

## Analysis of Labor Fulfillment to Improve Customer Satisfaction

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### ABSTRAK

This research project aims to examine how the fulfillment of the workforce can enhance customer satisfaction through a comprehensive analysis of existing literature in the field. The objective of this study is to examine the relationship between the quantity, quality, and distribution of the workforce and the level of customer satisfaction. Previous research indicates that ensuring the optimal quantity, skill level, and strategic placement of the workforce can enhance service performance and, subsequently, customer satisfaction. Additionally, workforce training and development, as well as an effective performance management system, are vital in developing a workforce equipped to address customer needs.

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## 1. INTRODUCTION

In the context of intensifying global competition, the quality of services provided to customers has become a significant concern for any company seeking to maintain and expand its market share. In addition to the expectation of satisfactory products, customers also anticipate services that are responsive, expedient, and aligned with their requirements. In order to meet these expectations, it is essential that companies ensure they have an adequate number of suitably qualified human resources, both in terms of quantity and quality. In addition to sufficient numbers, an adequate workforce must also possess the relevant skills and the ability to interact effectively with customers. Consequently, workforce fulfillment represents a pivotal element in the maintenance of optimal service quality (Randika & Yolanda, 2021).

The term "workforce fulfillment" is used to describe the actions taken by a company to ensure that it has an adequate number of suitably skilled employees to meet the demands of its day-to-day operations. This process encompasses not only the recruitment of new personnel but also the placement of employees whose skills align with the requisite positions, as well as the implementation of ongoing training and development programs designed to enhance employee competencies. It is insufficient to

rely on recruitment alone; it must be complemented by training and skills development. A workforce that is adequately trained and knowledgeable will be able to enhance work efficiency. This efficiency will consequently impact customer satisfaction, which is determined by the quality of interactions provided by employees (Marques, 2024).

It is of paramount importance to ensure a congruence between the qualifications of the workforce and the demands of the job in order to provide services of the highest quality. The appropriate placement of the workforce in accordance with their abilities and experience ensures that each employee is able to perform their duties in a satisfactory manner and meet the company's standards for the provision of services. This is of particular importance in industries that rely heavily on human interaction, such as retail, hospitality, and financial services, where direct customer service is a primary determinant of success.

Customer satisfaction can be defined as the customer's perception of the quality of service received, which is typically measured through a comparison between customer expectations and the company's actual performance. When customer expectations are met or even exceeded, customer satisfaction will increase, which in turn will have a positive impact on customer loyalty and retention. In this context, the role of the workforce is of great consequence, as they are the primary point of contact with customers. A workforce that is responsive, knowledgeable, and competent can help to ensure that each customer receives services that align with their expectations, which in turn can contribute to an enhanced company image (Hidayat et al., 2024).

Moreover, an adequate workforce in terms of quantity and skill level has been demonstrated to directly contribute to enhanced service speed and accuracy. When a company has sufficient personnel to address all operational requirements, customers are not required to wait an extended period to be attended to. Moreover, highly proficient personnel can guarantee that each customer request is fulfilled with precision, thereby minimizing the probability of errors in the service process. The speed and accuracy of service delivery has a significant impact on customer perception of the quality of service provided by the company, which in turn affects customer satisfaction.

It is similarly important to note the significance of continuous training. Green et al. (2019) emphasized the necessity of continuous training to ensure that the workforce is consistently prepared to address the evolving challenges that may arise during customer interactions. In light of technological advancements, heightened customer expectations, and accelerated market dynamics, it is imperative that employees possess the latest skills to remain current and competitive. An effective training program will better prepare the workforce to deal with various unexpected situations and provide optimal solutions for customers, thereby increasing overall customer satisfaction. Therefore, effective workforce fulfillment encompasses not only the quantity aspect, but also the quality and alignment with the company's operational needs, as well as continuous training support to ensure that employees can continue to provide the best service.

## 2. METHODS

This research employs the method of literature study, which entails the collection, analysis, and synthesis of data from a range of secondary sources, including pertinent academic journals, books, and industry reports. The research process commenced with the identification of pertinent literature pertaining to the subjects of workforce fulfillment and customer satisfaction. The sources were selected based on their relevance, quality, and contribution to the topic under study (Rainer & Wohlin, 2024).

The data sources employed in this study comprise scholarly journals published within the last 10 years that pertain to the domains of human resource management and customer satisfaction. Furthermore, industry reports containing empirical data on workforce fulfillment practices and their effect on customer satisfaction were employed. The data was then analysed utilising the thematic analysis method; whereby the most significant themes emerging from the literature were categorised based on how labour fulfilment variables affect customer satisfaction. In order to do so, key factors such as workforce size, skill level, training programmes and workforce distribution had to be identified.

### 3. FINDINGS AND DISCUSSION

#### 2.1. Labor Quantity and Quality

The quantity and quality of the workforce are two crucial elements that are interdependent in meeting the needs of an organization, particularly in service industries where the workforce and customers interact extensively. These two aspects exert a direct influence on the company's capacity to fulfill customer demands in an efficient and satisfactory manner.

##### *Labor Quantity*

Labor quantity can be defined as the total number of available workers that a company can utilize to fulfill its operational requirements. In a service context, sufficient labor quantity is of critical importance, as it affects the speed and efficiency with which the company can respond to customer requests, particularly in situations that require a prompt response or involve a high volume of work.

The level of customer demand is a significant factor in determining the necessary labor quantity. In the event of an increase in customer demand, such as during peak hours or seasonal peaks, it becomes necessary for companies to employ a greater number of workers in order to handle the additional workload. In the event of an insufficient number of personnel, customers may experience delays in the provision of services, which has the potential to negatively impact their satisfaction (Ahmad Sya'bana & Sugiharto, 2024).

The efficiency and productivity of the workforce are of paramount importance. The optimal number of employees allows for a more balanced distribution of tasks, which in turn reduces stress and fatigue. In circumstances where the workforce is insufficient, employees are prone to experiencing work overload, which may culminate in a reduction in service quality, diminished productivity, and customer dissatisfaction.

The fulfillment of operational targets is contingent upon the availability of sufficient labor. Furthermore, sufficient labor quantity is associated with the fulfillment of the company's operational targets. For instance, in the retail or hospitality sector, the presence of an adequate number of employees on each shift enables companies to adhere to service time standards, complete tasks in an efficient manner, and minimize queues or delays that have the potential to disrupt the customer experience (Gairah Sinulingga, 2024).

Nevertheless, an exclusive emphasis on quantity without due consideration of the caliber of the workforce may result in inefficiencies. The availability of a sufficient number of unskilled or unknowledgeable employees may not guarantee the provision of services that align with customer expectations. It is therefore evident that the quality of the workforce is of significant importance.

##### *Quality of Labor*

The term "workforce quality" is used to describe the level of skill, knowledge, and competence that employees possess in performing their duties. A qualified workforce is not only technically proficient but also possesses the requisite interpersonal skills to interact with customers in an effective manner. The following elements comprise the aspects of workforce quality:

- **Technical Skills:** Job-relevant technical skills constitute the fundamental basis for a quality workforce. To illustrate, in the context of customer service, technical skills may encompass the capacity to utilize customer service software, comprehend the products or services offered by the company, and resolve technical issues that customers may encounter. A workforce that is less proficient in technical aspects may result in longer service times and an increased likelihood of errors, which ultimately has a negative impact on the customer experience.
- **Interpersonal and Communication Skills:** In the service industry, the ability to interact effectively with customers is of paramount importance. It has been demonstrated that customers are more satisfied when they perceive that they are being treated with respect, courtesy, and empathy. A workforce that has proficient communication skills is able to convey information in a clear and concise manner, respond to inquiries in a prompt and efficient fashion, and address customer

concerns in a constructive and professional manner. A growing body of research indicates that positive and professional interactions with the workforce are associated with increased customer satisfaction and loyalty to the company.

- **Experience and Knowledge:** An experienced workforce is more adept at navigating complex situations and resolving issues in a prompt and effective manner. Furthermore, experience enables employees to anticipate customer needs and provide proactive service. A comprehensive understanding of the product, service, or industry is crucial for ensuring that customers receive accurate information and solutions that align with their specific needs.
- **Training and Development:** The quality of the workforce can be enhanced through the implementation of a continuous training and development program. A comprehensive training program facilitates the enhancement of employee skillsets, enables them to adapt to technological advancements, and augments their capacity to navigate novel challenges. Over time, the implementation of a continuous training program results in the development of a workforce that is more adaptable, innovative, and capable of consistently delivering high-quality services (Budinata & Susetyo, 2022).

Job fit is a crucial aspect of workforce quality. An understanding of the compatibility between employees and their roles is a crucial element in evaluating the quality of the workforce. When employees are placed in positions that align with their skills and interests, they are more likely to demonstrate effective performance and deliver superior results. Conversely, if employees are not assigned to an appropriate position, they may experience difficulties in performing their duties effectively, which could result in a reduction in service quality.

### ***The relationship between labor quantity and quality and customer satisfaction***

The quantity and quality of labor are mutually reinforcing in an effort to meet customer expectations. In circumstances where there is a high level of demand, the availability of a sufficient number of employees enables companies to respond to customer requests in a timely manner, minimise waiting times and enhance operational efficiency. However, if the available workforce lacks the requisite quality, they may be unable to provide the services expected by customers, which may ultimately result in a reduction in customer satisfaction (Kholifah et al., 2024).

Conversely, even if a company has a highly skilled workforce, an insufficient quantity may result in delays in the provision of services, which can also negatively impact customer experience. It is therefore essential to achieve a balance between the quantity and quality of the workforce in order to achieve optimal customer satisfaction. As demonstrated by Green et al. (2019), a workforce that is both sufficient in quantity and skilled in quality significantly enhances customer perceptions of the services provided.

### ***Managerial Implications***

The findings of this study have implications for managers in terms of the composition of their workforce. In addition to ensuring a sufficient number of employees, managers must also prioritize hiring individuals who possess the requisite skills and qualifications to perform their roles effectively. Furthermore, managers must ensure that the workforce is adequately trained to meet the evolving demands of their customers. To maintain the quality of the workforce over time, managers should implement an effective human resource management system that includes performance appraisal and career development (Sahid & Abadi, 2024).

## ***2.2 Workforce Training and Development: Improving Competencies for Quality Services***

### ***Definition of Workforce Training and Development***

Workforce training and development is a process designed to improve employees' knowledge, skills and abilities so that they can perform more effectively and efficiently in their current and future roles. Training focuses on improving the skills needed directly in the current job, while development

has a broader scope, aiming to prepare employees for long-term challenges and future career opportunities (Potter et al., 2003).

### *Types of Training*

Workforce training can be categorized into different types, depending on the objectives to be achieved and the skills to be improved. Here are some common types of training used in organizations:

- **Technical Training.** Focuses on improving employees' technical skills needed to perform specific tasks. For example, in the manufacturing industry, technical training may include how to operate a particular machine or use specialized software. In customer service, technical training may include mastering a customer relationship management (CRM) system.
- **Interpersonal Training.** This training aims to develop communication skills, teamwork, and the ability to interact with customers or coworkers. Interpersonal skills are particularly important in service-oriented industries, where customer relationships are often the determining factor for customer satisfaction.
- **Leadership and Managerial Training.** Focuses on developing management and leadership skills, such as decision-making ability, team management, and conflict management. This training is usually aimed at employees who are being groomed to hold managerial positions in the future.
- **Cultural Awareness Training.** With increasing globalization and workforce diversification, cultural awareness training helps employees understand and respect cultural differences in the work environment. This is crucial to ensure that interactions with customers from different backgrounds go smoothly.
- **Customer Service Training.** This is specialized training designed to teach skills for interacting with customers. The program covers how to respond to customer complaints, provide service in a friendly and courteous manner, and build positive relationships that can increase customer loyalty (Usoh et al., 2023).

### *The Effect of Training and Development on Workforce Competencies*

Research shows that continuous training has a significant positive impact on workforce competence. When employees are given the opportunity to update their skills regularly, they are better prepared to deal with changes in technology, market needs, and job demands. Some of the aspects that are strengthened through continuous training are:

- **Technical Skill Enhancement.** Continuous technical training ensures that employees have a deep understanding of the tools, technologies or processes they are using. This not only increases productivity but also reduces errors that can affect service quality.
- **Interpersonal Skill Development.** Interpersonal training helps employees improve their ability to communicate effectively with customers. Employees who are able to build positive relationships with customers can create a better service experience, increase customer loyalty, and reduce complaint rates.
- **Handling Complex Situations.** Training that focuses on managerial or problem-solving skills can help employees handle complex or difficult situations, such as responding to complicated customer complaints or proactively addressing customer dissatisfaction.
- **Increased Confidence and Motivation.** Employees who receive ongoing training tend to feel more confident in performing their duties. This confidence is often followed by increased motivation and morale, which in turn has a positive impact on the quality of service they provide (Ihsan Zul et al., 2022).

### *Workforce Development Programs: Developing Long-term Potential*

In contrast to training, workforce development programs are more focused on long-term career development. Development involves improving skills that are not only useful in the current job but

also prepare employees for higher roles in the future. Here are some important components of a workforce development program:

- **Mentorship and Coaching.** Involves a relationship between an employee and a more senior leader or mentor. Through structured guidance and support, employees can learn from their mentor's experience and wisdom, improve leadership skills, and develop a strategic mindset.
- **Job Rotation.** Job rotation is a method where employees are given the opportunity to work in different departments or positions. This provides a broader understanding of the organization's operations, as well as developing more diverse skills.
- **Leadership Development Program.** This program is designed to prepare talented employees for leadership roles. The main focus is on developing management skills, strategic decision-making, and team management.
- **Career Development Training.** Employees are given the opportunity to plan their career path within the company, including opportunities for promotion or development of new skills. This training often includes the development of managerial abilities and leadership skills (Kadar et al., 2014).

### ***Impact of Training and Development on Customer Experience***

The quality of interactions between the workforce and customers has a direct impact on customer satisfaction levels. Here is how effective training and development can improve customer experience:

- **Faster and More Accurate Service.** Well-trained employees are better able to deliver services quickly and accurately. Customers will appreciate efficient service, where their issues are addressed in a timely manner and without errors.
- **Improved Interaction Experience with Employees.** The interpersonal skills developed through training enable employees to interact with customers in a more friendly, professional and empathetic manner. This creates a more pleasant service experience, where customers feel valued and listened to.
- **Better Complaint Management.** Training in conflict resolution and grievance management helps employees respond to negative situations in a more constructive and calming manner. This helps mitigate the potential negative impact of customer complaints and can even turn negative experiences into positive ones.
- **Increase Customer Loyalty.** Consistently positive experiences from interactions with a trained and competent workforce can build customer loyalty. Satisfied customers are likely to return and use the company's services repeatedly, and recommend it to others (Qadriani & Windasari, 2023).

## **2.3 Labor Distribution and Deployment: Strategies to Improve Efficiency and Customer Satisfaction**

The distribution and deployment of the workforce represents a pivotal aspect of human resource management, particularly within the context of customer service. The efficacy of workforce deployment is contingent upon the appropriate allocation of the workforce in accordance with their skills, operational requirements, and customer demand. An effective distribution strategy has the dual benefit of improving operational efficiency and directly impacting the customer experience. This is achieved by reducing waiting time, accelerating response, and enhancing service quality.

### ***The Concept of Labor Distribution***

The term "manpower distribution" is used to describe the process of strategically allocating human resources across different operational areas within an organization. The primary objective is to guarantee that each department or operational unit has the requisite quantity and quality of personnel to fulfill their specific requirements. In the context of customer service, effective workforce distribution entails the strategic placement of personnel in optimal positions at opportune times to maximize productivity and customer satisfaction.

- Ineffective labor distribution can result in a number of issues, including. A deficiency in the number of personnel available to meet high-demand areas of customer service can result in an unacceptable increase in customer waiting times.
- The deployment of personnel whose skill sets are not aligned with the requirements of the task at hand can result in a decline in the quality of service provided.
- The deployment of excess labor in areas that do not require significant resources can result in the inefficient use of time and financial resources (Hamid et al., 2022).

### ***Factors Affecting Labor Distribution***

In order to ensure effective labor distribution, it is essential to consider a number of key factors. Operational requirements must also be taken into account. The distribution of labor should be based on the specific operational requirements of each department or service area. For instance, in the hospitality sector, supplementary personnel may be required during peak seasons or major events. In the retail sector, periods of increased sales, such as holidays or weekends, necessitate the deployment of additional personnel to meet customer demand.

The skills and competencies of the workforce must also be taken into account. It is of the utmost importance to deploy a workforce whose expertise aligns with the requirements of the task at hand in order to guarantee the delivery of quality services. For example, in the healthcare industry, medical personnel with the requisite specialization should be placed in the relevant units (e.g., a heart specialist in a cardiology unit, an ICU nurse in an intensive care unit). In the context of customer service, individuals who have received training in effective interpersonal communication are better suited for roles in the front office or customer service.

A comprehensive grasp of customer requirements facilitates the determination of optimal workforce allocation. In the restaurant sector, for instance, the lunch and dinner periods typically necessitate a greater number of personnel to serve customers who arrive in large numbers simultaneously. In the retail sector, certain days such as weekends or holidays typically experience higher customer traffic than regular weekdays, necessitating a flexible approach to workforce distribution.

Geographical location is a significant factor in determining the optimal distribution of the workforce. In companies that have branches in various locations, it is also necessary to consider the impact of geographical factors on labour distribution. The number of customers may vary significantly between metropolitan and rural branches, with the latter often requiring fewer staff members (Latief et al., 2023).

### ***Effective Labor Distribution Strategies***

A number of strategies can be employed to guarantee effective and efficient labor distribution. **Forecasting Labor Requirements:** It is crucial to develop a strategy for predicting future labor requirements based on historical data, customer demand trends, and other external factors. By forecasting, companies can ensure the availability of sufficient labor at the optimal time. To illustrate, a restaurant may utilize daily and weekly sales data to ascertain the requisite number of waiters during peak hours.

A flexible scheduling system is a system that allows for the adjustment of work schedules in response to changing circumstances. The implementation of a flexible scheduling system enables the workforce to be adapted to fluctuations in customer demand. The capacity for flexibility in scheduling enables not only the swift adaptation to increased demand but also the maintenance of a healthy equilibrium between the workforce and the demands of the job. A shift system, for instance, enables more efficient distribution than a 9-to-5 work system in a dynamic environment such as a customer service center.

The provision of multitasking training to the workforce can facilitate greater flexibility in the distribution of labour. Those employees who are capable of performing multiple tasks can be

reassigned to different areas as required. To illustrate, in a retail setting, personnel who have undergone training in cashiering, stock replenishment, and direct customer service can be deployed in areas where additional personnel are required at any given time.

In addition to skills, labor distribution should also consider employee performance and experience. It is more probable that employees with greater experience and a commendable performance record will be situated in areas of elevated difficulty or in locations with considerable customer traffic. This objective is to guarantee that the customer service provided is of the highest quality (Groth & Esmailikia, 2023).

### ***The Effect of Workforce Distribution on Customer Satisfaction***

Effective workforce distribution is not only advantageous from an operational standpoint but also has a direct impact on the customer experience. The implementation of an effective labor distribution strategy can yield a number of beneficial outcomes.

A reduction in customer waiting time is an additional benefit of proper labor distribution. One of the most common grievances expressed by customers in a multitude of industries is the length of time spent waiting. By allocating personnel to areas with higher customer volumes during periods of peak demand, companies can reduce waiting times and enhance customer satisfaction.

Improves service quality. When labor is deployed according to the skills of the employees, they are better able to provide fast and accurate service, which ultimately improves the quality of service and the customer experience. For example, personnel assigned to the customer service department should possess effective communication skills and the capacity to address customer concerns in a satisfactory manner.

Enhancing operational efficiency is a key objective. An optimal distribution of personnel allows companies to leverage their available manpower, reduce inefficiencies, and enhance overall productivity. These efficiencies are ultimately reflected in the customer experience, where customers receive faster and higher-quality services.

### ***Challenges in Labor Distribution***

While labor distribution strategies have numerous advantages, companies also encounter several obstacles. In industries with markedly fluctuating demand, such as retail or restaurants, real-time adjustment of labor distribution can be challenging. Errors in predicting customer demand can result in labor overages or shortages.

## **4. CONCLUSION**

This study finds that the fulfillment of manpower in terms of quantity, quality, and distribution plays a significant role in influencing the level of customer satisfaction. Precision in manpower fulfillment ensures that the company is able to meet every operational need in an efficient manner, reduce customer waiting time, and prevent manpower shortages in critical areas. Conversely, the quality of the workforce, which encompasses skills, knowledge, and interpersonal abilities, significantly impacts their capacity to deliver professional services that align with customer expectations. Furthermore, effective workforce distribution—that is, the placement of employees according to their operational needs and capabilities—ensures that human resources are optimally utilized throughout the company, which directly improves operational efficiency and service quality. Inappropriate deployment, in terms of both skills and work location, can result in workload imbalances, which in turn can affect the quality of interactions with customers and lengthen service times. Moreover, this study underscores the significance of sustained training and workforce development programs. Training conducted in a consistent and structured manner not only enhances the technical competence of the workforce but also equips them with the ability to navigate the ever-evolving changes and challenges in the work environment. Ongoing skills development enables employees to remain pertinent in their roles, to keep abreast of the latest industry developments, and to consistently



provide customers with high-quality services. Over time, a competent and well-trained workforce will be able to adapt to changing customer needs, thereby facilitating continuous improvement in service quality. In practical terms, companies must adopt a comprehensive and integrated workforce fulfillment strategy to achieve optimal customer satisfaction. This entails meticulous planning of the requisite number of workers, rigorous selection and recruitment processes to guarantee quality, and continuous training and development programs to enhance workforce competencies. Furthermore, companies must consider the distribution aspect of the workforce, ensuring that workforce deployment is conducted by taking employee skill sets and operational needs in each part of the company into account. Through this comprehensive strategic approach, companies can maximize the potential of their workforce, which in turn will contribute to a notable improvement in customer satisfaction.

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