect on customer satisfaction (Nurfadilah, 2016). This research is also supported by Riski Amelia & Radhiyah's research, which states that service quality has a significant effect on customer satisfaction (Amelia & Rodhiyah, 2016). This research is also supported by the research of Muhammad Amhas, who stated that in his research the service quality variable has a significant effect on customer satisfaction. However, in this study, the customer satisfaction variable became a moderating variable, so it was concluded that service quality directly had a significant influence between employee performance as the y variable and customer satisfaction as the z variable. And this research is also in line with research from Wayan Gede, where jointly or simultaneously the influence of service quality and employee performance has a significant and positive value on customer satisfaction (Jodi, 2018).

CONCLUSION

From this study, it can be concluded that service quality has a positive effect on customer satisfaction. That is, the higher the value of the service provided by Fashion by Belvia Store to

customers, the higher the customer satisfaction with shopping. In other variables, it can be concluded that employee performance has a positive and significant effect on customer satisfaction. This means that the more stable and continuously improving the performance of Fashion by Belvia Shop employees, the more impact this business can have on having customers with high levels of satisfaction. Because the higher the performance of the employees produced, the higher the customer satisfaction for shopping.

The coefficient of determination shows that service quality and employee performance contribute 69.9% to customer satisfaction and the remaining 30.1% is influenced by other factors so further research is needed with other factors that are thought to influence customer satisfaction at Fashion by Belvia Stores. Meanwhile, service quality and employee performance have a positive and significant impact on customer satisfaction at Fashion by Belvia Stores simultaneously. This research still has limitations, so the researchers suggest that further research can use various variables, such as price quality, product quality, and so on.

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