

# Management commitment to service quality and service recovery performance of customer service officer at PT. Bank Central Asia, Tbk. Surabaya-Indonesia

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**ABSTRACT:** The purpose of this study is to determine the effect of Management Commitment to Service Quality (MCSQ) on service recovery performance in the bank, by mediating organizational commitment and job satisfaction. Recovery efforts for service failures in banks are a very important factor because a bank is a service company that requires customer trust and customer loyalty. The research is limited to efforts to recover services that can be done by CSO until completion. The concept of MCSQ in this study refers to the research of Rod & Ashill (2010), embodied in four dimensions, namely employee awards, training, empowerment and customer service orientation. There are 4 variables with 22 indicators in this study and the number of respondents was 166 Customer Service Officers (CSOs) of PT. Bank Central Asia, Tbk in Surabaya who have worked for at least 6 months. IBM SPSS Amos software version 22.0 for Windows was used for data processing. The results confirm the research of Babakus (2003) and Rod & Ashill (2010) that show MCSQ has a significant effect on organizational commitment and job satisfaction. Furthermore, organizational commitment and job satisfaction also significantly affect the service recovery performance of CSO. This result is in line with the research of Babakus (2003) but on contrary with the results of the Rod & Ashill study (2010) which states that organizational commitment affects service recovery performance but job satisfaction does not have a significant effect on service recovery performance.

*Keywords:* management commitment, service quality, service recovery performance, customer service

## 1 INTRODUCTION

In today's competitive business environment, companies engaged in the service sector need to improve their competitive advantage by offering better services to their customers (Hasaballah, Ibrahim & Abdallah, 2014). Likewise, Bank Central Asia (BCA) Surabaya as a private bank with many branches needs to develop various strategies that can produce competitive advantage by developing human capital through various functional activities in the field of human resources, such as employee reward, training, and empowerment (Bowen & Lawler 1995; Hart et al. 1990). The experts call the three functional activities as the best indicator of management commitment to service quality construct. Pfeffer (1994) calls it the best human resource practices. In the research literature, these functional activities are examined for their simultaneous influence on employee attitudes and behavior (Forrester, 2000; Rogg et al., 2001) and these functional activities are often called Management Commitment to Service Quality (MCSQ).

The MCSQ concept and its effect on service recovery performance have been studied in a number of previous studies (Babakus et al. 2003; Rod & Ashill 2010; Ashill et al. 2008). Although a number of studies that examine the effect of MCSQ on service recovery performance have been conducted, there are still few studies in the field of human capital that involve the role of customer service orientation as a whole part of the MCSQ device. In this study, customer service orientation was reviewed as an MCSQ indicator (Lytle et al., 1998). The purpose of this study focuses on the study of the role of MCSQ (i.e. employee reward, training, empowerment, and customer service orientation) in influencing service recovery performance at BCA in Surabaya, Indonesia.

### 1.1 Management Commitment to Service Quality

Management Commitment to Service Quality (MCSQ) is defined as "employees" appraisal of an organization's commitment to nurturing, developing, supporting, and rewarding its employees to achieve service excellent (Babakus et al., 2003).

CSOs are bank employees who directly interact with customers, provide services, and handle customer complaints. Broadly speaking, the role of the CSO's duties is related to service recovery. The CSO's service recovery performance will demonstrate the quality of CSOs service.

BCA CSOs serve as frontline employees (FLEs) who contribute a crucial role in presenting services and building relationships with customers (Babakus et al. 2003) and their attitudes and behavior will determine the customers' perceived quality of service. Empowerment, reward, training, and customer service orientation collectively play an important role to elicit affective reactions from employees.

As noted earlier (Rod & Ashill, 2010), when empowerment, reward, training, and customer service orientation are implemented simultaneously, it will have an impact on employee's affective states and subsequently on their performance. Empirically, MCSQ (empowerment, reward, training, and customer service orientation) has a positive effect on job satisfaction and organizational commitment (Ashill, Rod & Carruters 2008). Organizations which communicate this important message by utilizing these resource practices will produce psychological contracts (Babakus et al., 2003). The process of the effect of MCSQ on organizational commitment and job satisfaction is built on Bagozzi's (1992) attitude theory: appraisal emotional response behavior. Therefore, the assessment of the effect of MCS leads to employee satisfaction and this emotional response affects employee service behavior Kim et al., 2009). Therefore, the proposed hypothesis is:

H1a: For PT BCA, Tbk. Surabaya, CSO perception of MCSQ (as manifested by empowerment, reward, training, and customer service orientation) will have a significant positive effect on their organizational commitment.

H1b: For PT BCA, Tbk. Surabaya, CSO perception of MCSQ (as manifested by empowerment, reward, training, and customer service orientation) will have a significant positive effect on their job satisfaction.

### 1.2 Organizational Commitment and Service Recovery Performance

Literature review scrutinized that the researchers have recognized that employee who is committed to their organization performs at a higher level (Mowday et al. 1979; Jaramilo et al. 2005; Meyer et al. 2002). Meyer & Herscovitch (2001) suggest that "the mind-set characterizing affective commitment is desire ...to pursue a course of action of relevance to a target". In the case of service failure in BCA,

CSO's of the bank is the organization one works for and the course of action is the effective recovery from failure to the customer satisfaction". Empirically, researchers found that organizational commitment influences service recovery performance positively (Rod & Ashill 2010). Thus, our next hypothesis is:

H2: For PT BCA, Tbk. Surabaya, CSO's organizational commitment will have a significant effect on their perceptions of service recovery performance.

### 1.3 Job Satisfaction and Service Recovery Performance

The dominant view in organizational behavior literature cited that job satisfaction is an affective state resulting from one's evaluation of his or her job (Hartline & Ferrell 1996; Yoon et al. 2001). Specifically, evidence from Kim et al. (2009) shows that job satisfaction has a positive and significant effect on customer service behavior (service recovery performance). Therefore our hypothesis of this relationship is

H3: For PT BCA, Tbk. Surabaya, CSO's job satisfaction will have a significant effect on their perceptions of service recovery performance.

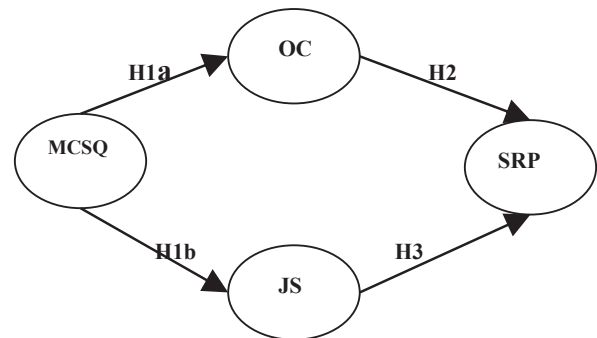


Figure 1. conceptual model

MCSQ: Management Commitment to Service Quality;  
 JS : Job Satisfaction;  
 OC : Organizational Commitment  
 SRP : Service Recovery Performance

## 2 RESEARCH METHODS

This type of research is basic research, which is research that is generally used to test the validity of the general business theory or to learn more about a particular business phenomenon (Zickmund et al. 2012).

Management Commitment to Service Quality (MCSQ) variable was operationalized as individual

appraisal about the human resource practices of reward, empowerment, training, and customer service orientation. Organizational commitment variable was operationalized as the level of individual willingness to make additional efforts in achieving organizational goals and job satisfaction as mediating variables operationalized as employees' positive attitudes towards their work duties, and service recovery performance variable is dependent variable and operationalized as the individual's ability to respond and handle failure service.

Data collection was done through surveys with simple random sampling techniques (Neuman 2006) utilizing questionnaires distributed to 282 respondents of BCA CSOs from various BCA branches in Surabaya. Data analysis used the Structural Equation Modeling (SEM) method (Hair et al. 2013) because it uses a complex research model and in order to minimize bias due to statistical errors.

In the first stage, a model measurement analysis was conducted to examine the relationship of each construct with its indicators in order to maintain the validity and reliability of the research. In the second stage, an analysis of the structural model was carried out to assess how good the research model fits the empirical data (Hair et al. 2010). The model test was done by the technique of estimating maximum likelihood or MLE.

### 3 RESULTS AND DISCUSSIONS

The Pearson Correlation value for each statement item is used to test the validity in the measured construct; the test results show a value above 0.645 and are significant. Reliability testing in each research construct shows the value of Cronbach's Alpha above 0.684. Based on the results of the validity and reliability testing, the data analysis is carried out. In conducting the research analysis, 2 main stages were used, namely: (1) analysis of the measurement model and (2) analysis of structural models. Suitability of the measurement model with empirical data is tested using the CFA to determine the characteristics of Goodness of Fit. A test using Confirmatory Factor Analysis shows the following results:

The suitability of the measurement model with empirical data is tested using CFA in order to know the characteristics of Goodness of Fit. A test using Confirmatory Factor Analysis shows the results of measurement measurements, as follows:

Table 1. Estimated value and significance of the relationship between constructs in the structural model.

Relationship	Standardized Estimates	Critical Ratio	P-Value
OC ← MCSQ	0.601	7.020	***
JS ← MCSQ	0.726	6.326	***
SRP ← OC	0.357	3.373	***
SRP ← JS	0.553	4.985	***

\*Source: Data Processing Results

CMIN / df = 2.021, can be categorized as good fit. GFI value = 0.903, can be categorized as good fit. RMSEA value = 0.079, can be categorized as good fit. Value of CFI = 0.936; TLI = 0.915, can be categorized as good fit. Thus, the results of the Goodness of Fit measurement test in stage one show there are 3 values of the absolute fit index and 2 values of the incremental fit index. So, based on the results of the CFA analysis, it can be concluded that the measurement model can be categorized as relatively good, thereby, further analysis can be carried out to test the structural model. The results of the structural model analysis show that the value of CMIN / df = 2.0875 is categorized as good fit fulfilling the reference value; GFI = 0.893, marginal fit; RMSEA = 0.081 marginal fit; CFI = 0.929, good fit; TLI = 0.910, good fit. So, based on the values of the analysis compared to the reference values, it can be concluded that the structural model is relatively good enough to describe empirical reality so that the analysis continues to examine the relationships between constructs in the model.

The results of Hypothesis 1a testing show that MCSQ had a significant positive effect on organizational commitment. This happens because the higher the CSO's perception of the commitment of the management to realize quality services, the higher the CSO organizational commitment towards the organization.

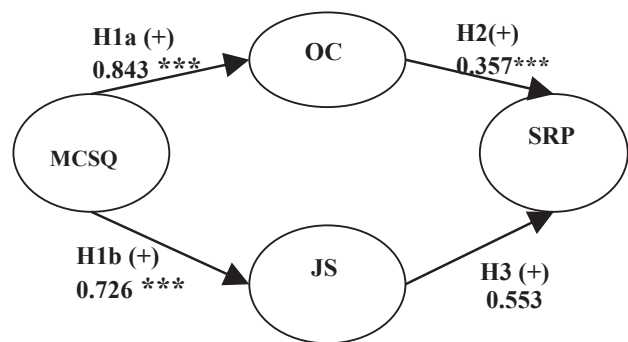


Figure 2. Test Results in Structural Models.

(\*): significant

The results of Hypothesis 1b testing show that MCSQ had a significant positive effect on CSO job satisfaction. The results of this test justify that the



high CSO's perception of human practices in terms of empowerment, reward, training, and service quality orientation will increase CSO job satisfaction. The results of the hypothesis 2 testing show that the higher CSOs organizational commitment, the higher their service recovery performance.

The results of hypothesis 3 testing show that CSO's job satisfaction had a positive and significant effect on service recovery performance. The results of this test show the same thing as the results of previous studies that show mixed results between one's attitude and academic performance. The results of these tests confirm previous research results because they show similar results. In addition, the results of this test also justify Bagozzi's (1992) attitude theory as its theoretical base. This research examines the role of MCS and how it is linked to service recovery performance through organizational commitment and job satisfaction. This study reconfirms the research model proposed by Babakus et al., (2003).

#### 4 CONCLUSION

Through a series of tests, the overall results of this study show that MCS, which is realized through the practice of simultaneous human resource management (empowerment, reward, training, and service quality orientation) will improve organizational commitment and job satisfaction among customer service officers at PT Bank Central Asia, Tbk. Surabaya, which in turn has the role of increasing their service recovery performance. This study contributes to the literature on human resource management which provides empirical evidence that the simultaneous implementation of human resource practices jointly affects organizational commitment and job satisfaction and service recovery performance.

There are some limitations to this study, where the main limitation is that the study used a survey approach that relied on cross-sectional data. For further research, longitudinal research is proposed to be used, so that data that show a change in attitude and behavior of the research subjects can be obtained. In addition, in this study, data on service recovery performance was taken based on the perception of CSOs, due to research time limitations that did not include customer ratings of the recovery performance of CSO services.

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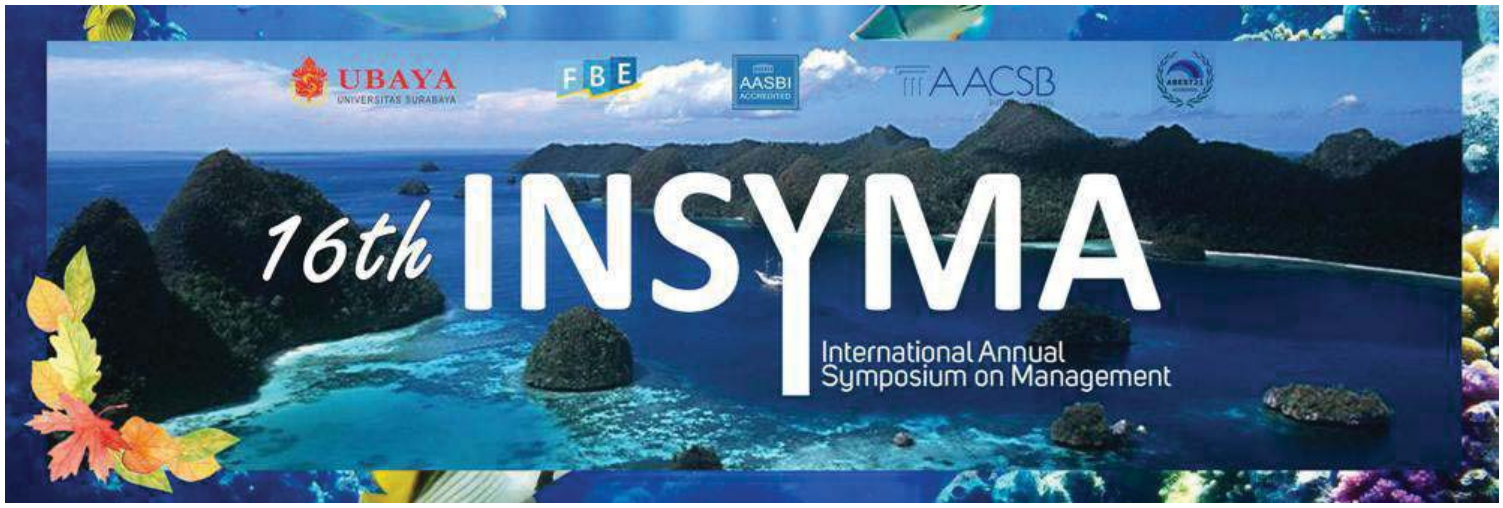
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#### **Proceedings Article**

### GCG disclosure and risk profile on bank performance: case studies on state-owned banks

Mr. Sutrisno

This study aims to examine the effect of corporate governance disclosures and risk profiles on bank performance where bank performance was measured by return on assets (ROA) and corporate governance disclosures were measured by a self-assessment conducted by the bank. Moreover, the risk profile consists...

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#### **Proceedings Article**

### Risk based bank rating and stock return a case study on state-owned bank in Indonesia

Sutrisno, Bagus Panuntun

The purpose of this research is to examine the effect of bank soundness as measured by risk based bank rating on stock returns. Risk based bank rating consists of risk profile (credit risk-NPL and liquidity risk-LDR), GCG disclosure, earnings (return on assets-ROA and operating expense to income ratio-OEIR),...

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### [A study on short momentum phenomenon](#)

Werner R. Murhadi, Dita Yohana Putri Abrianto

This study aimed at examining the phenomenon of short-term momentum in the Southeast Asian capital market. The sample capital markets were Singapore, Thailand, and Indonesia, with years of observation over the 2014 to 2016 period. Tests were carried out using the one-sample t-test to test whether there...

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Dewi Fortuna Sam, Mr. Sumarlin, Mr. Suhartono

This study utilizes qualitative methods with a critical approach. Data collection is conducted through interviewing techniques and other secondary data support. Data analysis method uses critical constructivism by testing the validity of data based on data triangulation and theory. The results of the...

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### [Empowering active ageing into labor market: a new alternative human resource for employment in Taiwan](#)

Jenn-Jaw Soong



Ageing becomes general phenomenon in the world that shapes population structure and economic development, especially great impacts on dependency ratio and labor market. Taiwan is one of the serious ageing societies in the world and that, consequently, has heavily hit Taiwan's economy and labor force...

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### Determinants of knowledge sharing studies: organizational contexts in the social perspective

Maria Elizabeth Lanny Kusuma Widjaja

Knowledge has been recognized as an intangible asset that is critical for the organization. Knowledge Management (KM) practices, in turn, will vary based on differences in organizational context. Successful KM activities are believed to be related to organizational design and structuring of knowledge...

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### Exploring theory of spiritual leadership : constructing a model

Ms. Nurlasera

The objective of this paper is to describe the spiritual leadership theory that originated from the theory of rationalization and continues to evolve into various styles of leadership, namely transactional leadership, transformational leadership, directive leadership, empowering leadership, ethical leadership,...

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### Psychological well-being and workplace relations gaps on generational differences

Norse Indraswati Ardiansyah, Noviaty Kresna Darmasetiawan

This research is done to gain a picture of relationships and communications between staffs and higher-ups, problems that arise in workplace, the problem-solving connected with the generational differences and effects on psychological well-being. Gaps in work relation due to generational differences if...

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#### **Proceedings Article**

### The effect of competence, emotional quotient, and financial quotient on the business performance of small and medium enterprises in Surabaya, Indonesia

Siti Mujanah, Tri Ratnawati, Amiartuti Kusmaningtyas

This study aims to analyze the effect of competence, emotional quotation, and financial quotient on the business performance of Small and Medium Enterprises (SMEs) in Surabaya, Indonesia. The study was conducted on 75 SMEs in Surabaya that run food and handicraft businesses, have about 10 to 50 employees...

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#### **Proceedings Article**

## Cinderella complex on working women

Vania Chastine, Noviaty Kresna Darmasetiawan

The goal of this research is to explore the Cinderella complex phenomenon on working women. Women with Cinderella complex tendency can feel that they are in an unrescueable condition, need men to save them, and ultimately limit their potential. The questions from this research are (1) why does the Cinderella...

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### Proceedings Article

## The effects of integrity, entrepreneurship, knowledge, leadership to succession in first generation family business

Andreas Wijaya, Brendi Wijaya

Family businesses have important contributed in Indonesia, this survey is supported by PWC of 95% of companies in Indonesia are family companies. Several researcher has underlie the reasons why family companies fail to maintain the long-term business, but the most problem discuss in family business failure...

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### Proceedings Article

## An analysis on the influence of customer loyalty program and service quality on customer loyalty with trust as a mediation variable on Samsung mobile phone

Andhika Surya Bagaskara, Murwanto Sigit

This study aims to determine the effect of customer loyalty programs and service quality on customer loyalty with trust as a mediation variable on

Samsung mobile phone products. Variables in this research are customer loyalty program, service quality, trust, and customer loyalty. Respondents of this...

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### **Proceedings Article**

Redrawing the future of travel agent: examining the existence of online travel agents among young consumers

Andhy Setyawan, Tuwanku Aria Auliandri

Over the past decade, the rapid development of the internet has changed the business scope of many industrial sectors, including the tourism sector. The existence of the internet eases young travelers to choose tourist destinations, accommodation, and transportation that are used through Online Travel...

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**Proceedings Article**

## The effects of assortment and utilitarian motive to purchase decision in supercenter

Andreas Wijaya

This research studied about the effect of assortment and utilitarian motive to purchase decision in Transmart Supercenter Cempaka Putih. Indicator of purchase decision was measured by: problem introduction, search information, alternative evaluation, purchase decision, post purchase behaviour, indicator...

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**Proceedings Article**

## The influence of brand communication, brand image, brand satisfaction, and brand trust on brand loyalty

Annisa Dieni Eka Putri, Ms. Indarini, Dudi Anandya

The purpose of the study is to analyze and determine the influence of brand communication, brand image, brand satisfaction, and brand trust on brand loyalty of Teh Pucuk Harum in Surabaya. This study used 170 respondents who are residing in Surabaya, minimum education level of high/vocational school,...

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## The effect of green brand on green product purchase intention in Indonesian communities

Erna Andajani



The issue of plastic waste in Indonesia is a national and chronic problem. The non-green materials are still often used for product packaging. Western people have environmental concerns by using green products, but that is not the case for Indonesian people. This study aims to examine the effect of green...

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#### **Proceedings Article**

The effect of e-mass customization in the dimension of consumer's perceived value on satisfaction and loyalty of luxury brand consumers in Indonesia

Gregorius Kevin Soesilo, Dudi Anandya, Ms. Indarini

This study aims to analyze the effect of dimensions of Consumer's Perceived Value on Satisfaction and Loyalty of luxury brand consumers in Indonesia. This research data processing used Structural Equation Modeling (SEM) with Statistical Package for Social Sciences program (SPSS) version 18 and LISREL...

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#### **Proceedings Article**

The effect of green packaging and green advertising on brand image and purchase decision of Teh Kotak product

Hayuning Purnama

The research aims to determine the direct and indirect effects of green packaging and green advertising on brand image and purchase decision of Teh Kotak product. This research is explanatory research using a sample of 100 Teh Kotak consumers in Surabaya. The analysis technique used was path analysis....

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#### **Proceedings Article**

Explanatory study of factors affecting purchase intention of low-technology innovation of local products in Surabaya

Jeremy Jethro, Silvia Margaretha, Christina R. Honantha

The purpose of this study is to examine the effect of consumer doubt, skepticism, familiarity, value for money, information seeking, and aesthetic design on purchase intention of low-technology innovation of the local product. There are 7 variables used for this research, namely consumer doubt, skepticism,...

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#### **Proceedings Article**

The influence of perceived price, perceived quality, brand image, and store image on the purchase intention of Hypermart private label

M. Dwiki Ramadhan, Muchsin Muthohar

Private label is well known as one of the strategies to expand the market as well as strengthen brand image and store image within stiff competition of retail business. Due to its lower price, the private label could harm perceived quality and affect customer purchase intention. This study aims to examine...

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#### **Proceedings Article**

## The influence of perceived quality, perceived value, and customer satisfaction on future intention of Indonesian basketball spectators in Surabaya

Stephanie Yolanda, Christina Rahardja Honantha, Andhy Setyawan

This study examines the relationship of perceived quality, perceived value, and customer satisfaction on the future intention of a basketball event. Quantitative and causal type research was adopted for this study. The questionnaire used was adopted from Ferran Calabuig Moreno et al. (2014). The purposive...

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### Proceedings Article

## Analysis of Arsenal FC debit card in Bank Muamalat Indonesia

Sugeng Hariadi, Dea Switani Juniar, Irzameingindra Putri Radjamin

Football is considered one of the most popular sports in the world. As a result, a reputable football club is deliberated to be a promising partner as it has many fans. Today, football is widely used by companies as the brand of products, including the financial sector in Indonesia. Several well-known...

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### Proceedings Article

## The influence of innovativeness, involvement and use of social media to travel content creation for Surabaya's traveler

Ulfi Olivia Luthfatul Latifah, Veny Megawati, Fitri Novika Widjaja

The purpose of this research is to find out and analyze the use of social

media to share tourist information through online content. The results of this study show the influence of making social media on travel content, innovativeness, and involvement of Surabaya travelers in sharing tourist information....

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#### **Proceedings Article**

The impact of interactivity of electronic word of mouth, e-quality of the website, decision support satisfaction on customer loyalty of Mataharimall.com

Yunita Corazon Aqino Pioh, Innocentius Bernarto

Nowadays, companies are required to act swiftly, being decisive and accurate in running the business as well as making decisions to face the growing competition in the business environment that moves dynamically and filled with uncertainty. The purpose of this study is to analyze and test the positive...

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#### **Proceedings Article**

Balanced scorecard on accountability of government institution performance

Dr. Suyanto, Ludhityan Bagus Riadi

This study aims to determine the role of balanced scorecard as a moderation of the correlation between budget target clarity, internal control, and reporting systems on performance accountability of government agencies in the Ministry of Marine Affairs and Fisheries Republic of Indonesia using five variables,...

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#### Proceedings Article

Food waste management program design using a comprehensive benchmarking method: a case study in Bytedance Inc, Beijing, China

Eddo Natalion Wijaya Putra

The objective of this research is to design the food waste management program as a part of reverse logistics using a comprehensive benchmarking method in order to answer the main question posed by the researcher on how can company design a system that minimizes the environmental impact and upgrades the...

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#### Proceedings Article

The relationship between out of stocks and total settlement in Coca Cola Official Distributor at Betro-Surabaya

Raka Prameswara, Stefanus Budy Widjaja Subali, Markus Hartono

Coca Cola is a company that produces one of the biggest Non Alcoholic Ready to Drink (NARTD) in its market, but The DIFOTAI (Delivery In Full On Time and Accurate Invoice) in Coca Cola Official Distributor (CCOD) at Betro is under the standard which is 95%. As the out of stocks is the first internal...

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#### Proceedings Article

## The concept of knowledge management in the application of migrant workers protection using SECI model

Rangga Sidik, Deden Abdul Wahab, Yeffry Handoko Putra, Leonardi P. Hasugian, Yusrila Y. Kerlooza

The purpose of this research is to create the implementation design concept for the government to give the protection of Indonesian migrant workers. The concept of knowledge management adapted from SECI Model mechanism gives a wide picture of how migrant workers should be. In this research, a qualitative...

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### Proceedings Article

## Companies in Indonesia in the vortex of global economic disruption

Ahmad Zafrullah Tayibnapis, Lucia E. Wuryaningsih, Radita Gora

The best alternative for companies in Indonesia to survive in the midst of global economic uncertainty is by transforming their business and human resources, given that changes in business concepts are highly driven and patterned by advances in information technology that are exponentially increasing....

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## The impact of R&D, competition, and market share on productivity of Indonesian chemical firms

Dr. Suyanto, Yenny Sugiarti

This study examines the impact of research and development (R&D),

competition, and market share on the productivity of Indonesian chemical firms. There were 568 firms under this study for the period of 13 years so that the total observation was 7,384. The estimation of the firm-level data is conducted...

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#### **Proceedings Article**

Investigation on the influence of green economy, social benefit, and economic benefit on business development and performance of sharia SME

Dr. Mahyarni, Astuti Meflinda

Sharia SME has a very important role in the economy and is one of the supporting factors in the development of the tourism sector. This study aims to examine and analyze the influence of green economy on business development and performance, the influence of social benefit on business development and...

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The eminence of the 4th industrial revolution: how it transformed management accountants

Siti Zaleha Abdul Rasid, Sarah Athirah Saruchi, Rina Salwani Mohd Tamin

The awakening of modern technologies in the era of this 4th Industrial Revolution (4IR) has tremendously affected the whole landscape around the globe including the business sector. To be aligned with the technological advancements, management accountants have to keep proactive and prepare for any unexpected...



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#### **Proceedings Article**

Management commitment to service quality and service recovery performance of customer service officer at PT. Bank Central Asia, Tbk. Surabaya-Indonesia

Liem Siu Lan, Joseph Lodovicus Eko Nugroho

The purpose of this study is to determine the effect of Management Commitment to Service Quality (MCSQ) on service recovery performance in the bank, by mediating organizational commitment and job satisfaction. Recovery efforts for service failures in banks are a very important factor because a bank is...

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#### **Proceedings Article**

Effect of food quality, service quality, atmospherics, other customers and emotions on loyalty at De Soematra 1910 Restaurant Surabaya

Natasya Lienovia Kuandy, Juliani Dyah Trisnawati, Veny Megawati

This study aims to measure the variables of food quality, service quality, atmospherics, other customers, and positive & negative emotions on customer loyalty. An empirical study was conducted by distributing a questionnaire to 150 respondents who are De Soematra 1910 Restaurant Surabaya customers. The...

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## The effect of gastronomy and destination attractiveness on satisfaction and behavior intention in traditional cuisines in Yogyakarta

Siti Rahayu

The study aims to provide an integrated model to explain the effect of gastronomy and destination attractiveness on tourist behavior. The survey was conducted in Yogyakarta with the target of domestic tourist respondents. Analysis of Structural Equation Modeling (SEM) was used to test the hypothesis...

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## Effect of service quality on the satisfaction of low-cost carrier service users in Indonesia

Winni Handayani, Fitri Novika Widjaja, Veny Megawati

This study aims to reveal the effect of service quality on the satisfaction of Low-Cost Carrier (LCC) service users in Indonesia. The purpose of this study is to determine the effect of service quality through tangible features, flight schedules, service provided by ground staffs, service provided by...

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## Digital disruption in print media: challenges of convergence and business models

Freddy Mutiara, Ambang Priyonggo

Disruption in information technology has caused newspapers experiencing a significant decline in revenue in terms of the number of customers and advertising. However, the efforts of print media companies in Indonesia to expand their customer base and revenue by expanding into online media platforms have...

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### Trust, collaboration, and quality management in model of agro-tourism kampung Salak Bojonegoro

Noviaty Kresna Darmasetiawan, Joseph Lodovicus Eko Nugroho, Dessy Alphatonia Christy, Choirul Anam

Alteration strategy from competitive strategy to collaborative strategy is one tough challenge exclusively when it comes to business problems and enactment to similar business, including agribusiness. The research questions proposed in this research are: (1) Why do entrepreneurs who play a role in the...

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#### **Proceedings Article**

### Succession role of indigenous and non-indigenous family business in Indonesia to achieve business sustainability

Sofi Hidayah

This study aims to conduct a deeper study of the succession stages that occur in the family business through the stage of pre-succession (introduction/initiation) and the stage of the succession process (integration and involvement in management) to see how the succession of family business is able to...

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