

Relationship Analysis Of Motivation And Customer Satisfaction On Services Quality Aspect For Online Transportation

Heru Kreshna Reza, Sukmo Hadi Nugroho

Abstract: This study aims to determine the influences of motivation and customer satisfaction on the quality of the online transportation services at Surabaya city. The subjects in this study were representatives of GrabTaxi driver-partners and representatives of GrabTaxi passengers. The technique of determining the sources in this study was using purposive sampling. The method of data collection conducts field studies through questionnaires and interviews. The data analysis technique used in this study is the Structural Equation Model (SEM). This study also uses the data validity test and reliability test in the form of Goodness of Fit and Construct Reliability. The results of this study indicate that there is significant influence between quality of online transportation services, with several factors : (1) The recruitment process of drivers, (2) Reasons for working drivers, (3) Performance Assessment of drivers, (4) Customer satisfaction, and (5) Motivation implications of drivers. This study also produces a weight priority value on the motivational variable of online transportation, (1) The Sustainability Aspect 0.176, (2) The Contributing of Value 0.197, (3) Appreciating creativity 0.145, (3) Growing inclusiveness 0.180, (4) Ethical principles aspect 0.152, and (5) Aspect of Passion 0.150, as a mutually influential of systems in the quality of online transportation services.

Keywords: Customer Satisfaction, Service Quality, Motivation, Online Transportation.

I. INTRODUCTION

The existence of online-based transportation has become popular in Indonesian society, especially in big cities, so that its presence has become more lively to decorate the diversity of conventional modes of transportation that have already existed. Although its existence contains pros and cons because those who oppose the existence of online transportation are considered to violate the law. No. 22 of 2009 concerning Road Traffic and Transport, and PP No. 74 of 2014 concerning Road Transportation and Minister of Home Affairs Regulation No. 101 of 2014 concerning Road

Transportation, because it does not have an operational permit in the form of a business entity as regulated by applicable laws and regulations. According to ComScore data as of December 2017, 15.73 million people were using online transportation applications on Android phones. Among them Go-Jek, Grab, and Uber (before being purchased by Grab), which is 29.6 percent of all mobile application users, in other words, one in four mobile application users in Indonesia has online transportation applications on their Android phones, both Go-Jek, Grab and Uber.



Figure 1. Distribution of Online Transportation Application Users in Indonesia
(Source: ComScore, 2019)

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The progress of the transportation system marked by the emergence of an online transportation business has encouraged people to have a lifestyle that has been marked by freedom of movement, fluency in the exchange of goods and services, as well as the high level of employment and social mobility. In today's lifestyle, people tend to prioritize practicality and convenience in obtaining online transportation. However, the current phenomenon, as revealed by the Bogor District Police, West Java, explains

that the motive for allegedly murdering young women and theft by violence by online taxi drivers (www.tribunnews.com), indicates that online taxi drivers have a level of motivation. The low one. The motivation that is manifested in the workplace is an attempt to find and find goals for individuals in their work-life to have strong relationships with individuals and coworkers and several others who work together at work in a way and also have harmony or cooperation between individual basic beliefs with organizational values. Motivation has an important role in forcing individuals to be better, such as morality, belief in God, honesty, conscience, trust, forgiveness, and cooperation. Besides, spirituality is believed to alienate individuals from selfishness and never neglect the rights of others (Moghadam, et al., 2016). Based on the customer's perspective, the values of motivation owned by consumers will influence the formation of attitudes and determine the selection of products or services that are following the values of motivation. The stronger the commitment of Motivation, the stronger its influence on this behavior is strengthened by the perspective of the organization or company, Motivation has a close relationship in providing services to customers because the Motivation effect has humanistic goals relating to not ignoring the rights of others (Gibbons, 2001). It also becomes the foundation for companies to provide services to customers. Companies engaged in services must ensure that the rights of customers in receiving company services are not overlooked. Attention and fulfillment of customer rights will be the company's advantage in providing services. Community interest in using GrabTaxi online transportation can be due to the security of this service. Users of online transportation services, especially women, are generally not afraid of criminal acts such as harassment, pickpocketing, etc. that often occur in public transportation and conventional taxis. This is because passengers can report service inconveniences directly to Grab office customers. In addition, GrabTaxi also provides insurance coverage for both drivers and passengers. Grab is the first ride-hailing industry to be awarded ISO 9001: 2015 certification, this shows that Grab has a quality management system (www.Grab.com). This is applied by Grab to maintain the quality of services provided to its users, because with the ISO 9001: 2015 certification Grab can ensure the quality of the driver, get more user feedback, maintain high and consistent service standards, maintain driver privacy data and users, better transparency and search, and push safety limits when driving. In the Surabaya city, the company engaged in the field of online transportation is not only Grab, but there are also companies PT. Gojek Indonesia. This causes competition between Grab and PT. Gojek Indonesia. Consumers will be more selective in choosing one of the choices according to him according to the need for transportation services. Anticipating this situation, Grab must be able to create quality services that are following customer expectations. Silvestri et. al (2017) explain the competitive advantage possessed by companies depends on the quality of service. Service quality as a measure of how well the level of service delivered is following the customer's experience. Quality as a dynamic condition related to products, services, human resources, processes, and the environment that meets or exceeds expectations. The quality of the service itself must begin with customer

needs and end with customer satisfaction and a positive perception of service quality (Kotler & Keller, 2012). High-quality service can be achieved if it consistently meets or exceeds customer expectations. In service companies, quality gives an advantage because it can build the company's reputation (Elassy, 2013). Consumer demands in terms of services received, causing companies to act as much as possible to provide the best service for consumers. Jiradilok (2014) suggests that customer satisfaction is very important because the tendency of consumers who are satisfied with the services provided by the company will be loyal and make repeat purchases. The above description shows that customer satisfaction is so important because dissatisfaction experienced by customers can make it easy for customers to change their minds and switch to using competing services, while very satisfied consumers are more difficult to change their choices. High satisfaction creates an emotional attachment to the company, thereby fostering loyalty. Based on the above background, a Problem Statement that can underlie this research can be prepared, namely how to analyze the relationship between motivation and customer satisfaction with the quality of online-based transportation services. Furthermore, data collection is done through questionnaire analysis, interviews and observations about the activities of drivers and consumers of online transportation in this case as an example of a case study is Grab transportation, to determine what factors underlie the relationships and the priority weights of online-based transportation services.

II. MATERIAL AND METHODS

II.1. The Service Quality

The service quality concept was first introduced by Parasuraman, Zeithaml, and Berry in 1985. Service quality is a comparison between perceived service (perception) of customers and expected service. Good or bad quality of service can not be determined by the service provider (service provider), because consumers have the power to determine whether the service received is appropriate, exceeded, or not following expectations. Therefore, it is important for companies to know consumer expectations for these services. If consumer expectations are met, then the quality of service can be said to be good (Saghier, 2015).

II.2. Customer Satisfaction

Satisfaction is feeling happy or disappointed with someone who arises because someone who arises because of comparing the performance of perceived products or services against their expectations (Kotler, 2012). Meanwhile, according to Zeithaml and Bitner (2004) "Satisfaction is the customer's evaluation of a product or service in terms of whether that product or service has met their needs and expectations". Satisfaction is a customer evaluation of a product or service that has met customer needs and expectations. According to Kotler and Keller (2016) dimensions of customer satisfaction are as follows:

a. The performance. High performance produced by employees will help the company in the process of achieving its goals. According to Moghadam (2016) employee performance (work performance) is the result of the quality and quantity of work achieved by an employee in

carrying out their duties following the responsibilities given to him.

b. Hope. It is the customer's expectations that lie behind why two organizations in the same business can be judged differently by their customers. In the context of customer satisfaction, expectations are generally estimates or beliefs of customers about what they will receive.

II.3. Motivation In Customer Service

Motivation is a basic feeling that connects a person with his complete existence, the other party, and the universe. Organizations that have motivation will be more profitable and have people who are more committed to work and can develop and utilize creativity, emotions, and intelligence. Motivation is considered capable of providing a more positive reciprocal relationship between organizations and their members (Elassy, 2013). Rhodes (2006) in Elassy (2013) mentions various aspects of motivation in business. Motivation is stated to have 6 aspects: emphasizing sustainability; contribute to value; respect for creativity; foster inclusiveness; developing ethical principles; and passion-oriented that unites life and work. The six components are needed to create a whole person, create motivation at work, and ultimately bring change to the wider community. These six aspects are universal and do not conflict with or harm anyone's interests.

II.4. The Methods of Research.

The research paradigm used in this study is a combination of qualitative and quantitative. According to Neuman (2003), qualitative research is research that emphasizes the process and meaning of social reality that is not rigorously tested or measured in terms of quantity or frequency. While quantitative research is research that approaches with clear measurements and figures. The qualitative research in this study was used to describe the phenomena related to the existence of online taxis with a focus on research on the phenomenon of service quality towards meeting the expectations of online taxi consumers in the city of Surabaya, while the quantitative research in this study was used to find the relationship value of all variables that influence online-based transportation service quality using the Structural Equation Model (SEM) approach.

II.5. Structural Equation Model (SEM).

The main method used in this study is the Structural Equation Model (SEM). SEM is one of the models in statistics that was developed to examine a set of relationships between one or more construct independence

and construct dependence, both continuous and discrete variables. SEM is a statistical technique for studying the causal relationship between interrelated variables forming a system that is currently widely used in various fields. Hair et al (2010) propose stages of structural equation modeling into 7 (Seven) steps, as follows:

- a. Development of a theory-based research model.
- b. Development of path diagram analysis to show causality relationships.
- c. Convert a path diagram into a structural equation model.
- d. Selection of the input matrix and estimation techniques for the proposed model.
- e. Assess the identification of the structural model used.
- f. Evaluate the estimated goodness of the model with the Goodness of Fit and Construct Reliability models.
- g. Interpretation and modification of research models.

In principle, the seven steps are systematic steps that are used to test the compatibility between the reference model that is compiled based on the framework of thought diagram in a study following the theory with prediction models that are calculated using sample data. The goodness of fit index and the reliability of the model (Construct Reliability) serve as a reference to measure the degree of compatibility between the two models. The main data in this study were obtained by conducting a field study through in-depth interviews with several pre-determined sources using aids in the form of questionnaires and interview guidelines. In this study, researchers used quantitative questionnaires and semi-structured interview guidelines for their qualifications. After collecting the data needed in research, the next step that must be done is to analyze the data that has been collected. The data analysis technique used in this study is the technique of quantitative and qualitative data analysis. According to Neuman (2003) quantitative and qualitative data analysis is data analysis carried out by taking measured data in the field and taking some theoretical concepts and treating it in an empty box that will be filled with empirical examples and descriptions. The steps in the analysis of this study include Data Processing and Reduction, Relationship Modeling, Validation and verification, Data Presentation and Optimal Decision Making.

III. RESULT & DISCUSSION

The Diagram Model Relationship Variable Quality of Online Transportation Services as a conceptual model on aspects discussed in this study shows in Figure 2. Relationship Model as follow:

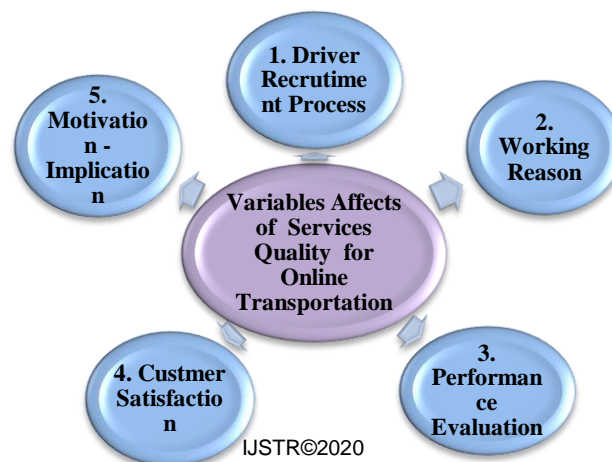


Figure 2. Relationship Model of Service Quality Variable For Online Transportation

Based on the results of the research it can be arranged Conceptual Model which is a Model Diagram of Relationship Variable Quality of Online Transportation Services as shown in Figure 2. Furthermore, it can be explained here that the identification of variables affecting the Quality of Online-Based Transportation Services

includes, among others (1) the recruitment process, (2) Reasons for working, (3) Performance Appraisal, (4) Consumer satisfaction and (5) Motivational implications. Based on data processing using the Structural Equation Model (SEM) method, the values of model goodness and model reliability values are obtained as follows:

Table 1. The Value of Goodness of Fit based on SEM analysis

Size of Goodness of Fit	Goodness Standards	The Calculation Results	Conclusion
CHI-SQUARE	kecil	5.887	Fit
RMSEA	≤ 0.080	0.070	Fit
GFI	≥ 0.900	0.988	Fit
CFI	≥ 0.900	0.993	Fit
CMIN/DF	≤ 2.000	1.962	Fit

$$\text{Construct Reliability} = \frac{(\sum \text{standardize loading})^2}{(\sum \text{standardize loading})^2 + \sum \epsilon_j}$$

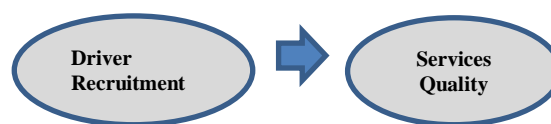
$$\text{Construct Reliability} = \frac{(\sum 3.64)^2}{(\sum 3.64)^2 + 2.329} = 0.850 \geq 0.70 \rightarrow \text{Reliable}$$

At Table 1. Based on the results of processing with the SEM method, it can be seen that the Relationship Model has shown a good Goodness of Fit value with the conclusion of Fit, meaning that the relationship model has been Valid. Furthermore, the Construct Reliability value which states the reliability model value gives a value of $0.850 > 0.70$ means that the relationship model is reliable.

III.1 Relationship of Driver Recruitment to Service Quality

Quality of service is an issue that has come to the attention of every businessperson in running his business, including Grab's online taxi business. Services in the field of services such as Grab's online taxi business are very dependent on drivers who are directly in contact with consumers. Therefore, the online taxi Grab in conducting the recruitment of its driver in two ways, online and offline. The Grab driver-partner recruitment information online is disseminated through social media, mass media and print media. The online recruitment process can be done in two ways, first via the Grab Official Website (Grab.com) and then coming to the Grabcar office or directly coming to his

office. The second way, registration is done through Grab's online driver-partner via the Kudo application, which is registration is done by an intermediary of people who are Kudo agents. The recruitment of Grab drivers is also done offline namely, the registrants come to the Grab office and bring documents. The documents are, first, Resident Identity Card, second Driving License, third Vehicle Registration Certificate and fourth, Police Registration Certificate. Completeness of the documents that have been verified will allow Grab driver applicants to pass the administration and be able to enter the next stage of the practical test phase. The practice tests conducted in the recruitment of prospective Grab drivers are known as testing to get a driver's license such as tests related to knowledge about signs, driving tests and KIR exams. Next will be tested the relationship of driver recruitment factors to the quality of the results of online transportation services. Based on the results of questionnaires and field interviews with respondents, the following is the relationship between driver recruitment factors and the quality of online transportation service results, based on SEM data processing results, as in Figure 3.



$$X_1 = \text{Driver Recruitment} ; Y = \text{Services Quality} ;$$

$$\text{Loading factor} : 0.15 \rightarrow Y = 0.15 * X_1$$

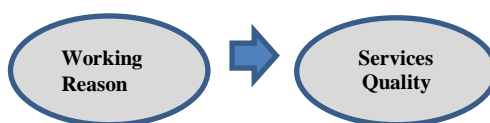
Figure 3. Relationship Correlation of Driver Recruitment to Online Transportation Service Quality

In Figure 3, the results of data processing with the SEM method we get the correlation between the relationship between driver recruitment factors and service quality with loading factor: 0.15, meaning that there is a real and absolute relationship with a relationship weight value of 0.15. (quite significant)

III.2. Relationship between Service Quality and Working Reasons for Online Transportation Drivers

The main reason and motivation of drivers who choose to become Grabcar drivers are because of economic factors to meet their needs and their families, besides being a Grabcar driver is also known to provide great benefits, especially in terms of economics. This can happen because Grabcar has a good and systematic income

calculation system and has an additional bonus incentive in addition to a pleasant way of working and more flexible working hours to accommodate the needs of the informants. But there is one informant who does not want to be named, he said, working with a grab in one month can generate tens of millions of rupiah, with the term "try" that is by cheating with fake orders. But he said that he could not be an online driver anymore because he had just left "meaning" because of the fraud he had committed. Based on the results of the questionnaire and field interviews with respondents, the relationship between the reasons of working drivers and the quality of online transportation service results is obtained, based on the results of SEM data processing, as in Figure 4. below



$$X_2 = \text{Working Reason} ; Y = \text{Services Quality}$$

$$\text{Loading factor : } 0.25 \rightarrow Y = 0.25 * X_2$$

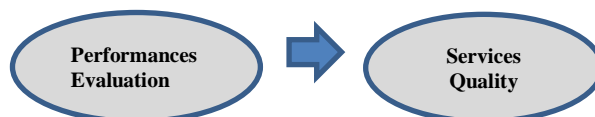
Figure 4. Relationship Correlation of Reasons for Working Drivers to the Quality of online transportation Services

In Figure 4, the results of data processing with the SEM method, the correlation between the reasons for working drivers and service quality with the loading factor: 0.25 is obtained, meaning that there is a real and absolute relationship with the weight value of the relationship 0.25. (significant).

III.3. Relationship Assessment of Driver Performance Against Online Transportation Services

Grabcar driver performance evaluation is based on giving a star by the passenger. The star has a range from the smallest one to the highest of five. The magnitude of the

stars is then accumulated and averaged which shows the level of service quality provided by the driver and felt by the passenger. The results of this star rating will then be a benchmark in determining income and daily bonuses obtained by Grabcar drivers. The more five stars a driver gets, the higher the performance rating will be, the greater the income the driver gets. With such performance appraisals, the performance evaluation process is considered unfair. Said to be unfair because there are some cases where when the driver feels he has provided the best service, but passengers still give a small star.



$$X_3 = \text{Performance Evaluation} ; Y = \text{Services Quality}$$

$$\text{Loading factor : } 0.25 \rightarrow Y = 0.35 * X_3$$

Figure 5. Relationship Correlation of Driver performance evaluation on the Quality of online transportation Services

In Figure 5, based on the results of data processing by the SEM method, the correlation between the performance factors of driver performance and service quality with the loading factor is obtained: 0.35, meaning that there is a real and absolute relationship with the weight value of the relationship 0.35. (very significant). Related to performance, then the next is the impact of the results of the performance evaluation on the drivers. The asterisks and ratings as performance benchmarks are very influential and have an impact on the trust of Grabcar in Surabaya to its partners. Performance evaluation that is still subjective will make the motivation of drivers in providing optimal services will decrease so that the quality of Grabcar Surabaya services can also decrease, this was felt by researchers when

getting suspended, so that not being able to do activities at Grab made motivation have dropped to not continue to be Grab driver. Suggestions for this are from the researcher, namely by holding a driver's assessment of the passenger. So when passengers get a good star rating, it will get its benefits. From the experience felt by researchers with the experience that occurred. Researchers suggest, don't just look at the stars, but there must be a certain system where the driver can also defend himself in case there is a negative rating but there are certain reasons and it may be necessary to assess the driver for consumers so that passengers are also more objective when giving a value and there are advantages for passengers too.

III.4. Grab Online Taxi Customer Satisfaction in Surabaya City

The expectation of consumers in Grabcar services is good service in terms of comfort, accuracy, and safety of passengers. Therefore, expectations and customer satisfaction with the quality of online taxi services in the city of Surabaya lies in the comfort, accuracy, and safety of the Grabcar passengers themselves. According to passengers, until now the Grabcar drivers have carried out several services that were following the expectations of their passengers, although there were still some that were still found to have a lack of car cleanliness. In this case, it

is known that most passengers complained about the services provided by Grabcar drivers, namely regarding car cleanliness, driver hygiene, and driver reliability in understanding road routes. To be able to remind Grabcar drivers to be able to continue to improve and cover the shortcomings in the quality of its service, the Grabcar provides a means of the system to accommodate customer complaints. Based on the results of the questionnaire and field interviews with respondents, the relationship between customer satisfaction and the quality of the results of online transportation services is obtained, as in Figure 6.

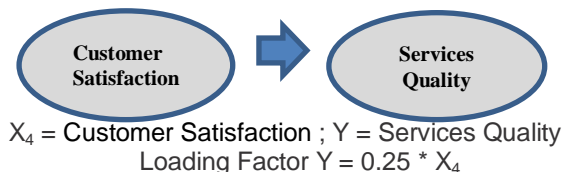


Figure 6. Relationship Correlation of Customer Satisfaction with the Quality Services

In Figure 6, the results of data processing with the SEM method, the correlation between the performance factors of driver performance and service quality with the loading factor is obtained: 0.25, meaning that there is a real and absolute relationship with a relationship weight value of 0.25. (Significant).

III.5. The weighting of the Implications of Spirituality

Implications Motivation is an implication based on basic feelings that connect a person with his complete existence, other parties, and the universe, in this case, is how online transportation services to aspects of customer

needs or customers. Based on observations, interviews, and methods in this study, we obtain at least 6 (six) aspects that affect the aspects of motivation on the quality of online-based transportation services. The six aspects of motivation include the aspects of sustainability or sustainability, aspects of value contribution, aspects of creativity, aspects of inclusivity, aspects of ethical principles, and aspects of passion, which can then be described in the form of a circle of systems that influence each other in the motivation of online transportation service quality, as shown in Figure 7.



Figure 7. Relationship Diagram and Aspects of Online Transportation Services as a System

Based on Structural Equation Model (SEM) data processing, then according to Figure 7. obtained weighting influence on the relationships and aspects of online transportation services as a system circle, the Online Transportation Service Motivation is an interaction of all

Table 2. Weight Priority of Motivation Variable

Variable of Motivation	Weight Priority
Sustainability	0.176
Contributing to Value	0.197

In Table 2. based on data processing, the highest value of influence weight is found which influences aspects of motivation. Contribution values with a weight of 0.197, Inclusiveness with a weight of 0.180 and Sustainability with a weight of 0.176. Furthermore, the description and role of each aspect variable according to the priority weights can be explained as follows:

a. The motivation of Grab Driver Service Quality Based on Sustainability Aspects (Weight 0.176)

Grabcar passengers will give a five-star to drivers who are friendly, polite, clean and neat clothes and comfortable cars. The high rating is not always associated with good service. Because consumer ratings are also influenced by feelings based on pity for drivers and many other factors such as passenger mood, family problems, body conditions, and others. While from the experience felt by researchers, who are Grab customer passengers, the most important thing is the friendliness, timeliness, and cleanliness of the car is the most important to get a 5-star rating.

b. The motivation of Grab Driver Service Quality Based on Aspects Contributing to Value (Weight 0.197)

Grabcar drivers have done several things to add value to the passenger services. The added value provided by the Grabcar driver is to pay more attention to the needs of its passengers. Giving small things, such as understanding the needs of passengers will make passengers feel comfortable so that the quality of the Grabcar service that he feels will have a positive impact. Employees having good behavior will improve customer perception of the services provided.

c. The motivation of Grab Driver Service Quality Based on Aspects of Appreciating Creativity (Weight 0.145)

Drivers with high levels of motivation tend to be more creative in dealing with conditions on their way to take passengers. This creativity then helps passengers to appreciate the high quality of service provided by the Grabcar driver. Someone who has high motivation and is at work with unexpected conditions will trigger high creativity as well. The job as a Grabcar driver is often in unexpected conditions, which also depends on the conditions of the passengers.

d. The motivation of the quality of Grab Driver Services Based on the Aspect of Growing Inclusiveness (Weight 0.180)

aspects that influence it with the weighting of the following priority aspects: :

Appreciating Creativity	0.145
Growing Inclusiveness	0.180
Ethical Principles	0.152
Passion	0.150

With communication as a form of passenger participation in the implementation of the Grabcar service, the driver has provided a good form of service representing the Grabcar itself. Grabcar's party is known to have done several things to be done by its driving partner, for the sake of a better image of service quality. This indicates that in practice, Grabcar has included the driving partners to be able to create good quality servants.

e. The motivation of Service Quality from Grab Drivers Based on the Aspects of Developing Ethical Principles (Weight 0.152)

Grabcar drivers who have high motivation will tend to have good ethics at work and not to pursue too many bonuses in determining the length of work. Those who have high motivation will tend to consider family and health in determining the length of work. With good ethics at work, Grabcar passengers will feel comfortable and safe when using Grabcar services, so that the value of Grabcar service quality will be good along with the good things experienced by passengers in using Grabcar services. If the Grabcar driver has good behavior, it will increase the customer's perception of the services provided.

f. The motivation of Grab Driver Service Quality Based on Orientation Aspects in Passion (Weight 0.150)

The motivation of Grab drivers has a relationship with the quality of service. Motivation has a significant positive effect on service quality, wherein this case Grabcar drivers who have high motivation will carry out their duties better, to create good service quality. If the Grabcar driver has good behavior, it will increase the customer's perception of the services provided.

IV. CONCLUSION

Some of the results and conclusions obtained in this study are as follows:

a. There is a real and significant influence between the quality of online-based transportation services with several factors, namely:

- (1) Driver Recruitment process,
- (2) Reasons for Working drivers,
- (3) Driver Performance Assessment,
- (4) Consumer Satisfaction and,
- (5) Implications of Motivation.

b. Passengers feel more comfortable if delivered by Grabcar drivers who have behaviors that reflect high motivation.

c. Grabcar drivers who have high motivation based on data processing, questionnaires and interviews will tend to do some things that can add value to the services they provide to their passengers.

d. The several variables that affect the weight of online transportation driver motivation include the aspects of sustainability or work sustainability, aspects of value contribution, aspects of creativity, aspects of inclusiveness, aspects of ethical principles, and aspects of passion, as a circle of systems that influence each

FUTURE WORK

a. Future studies can examine more deeply by entering the driver's age criteria and previous occupational background as well as aspects of income and financial expenditure before and after becoming a GrabCar partner.

b. Future studies are suggested to further examine not only the aspects Grab drivers but also how Grab companies instill motivation in the company's internal management.

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