

Assessing Public Satisfaction in the Unit of Quick Reaction of Jakarta Transportation Agency

Prasadja Ricardianto^{1*}, Annisa Maya Utami², Aswanti Setyawati³,
Amrulloh Ibnu Kholdun⁴, Dian Artanti Arubusman⁵

^{1,2,3}Postgraduate Directorate, Trisakti Institute of Transportation and Logistics, Jakarta, Indonesia

⁴Faculty of Management and Business, Trisakti Institute of Transportation and Logistics, Jakarta, Indonesia

⁵Vocational Directorate, Trisakti Institute of Transportation and Logistics, Jakarta, Indonesia

ABSTRACT

This study aims to analyze the impact of officers' ability and communication skill mediated by the quality of community services on community satisfaction. The low ability of administrative officers in operating technology for the Customer Relationship Management (CRM) application is thought to have a strong relationship with the level of community satisfaction at the Quick Reaction Unit of Transportation Agency of Jakarta Province, Indonesia. The delay in prosecuting community reports is thought to have a strong relationship with the level of community satisfaction at the Jakarta Provincial Transportation Agency. The research method used is descriptive research using SEM-PLS analysis, evaluation of measurement models, and evaluation of structural models. The research was conducted at the Quick Reaction Unit of Transportation Agency of Jakarta Province. The sampling technique used is probability sampling with a sample size of 100 people. The results showed that there was a significant influence between the ability and communication skill of officers on the quality of community services. Another finding is that community satisfaction is significantly influenced by the quality of community services at the Quick Reaction Unit of Transportation Agency of Jakarta Province.

KEYWORDS: officer ability, officers communication, community service quality, community satisfaction, customer relationship management, quick reaction unit, transportation agency.

I. INTRODUCTION

The DKI Jakarta Provincial Government's agency in the field of transportation or the DKI Jakarta Provincial Transportation Agency, has a vision of realizing New Jakarta by providing reliable, modern and internationally competitive transportation services, with community transportation as the main service. In the context of implementing Governor Regulation Number 39 of 2019 concerning the implementation of Handling Community Complaints, the government has made a Citizen Relations Management (CRM) Application which integrates follow-up community complaints from the official channels of complaints from the Regional Government. The community can report complaints through official channels such as the Qlue application, SMS, electronic mail and other social media. The results of research by [1] at the Serang City Transportation Service, show that the value of community satisfaction in the route permit and motor vehicle test services categorized as fairly good. Station or bus stop conditions were identified as the most influencing factor in the overall satisfaction level of community transport services [2]. Several previous studies by [3]–[6] concluded that service quality has a direct impact on the intention to use community transportation more. [7], explained that the performance of community transport is still low in providing services to community transport users. Added by [8] that there is still a gap between people's expectations of community transportation services and the quality of services actually provided. A sustainable service quality approach with a difference between expectations and perceptions will find solutions to improve community transport services [6]. Several correlational analyzes show that the performance of community transport services on user satisfaction is still far from expectations [9]–[11].

Based on the results of the provisional monitoring, there were indications of dissatisfaction from the community. In following up on community complaints reports to the Transportation Office of the DKI Jakarta Provincial Government, it was indicated that the officers' low ability to respond quickly to reports of community complaints was due in part to the officers' low knowledge of the names of roads or areas that they serve. As a result, there were many mistakes that could potentially hinder the completion of community reports.

The low performance of officers in responding to these complaints will make the community disappointed and in the end the community has the potential to report back to the same location and problems. The low quality of service for prosecution of community reports is originated by many factors. The disorganized reporting process starting from the head village office canal to the related agencies is indicated as a serious problem in addition to the problem of the ability of officers related to mastery of technology. The portal for community complaints reports starts from the office, where there are still many old officers who are not technology literate, this of course becomes an obstacle to further distribution of reports to the Quick Reaction Unit of Transportation Agency of DKI Jakarta Provincial Government.

II. THEORETICAL BACK GROUND AND HYPOTHESES

Literature Review

Community Satisfaction: According to [12] satisfaction is an attitude that is decided based on the experience gained. Customer satisfaction comes from fulfilling what consumers expect based on the features and specifications of the product or service [13]. Research by [14] has shown that greater community satisfaction and engagement results in higher levels of well-being. Research findings suggest that community satisfaction is positively related to social well-being, and a sense of community plays a mediating role in this relationship [15]. Study by [16], concluded that the dimensions of reliability and tangibles have a significant effect on customer satisfaction. The results of other studies indicate that the two dimensions of outcome and process satisfaction are influenced by Social Self-Regulated Learning (SRL), which will be influenced by the orientation of learning objectives and social influences [17]. Several dimensions of consumer satisfaction variables according to [18] are: 1) Service in accordance with consumer expectations, 2) Consumers' willingness to recommend to others, and 3) Satisfaction with perceptions of service quality.

Officers' Ability: The ability of officers is the capacity of individuals to carry out various tasks in certain jobs [19], [20]. All abilities of an individual are essentially composed of two sets of abilities, namely intellectual abilities and physical abilities. Research on the ability of officers from [21], shows that impaired work ability affects work results, so that if the employee's work ability is not optimal, 34 percent of employees are at risk of being fired. The dimensions of employee capabilities, according to Novigasa (2016), consist of four factors, namely (1) Knowledge, (2) Knowledge, (3) Skills, (4) Experience.

Community Communication: Based on the opinion [23], [24], that the openness of internal communication has a significant effect on their performance, unfortunately, the culture of effective communication for community transport officers is still low and to improve their performance requires a long training time before they are appointed as officers of community transportation. Meanwhile, officers' understanding of strategic communication is very important for the needs of the profession which substantially also affects their social acceptance in the company [25], [26]. The role of the communication strategy in the process of building a positive image and community trust in the community transportation system is very significant [27]. The dimensions of communication according to [28], (1) Understanding, (2) Pleasure, (3) Influence on attitudes, (4) Better relationships, and (5) Actions of both parties.

Community Service Quality: The quality of community services, according to [13], is the quality and characteristics of a product or service that depends on its ability to satisfy people's needs. According to [29], [30] service quality can be measured through five factors, namely: tangibles, reliability, responsiveness, assurance, and empathy. Maintaining high standards of quality in community transportation services and performance is of utmost importance to encourage people to choose community transportation as their choice [31], [32]. Transport performance measurement is a very useful tool to ensure continuous improvement of the quality of transport services [33]. The findings [34] confirm the relationship between the five dimensions of service quality and purchase intention. The dimensions of the quality of community services, according to [22] consist of; (1) Service Procedure, (2) Service Requirements, (3) Clarity of Officers, (4) Courtesy of Officers, (4) Speed of Service. Seeing that fact, the researcher wanted to see the relationship between several variables such as the ability of the officers, the communication of the officers in the quick response unit and the quality of service in the prosecution of community complaints reports on community satisfaction. To overcome some limitations and to simplify the research process, this research was only conducted at the DKI Jakarta Provincial Transportation Agency. Meanwhile, the purpose of this research is to determine the effectiveness of the implementation of the service quality of the Quick Reaction Unit to community satisfaction in the community complaint report at the DKI Jakarta Provincial Transportation Agency. There search objective is to analyze the impact of officers' ability and communication skill mediated by the quality of community services on community satisfaction.

III. RESEARCH HYPOTHESES

- H1:** Officers ability (X_1) has a positive effect on officers communication (X_2).
H2: Officers ability (X_1) has a positive effect on community service quality (X_3).
H3: Officers communication on (X_2) has a positive effect on community service quality (X_3).
H4: Officers communication (X_2) has a positive effect on community satisfaction (Y).
H5: Officers ability (X_1) has a positive effect on community satisfaction (Y).
H6: Community service quality (X_3) has a positive effect on community satisfaction (Y)

We propose officers ability as an analytical tool which can improve the community satisfaction mediated by officers communication and community service quality. Figure 1 describes the research model with six research hypotheses based on the research constellation.

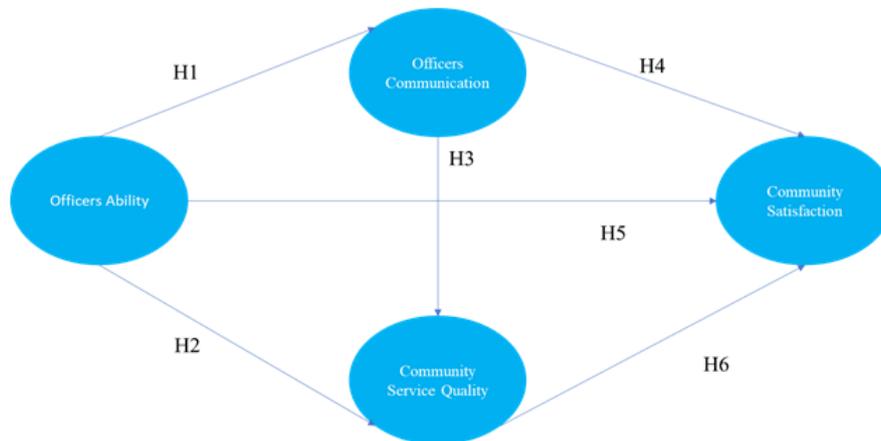


Figure 1 Research Model

IV. METHODOLOGY

Determination of sample size using published tables, which provide sample sizes for a specific set of criteria, for sample size selection [35]. The number of reporting communities is > 7,000-9,000 people, so with a precision of 10%, a sample of 100 people is obtained. Then the distribution of research samples will be carried out proportionally according to the number of 8915 populations and 100 research samples. The interview technique was used in this study by asking the community in the East Jakarta City Administration regarding the problems to be studied. The data were analysed by using a component-based or variance-based Structural Equation Model technique which is known as Partial Least Square (PLS). This study uses component or variance based structural equation modeling to answer the research hypothesis. The test steps carried out in order to fulfill the variance-based assumptions of SEM are demands for variance-based SEM modeling both in the data collection process and in the data processing process using SmartPLS 3.3.

PLS analysis consists of two models, namely the measurement model which is oftenly referred to as the outer model and the structural model which is oftenly called the inner model. In the SEM-PLS analysis, research instrument testing is used through several measures. Evaluation of the measurement results of the model through Confirmatory Factor Analysis (CFA) by testing the validity and reliability of latent constructs. To measure the model through confirmatory factor analysis we use the MTMM approach (Multi Trait Multi Method) by testing convergent and discriminant validity. The significance of the relationship between constructs can be seen from the path coefficient which describes the strength of the relationship between constructs.

V. RESULTS AND DISCUSSION

Results

Convergent Validity: The variable of officer ability is measured by six statement indicators, officer communication is measured by 10 statement indicators, service quality is measured by 10 statement indicators, and community satisfaction is measured by 10 statement indicators. Indicators on the variable ability of officers all have a loading factor value greater than 0.7 so that the indicator is valid in measuring the ability of officers. Judging from the loading factor value, the first indicator (Knowledge-1) has a higher loading factor than other indicators. This shows that the first indicator is the strongest in describing the ability of officers. Indicators on all officers' communication variables have a loading factor value greater than 0.7 so that the indicator

is valid in measuring officer communication. Judging from the loading factor value, the third indicator (Fun-3) has a higher loading factor than other indicators. This shows that the third indicator is the strongest in describing officer communication. Indicators on all service quality variables have a loading factor value greater than 0.7 so that these indicators are valid in measuring service quality. Judging from the loading factor value, the second indicator (Service Procedure-2) has a higher loading factor than other indicators. This shows that the second indicator is the strongest in describing service quality. Indicators on the overall community satisfaction variable have a loading factor value greater than 0.7 so that the indicator is valid in measuring community satisfaction. Judging from the loading factor value, the first indicator (Reliability-1) has a higher loading factor than other indicators. This shows that the first indicator is the strongest in describing community satisfaction (Table 1).

Table 1 Construct Reliability and Validity

Variabel	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Officers Ability	0.968	0.975	0.866
Officers Communication	0.957	0.963	0.721
Community Service Quality	0.953	0.960	0.707
Community Satisfaction	0.952	0.959	0.700

The Average Variance Extracted (AVE) value of the officer's ability is 0.866 which indicates that 86.6% of the information contained in the six indicators can be reflected in the officer's ability. Then, the Composite Reliability value is 0.975 and the Cronbach Alpha value is 0.968, which is greater than 0.7. This shows that all indicators have consistency in measuring the ability of officers. The AVE value of officer communication is 0.721 which indicates that 72.1% of the information contained in the ten indicators can be reflected through the officer communication. Then, the Composite Reliability value is 0.963 and Cronbach Alpha 0.957 is greater than 0.7. This shows that all indicators have consistency in measuring officer communication.

The AVE value of service quality is 0.707 which indicates that 70.7% of the information contained in the ten indicators can be reflected in the quality of service. Then, the Composite Reliability value is 0.960 and Cronbach Alpha is 0.953 greater than 0.7. This shows that all indicators have consistency in measuring service quality. The AVE value of community satisfaction is 0.866 which indicates that 86.6% of the information contained in the ten indicators can be reflected through community satisfaction. Then, the Composite Reliability value is 0.975 and the Cronbach Alpha value is 0.968, which is greater than 0.7. This shows that all indicators have consistency in measuring community satisfaction.

VI. DISCRIMINANT VALIDITY

To test discriminant validity we can base on the cross loading value. Based on the results of the calculation of the validity of the discriminant with the cross loading model, it can be seen that the KP1-KP6 indicator has the highest correlation with the ability of officers, as well as other indicators on officer communication variables, service quality and community satisfaction have the highest correlation to each of their latent variables. Therefore, the discriminant validity requirements with cross loading are fulfilled.

Table 2 Discriminant Validity (Fornell-Larcker Criterion)

Variable	Officers Ability	Community Satisfaction	Officers Communication	Community Service Quality
Officers Ability	0.931			
Community Satisfaction	0.558	0.837		
Officers Communication	0.597	0.525	0.849	
Community Service Quality	0.602	0.595	0.555	0.841

Based on the calculation results for discriminant validity using the Fornell-Larcker Criterion method, it can be seen that the root value of AVE for each variable is greater than the correlation of other variables. Or the officer ability value (0.931) diagonally in the column officer ability is greater than the other variables. Therefore, the discriminant validity requirements with the Fornell-Larcker Criterion are fulfilled (Table 2).

Table 3 Discriminant Validity of HTMT Ratio

Variable	Officers Ability	Community Satisfaction	Officers Communication	Community Service Quality
Officers Ability	-			
Community Satisfaction	0.577	-		
Officers Communication	0.616	0.539	-	
Community Service Quality	0.609	0.609	0.571	-

Based on the calculations for discriminant validity using the Heterotrait-monotrait Ratio of Correlations (HTMT) method, it appears that the correlation value between latent variables is less than 0.9. Therefore, the discriminant validity requirements with the HTMT ratio are fulfilled. In conclusion, with three criteria for discriminant validity testing, namely cross loading, Fornell-Larcker Criterion and HTMT ratio, all of them are proven to meet the requirements of discriminant validity (Table 3).

The followings are the results of the bootstrapping calculation for each variable in the structural model (Figure 2 and 3).

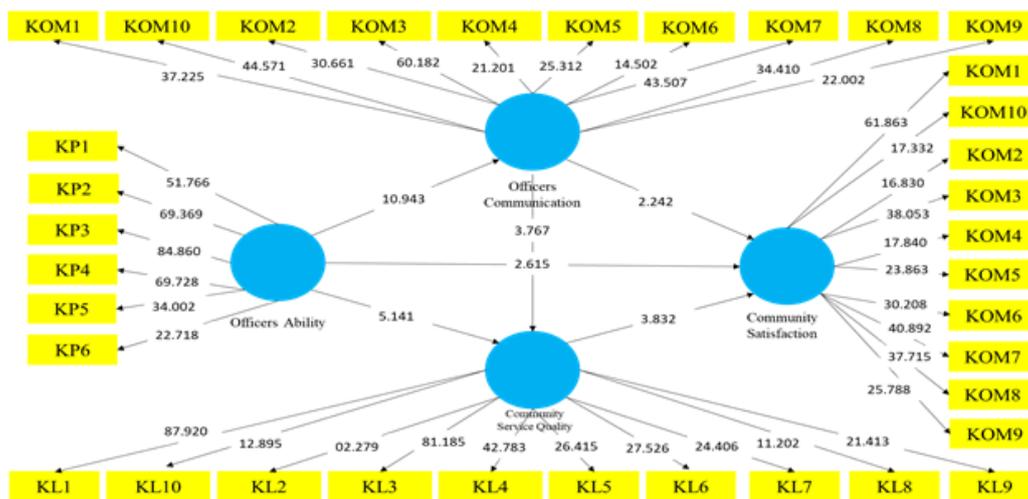


Figure 3 Bootstrapping Full Structural Model

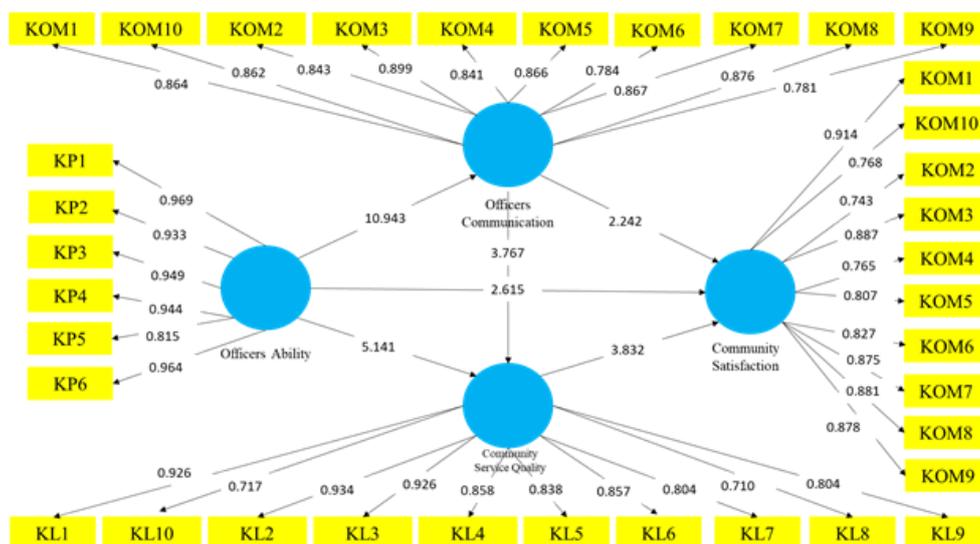


Figure 4 Standardized Full Structural Model

Testing of Assumptions: Inner model testing is the development of a model based on concepts and theories in order to analyze the relationship between exogenous and endogenous variables that have been described in a conceptual framework.

The testing phase of the structural model (inner model) is carried out by the following steps.

Table 4 R-Square Results

	R-Square	Criteria
Community Satisfaction	0.438	Moderate
Officers Communication	0.356	Moderate
Community Service Quality	0.422	Moderate

Based on the results presented in Table 4, it can be seen that the R-Square value of community satisfaction is 0.438. It can be interpreted that community satisfaction is explained 43.8% by the variability in the constructs of officers' abilities, officers' communication and service quality. Furthermore, the R-Square value of officer communication is 0.356. It can be interpreted that the officer communication is explained by 35.6% by the variability of the officer ability construct. Finally, the R-Square value for service quality is 0.422. It can be interpreted that the service quality is explained by 42.2% by the variability of the officers' constructs and the officers' communication capabilities. These three R-Square values are classified as moderate.

Evaluation of F-Square

Table 5 F-Square

Path	F-square	Effect Size
Officers Ability -> Officers Communication	0,553	Strong
Officers Comm -> Community Service Quality	0,103	Weak
Officers Ability -> Community Service Quality	0,196	Fair
Officers Ability -> Community Satisfaction	0,052	Weak
Officers Comm -> Community Satisfaction	0,039	Weak
Community Service Quality -> Community Satisfaction	0,124	Weak

Based on Table 5, the ability of officers has a strong influence on officer communication because the F-Square value is 0.553 > 0.35. Meanwhile, the ability of officers has sufficient influence on community service quality because the F-Square value is 0.196 and is in the range 0.15 - 0.34. Finally, the effect of officers' ability on community satisfaction, the influence of officer communication on community satisfaction, the influence of officer communication on community service quality and the influence of community service quality on community satisfaction has a weak influence because the F-Square value is in the range 0.02 - 0.14.

Hypothesis Testing: The estimated values for the path relationships in the structural model must be significant. This significance value can be obtained by the bootstrapping procedure. Seeing the significance of the hypothesis by looking at the parameter coefficient value and the T-statistical significance value on the bootstrapping report. To determine whether it is significant or not, it is seen from the T-table at alpha 0.05 (5%) is 1.96. Then the T-table is compared by the T-statistic.

The statistical estimation results are described (Table 6).

Table 6 Estimation Results of Path Coefficients and Statistical Tests

	Original Sample (O)	Sample Mean (M)	T-Statistics	P-Values	Decision
Officers Ability ->Officers Communication	0.597	0.602	10.766	0.000	H1 Accepted
Officers Communication ->Community Service Quality	0.305	0.303	4.079	0.000	H2Accepted
Officers Ability ->Service Quality	0.420	0.425	5.581	0.000	H3Accepted
Officers Ability ->Community Satisfaction	0.234	0.228	2.690	0.007	H4Accepted
Officers Communication ->Community Satisfaction	0.193	0.195	2.151	0.032	H5Accepted
Community Service Quality ->Community Satisfaction	0.347	0.349	3.820	0.000	H6Accepted

V. DISCUSSION

H1: Officers Ability has a Positive and Significant Effect on Officers Communication: Based on Table 6, the $P_{\text{-value}}$ of the officer's ability to officer communication is $0.000 < 0.05$ and the $t_{\text{-value}}$ is $10.766 > 1.96$. That is, the hypothesis of the effect of officer communication on officer communication is accepted. This study supports previous research by [36] that the development of non-technical competencies such as leadership abilities and communication skills requires higher level methods. In addition, research by [37]–[39] those who examine communication strategy instruction related to communicative ability. Therefore, the result of this study is in line with theoretical studies and the result of previous related studies. It means, that officer's ability has a positive and significant effect on officer communication.

H2: Officers Ability has a Positive and Significant Effect on Community Service Quality: Based on Table 6, the $P_{\text{-value}}$ of the officer ability to community service quality is $0.000 < 0.05$ and the $t_{\text{-value}}$ is $5,581 > 1.96$. That is, the hypothesis of the effect of the officer ability on community service quality is accepted. This research seems to be in line with previous research, although it also shows that there is a direct and indirect influence between employee abilities and service quality (Stange, 2012). However, in other studies, it is stated that ability does not have a significant effect on service quality [42]. Therefore, the result of this study is in line with theoretical studies and the result of previous related studies, although although there is also a variable of ability does not have a significant effect on the variable of service quality. It means, that officers ability has a positive and significant effect on community service quality.

H3: Officers Communication has a Positive and Significant Effect on Community Service Quality: Based on Table 6, the $P_{\text{-value}}$ of communication among officers on the quality of community services is $0.000 < 0.05$ and the $t_{\text{-value}}$ is $4.079 > 1.96$. That is, the hypothesis of the effect of the officer communication on service quality is accepted. Communication factors play a big role in improving the quality of community services [43]. The results of other studies by [44] show that there is an influence between competence or communication skills on the quality of public relations services at the Financial Supervisory Agency in North Sumatra Province. The magnitude of the influence of communication on the quality of community services is determined by several dimensions such as the communicator, message, media, communicant, and effects. So, the communication factor must be a major concern for community service organizations. This research seems to be in line with previous research, although it also shows that there is a direct and indirect influence between employee abilities and service quality [41]. Therefore, the result of this study is in line with theoretical studies and the result of previous related studies. It means, that officer communication has a positive and significant effect on community service quality.

H4: Officers Communication has a Positive and Significant Effect on Community Satisfaction: Based on Table 6, the $P_{\text{-value}}$ of communication officers on community satisfaction is $0.032 < 0.05$ and the $t_{\text{-value}}$ is $2.151 > 1.96$. That is, the hypothesis of the effect of officer communication on community satisfaction is accepted. This study is in line with several previous studies, service quality has a significant effect on customer satisfaction [45]–[47]. Another study by [48] also compared satisfaction with the importance of several aspects of service quality, which must be prioritized such as customer, operation, network, and travel time on community transport. Other findings from studies [49]–[51] show a significant relationship between service quality and customer satisfaction, bus density and overall satisfaction with services. Therefore, the result of this study is in line with theoretical studies and the result of previous related studies. It means, that officer communication has a positive and significant effect on community satisfaction.

H5: Officers Ability has a Positive and Significant Effect on Community Satisfaction: Based on Table 6, the $P_{\text{-value}}$ of the officers ability to community satisfaction was $0.007 < 0.05$ and the $t_{\text{-value}}$ was $2.690 > 1.96$. That is, the hypothesis of the effect of officers' abilities on community satisfaction is accepted. This research is in line with previous research by [52], [53] that there is a direct influence between the employee's ability to satisfaction. In other studies, the ability to manage resources will increase satisfaction [54], [55]. On the other hand according to [56], other studies have shown low satisfaction related to ability. Therefore, the result of this study is in line with theoretical studies and the result of previous related studies. It means, that officers ability has a positive and significant effect on community satisfaction.

H6: Community Service Quality has a Positive and Significant Effect on Community Satisfaction: Based on Table 6, the $P_{\text{-value}}$ of service quality on community satisfaction is $0.000 < 0.05$ and the $t_{\text{-value}}$ is $3,820 > 1.96$. That is, the hypothesis of the effect of community service quality on community satisfaction is accepted. Service quality positively affects customer satisfaction. This study is in line with several previous studies, service quality has a significant effect on customer satisfaction [47][45]–[47]. Another study by [48] also compared satisfaction with the importance of several aspects of service quality, which must be prioritized such as

customer, operation, network, and travel time on community transport. Other findings from studies [50] show a significant relationship between service quality and customer satisfaction, bus density and overall satisfaction with services. Therefore, the result of this study is in line with theoretical studies and the result of previous related studies. It means, that community service quality has a positive and significant effect on community satisfaction. Several studies from [4], show that to increase the use of community transportation services must be well designed so as to achieve the level of service required by customers and can attract potential users. Research on community services at the Transportation Office of Kutai Kartanegara Regency, states that the quality of performance in the motorized vehicle testing service unit is satisfactory [57]. However, according to [58] the performance of the community transportation system generally has only a small effect on satisfaction.

VII. CONCLUSION

To improve the performance of officers, the DKI Jakarta Provincial Transportation Agency needs to carry out regular evaluation and guidance as an effort to increase work discipline, especially for community services so that the quality of community services can be improved. Relevant agencies must have a commitment and provide support to officers to provide wholehearted services and comply with the importance of implementing community service operational standards that have been stipulated in Government regulations regarding the quality of community services and others in order to achieve community satisfaction. The results showed that the application of the two independent variables, namely the ability of officers and officers' communication to the dependent variable of community satisfaction through the intermediary variable of community service quality, was positive and significant, meaning that the strategy to increase community satisfaction could be carried out by increasing the ability and communication through strengthening the quality of service. In accordance with these findings, the head of the related department needs to create a strategy to improve the performance of officers, for example by increasing work discipline through the application of existing regulations, both written and unwritten, increasing guidance and better training so that employees work more productively. relevant agencies play an active role to control and have commitment and provide encouragement to officers to solve all problems related to transportation with the government's vision and mission to improve the quality of community services to community satisfaction. If the related agency does not have a commitment to improving employee performance and maintaining good performance and compliance with operational standards set out in Government regulations, the implication will be a negative impact and very detrimental to the related offices.

REFERENCES

- [1] A. Arenawati and L. Listyaningsih, "Analisis Kepuasan Masyarakat dalam Pelayanan Ijin Trayek dan KIR pada Dinas Perhubungan, Komunikasi dan Informasi Kota Serang," *J. Adm. Publik*, vol. 7, no. 2, pp. 137–156, 2016.
- [2] R. C. P. Wong, W. Y. Szeto, L. Yang, Y. C. Li, and S. C. Wong, "Elderly users' level of satisfaction with public transport services in a high-density and transit-oriented city," *J. Transp. Heal.*, vol. 7, pp. 209–217., 2017, doi: 10.1016/j.jth.2017.10.004.
- [3] B. Barabino, E. Deiana, and P. Tilocca, "Measuring service quality in urban bus transport: a modified SERVQUAL approach," *Int. J. Qual. Serv. Sci.*, vol. 4, no. 3, 2012.
- [4] E. Cascetta and A. Carteni, "A Quality-Based Approach to Public Transportation Planning: Theory and a Case Study," *Int. J. Sustain. Transp.*, vol. 8, no. 1, pp. 84–106, 2014, doi: 10.1080/15568318.2012.758532.
- [5] R. G. Mugion, M. Toni, H. Raharjo, L. Di Pietro, and S. P. Sebatu, "Does the service quality of urban public transport enhance sustainable mobility?," *J. Clean. Prod.*, vol. 174, pp. 1566–1587., 2018, doi: 10.1016/j.jclepro.2017.11.052.
- [6] D. Susnienè, "Quality approach to the sustainability of public transport," *Transport*, vol. 27, no. 1, pp. 102–110., 2012, doi: 10.3846/16484142.2012.668711.
- [7] A. A. Putra, M. Y. Jinca, B. Riyanto, and A. T. Mulyono, "The satisfaction analysis for the performance of public transport urban areas," *Int. Ref. J. Eng. Sci.*, vol. 3, no. 8, pp. 38–44., 2014.
- [8] L. Too and G. Earl, "Public transport service quality and sustainable development: a community stakeholder perspective.," *Sustain. Dev.*, vol. 18, no. 1, pp. 51–61., 2010, doi: 10.1002/sd.412.
- [9] O. Cats, R. F. Abenoza, C. Liu, and Y. O. Susilo, "Evolution of satisfaction with public transport and its determinants in Sweden: Identifying priority areas.," *Transp. Res. Rec.*, vol. 2538, no. 1, pp. 86–95., 2015, doi: 10.3141/2538-10.
- [10] A. M. Das, M. A. Ladin, A. Ismail, and R. O. Rahmat, "Consumers satisfaction of public transport monorail user in Kuala Lumpur," *J. Eng. Sci. Technol.*, vol. 8, no. 3, pp. 272–283., 2013.
- [11] M. Friman and M. Fellesson, "Service supply and customer satisfaction in public transportation: The quality paradox," *J. Public Transp.*, vol. 12, no. 4, p. 4, 2009, doi: 10.5038/2375-0901.12.4.4.

- [12] C. Lovelock and J. Wirtz, *Services Marketing: People, Technology and Strategy*, 7th Eds. New Jersey: Prentice Hall, Inc, 2011.
- [13] P. Kotler and K. L. Keller, *Marketing Management*, 15 th Eds. Upper Saddle River, N.J: Prentice Hall International, 2016.
- [14] G. L. Theodori, "Examining the effects of community satisfaction and attachment on individual well-being," *Rural Sociol.*, vol. 66, no. 4, pp. 618-628., 2001, doi: 10.1111/j.1549-0831.2001.tb00087.x.
- [15] Z. Chen, S. Liu, Y. Yu, T. R. Bwanali, and V. Douangdara, "Community satisfaction, sense of community, and social well-being in China," *Soc. Behav. Personal. an Int. J.*, vol. 48, no. 11, pp. 1-9., 2020, doi: 10.2224/sbp.8648.
- [16] M. F. M. Yazid, A. M. Ali, and S. A. Manaf, "Customer Satisfaction in Public Transport Service," *Eur. J. Mol. Clin. Med.*, vol. 7, no. 3, pp. 4108-4127., 2020.
- [17] S. W. Chou, "Understanding relational virtual community members' satisfaction from a social learning perspective," *J. Knowl. Manag.*, vol. 24, no. 6, pp. 1425-1443, 2020, doi: 10.1108/JKM-12-2019-0683.
- [18] P. Ricardianto, M. Firdaus, and A. Gunawan, "The Factors Affecting Competitive Advantages and Their Implementation on The Consumer Loyalty of Transjakarta Transport Service Users," *Int. J. Dev. Sustain.*, vol. 8, no. 2, 2019.
- [19] S. P. Robbins and T. A. Judge, *Essentials of Organizational Behavior*, 14th Eds. New Jersey: Pearson Education, Inc, 2018.
- [20] W. Widodo, "Pengaruh Sumber Daya Manusia Terhadap Kemampuan Kerja Pegawai (Studi di Sekretariat Daerah Kabupaten Lampung Timur)," *J. TAPIS*, vol. 11, no. 2, pp. 116-128., 2015.
- [21] M. C. Martinez and F. M. Fischer, "Work Ability as Determinant of Termination of Employment: To Resign or Be Dismissed?," *J. Occup. Environ. Med.*, vol. 61, no. 6, pp. e272-e281., 2019, doi: 10.1097/JOM.0000000000001599.
- [22] A. Novigasa, "Pengaruh Kemampuan Kerja Aparatur Pemerintah Daerah Terhadap Kualitas Pelayanan Publik Dinas Kependudukan dan Pencatatan Sipil Kota Pekanbaru," *J. JOM FISIP*, vol. 3, no. 1, 2016.
- [23] L. Palen and S. B. Liu, "Citizen communications in crisis: anticipating a future of ICT-supported public participation.," 2007.
- [24] R. Andersson, "Employee communication responsibility: Its Antecedents and implications for strategic communication management," *Int. J. Strateg. Commun.*, vol. 13, no. 1, pp. 60-75., 2019, doi: 10.1080/1553118X.2018.1547731.
- [25] C. Teague, R. Quin, L. Green, and S. Bahn, "Communicating well to improve safety in a high stress environment: Transit officer training," *Int. J. Train. Res.*, vol. 12, no. 1, 2014.
- [26] J. Kiesenbauer and A. Zerfass, "Today's and tomorrow's challenges in public relations: Comparing the views of chief communication officers and next generation leaders," *Public Relat. Rev.*, vol. 41, no. 4, pp. 422-434., 2015, doi: 10.1016/j.pubrev.2015.05.013.
- [27] M. Maulidiyanti, "Communication Strategy for New Public Transport System (Case Study: PT Mass Rapid Transit (MRT) Jakarta Communication Strategy)," in *The 2nd International Conference on Vocational Higher Education (ICVHE) 2017 "The Importance on Advancing Vocational Education to Meet Contemporary Labor Demands"*, 2018, pp. 531-541., doi: 10.18502/kss.v3i11.2786.
- [28] A. W. Suranto, *Interpersonal Communication*. Yogyakarta: Graha Ilmu., 2016.
- [29] A. Parasuraman, A. V. Zeithaml, and L. L. Berry, *Delivering Service Quality: Balancing Customer Perception on Expectation*. New York: Free Press, 2005.
- [30] A. Parasuraman, *Service Quality : A Conceptual Framework for Understanding e-implication for Future Research and Managerial Practice*. New York: Msi Monograph, 2009.
- [31] M. M. Rohani, D. C. Wijeyesekera, and A. T. A. Karim, "Bus operation, quality service and the role of bus provider and driver," *Procedia Eng.*, vol. 53, pp. 167-178., 2013, doi: 10.1016/j.proeng.2013.02.022.
- [32] W. U. N. Aisyah, F. Salim, and M. Sofyan, "The Influence of Service Quality and Price on the Interest of Commuterline KRL Passengers," *Ilomata Int. J. Manag.*, vol. 1, no. 1, pp. 13-18., 2019.
- [33] L. Eboli and G. Mazzulla, "Performance indicators for an objective measure of public transport service quality," *Eur. Transp. - Trasp. Eur.*, no. 51, pp. 1-21, 2012.
- [34] M. S. Pérez, J. C. G. Abad, G. M. M. Carrillo, and R. S. Fernández, "Effects of service quality dimensions on behavioural purchase intentions: A study in public-sector transport," *Manag. Serv. Qual. An Int. Journal.*, vol. 17, no. 2, 2007, doi: 10.1108/09604520710735164.
- [35] G. D. Israel, "Sampling the Evidence of Extension Program Impact," 1992.
- [36] R. C. Walters and T. Sirotiak, "Assessing the effect of project based learning on leadership abilities and communication skills," 2011.
- [37] K. K. Kim, J. Yoon, K. Y. Choi, S. Y. Park, and J. H. Bae, "The effect of interdisciplinary cooperation project learning on communication, problem-solving, and self-directed learning ability of university

- students,” *J. Korean Acad. Soc. Nurs. Educ.*, vol. 14, no. 2, pp. 252-261., 2008.
- [38] G. Rabab’ah, “The effect of communication strategy training on the development of EFL learners’ strategic competence and oral communicative ability,” *J. Psycholinguist. Res.*, vol. 45, no. 3, pp. 625-651., 2016.
- [39] W. Tao and C. Wilson, “The impact of corporate communication on company evaluation: Examining the message effects of CSR, corporate ability, and hybrid strategies.,” *Int. J. Strateg. Commun.*, vol. 10, no. 5, pp. 426-444., 2016, doi: 10.1080/1553118X.2016.1223671.
- [40] K. Stange, “Ability sorting and the importance of college quality to student achievement: Evidence from community colleges.,” *Educ. Financ. policy*, vol. 7, no. 1, pp. 74-105., 2012, doi: 10.1162/EDFP_a_00054.
- [41] R. M. Yusuf, “The effect of employee ability, hospital’s ethic and leadership on job satisfaction through employee commitment: A study on an Indonesian Type A government hospital,” *J. Manag. Dev.*, vol. 37, no. 1, pp. 40–52, 2018, doi: 10.1108/JMD-12-2016-0311.
- [42] R. Wardani, “The Influence Ability and Work Motivation on The Quality of Services in The RSM Ahmad Dahlan Kediri With Length of Service as Variable Moderating.,” *Res. Rep.*, pp. 353-362., 2017.
- [43] Hardiyansyah, *Public Service Communication Concept and Application*. Yogyakarta: Gava Media, 2011.
- [44] N. Harianja and D. Kurniawati, “The Influence of Communication Competencies and Professionalism Public Relations Officers towards the Quality of Public Relation Services in the Audit Board of the Republic of Indonesia Representative of the North Sumatera Province.,” *Int. J. Multicult. Multireligious Underst.*, vol. 7, no. 10, pp. 675-693., 2020, doi: 10.18415/ijmmu.v7i10.2223.
- [45] C. Ruhiyat, S. Marina, H. Hanifah, and O. Olfabri, “Influence of Service Quality on Passenger Satisfaction at Halim Perdana Kusuma Airport, Jakarta,Indonesia,” 2017.
- [46] D. Rahmadita, D. C. Kartika, Y. Octora, and A. Setyowati, “The Influence Between Customer Experience and Service Quality to Customer Satisfaction at Adisutjipto Airport Yogyakarta.,” in *In Global Research on Sustainable Transport (GROST)*, 2018, pp. 915–923.
- [47] I. M. Purwadana, “Public Transport Service Quality and Community Satisfaction Level in Bali, Indonesia,” *Quant. Econ. Res.*, vol. 2, no. 1, 2020, doi: 10.17977/um051v2i1p%25p.
- [48] R. F. Abenzoza, O. Cats, and Y. O. Susilo, “Travel satisfaction with public transport: Determinants, user classes, regional disparities and their evolution.,” *Transp. Res. Part A Policy Pract.*, vol. 95, pp. 64-84., 2017, doi: 10.1016/j.tra.2016.11.011.
- [49] W. K. Liu, Y. S. Lee, and L. M. Hung, “The interrelationships among service quality, customer satisfaction, and customer loyalty: Examination of the fast-food industry,” *J. Foodserv. Bus. Res.*, vol. 20, no. 2, pp. 146-162., 2017, doi: 10.1080/15378020.2016.1201644.
- [50] C. T. Amponsah and S. Adams, “Service quality and customer satisfaction in public transport operations,” *Int. J. Serv. Oper. Manag.*, vol. 25, no. 4, pp. 531-549., 2016, doi: 10.1504/IJSOM.2016.080279.
- [51] S. Rajeswari, Y. Srinivasulu, and S. Thiyagarajan, “Relationship among Service Quality, Customer Satisfaction and Customer Loyalty: With Special Reference to Wireline Telecom Sector (DSL Service),” *Glob. Bus. Rev.*, vol. 18, no. 4, pp. 1041–1058, 2017, doi: 10.1177/0972150917692405.
- [52] S. Helmiatin, D. Suprpto, and N. Hartati, “Analysis of quality of service, employee’s ability and performance toward public satisfaction,” *Rev. Integr. Bus. Econ. Res.*, vol. 5, no. 1, pp. 329-339., 2016.
- [53] N. Hartati, “Analysis of Quality of Service, Employee’s Ability and Performancetoward Public Satisfaction,” in *IBR Hong Kong 2015 Conference on Interdisciplinary Business and Economics Research, 3rd-4th October 2015, Hong Kon, 2015*, pp. 1–15, [Online]. Available: <https://core.ac.uk/reader/198232710>.
- [54] W. A. Hochwarter, P. L. Perrewé, J. A. Meurs, and C. Kacmar, “The interactive effects of work-induced guilt and ability to manage resources on job and life satisfaction,” *J. Occup. Health Psychol.*, vol. 12, no. 2, p. 125., 2007, doi: 10.1037/1076-8998.12.2.125.
- [55] G. Walsh and B. Bartikowski, “Exploring corporate ability and social responsibility associations as antecedents of customer satisfaction cross-culturally,” *J. Bus. Res.*, vol. 66, no. 8, pp. 989-995., 2013, doi: 10.1016/j.jbusres.2011.12.022.
- [56] A. Neugebauer, P. P. Katz, and L. A. Pasch, “Effect of valued activity disability, social comparisons, and satisfaction with ability on depressive symptoms in rheumatoid arthritis,” *Heal. Psychol.*, vol. 22, no. 3, pp. 253–262, 2003, doi: 10.1037/0278-6133.22.3.253.
- [57] M. Subandi and H. E. Pratama, “Analisis Indeks Kepuasan Masyarakat (IKM) terhadap Pelayanan Publik pada Dinas Perhubungan Kabupaten Kutai Kartanegara,” *MAHAKAM J. Ilmu-Ilmu Sos.*, vol. 7, no. 1, pp. 27–37, 2018.
- [58] K. Thompson and P. Schofield, “An investigation of the relationship between public transport

performance and destination satisfaction,” *J. Transp. Geogr.*, vol. 15, no. 2, pp. 136-144., 2007, doi: 10.1016/j.jtrangeo.2006.11.004.