

WORK CULTURE AND SERVICE QUALITY IN PROVIDING TOURIST SATISFACTION

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ABSTRACT

Tourism activities are a combination of tourism products and services that provide a tourist experience. In tourism, transportation is essential because it is one aspect that determines interest in tourism. Exciting traveling experience will give satisfaction to tourism. Work culture and service quality are also determinants of tourist satisfaction. This study aims to indicate the influence of work culture and service quality in providing tourism satisfaction. Its influence is seen partially and simultaneously. Locus of this research at public transportation in the tourism area of Bukittingi. This research uses a quantitative approach. Data were taken from 300 respondents who have been selected using Slovin Formula. Data already obtained with a questionnaire that is valid and reliable. The result of the research showed that work culture and service quality partially and simultaneously influenced customer satisfaction.

INTRODUCTION

Tourism is a temporary departure process from an individual or individuals to another place outside their residence. There are numerous reasons an individual or individuals visit an area to travel. This migration is closely related to transportation. Tourism activities are a combination of tourism products and services that give overall tourist experience. Transportation is part of that experience. Tourist satisfaction toward public transportation can affect visitor satisfaction with tourist destinations (Thompson & Schofield, 2009).

During traveling, the tourist needs adequate transportation. There are several aspects regarding adequate transportation, one of which is service personnel that derived from the driver's work culture. Indonesia government has rules governing traffic, namely Law No. 22 of 2009 article 105, which states that everyone

who uses the road must behave in an orderly manner and prevent things that can hinder other security and safety or that cause damage. Besides, the Law also regulates traffic and rules regarding public transportation. Private driver and public transport driver are required to follow traffic ethics including 1) The driver shall hold a driver's license (article 86); 2) Drivers are prohibited from raising their motorbike on the sidewalk (article 131), 3) Drivers must respect cyclists and pedestrians (article 161); 4) Drivers must concentrate and not using their cellphone while driving (article 283); 5) The driver must give a signal whenever they make a turn, stops, or reverses direction of their vehicle (article 112 paragraph 1); 6) installing license plate (Article 68 paragraph 1).

Public transportation is an additional tourist service product that adds to the travel experience. Public transportation services from the operator tend to attract a lot of tourist

attention (Le-Klähn, 2013). The satisfaction of service recipients can be achieved if the recipient of the service obtains services according to what is needed and expected (Aldri and Nurdin, 2015). Staff services influence the transportation satisfaction, so this study will assess more precisely the services of drivers who are seen from work culture to observe if there is an influence on community satisfaction in traveling (Le-Klähn & Hall, 2014). This study aims to provide input for improving tourism. To retain the visitor's loyalty towards the destination, revamping the drivers' work culture must focus on customer satisfaction.

Tourists show that the facility of transportation affects their satisfaction towards the destination compared to efficiency and security. Transportation is a vital component in the tourism system and influences tourism experiences at the destination. Tourist satisfaction with transportation in 8 cities in European, travelers' satisfaction with transportation can be seen from four dimensions of satisfaction, i.e system, safety, comfort and service personnel. The service dimension of the officers scored low in this study. The service of the officers received many suggestions from respondents to be corrected (Fellsson dan Friman, 2008). The driver's work culture as a result of concern for passenger safety and security, the attitude and behavior of the driver becomes an essential point of service in the field of transportation services. Drivers who overlook these things reduce people's satisfaction and have a negative impact on their travel experience (Frinaldi, 2014).

The driver's work culture is a believed value and shift into a habit by public transport drivers in carrying out their work and will appear consciously and unconsciously when driving a vehicle, dealing with passengers and other stakeholders in their work (Frinaldi, 2017; Frinaldi, 2016). According to Reason, J; Manstead, A; Stradling & Baxter, J; Campbell, (1990) unusual driving behavior (aberrant driving behavior) can be divided into three types: (1) lapses; representing problems of attention and memory, generally experienced by parents and women, sometimes harmless but embarrassing, (2) error; representing failure of observation and assessment, such as not seeing other signs / vehicles, failing to turn, where this behavior is more dangerous and all motorists experience it, (3) violations represent driving behavior that is risky and intentionally carried

out, such as speeding and passing red lights, where young people and men tend to be more involved in this type of actions. Attitudes towards violations themselves drive traffic rules violation behavior, attitudes towards traffic laws/rules, attitudes towards Traffic Police, which certainly has implications on three levels of individual, interpersonal, and societal (Sadono, 2016). The drivers consider it as-per-course when committing a driving violation, because he is not the only one that is committing the violation (Prasetya et al.2016).

Good quality transportation services can support a pleasant traveling experience. The traditional definition of quality usually describes the direct characteristics of a product i.e., performance, reliability, easy to use, and aesthetics. In the strategic definition, it is stated that quality is something that can fulfill customer desires or needs (Sinambela, 2010). Therefore, good quality of transportation services has the aim to provide good satisfaction to passengers so that the creation of a pleasant tourism advocate (Rosa Yunita, 2014). Service quality in transportation is paramount because the satisfaction of the tourist community reflected in the quality of transportation services provided (Wibowo, 2014).

In measuring quality, (Zeithaml; Parasuraman; Berry, 1990) introduced five determinants of service quality: (1) Tangible. Tangible is the manifestation of physical facilities, equipment, personnel, and communication materials. By using modern equipment in providing services, well-dressed officials, representative buildings and interesting information boards are part of the tangibility of a service (Naik, Gantasala & Prabhakar, 2010; Aftab; Sarwar; Sultan; Qadeer, 2016); (2) Reliability. Reliability is the ability to carry out promised services dependably and accurately. Reliability in providing services shows the ability of service providers to provide services that are suitably adjusted (Omar, Saadan, Seman, 2015); (3) Responsiveness. Responsiveness is the willingness to help customers and provide speedy service. The determination of the provider to help and provide prompt and timely service to customers is part of responsiveness (Amstrong, Adam, Denize, Kotler, 2015). The ability of providers to accommodate speedy service is always appreciated by customers (Aftab; Sarwar; Sultan; Qadeer, 2016); (4) Assurance. Guarantees are knowledge and

respect from employees and their ability to convey trust and confidence. In various types of services, collateral plays a vital role and gets plenty of attention from customers, because it relates to trust and transparency between customers and providers (Lin, Wang, Chen, Chang, Chou, Sugimoto, & Zhao, 2007); and (5) Empathy. Empathy is the concern and individual attention given to its customers. Service providers must pay attention to the customer's situation and perspective as a form of empathy (Toosi & Kohanali, 2011; Frinaldi, 2017).

Transportation provides people more experience in traveling. Since tourist transportation has its unique characteristics for tourists, the existence of adequate transportation will increase the added value of tourist destinations. People who visit tourist sites that are users of public transportation services have hopes of easy access to travel. According to Dickinson and Robin (2008), destination satisfaction is affected by infrastructure, ease of use, timing, and physical condition, respectively. As for tour satisfaction, it is affected by the convenience of infrastructure, ease of use, fast time, psychological conditions, and appreciation. One of the studies conducted by Le-Klähm (2013) measured tourists' satisfaction towards public transportation, four aspects which became a measure of community satisfaction with transportation in Munich, namely: Service, Service, Ease of Access, and other aspects. One of the results of this study shows that in the aspect of service, the level of transportation services affects customer satisfaction, service by the transportation officer (driver) receives a low score and numerous respondents proposed for the driver to improve their service.

Tourists have a variety of perceptions and attitudes toward transportation (Fyall, 2007). Tourist satisfaction towards transportation is influenced by several factors such as income, age, and other factors (Stradling, S., Carreno, M., Rye, T., & Noble, 2007). A study in Turkey and Mallorca identified the cultural background factors as the most influential effects on travel satisfaction (Kozak, 2001). Convenience and ease of transportation is a pillar of travel deals, a means of transportation, including those that make tourists elect whether to visit a destination or not. The city of Bukittinggi is the most visited tourist destination and tourism icons of West Sumatra. Each year the number of visits keeps

growing. A large number of visitors results in high mobility. Tourists who visit require transportation facilities with all their conveniences and comfort. They are composed of local and foreign tourists. The number of tourists visiting in 2017 was 7.3 million, with 56,313 contributed by foreign tourists. Foreign tourists generally come from Thailand, Australia, France, Britain, Germany, China, the United States, Japan, and the Philippines. This condition requires more professional means of transportation. (Le-Klähm & Hall, 2014) says that measuring tourist satisfaction towards local transportation services is a fundamental issue to be researched and applied.

Research that studies the relationship between transportation performance and community satisfaction conducted by Thompson & Schofield (2009) found that there is a relationship between public transport performance and satisfaction of tourist destinations. In the case study, respondents taken from tourists in Greater Manchester showed that the evaluation of tourists on public transport performance affected their satisfaction with the tourist destination. The results of this study emphasize that the ease of use of transportation has a more significant impact than efficiency and security. These three studies show that in general, driver performance gives its value to tourists towards satisfaction in traveling. However, the research is not specific over the type of work culture of the driver in question. Budiono (2009) in the as-yet-published thesis, suggested the traveler's perception of buses in Indonesia. This study identified two groups of service characteristics. Weak quality factors include safety and comfort issues, while functional quality consists of service frequency, travel time, and time accuracy. Both of these studies suggest that so far the users of transportation services have complained about the various shortcomings stemming from service personnel, as well as the ethics of officers. (Ayazi, 2016), in their study, stated that drivers are more likely to be less compliant over rules and regulations, thus, resulting in committing more errors. Whereas, drivers intent on reaching their quota of the day tend to infringe on the regulations and errors compared to other drivers.

As one of the supporting components of tourism, the driver's work culture needs to be addressed and gear up towards customer satisfaction. This article attempts to understand

the influence of conductor/ drivers that are originating from the driver's work culture towards community satisfaction in traveling.

RESEARCH METHODS

The method used in this study is a quantitative method utilizing a survey strategy (Creswell, 2010). Research locus is visitors who travel to Bukittinggi using land transportation in the form of public transportation more than three times. The sample of this study was 300 respondents, calculated using the Slovin formula with α of 5%. The sampling technique used is the stratified random sampling technique.

This study uses a valid and reliable questionnaire. This study uses three variables, namely work culture (X1), service quality (X2), and customer satisfaction (Y). The collected data is analyzed using descriptive analysis and followed by hypothesis testing using the T-test and F-test. All data processing uses the Statistical Program for Social Science (SPSS) application version 16.0.

RESULT AND DISCUSSION

People who travel to the city of Bukittinggi have varying levels of education and reasons for their excursion. Based on research, the reason for foreign tourists who come to Bukittinggi is due to its natural beauty. While visitors from other parts of Indonesia also say the same thing. Historical tourism is also one of the reasons for visiting Bukittinggi which is a historic city that served as the post-independence capital city of Indonesia, as well as the attraction from two other major tourist attractions in Bukittinggi i.e., Fort De Kok fort and Bung Hatta Palace. Meanwhile, local visitors from the West Sumatra region visited Bukittinggi due to its prominent reputation as one of the wholesale market centers in West Sumatra. The number of visitors to Bukittinggi City during 2016 was 1.01 million and up to 1.03 million in 2017. This amount determined from the number of guests staying at hotels and ticket sales in tourist attractions (Central Statistics Agency, 2018).

Bukittinggi is a tourist destination in West Sumatra, coming in second place behind Padang city for its occupancy rate (TPK). It shows the average length of stay for foreign and local guests in starred hotels. TPK is a comparison between the number of nights a room over the number of nights available (in percent). TPK data is used to find the staying

period and available room at a particular time. TPK research is carried out by the government survey body (Central Statistics Agency) every month for a year. According to this survey, monthly TPK for starred hotels in West Sumatra is between 1.26 - 1.56 days. This data is needed in this study to assist the researcher in figure out the level of accommodation and transportation needs by tourists. Respondents in this study were tourists who had visited at least three times. Based on the

Results of data processing conducted in this study, the description of the research variables is exhibited in table 1:

Table 1. Description of Work Culture Variables

Question Item	Mean	Mean Characteristics of Respondents			
		High		Low	
		F	%	F	%
X1.1	4,05	46	16,6%	231	83,3%
X1.2	3,33	175	63,2%	102	36,8%
X1.3	3,62	198	71,5%	79	28,5%
X1.4	4,07	80	28,9%	197	71,1%
X1.5	4,12	47	17%	230	83%
X1.6	3,61	217	78,3%	60	21,7%
X1.7	3,49	195	70,3%	82	29,7%
X1.8	4,40	117	42,2%	160	57,8%
X1.9	3,78	220	79,4%	57	20,8%
X1.10	4,20	103	37,2%	174	62,8%
X1.11	3,79	224	80,9%	53	19,1%
X1.12	3,70	219	79%	58	21%
Mean Variable of Work Culture	3,84	141	51%	136	49%

Source : 2017 Research Result (processed data)

Based on the table above it can be inferred that the mean value of the variable work culture can be categorized as sufficient/moderate with a mean value of 3.8 because the respondent's answers are above 3.10 as many as 141 respondents or 51% of 277 respondents. Thus it can be said that some respondents considered that the aspect of the work culture of the driver was in a reasonably good category.

Description of service quality variables in this study can be seen in the following table

Table 2. Description of Service Quality Variables

Question Item	Mean	Mean Characteristics of Respondents			
		High		Low	
		F	%	F	%
X2.1	3,47	161	58,1%	116	41,9%
X2.2	3,14	112	40,4%	165	59,6%
X2.3	3,05	97	35%	180	65%
X2.4	2,91	162	58,5%	115	41,5%
X2.5	2,86	154	55,6%	123	44,4%
X2.6	3,36	144	52%	133	48%
X2.7	3,03	98	35,4%	179	64,6%
X2.8	3,31	136	49%	11	51%
X2.9	2,88	160	57,8%	117	42,2%
X2.10	3,00	90	32,5%	187	67,5%
X2.11	3,02	82	29,6%	195	70,4%
X2.12	3,06	104	37,5%	173	62,5%
Mean	3,09	98	35,4%	179	64,6%

Source : 2017 Research Result (Processed Data)

Based on the table above it can be presumed that the mean value of service quality variables categorized as low or not good with a mean value of 3.09 since 98 respondents' answers were above 3.09 or 35.4% from 277 respondents. Thus it can be said that some of the respondents considered that aspects of service quality in providing services to the community were in adequate category.

The community satisfaction assessment can be seen from the description of the community satisfaction variable in the following table:

Table 3. Description of Variable Community Satisfaction

Questions Items	Mean	Cahracteristics Mean Responden			
		High		Low	
		F	%	F	%
Y1	3,27	135	48,7%	142	51,3%
Y2	3,08	106	38,3%	171	61,7%
Y3	2,80	151	54,5%	126	45,5%
Y4	2,95	175	63,1%	102	36,9%
Y5	2,91	177	63,9%	100	36,1%
Y6	2,82	145	52,3%	132	47,7%
Y7	2,88	168	60,7%	109	39,3%
Y8	2,95	170	61,4%	107	38,6%
Y9	2,94	172	62,1%	105	37,9%
Y10	2,79	151	54,5%	126	45,5%
Y11	2,82	157	56,7%	120	43,3%
Y12	2,76	133	48%	144	52%
Mean	2,91	90	32,5%	187	67,5%

Source : 2017 Research Result (processed data)

Based on the table above it can be seen that the mean value of the community satisfaction variable can be categorized as low or not good with a mean value of 2.91 since 90 respondents, answer were above 2.91 or 32.5% from 277

respondents. Thus, it can be said that some respondents considered that the aspect of community satisfaction in providing services to the community is in adequate category.

Based on hypothesis test using simple regression analysis to determine the effect of variables X1 (work culture) and X2 (service quality) on the dependent variable Y (customer satisfaction) the result can be seen in the following table:

Table 4. Contribution Result (R) Work Culture and Service Quality toward Customer Satisfaction

Model Summary^b

Mod el	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.638 ^a	.408	.405	7.236	1.414

- a. Predictors: (Constant), work culture and service quality
- b. Dependent Variable: customer satisfaction

Source: 2017 Processed Data Result

Based on table 4 above, from the test results the value of Adjusted R Square is 0.405. This means that the contribution of cultural variables to customer satisfaction is 40.5%. The remaining 59.5% is influenced by other factors not examined in this study. Furthermore, to strengthen the interpretation that the influence of work culture and service quality on community satisfaction is significant. It can be seen from the following table:

Table 5. Anova Test Result (F) Variable of work culture and service quality toward customer satisfaction

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regress ion	9904.555	1	9904.555	189.169	.000 ^a
	Residua l	14398.514	275	52.358		
	Total	24303.069	276			

- a. Predictors: (Constant), work culture and service quality
- b. Dependent Variable: customer satisfaction

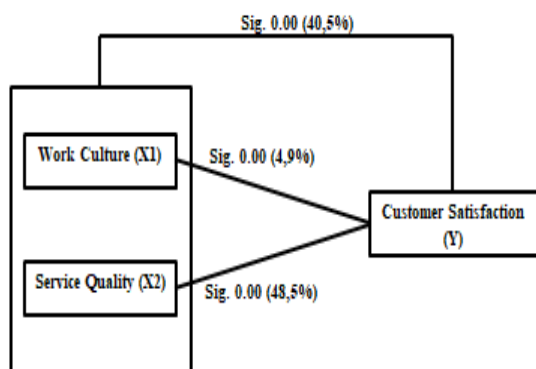
Source: 2017 Processed Data Result

Based on table 4.24 above, a significance value of 0.000, since the significance of test value is smaller than 0.05, it can be concluded

that work culture and service quality variables have an effect on community satisfaction and can be trusted 100% to predict customer satisfaction.

Based on the description above, the work culture and service quality variables simultaneously or partially have a significant influence on community satisfaction. The influence and contribution of variable X to Y can be seen in the figure as follows:

Figure 1. Influence and Contribution of X variable toward Y variable



Source: Data Research Result 2017

Transportation is an essential element in tourism. Tourism would not function properly without the existence of transportation. Tourism does not exist without transportation, and sustainable tourism has long been strongly linked to sustainable mobility (Høyer, 2000). The findings of this study illustrate that the driver's work culture affects the satisfaction of the tourist. The work culture of drivers who ignore the factors of comfort and passenger's safety is a major concern for the tourists. Due to numerous hilly areas in Bukittinggi, the existence of public transportation in Bukittinggi is highly needed since the tourist will need to use public transportation to reach the tourist sites located around Bukittinggi area.

Generally, the working culture of drivers in Indonesia appears to disobey the rules and ignore passenger safety. Suryani (2011) examined the city transportation system at the Metromini driver, and it conclude the driver always involve in the act of "reckless driving" or conducting other misdemeanor during the trip. They do this to fulfill their basic needs, namely economic needs, political and social problems that have an impact on community unrest and congestion. There are many aggressive behaviors carried out by the driver

while driving, such as cutting or changing lanes without turning on the sign, not paying attention to the safe distance required while driving, violating traffic signs, etc (NYS Department of Motor Vehicles, 2005). Budiono (2009) identified two groups of characteristics for public transport services in Indonesia. They are quality factors and functional quality factors. Quality factors have weaknesses in terms of safety and comfort, while functional quality has weaknesses in terms of service frequency, travel time, and timeliness.

The work culture of drivers who are less concerned with their passenger safety, according to the results of the study is because the driver comes from young people who are not educated as professional drivers but choose the driver's profession because of the demands of life because of the difficulty of finding another job. "Another problem regarding the public transport sector in developing countries is that the majority of this public transport comprised of small-sized vehicles, owned and operated (or leased) by single individuals. Most drivers are low-skilled young men who migrated to cities from the countryside. Overabundances of idle labor in developing countries make private transport an attractive employment opportunity. This condition leads to ignorance of passenger's safety and low discipline while driving (Budiono,2009).

Another problem related to transportation in developing countries is private ownership of public vehicles which also operated privately. Most drivers are young people who come from the village. A large number of workers and the unavailability of employment in developing countries make driving work an attractive choice. This condition results in low attention on passenger safety and ignorance of traffic rules. The ability to communicate also becomes a hindrance on the driver's side. In a study of cross-cultural problems and challenges of taxi drivers in Bangkok, Thailand suggested that it already had unique transportation, called the Jeepney. Jeepney is colorful public transportation with unique accessories. Foreign language is the main obstacle in serving foreign guests (Thadphoothon, 2017). As part of supporting tourism, drivers of public transport should improve competency in the field of foreign languages, especially English. Also, the government should provide specialized public transportation for tourist attractions in their area with a touch of local wisdom, so that its

uniqueness can become an icon of the tourist area.

According to Jamalul Ihsan (2015), the behavior of violating regulations derived from the fact that these drivers spend most of their time working the main city road which in turn has an impact on these driver's psychology whereas they experience more pressure than their peers. This can be seen from the driver's struggle to fulfill their bounty of the day, fees given to local thugs, retribution deposits, and other forms of fees. These numerous dues must be fulfilled every day. These conditions will affect the mannerism of the drivers while they are driving.

The results of the study found that the driver's work culture influence service, whereas the influence of work culture on satisfaction is 4.9%. Driver services affect people's satisfaction in traveling to Bukittinggi. The driver's work culture receives a decent rating from the respondents, but the respondents give negative answers to the quality of services provided. Foreign tourists also complain about the inadequacy of the language skills of the driver.

Drivers ought to start transforming their habit and form work culture in improving communication knowledge, including language communication in the form of conversations relating to daily activities such as the direction to a destination, price, and general conversation related to tourism. As stated by Frinaldi (2016); Frinaldi (2017) intentionally or unintentionally public transport actors in tourist areas should try to learn general conversation in English in order to increase the satisfaction of foreign tourists. Related with this situation, foreign tourists who want to travel in Bukittinggi prefers to use the services of tourist guide or when they want to go around the area they'd rather choose network-based transportation that already has a fixed destination. Tourists also complain about the high level of traffic congestion in Bukittinggi. Road conditions are not expanding, while the level of mobilization of residents and migrants is increasing. According to Frinaldi dan Khaidir (2019), managers of public transport, including drivers, must improve a responsive work culture with courtesy and friendliness so that the public transport sector can be a reliable supporter of community satisfaction visiting a tourist location.

CONCLUSSION

Some respondents rated the driver's work culture were in a reasonably good category. However, some other respondents assessed that the service quality aspect in terms of providing services to the community is mediocre. Therefore, it is necessary for the tourism community to improve their work culture related to tourism that can increase satisfaction in providing services for the community including public transportation in tourist areas so that there is an increase in tourist satisfaction.

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