Relationship between Communication, Quality of Service and Quality of relationship on Voluntary Performance (Study at Conventional Travel Agency PT. Garuda Indonesia (Persero), Tbk Semarang Branch Office)

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Abstract

The travel agency industry has now entered a new chapter. Since the development and proliferation of online travel agencies (OTAs) the market share of conventional travel agencies has been eroded. Even so, this happened the other way around in conventional travel agencies partnering with PT Garuda Indonesia Semarang Branch Office. The strategy of developing relationships in the supply chain is alleged to be able to improve the performance of companies and partners. Therefore, this case study research was conducted to analyze the effect of service quality and communication on the quality of supply chain relationships and their implications for voluntary performance at PT Garuda Indonesia Semarang Branch Office. As a result, there is a significant positive relationship for communication variables to voluntary performance and service quality to relationship quality.

I. Introduction

The development of online travel agents (OTAs) has been very rapid recently. According to research conducted by Google include in their publication entitled e-Conomy SEA 2018: Southeast Asia's Internet Economy Hits an Inflection Point, the average OTA growth value in Southeast Asia increased by 15% year over year from 2015-2018. In the study, Indonesia itself experienced a growth of 20% per year for the period 2015-2018. Development is a systematic and continuous effort made to realize something that is aspired. Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired. In addition, development is also very dependent on the availability of natural resource wealth. The availability of natural resources is one of the keys to economic growth in an area. (Shah, M. et al. 2020)

The growth of OTAs has an impact on the decline in sales of Conventional Travel Agencies. There was a decrease in sales of conventional domestic travel agencies partnered by Garuda Indonesia by 23% in 2018 compared to 2017 (Source: Primary data, 2019)

This national average decline applies the opposite to conventional travel agency partners of Garuda Indonesia Semarang Branch Office. There was an increase in the performance of conventional travel agencies under the care of Garuda Indonesia Semarang Branch Office by 44% for 2017 to 2018 and an increase of 39% for 2018 to 2019.

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The anomaly was confirmed by the management of Garuda Indonesia Semarang Branch Office by saying that a strategy has been carried out to improve the quality of communication and services to local conventional travel agency partners.

The company's onslaught of demands regarding efficiency and savings activities requires the management of Garuda Indonesia Semarang Branch Office to be more creative in improving sales performance without using material promotional media. With the improvement of the quality of communication and service from the sales executives of Garuda Indonesia Semarang Branch Office to partners, it is hoped that it will be able to improve the quality of cooperation relationships so that it can create competitive advantages and loyalty so that in the end it will affect the improvement of sales performance.

In supply chain management, the success of business relational relationships is vital (Su et al., 2008). Reciprocal relationships in supply chains are not limited to material matters, but social exchange factors also affect the quality of relationships in the supply chain, especially the relationship between sellers and buyers (Metcalf et al, 1992).

In the aviation business itself, the position of travel agency partners is as a distribution channel, or business to business consumer (Alamdari, 2002). Consumers who have a good quality relationship with staff have a higher level of voluntary performance than consumers who do not Boles et al., (1997). The desire to recommend Garuda Indonesia products is what triggered the improvement in the performance of conventional travel agencies. Based on Bettencourt (1997) voluntary performance is characterized by loyalty, participation and cooperation from buyers to recommend products / services to others in order to buy goods / services offered by sellers.

In this study, researchers want to test whether relationship development strategies in the supply chain can improve the performance of companies and partners so that they can become a competitive advantage of the company.

II. Review of Literature

In the relationship between seller and buyer, a buyer can be a company or an individual customer. Therefore, in this study conventional travel agencies acted as buyers or customers, and airlines were called sellers or supplier. The theoretical studies used in this study are as follows:

2.1 Communication

Communication can be defined as the relationship-oriented proximity, the interaction between the company and the customer forms the essence of the marketing process (Morgan and Hunt, 1994). Relation about marketing refers to all marketing activities carried out by the company in attracting, developing, and improving customer relationships.

Grönroos (2004) states that managing interaction processes is at the core of building and maintaining business service relationships. An interaction approach that focuses on exchanges and meetings between the parties leads to how the relationship will be developed (Grönroos, 2011; Mason & Leek, 2012).

The traditional approach to corporate marketing communications, requires the delivery of information to customers in one direction of communication mode (Claycomb & Frankwick, 2010). Now the communication process has shifted to an approach that focuses on customer interactions and dialogues used to facilitate the development of customer relationships.

Finne and Grönroos (2009) state that marketing communication should focus more on the recipient and the meaning created by the recipient in the communication process. language also plays an important role in the interaction of customer companies and the evaluation of service performance (Holmqvist & Grönroos, 2012; Van Vaerenbergh & Holmqvist, 2013).

2.2 Quality of Service

Parasuraman et al., (1988); Tjiptono (2012) defines service quality as a measure of the outcome of effective and conceptualized service delivery as occurring when a customer receives a service that is superior to their expectations. There are several types of good service criteria, including the following:

❖ Punctuality of Service

The timeliness of service is assessed from the waiting time, service process to the payment process. How fast or in accordance with the promised time, the better.

❖ Service Accuracy

Service accuracy can be associated as minimal errors in providing services or transactions.

❖ Attitude

Courtesy and hospitality when providing services are important aspects and need to be considered in order to provide maximum service.

❖ Ease of Getting Services

The ease of service in question is the availability of human resources who are ready to help serve consumers, the existence of supporting facilities such as computers and other devices that make it easier for consumers to get services such as ordering and looking for information about products.

❖ Consumer Comfort

The convenience of consumers is supported by the availability of an easily accessible location, a comfortable parking lot, a comfortable waiting room, aspects of cleanliness that are fulfilled, the availability of information, fast response, smooth communication and others.

2.3 Quality of Relationship

The quality of the relationship is identified with the customer's perception of how well a relationship is in meeting the customer's expectations, predictions, goals, and desires (Jarvelin & Lehtinen, 1996). The quality of the relationship determines how the relationship develops, what is the probability of its expiration and what income, costs and profitability it entails (Holmlund, 2008).

Gummesson (1987) views the perception of relationship quality as the quality of the relationship between suppliers and customers that can be interpreted in terms of value accumulation. According to the research of Moliner et al., (2007) the overall assessment of the quality of perceived relationships can be achieved by measuring three indicators, namely satisfaction, trust and commitment.

The main constructions of the quality of the relationship identified are satisfaction and trust. Kim et al. (2006) examines the quality of relationships in the approach to consumer behavior and define trust and satisfaction as dimensions of relationship quality (Liljander and Strandvik, 1995).

2.4 Voluntary Performance (VP)

Zeithaml et al. (1996) suggest that *voluntary performance* can be measured by the presence or absence of customer recommendations. Bettencourt (1997) proposes the theory of *customer voluntary performance*, which is considered a voluntary performance behavior that helps an organization, such as a customer acting as a partial employee, promoting the organization through word of mouth, and cooperating with employees.

(Rosenbaum., 2015) claims *voluntary performance* as customer behavior that can help improve the quality and performance of an organization's services. *Voluntary performance* usually consists of three constructs, namely loyalty, cooperation, and participation (Bettencourt, 1997).

Previous studies measured loyalty through repeat purchases or repurchase intentions (Parasuraman et al., 1991), several other studies measured loyalty from word-of-mouth recommendations made by customers (Hennig et al., 2002 and Zeithaml et al., 1996). Loyal customers or partners can increase the company's profits and can also encourage competitive advantage (Rauyruen & Miller, 2007).

2.5 Hypothesis Development & Research Models
a. The Effect of Communication on the Quality of Relationships

Communication acts as an interactive dialogue between the company and its customers that takes place during pre-sale, sales, consumption and post-consumption stages (Anderson et al., 1990). Several studies have shown that the exchange of information is an important part of sales and marketing relationships (Dwyner et al., 1987; Anderson et al., 1990). Satisfactionis the evaluation of results compared to several norms, communication is expected to be an important source for satisfaction and quality of relationships that can therefore improve joint performance (Richins, 1983).

H_1: Communication has a positive impact on the quality of the relationship

b. The Effect of Communication on Voluntary Performance

Communication is an element that is closely related to the process of developing relations between enterprises. Empirical studies show that good communication qualities create trust and allow the fulfillment of good expectations and goals (Anderson et al., 1990).

Some qualitative results show that businesses with customers place more emphasis on "personal communication," than on formal information (Mitręga & Halliday, 2008; Newman et al, 2005). Some research results show that the quality of communication can directly increase the output of relationships or performance (including financial). Other studies have also shown that the benefits of relationships are only indirect but can be through mediator relationships that are influenced by communication (Griffith & Lusch, 2000).

H_2 : Communication has a positive effect on *voluntary performance*

c. The Effect of Service Quality on Relationship Quality

Service-based interaction between customers and employees is often considered a key moment for creating quality of service, service quality is an important antecedent variable that explains long-term relationships (Hennig-Thurau et al., 2002; Lloyd & Luk, 2011). Crosby et al. (1990) point out that the quality of service is a necessary condition for building quality relationships.

Roberts et al. (2003) showed in their study that the quality of service can have a direct effect on the quality of relationships. Zeithaml (1981) thinks that the quality of buyer

relationships is measured by the ability of service providers to reduce uncertainty and that a higher quality of service is indicated less uncertainty about the service and a higher quality of relationships between the company and the customer.

Hennig-Thurau et al. (2002) found that a higher quality of service would lead to a higher quality of relationships.

H₃ : Service quality positively affects the quality of relationships

d. The Effect of Service Quality on Voluntary Performance

Loyalty is one of the indicators that can increase the voluntary performance of the customer. Several research models on service quality have been developed. Two important models of service quality are those from Gronroos (1984) and Parasuraman et al. (1985, 1988). Some authors for example, Bloemer and Kasper (1995), Brady & Robertson (2001), Butcher et al. (2001), Cronin et al. (2000), Ennew and Binks (1999), Fullerton (2005), Lee & Cunningham (2001), Mehta & Durvasula (1998), Olsen (2002), Wong & Sohal (2001), have included service quality in their models to explain loyalty or retention. previous research has also confirmed that the relationship between perception of quality and customer loyalty exists and has a positive effect (Anderson & Sullivan, 1993; Cronin & Taylor, 1992; Harrison, 2001).

**H₄ : Service quality has a positive effect on voluntary performance**

e. The Effect of Relationship Quality on Voluntary Performance

Many studies have shown a significant positive correlation between customer satisfaction and loyalty (Cater and Cater, 2010; Jones and Sasser, 1995). Other research also revealed that increased customer satisfaction contributes to an increase in cooperation between customers and companies (Abdul & Kamarulzaman, 2012; Dai, 2002; Park et al., 2012).

Bettencourt (1997) and Dai (2002) assert that satisfaction has a positive impact on participation. In addition, customers tend to advise companies for improvement when it is beneficial to maintaining quality relationships (Kelley et al., 1992 and Zeithaml et al., 1996). Customers will have a high level of voluntary performance when they are more committed to the company because they recognize the company well (Chonko, 1986).

H₅ : The quality of the relationship has a positive effect on voluntary

The research model is described as follows:
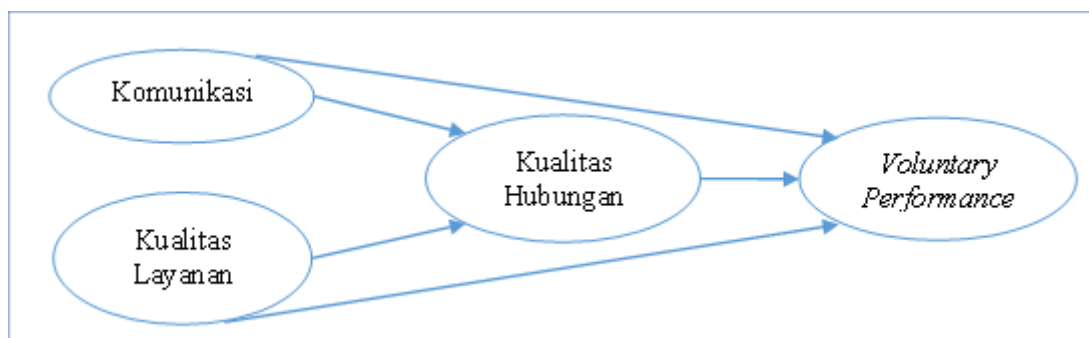
Sources: Ndubisi (2006), Rai et al.,(2013), Alawni et al., (2015), Chen (2016), Chao et al., (2015)

Figure 1. *Research Model*

III. Research Method

This research is an exploratory research-hypothesis testing so that data processing will be carried out using hypothesis testing methods. Hypothesis testing is carried out to examine and explain the influence and nature of a relationship that occurs in the model in detail (Sekaran, 2004). On this basis, the suitable test in this study is a quantitative analysis technique using a Structural Equation Model (SEM) based on Partial Least Square (PLS).

IV. Result and Discussion

4.1 Description of Respondent Characteristics

All respondents who responded to the questionnaire in this study were selected people who acted as owners, managers, supervisors, ticketing or sales staff of Garuda Indonesia products. The selection of the response is based on the level of decision-making in the company, where every decision taken by it can have a direct influence on the sales of Garuda Indonesia products. The elaboration of respondents based on their position is that 38% of respondents are company owners; 17% company managers; 10% supervisors; 30% staff and 5% ticketing. 58% of the study respondents were experienced people in the conventional travel agency industry with a working period of more than 6 years. The remaining 42% of respondents have worked in this industry for 0 to 5 years. 75% of the companies surveyed, have been established for more than 6 years. Only 25% of companies have been established for less than 6 years. 58% of companies have cooperated with Garuda Indonesia Semarang branch office for more than 6 years, the remaining 42% cooperate with Garuda Indonesia Semarang branch office in the range of 1-5 years.

4.2 Validity Test

The following are the results of the construct discriminant validity measurement test based on the assessment of outer loadings and the t-statistic test (internal validity test) of each variable.

Table 1. Variable Validity Test Results

Variable	Indicator	Standard Deviation	T Statistics	Conclusion
Communication (KOM)	**KOM1**	0,017	57,327	Valid
	KOM2	0,030	30,783	Valid
	KOM3	0,026	36,526	Valid
	KOM4	0,026	35,543	Valid
	KOM5	0,094	8,723	Valid
Quality of Service (TOS)	**KL1**	0,050	17,513	Valid
	KL2	0,052	16,855	Valid
	KL3	0,036	25,886	Valid
	KL4	0,030	30,857	Valid
	KL5	0,039	22,233	Valid
	KL6	0,063	13,964	Valid
	KL7	0,056	15,557	Valid
	KL8	0,130	5,498	Valid
	KL9	0,046	18,980	Valid

Variable	Indicator	Value	t-stat	Validity
	KL10	0,101	7,129	Valid
	KH1	0,072	11,873	Valid
	KH2	0,081	10,030	Valid
Relationship	KH3	0,032	27,886	Valid
Quality (KH)	KH4	0,011	85,664	Valid
	KH5	0,067	12,469	Valid
	KH6	0,109	5,896	Valid
	VP1	0,098	8,075	Valid
	VP2	0,192	3,043	Valid
Voluntary	VP3	0,073	11,682	Valid
Performance	VP4	0,036	25,125	Valid
(VP)	VP5	0,072	11,155	Valid
	VP6	0,192	3,238	Valid

By paying attention to the t-statistical value of each indicator above which is worth more than 1.96, all indicators in this study can be said to be valid and then used in this study.

4.3 Reliability Test

In conducting measurement tests using *smart PLS*, there are two important things that need to be considered. The first is to test the validity of the construct (convergent and discriminant), and the next is to test the reliability of the construct (*Cronbach's alpha*, *composite reliability* and *the average variance extracted* value. The results are as follows:

Table 2. Reliability Test Results

Variable	*Cronbach's Alpha*	*Composite Reliability*	*Average variance extracted* (AVE)
Communication	0,948	0,960	0,829
Relationship Quality	0,913	0,933	0,703
Quality of Service	0,959	0,965	0,736
Voluntary Performance	0,855	0,894	0,589

Based on the results of the reliability test above, data were obtained that four variables of this study were declared reliable because they had a Cronbach Alpha value above ≥ 0.6; Composite Reliability above ≥ 0.7 and AVE above ≥ 0.5.

4.4 Overall Model Validity Test

The outer model validity test on reflective models can be done by measuring the goodness of fit (GoF) value. The feasibility of GoF values is identified with the GoF index. As the inventors of GoF, Tanenhaus et al. (2004) determined that the GoF value stretches between zero to one with the interpretation of 0.1 being a small GoF, 0.25 is a moderate GoF and 0.36 is a large GoF. Nilai average communalities of 0.714 and average value of R^2 of 0.561 results from calculations, this study has a value of 0.633285 or GoF is large because it has a value above 0.36 (Tanenhaus et al, 2005).

4.5 Hypothesis Test

Theoretically, the t-statistical value should be higher than the t-table value. For a 95 percent confidence level (five percent alpha) then the t-table value for the two-tailed hypothesis is ≥ 1.96, while for the one-tailed hypothesis it is 1.64.

Based on the results of reflective multidimensional tests, 2 relationships showed positive and significant relationships. Namely the communication variable to voluntary performance and the service quality variable to the quality of the relationship. In addition to these 2 variables, 3 other variables showed a positive but insignificant relationship, namely communication variables to the quality of relationships, quality variables of relationships to voluntary performance and variables of service quality to voluntary performance. The summary of hypothesis testing is presented in table 4 below:

Table 3. Research Hypothesis Testing Results

Hypothesis	*Structural Path*	T Statistics (| O/STDEV|)	P Values	Information	Conclusion
H1	Communication -> Relationship Quality	0,462	0,644	Data Does Not Support Hypothesis	Communication has no significant effect on the Quality of Relationships
H2	-> Voluntary Performance Communication	2,325	0,020	Data Supports Hypothesis	Communication has a significant effect on *Voluntary Performance*
H3	Quality of Service -> Quality of Relationships	2,908	0,004	Data Supports Hypothesis	Quality of service has a significant effect on the Quality of Relationships
H4	Quality of Service -> Voluntary Performance	0,988	0,324	Data Does Not Support Hypothesis	Service quality does not have a significant effect on *Voluntary Performance*
H5	Relationship Quality -> Voluntary Performance	0,787	0,432	Data Does Not Support Hypothesis	The quality of the relationship has no significant effect on *Voluntary Performance*

4.6 Communication Analysis of Relationship Quality

The data in this study have not been able to establish the relationship between communication and the quality of relationships whose indicators include loyalty, satisfaction and commitment. The availability of information on the internet, easy access to market information and the fact that airlines actively carry out their own promotions make the satisfaction and commitment of conventional travel agencies reduced (Chao *et al,* 2015). Relation of Airlines and conventional travel agencies have a tendency to be transactional. Research of Balaji et al., 2016 explained that the communication had a significant positive effect on the quality of the relationship with the mediation of variables of trust, image and intimacy. Another study from Zeffane 2011 also mentioned that communication mediated by trust has a moderate influence on increasing commitment in a relationship. This means that in the communication process, other mediation is needed so that it can improve the quality of the relationship.

4.7 Communication Analysis of Voluntary Performance

Communication can significantly improve *voluntary performance*. The better the communication in the supply chain, the better the *voluntary performance* produced. This means that in the context of this research, the better the communication between branch offices and conventional travel agencies, the desire of conventional travel agencies to offer Garuda Indonesia products to their customers will increase. The results of this study are in line with the research of Alawni *et al.* (2015). Several other research results also support this research, including showing that the quality of communication can directly increase the output of relationships or performance (including financial). In addition, the research of Chen and Chang (2018) also supports that with good communication and quality of information can also increase the desire to buy the products / services offered.

4.8 Service Quality Analysis of Relationship Quality

The quality of services in this study had a significant positive influence on the quality of relationships. Maximum service delivery will make the relationship in the supply chain better. Reliability, quick response, service guarantees, real service and empathy in each service are able to improve the quality of the relationship. This research complements previous research by Lee (2015) and Li, et al., (2014) which suggested that service quality is able to build quality relationships.

4.9 Service Quality Analysis of Voluntary Performance

The data in this study have not been able to quantify the effect of services on *voluntary performance.* Good service quality has not been able to directly increase loyalty, commitment and desire to work with conventional travel agencies.

According to research conducted by Chao *et al,* 2015 airlines must pay attention to the added value supported by long-term interaction, so that the service can be more satisfactory and the commitment of travel agencies conventional form and *voluntary performance* may increase.

4.10 Analysis of the Quality of The Relationship to Voluntary Performance

The quality of the relationship did not significantly affect the voluntary performance in this study. In the comment section of the questionnaire distributed by the researcher, respondents will suggest Garuda Indonesia products to their customers if the ticket prices offered are competitive. Flight ticket prices are mentioned several times in the comment section of the questionnaire, this is in line with Isaac's 2011 research, *switching costs* can mediate the relationship between trust and commitment so as to increase loyalty. Another research that supports that *switching costs* can mediate the quality of relationships and increase loyalty is the research of Agusto et al., 2009; Ram et al., 2016 and Ngo et al., 2019.

V. Conclusion

In this study, there was a significant positive relationship between communication variables on voluntary performance and service quality to the quality of relationships. For the influence of communication on the quality of relationships ; the quality of service to voluntary performance and the quality of the relationship to voluntary performance cannot be supported by the data in this study.

The relationship between Airlines and conventional travel agencies has a tendency to be transactional. The availability of information on the Internet, easy access to market

information and the fact that airlines are actively conducting their own promotions make the satisfaction and commitment of conventional travel agencies reduced. Value plus supported by long-term interactions are needed to increase satisfaction and commitment to cooperation.

5.1 Managerial Implications

With the disclosure of information and the ease of accessing information on the internet, the commitment and satisfaction of conventional travel agencies to local branches of Garuda Indonesia is reduced. In order to improve the quality of relationships, the added value of the services provided by branch offices is something that Needs to be considered by Garuda Indonesia.   In addition, switching cost strategies can also be used to increase loyalty, participation and cooperation of conventional travel agencies.

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