

INFLUENCE OF SERVICE QUALITY ON LOYALTY OF OUTPATIENT MEDIATED BY RELATIONSHIP QUALITY IN EAST JAKARTA HOSPITAL

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Abstract

This study examined the relationship between service quality that mediated by relationship quality and loyalty in outpatients in East Jakarta, Indonesia Hospital. We chose to examine these because we have not seen any research about this same topics in hospital or healthcare business. Two hundred and nine outpatients in East Jakarta, Indonesia Hospital were participated in this study. Data was collected using questionnaire. Structural Equation Modeling (SEM) otherwise known as Analysis of Moment Structures was used to test the hypotheses. We found that there is a positive correlation between service quality and loyalty of outpatients that also mediated or strengthen with relationship quality. This study had important conclusions that service quality and relationship quality are important for hospital outpatients to health services particularly in East Jakarta, Indonesia Hospital.

Keywords: Service quality, relationship quality, loyalty, hospital, health care management

INTRODUCTION

Hospital growth in Indonesia particularly private hospitals is increasing in number. According to information obtained from the website of the Ministry of Health in 2014, the number of private hospitals in Indonesia are as many as 807 hospitals spread across Indonesia. The growth can be seen on the website of the Ministry of Health where in 2014 there was an increase compared

to the year 2013, where in 2013 the number of private hospitals were 543 hospitals. In other words, an increase in number of private hospitals in Indonesia as many as 264 hospitals or approximately 48%. It is of a positive thing for health care services in Indonesia, thus the people of Indonesia have more options as a referral hospital. However, in addition to the increasing number of private hospitals participated demanding each hospitals to have competitive advantage in hope for becoming people's first choice for health care services.

Customers need to be served well even excellent affects hospitals in offering their services to deliver more value and satisfactions to customers. In delivering value to its customers, not only infrastructures and facilities of hospitals, but also service process at the hospital which need to be maintained. The strategy that supports customer service approach focuses on building long-term relationships with customers that add value for customers and the company itself is the relationship quality.

In this study, the hospital customer in question is a patient. Good service quality is also one of the key factor in creating customer satisfaction. Quality services in the context of hospital care means providing care for patients and their families based on quality standards to meet the needs and desires, so as to obtain the satisfaction which ultimately can improve trust from the patient and family to hospital (Sabarguna, 2004).

LITERATURE STUDY

Service Quality

According to some experts, they concluded that service is all the activities, actions, performance or benefits that are essentially intangible, which can be given from one party to another, it is essentially intangible and does not result in ownership of something. While quality is a dynamic condition, the overall characteristics and properties associated with the products, services, people, processes and the environment affect the ability to meet or exceed the needs of implied expectations.

Based on the opinion of several experts, service quality summed up as a level of excellence expected from the quality of services associated with the development of the price or level of service quality expectations of consumers compared with the performance of companies perceived to be controlling consumer price developments.

According to Tjiptono (2006) there are four principal characteristics of service that distinguishes it from goods, first is intangibility, services can not be seen, felt, touched, smelled or heard before purchased. Different with the goods, it uses object or tool, then service is a deed, performance or business; second is inseparability, goods are usually produced, then sold and consumed. While services are normally sold first and then produced and consumed

simultaneously; third is variability, services are highly variable because it is nonstandardized output, meaning that many forms of variety, quality and type of which depends on who, when and where services are produced; fourth is perishability, service is a perishable commodity and can not be stored, so if a service is not used, then these services will go away.

There are five basic indicators for service quality, first is tangible, appearance of physical facilities, equipment, staff and communication materials; second is reliability, the ability to carry out the promised service reliably and accurately; third is responsiveness, the willingness to help customers and provide services quickly; fourth is assurance, knowledge and courtesy of employees and their ability to foster a sense of trust and confidence; fifth is empathy, willingness to provide in-depth and special attention to each customer.

Relationship Quality

Relationship quality is very relevant to the discussion in marketing. Given the disengagement and interaction between consumers and producers are so high in most business marketing approach oriented, transactions (transactional marketing) to target higher sales in the short term become less supportive of this business marketing approach practices. Relationship quality emphasizes recruitment and maintenance (keeping) of customers through increasing company's relationship with its customers. So, in relationship quality, new customer capture is just the first step of the marketing process (Pi and Huang, 2011). In addition, it is much cheaper to retain customers for the company, rather than finding new customers. This was confirmed by the results of research by Mohaghar, et al. (2011), it would cost five times as much to get a new customer than to retain an already a customer. This understanding provides an additional point of view that there is a change in the company's perspective in seeing the relationship with the consumer.

Emphases are moving from a focus on transactions into long-term relationships with customers (maintain and build customer relationships). The recognition that the quality, customer service and marketing activities need to be run simultaneously. Relationship marketing focuses on three elements guiding and ensuring the creation of potential synergistic combination between these elements.

In summary, Mohaghar and Ghasemi (2011) state that some of the things that distinguish transactional marketing (traditional) with relationship quality can be seen in the following table.

Table 1. Differences of Traditional Marketing and Relationship Quality

Aspect	Traditional Marketing	Relationship Quality
Focus	Focus on sales	Focus on keeping the consumer
Orientation	Orientation on product characteristics	Orientation on product benefits
Time scale	Short-term time scale	Long-term time scale
Commitment to consumers	Limited commitment	High commitment
Contact	Low contact with consumer	High contact with consumer
Quality	Quality is a matter for the operational part	Quality is a matter of all departments / person

Efforts to create and increase value for customers by Hunt (2000) can be contained in a product for customer (customer service), which is part of the concern for the customer (customer care). In principle, there are keys in providing superior customer products, namely the ability to understand the needs and desires of customers. This includes understanding the types of customers, the development of a more accurate database of competitors (including the data needs and desires of each customer segment and changes in competitive conditions). The database is the customer data that the company deems need to be nurtured into a long-term relationship. Use of information obtained from marketing research within the framework of the strategy. This framework is embodied in the development of relationship quality.

Customer Loyalty

Loyalty is defined as a strongly held commitment to purchase or subscribe to a particular product or service again in the future even though there is the influence of the situation and the marketing efforts that could potentially lead to changes in behavior (Kotler, et al., 2007). Loyalty is a condition where the customer has a positive attitude toward a brand, has a commitment to the brand and intends to continue purchasing in the future (Mowen, et al., 1998). Customer loyalty can be grouped into two, brand loyalty and store loyalty. Brand loyalty is the attitude fond to a brand that is represented in the purchase of which is consistent with the brand over time, while the store loyalty is also demonstrated by consistent behavior in visiting stores where customers can buy the desired brand (Sutisna, 2001).

Indicators of customer loyalty are repeat purchase towards the purchase of a product, retention which means resistance against the negative effect of the goods, and referral which means reference the product to others (Kotler and Keller, 2006). There are several advantages obtained by the company if it has a loyal customer, first it can reduce marketing costs, reduce transaction costs, reduce the cost of customer turnover, increase cross-selling that will increase

the company's market, positive word of mouth and reducing the cost of failure (such as replacement cost).

Hypotheses Development

Customer is the main focus in business, without customer the company can not make profit for doing business. Therefore, the main thing to do is to provide qualified services in order to create satisfaction to get loyal customers. Overall, service quality is about the reliability and superiority of service (Zeithaml, 1988). Parasuraman (1988) and Caruana (2002) found a positive and significant relationship between service quality and the desire to recommend to others. Another important element of loyalty is the support of the products or services that were embodied in a person positive experience communicated to others. From the description above, the authors propose a hypothesis:

H1: Service quality affect patient loyalty

It is important to pay attention to the dimensions of relationship quality both for manufacturing and services. Nowadays consumers not only assess quality of the product for the performance of the company, the most important thing for consumers is how the heart and desire to be more satisfied after dealing with the marketer, the key to success for marketers is through relationship quality. Research done by Kusmayadi (2005) proved that the importance of building a relationship quality by the company through a trust, satisfaction and commitment have a key role for a long-term relationship that will ultimately create customer loyalty. From the description above, the authors propose a hypothesis:

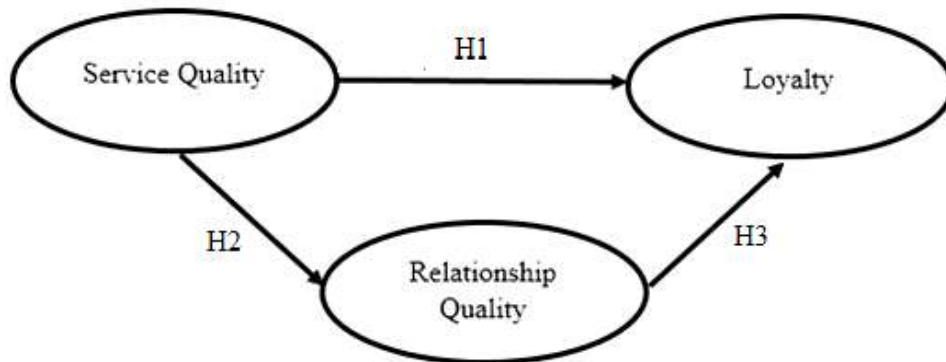
H2: Service quality affects relationship quality between patient and East Jakarta, Indonesia hospital

Pitchard in Thorsten (2002) revealed the "Commitment to be strongly correlated with customer loyalty". From the results of studies conducted by Kusmayadi (2005) proved the importance of building relationship quality by the company through several dimensions: trust, commitment and satisfaction, which holds a key role in the success of a long term relationship between seller and buyer that will eventually create buyer loyalty. Those results together with the results of research conducted in Bank BNI Syariah Hassany (2013) are same. From the description above, the authors propose a hypothesis:

H3: Relationship quality affecting patient loyalty

From the description above, the research model can be described as follows:

Figure 1. Proposed Research Model



RESEARCH METHOD

This study is conducted in East Jakarta, Indonesia Hospital, East Jakarta, Indonesia. Population that we examine are outpatients in East Jakarta, Indonesia Hospital. Aspects studied are service quality, relationship quality and patient loyalty. The study is conducted in December 2016 to January 2017 with interview using a questionnaire.

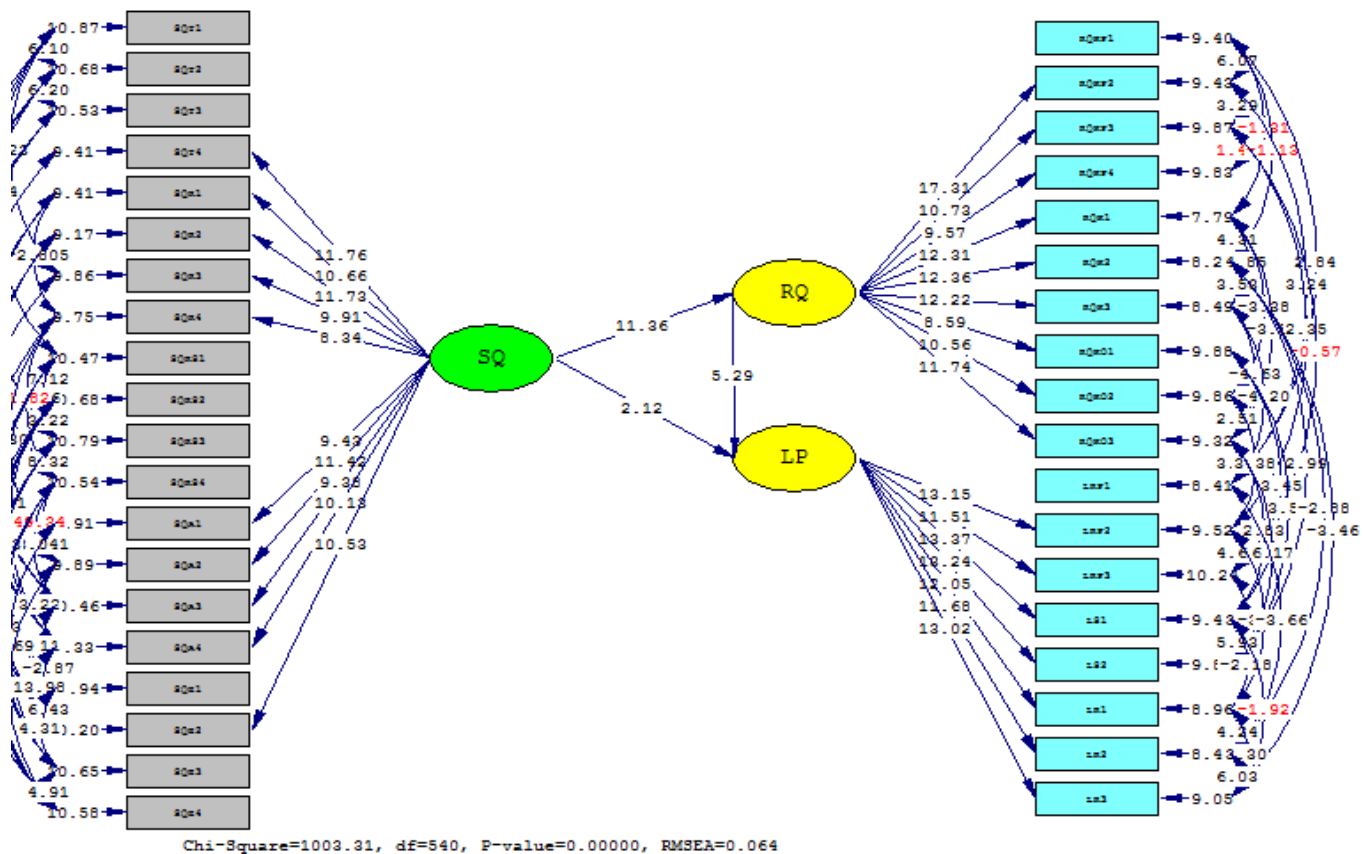
This study uses data processing techniques with Structural Equation Model processed using SPSS and lisrel software. According to Hair et al in Ferdinand (2002) states that the sample size for the corresponding SEM analysis ranged between 100-200. When the sample size is too large, for example more than 400, then using this method will be very sensitive so it is difficult to get the goodness of fit result as good fit. Guideline in determining the sample size used is five to ten times the amount of research indicators (Ferdinand, 2002). Based on this point of view above, the samples set out in this study are 209 respondents considering that the sample size is five times the number of existing indicators ($5 \times 38 = 190$ respondents) and then added by 10% to anticipate dropouts.

The data are collected and made with Likert measurement scale with scale of one to five. Measurement of variable service quality using indicators Parasuraman, Zeithaml, Berry (1988), which was adopted from Syah (2014), consists of twenty-two indicators. Relationship quality variable which were adopted from Syah (2014) is adapted from Garbarino and Johnson (1999), Ivens (2004), Ulaga and Eggert (2006), Carr (2006), and Jacob and Hussain (2013), consists of eleven questions. Loyalty variable adopted from Syah (2014) is adapted from Lin and Ding (2006), consists of nine questions. Subsequent measurement indicators are displayed in the form of a questionnaire, and then tested for validity and reliability.

This study uses confirmatory factor analysis, validity test is used to see the value of Kaiser-Meyer-Olkin measure of sampling (KMO) and Measures of Sampling Adequacy (MSA). In this test, the value obtained must be greater than 0.5 which means that the factor analysis is appropriate or suitable for use, and can be further processed (Malhotra, 2004). Service quality variable consists of 22 questions and there are 20 valid questions (MSA > 0.5), questions not accepted are SQR4 because it acquired two component matrix included in the data processing and SQE1 for MSA less than 0.5 so it is not included in this study into questionnaire. Relationship quality variable consists of 11 questions and there were 10 valid questions, question that is not accepted is because the MSA of RO8 less than 0.5. Loyalty variable, consists of 9 questions and there are 8 valid questions, question that is not accepted is LY5 because it acquired two component matrix when included in the data processing. Reliability test result is Cronbach alpha values > 0.6, it means reliable (Anindita and Hashim, 2009), indicators of service quality, relationship quality and loyalty can be said to be reliable for data collection.

ANALYSIS AND RESULTS

Figure 2. Path Diagram T-Value



Note: SQ (Service Quality), RQ (Relationship Quality), LP(Patient Loyalty)

This study obtains positive result on the whole hypothesis. This suggests that patients loyalty influenced positively by the service quality and good relationship quality. Better service quality and relationship quality means higher patient loyalty and better service quality will positively affect the relationship quality and increase patient loyalty to East Jakarta, Indonesia Hospital. Those results can be seen in the path diagram (Figure 2).

Based on the Figure 2 Path Diagram T-Value above which is the hypothesis in this study, it is presented in the following structural equations:

Table 2. Hypothesis Testing

Hypothesis	Hypothesis Statement	T-Value	Information
H ₁	Effect of service quality with customer loyalty in East Jakarta, Indonesia hospital.	2,12	The data support the hypothesis
H ₂	Effect of service quality with customer relationship quality in East Jakarta, Indonesia hospital.	11,36	The data support the hypothesis
H ₃	Effect of Relationship quality with customer loyalty in East Jakarta, Indonesia Hospital	5,29	The data support the hypothesis

DISCUSSION

In the first hypothesis testing results (H1), it was found that the analysis results support the hypothesis H1 in a positive influence between service quality to loyalty by 2.12. This suggests that outpatients loyalty at the hospital East Jakarta, Indonesia affected by service quality provided by the East Jakarta, Indonesia Hospital. The results of this study reinforce previous research conducted by Parasuraman (1988) and Caruana (2002) who found positive and significant relationship between service quality and the desire to recommend to others, which means it is better service quality that will increase loyalty of outpatients to East Jakarta, Indonesia Hospital. Another important element of loyalty is the support of the products or services that were embodied in a person's communication to other about positive experience. Base for loyalty truly lies in customer satisfaction where quality of service is the main input, customer that is very satisfied or pleased about the service tends to be loyal supporters of the company (Lovelock, 2010). This description is also support this research.

The testing result of second hypothesis (H2), it was found that the analysis results support the hypothesis H2 in a positive influence between service quality to relationship quality by 11.36. This shows that service quality provided to outpatients at the hospital East Jakarta,

Indonesia influence relationship quality against East Jakarta, Indonesia hospital. Based on these results it can be said that the service quality provide positive influence on relationship quality and vice versa. Relationship marketing is the company's efforts to establish a long term relationship with consumers in order to create a good relationship between the consumer and the company. With a good relationship, it is expected to create customer loyalty (Tjiptono, 2004). Creating customer loyalty can be mediated by the service quality and relationship quality, in this case a good service quality can help improve the relationship quality and will ultimately increase the loyalty of East Jakarta, Indonesia Hospital patients.

The testing result of third hypothesis (H3), it was found that the analysis results support the H3 hypothesis (5.29). There is positive influence between relationship quality to loyalty, which means higher levels of relationship quality between outpatient and East Jakarta, Indonesia Hospital, leads to better loyalty. The results of this study has established and consistent with prior research conducted by Kusmayadi (2005), which prove the importance of establishing quality rapport (relationship quality) by the company through several dimensions: trust, commitment and satisfaction that play a role key to successful long-term relationship between seller and buyer that will eventually create buyer loyalty. Based on these results it can be said that East Jakarta, Indonesia hospital outpatient have a good relationship with East Jakarta, Indonesia Hospital resulting well maintained loyalty, and otherwise.

MANAGERIAL IMPLICATIONS

Hospital is an area that provides services to patients and intangible objects, produced at once and enjoyed by consumers directly without being able to be saved. To create and maintain the patient, patient should be the priority for hospital. The right strategy to attract consumers should be prepared well, so that consumers are willing to use the services hospital has to offer. Therefore Hospital should continue working to improve and enhance the products to offer to patients. One strategy to achieve the above matters is to improve service quality and relationship quality between patients and hospitals to increase patient loyalty to East Jakarta, Indonesia hospital.

In support of good service quality, East Jakarta, Indonesia hospital expected to have the equipment up to date, this may be one strategy to improve service quality of East Jakarta, Indonesia hospital. With better availability of equipment in East Jakarta, Indonesia Hospital, then the patient will be handled holistically and does not need referring to another place to get services from equipment more up to date. The physical appearance of the East Jakarta, Indonesia Hospital can also be improved in order to make better service quality. Employees who currently work in hospitals East Jakarta, Indonesia should look good and presentable. In

this case, it need to standardize the appearance of all employees in East Jakarta, Indonesia Hospital, if possible up to the level of special and specific detail. This is consistent uniformity of each section and do not infringe on the design of the universal branding of East Jakarta, Indonesia Hospital.

East Jakarta, Indonesia Hospital can provide special treatment or assistance to patients who have problems with sympathy and reassurance. Currently, the customer service personnel of East Jakarta, Indonesia Hospital has a limited number, so that the special handling and assistance functions for patients who have problems can not be done optimally, for the future it is expected to provide additional personnel for customer service to provide optimal patient service and also provided the training / skills to communicate well and can handle complaints well.

With the standardization of service in East Jakarta, Indonesia Hospital, the quality of East Jakarta, Indonesia Hospital can be said as standard. However, this can not be done only once (obtaining KARS certificates) and should be done over and over and for KARS accreditation targets currently there are four levels, namely: basic, middle, primary and plenary. Given the level of graduation accreditation by KARS, it should be able to make accreditation with the main objective is to graduate with a complete graduation level where the fifteen chapters are classified major and the minimum value of each chapter should be 80%.

Hospital standardization activities are included in the process of improving and maintaining the quality of the Hospital. The activities of the quality process not only exist in the accreditation process by KARS, but it must also be carried out daily by the internal Hospital, this is usually done by the quality department in East Jakarta, Indonesia Hospital. In maintaining the quality of East Jakarta, Indonesia Hospital, it should be assessed of each unit by taking a benchmark quality standard of each unit, this assessment can be done every period of time. Assessments made over a period of time will be used as material for quality and related units to evaluate the service quality of the unit. Not only judging from each unit, but the quality also assesses overall about the patient's internal safety standards throughout the hospital. Given the current health care is patient oriented.

In addition to standardization of hospitals can also be done programs to foster relationships between hospitals and patients, these programs through customer relations can be run, among them is a membership program or activities that give attention to patients personally and not en masse. These personal activities can be like delivering birthday greetings to patients from East Jakarta, Indonesia Hospital, giving special promos to patients with birthday, giving special promotion to community treated at East Jakarta, Indonesia Hospital, and others.

In providing services, East Jakarta, Indonesia Hospital can provide services and links with the appropriate price. In price determination, East Jakarta, Indonesia Hospital should be able to consider various things, such as the feasibility of market price, price from other equal hospital, type of Hospital, service specification, target market, social principle and also continuity from Hospital. To be able to provide price that matches the services provided, it can be done with review of the East Jakarta, Indonesia Hospital pricing conducted on a regular basis, within period of two years, with attention to various things mentioned above. With the appropriate price, it is hoped that the patient will come back again at East Jakarta, Indonesia Hospital when needed and also can inform colleagues if need hospital services.

In terms of patient loyalty to East Jakarta, Indonesia Hospital, it is not entirely based on pricing factor, but patient loyalty is also determined by other factors. So in improving patient loyalty to Antamedika Hospital not only providing affordable service price, but it needs good services from other factors and service quality in East Jakarta, Indonesia Hospital. It is expected that with patient loyalty, patients will return to East Jakarta, Indonesia Hospital when needed, patients also will not move to other hospitals with the same service, and patients will also give recommendations to the public regarding East Jakarta, Indonesia Hospital.

CONCLUSION

This research examines the effect of service quality on loyalty, service quality on relationship quality and relationship quality to loyalty by using structural equation model (SEM) analysis. It can be concluded from the results of this study, good service quality will have a positive effect on patient loyalty (first hypothesis supported). Factors included in service quality to patient loyalty are tangible, reliable, responsive, assurance and empathy service quality. East Jakarta, Indonesia Hospital has good quality service so it can increase loyalty from outpatient of East Jakarta, Indonesia Hospital.

The second research result is service quality will increase relationship quality (second hypothesis supported). Service quality is a factor that can improve relationship quality between patient and East Jakarta, Indonesia Hospital. Therefore, to improve the relationship quality of East Jakarta, Indonesia Hospital, East Jakarta, Indonesia Hospital must build and maintain good quality service.

The third research result is good relationship quality will increase loyalty of outpatient East Jakarta, Indonesia Hospital (third hypothesis supported). Good relationship quality includes perception of customer trust, satisfaction and commitment must be maintained and improved by East Jakarta, Indonesia Hospital to be able to continuously increase loyalty from East Jakarta, Indonesia Hospital outpatient.

RESEARCH LIMITATIONS

This study has several limitations that can be considered for further research. This study uses questionnaires as a measuring tool for the purpose of saving time and energy. But the questionnaire has limitations such as the occurrence of bias in filling out the answers of the questions. There is a possibility that the respondents did not actually fill in or just fill up on the expected ideal conditions and not the actual conditions that are happening. This may cause the measurement used do not represent the variables significantly.

In taking the sample of research, the researcher is assisted by a team consisting of 3 (three) people, in this case the team qualification is with the level of Diploma Education and different from the level of the researcher's education which is Bachelor Profession, so it is feared that when data collected can occur biased due to different understandings between sampling teams and researchers.

This research only take the object of research with limited scope in East Jakarta, Indonesia Hospital, so that conclusion obtained in this research of course not yet possible to be made conclusion generally apply overall for East Jakarta, Indonesia Hospital. This study focuses only on outpatients and not on other hospital services, so the results can, of course, be different for other services in East Jakarta, Indonesia Hospital. This study also does not explain the overall variables that can affect the relationship quality and loyalty of patients, as has been explained in the discussion, so that in the next study can include other variables.

FURTHER RESEARCH

For Future research if it is possible it should be taken by the researcher himself/herself, but if not possible it can be assisted by the team but with the same level of education / equal. In addition, for further research can use sample research on other services in East Jakarta, Indonesia Hospital with sufficient number of samples. Other services that can be researched is inpatient service. This is advisable because outpatient and inpatient service at hospitals are quite different, and in doing research on other samples may provide a wider picture of East Jakarta, Indonesia Hospital services. In addition, during the questionnaire, there were some positive or negative feedbacks related to the East Jakarta, Indonesia Hospital inpatient service, thus providing guidance for the authors to provide the next good service suggestions for the research.

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