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The Effect of Health Protocol Security Implementation, Employee Competence, and Service Quality toward MRT Transportation Customer Satisfaction during Covid-19 Pandemic

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Abstract : The aim of this study is to determine whether the application of health protocol security, employee competence, and service quality during the covid-19 pandemic could affect customer satisfaction toward MRT transportation. This research is included in descriptive quantitative. The sample is taken by total sampling technique with a total of 100 respondents who use MRT transportation. Data collection technique in this research uses questionnaire. Statistical analysis is carried out with the help of the Partial Least Squares Structured Equestrian Model (PLS-SEM) program. The results of this study are (1) the health protocol security (X1) has a significant positive effect toward customer satisfaction, (2) employee competence (X2) has a significant positive effect toward customer satisfaction, and (3) the quality of service (X3) has a significant positive effect on customer satisfaction. Therefore, it can be concluded that all the independent variables in this study have an effect on the related variables. From the results of this study, the researchers hope that in order to increase the satisfaction of MRT users, the MRT can improve the security of health protocols, employee competence, and service quality.

Keywords: The Health Protocol Security, Employee Competence, Quality of Service, MRT Transportation, Customer Satisfaction.

1. Introduction

As the city center of Indonesian government and trade, Jakarta is a magnet for everyone, both Indonesians and foreigners, in conducting business activities. According to data from the Department of Transportation, no less than 5 million people travel around Jakarta every day, using public transportation of Mass Rapid Transit type or Integrated Mode (MRT) from Lebak Bulus – Bundaran HI, even though Bogor, Tangerang, Depok have no MRT yet. MRT is seen as a fast and efficient transportation [1]. Thus, passengers from Jakarta and its surroundings choose MRT to be the transportation public is interested in. Therefore, the passenger satisfaction on MRT is very important [2].

This MRT satisfaction was stated by William Sabandar in his remarks at the PT MRT Jakarta Safety, Health, Environment, and Security (SHES) Award which was held in UOB Plaza, Jakarta, on Thursday, February 27, 2020. William Sabandar stated "Last year, we received customer satisfaction result in 82.9 percent, that's very high". With the high level of satisfaction obtained by MRT last year, the MRT needs to maintain or increase passenger satisfaction [3].

During covid-19 pandemic, a decrease of the number of passengers is identified due to the government's policy for PSBB, thus, passenger restriction is required to be perceived. Besides, the decrease of passengers is due to passenger concerns over health when crowding with large crowds even though restriction is applied (Victoria, 2021). However, the MRT is already prepared to serve passengers; this is explained on the MRT website (https://jakartamrt.co.id/id/bangkit-bersama) which states "During the PSBB Transition, Jakarta MRT as part of JakLingko, is ready to serve and be a choice of public transportation continuing to provide optimal services that are CLEAN (clean from the spread of viruses and clean from the side as environmentally friendly transportation), SAFE (safe in the form of passenger travel safety, potential virus exposure, and crime) and provide a COMFORTABLE environment for all passengers". Jakarta MRT will be a role model in providing public transportation services that support Jakarta people to return to their activities during the "PSBB Transition" period in the midst of the Covid-19 Pandemic".

With the statement above, it is known that passenger satisfaction during covid-19 is influenced by the Health Protocol Security carried out by the MRT, the competence of MRT employees, and the quality of MRT services [5]. The Health

Protocol during covid-19 that passengers need to pay attention to is wearing a mask and when entering the MRT area, necessary to wash hands, check temperature, antigen-test, and other applicable protocols [6]. In addition to health protocol applied, employee competence is also important because competent employees are able to provide good service to customers [7]. Therefore, it can be seen that competent employees will have an impact on the quality of service provided by the MRT employee [8].

The implemented procedures, employee competence, and service quality in satisfying the services provided by MRT employees is important to be carried out [9]. This background attracts researchers to conduct a study entitled "The Effect of Health Protocol Security Implementation, Employee Competence, and Service Quality toward MRT Transportation Customer Satisfaction during Covid-19 Pandemic".

2. Literature Review

2.1 Customer Satisfaction

According to Hsieh (2020), customer satisfaction is a person's feeling of pleasure or disappointment that arises after comparing their perception or impression of performance toward services. If the performance exceeds expectations, it can be assumed that the customer is very satisfied and happy [10], [11]; however, if the perceived performance is below expectations, the customer will feel unsatisfied (Nam et al., 2020). This satisfaction will certainly be felt after the customer in question consumes the product [12].

According to Wang (2020), there are four methods that companies use to determine the level of customer satisfaction which are described below.

a. Complaints and Suggestion System
   Every customer-oriented organization needs to provide opportunities and easy and convenient access for its customers to submit their suggestions, criticisms, opinions, and complaints [13].
b. Ghost Shopping
   One way to get an idea of customer satisfaction is to hire some ghost shoppers to act or pretend to be potential customers of the company's products and competitors [14]. The ghost shopper will be asked to closely observe and assess the way the company and its competitors serve specific customer requests, answer customer questions, and handle any complaints [15].
c. Lost Customer Analysis
   The company needs to contact customers who have stopped buying or change suppliers in order to understand why it happens so that they can take a policy of improvement or further refinement [16].
d. Customer Satisfaction Survey
   Most customer satisfaction research is carried out using survey methods such as surveys by post, telephone, e-mail, internet, and face-to-face interviews [17]. Through surveys, the company will get feedback directly from customers and give a positive impression that the company cares about its customers [18], [19].

The following is the dimensions and indicators to measure customer satisfaction.

Table 1. Dimension and Indicator of Customer Satisfaction

Variable	Dimension	Indicator
Customer Satisfaction [20]	Performance	1. The level of consumer satisfaction with the promotions offered 2. The level of consumer satisfaction with the quality of the products offered 3. The level of consumer satisfaction with the quality of services provided
	Hope	1. The level of consumer expectations for the given promotion 2. The level of consumer expectations of the quality of the products offered 3. The level of consumer expectations of the quality of services provided

2.2 Health Protocol Security Implementation

Health protocols are rules and conditions that need to be followed by all parties in order to be able to carry out activities safely during covid-19 pandemic [21]. Health protocols are established with the aim that people can continue to carry out activities safely and not to endanger others' safety or health. If the public can follow all the rules stated in the health protocol, the transmission of covid-19 can be minimized [22]. Health protocols consist of several kinds such as prevention and control [23]. The Ministry of Health has issued a specific prevention and control health protocol through the Minister of Health of the Republic of Indonesia Decree Number HK.01.07/MENKES/382/2020 concerning Health Protocols for the Community

in Public Places and Facilities in the Context of Prevention and Control of Corona Virus Disease 2019 (Covid-19) [24]. The health protocol describes the rules that need to be carried out by all parties in public places or facilities [25]. The following is the dimensions and indicators to measure health protocol security implementation.

Table 2. Dimension and Indicator of Health Protocol Security Implementation

Variable	Dimension	Indicator
Health Protocol Security (in the Minister of Health of the Republic of Indonesia Decree Number HK.01.07/MENKES/ 382/2020 concerning Health Protocols for the Community in Public Places and Facilities in the Context of Prevention and Control of Corona Virus Disease 2019 (Covid-19)) [26]	Passengers	a. Using a mask b. Bringing hand sanitizer c. No talking in the carriage d. Washing hands e. Maintaining a distance according to seat and standing signs at stations and on trains f. Wearing a jacket or long sleeved clothes
	Facility and Infrastructure	a. Providing hand sanitizer and hand washing facilities b. Providing counter sales of masks at affordable prices at stations c. Providing facilities to maintain distance (1 meter) in the form of signs at the station and on the train d. Providing application or queue number system e. Providing health workers at stations who have the ability to prevent covid-19 disease f. Frequently cleaning facilities touched by passengers with disinfectant by OTC officers (30 minutes) g. Staffs at stations must be equipped with masks and gloves h. Staffs who are in direct contact with the community must wear a face shield i. SOP for Emergency Handling to any passengers exposed to Covid-19; j. Attaching security officers (minimally one officer every three trains); k. Conducting education, socialization, and simulation of Health Protocol SOPs.

2.3 Employee Competence

Competence is an ability to carry out or perform a job or task based on skills and knowledge supported by work attitude required [27]. According to Latorre et al. (2013), employee competence is a means to carry out work or tasks based on skills and knowledge supported by the work attitude required. The skills or abilities needed by employees are demonstrated by the ability to consistently provide an adequate or high level of performance in a job function [29]. The following is the dimensions and indicators to measure employee competence.

Table 3. Dimension and Indicator of Employee Competence

Variable	Dimension	Indicator
Competence [30]	Knowledge	1. Achieve

		2. Work performance 3. Initiative 4. Information assignment 5. Thinking analytically 6. Thinking conceptually
	Skill	1. Practical Skill 2. Linguistic Skill 3. A person's Ability and Will 4. Narrative Ability
	Attitude	1. Organizational awareness 2. Connecting working relationships 3. Developing others 4. Directing subordinates 5. Team work 6. Group Leadership 7. Adaptability

2.4 Service Quality

According to Lu & Navas (2021), the concept of quality is considered as a measure of the perfection of a product or service consisting of design quality and conformance quality. Design quality is a specific function of a product or service, conformity quality is a measure of how big the level of conformity between a product or service is with pre-determined quality requirements or specifications [31], [32].

Several factors that need to be considered in improving service quality according to Lu & Navas (2021) are described in the following.

1. Identifying the main determinants of service quality
   This effort is made to build consumer views on the quality of services received [33]. If deficiencies in some of these factors are identified, it needs to be considered and improved. Therefore, the assessment seen by customers will increase [34].
2. Managing customer expectations
   Various companies try to attract customers' attention in various ways, one of which is exaggerating promises so that it becomes a 'boomerang' for the company if it cannot fulfill what has been promised [35], because the more promises made, the greater the customer expectations [36]. It is better to be wiser in giving 'promises' to customers [37].
3. Managing evidence of service quality
   This processing aims to strengthen customer assessment during and after the service is delivered [38]. In contrast to products that are tangible, customers tend to pay attention to "what kind of service will be provided" and "what kind of service has been received" [39]. Therefore, it can create a certain perception of service providers in the eyes of consumers [40].
4. Educating consumers about services
   Efforts to educate services to consumers aim to realize the process of delivering and consuming services effectively and efficiently [41].
5. Cultivating a culture of quality
   A quality culture can be developed in a company by holding a thorough commitment from all members of the organization from the top to the bottom [42]. Quality culture consists of philosophies, beliefs, attitudes, norms, values, traditions, procedures, and expectations regarding quality improvement [43].
6. Creating automatic quality
   Automation has the potential to overcome the problem of a company's lack of human resources [44]. However, attention is needed in aspects of human touch (high touch) and elements that require automation (high tech) [45]. A balance between the two is needed to produce successful service delivery in an effective and efficient manner [46].
7. Following up services
   Follow-up services are needed to improve aspects of service that are less than satisfactory and maintain those that are already good [47]. In this context, companies need to conduct a survey of some or all consumers regarding the services they have received [48]; therefore, companies can find out the level of company service quality in the eyes of consumers [49].
8. Developing service quality information system

Service quality information system is a system used by companies to conduct data research [50]. Data can be results from the past, quantitative and qualitative, internal and external, as well as information about the company, customers, and competitors [51]. It aims to understand consumer voice regarding consumer expectations and perceptions of the services provided by the company [45]; thus, the company can find out the company's strengths and weaknesses based on the consumer's point of view [52].

The following is the dimensions and indicators to measure service quality.

Table 4. Dimension and Indicator of Service Quality

Variable	Dimension	Indicator
Service Quality [53]	Physical evidence	1. Location 2. Exterior & Interior Design 3. Food and drinks 4. Comfort and Cleanliness Facilities
	Reliability	1. Employee reliability in serving customers 2. Ease of ordering
	Employee responsiveness	1. Employee response in serving 2. The speed of employees in serving complaints 3. Speed in providing information
	Guarantee	1. Responsibility for security 2. Honesty from employees
	Empathy	1. Hospitality and courtesy of employees in providing services 2. Willingness to listen to criticism

3. Method

This research is considered to be quantitative research with a descriptive approach. Quantitative data is in the form of numbers that can be counted and measured in numbers to be processed using statistical methods. The quantitative descriptive research method aims to explain a phenomenon by using numbers depicted by the characteristics of the subject being studied [54]. Quantitative research assesses the nature of a condition of visible phenomena [55]. The purpose of quantitative research is limited to describing the characteristics as they are [56].

The sample of this study is 100 people who used MRT transportation during covid-19. Data collection technique is a questionnaire given to 100 respondents. The data analysis technique in this study used Partial Least Square (PLS). PLS is a Structural Equation Modeling (SEM) equation model with an approach based on variance or component-based structural equation modeling [57]. The purpose of using PLS-SEM is to develop a theory or build a theory (prediction orientation) [58].

4. Results

4.1 Outer Model Analysis Result

Outer model analysis defines how each indicator relates to its latent variable [59]. The outer loading test in this study is used to test the validity and reliability of the instrument items by using Partial Least Square (PLS) [60].

Table 5. Validity and Reliability Test Type

Instrumental Test	Test Utilized
Validity Test	Convergent Validity AVE
Reliability Test	Cronbach Alpha Composite Reliability

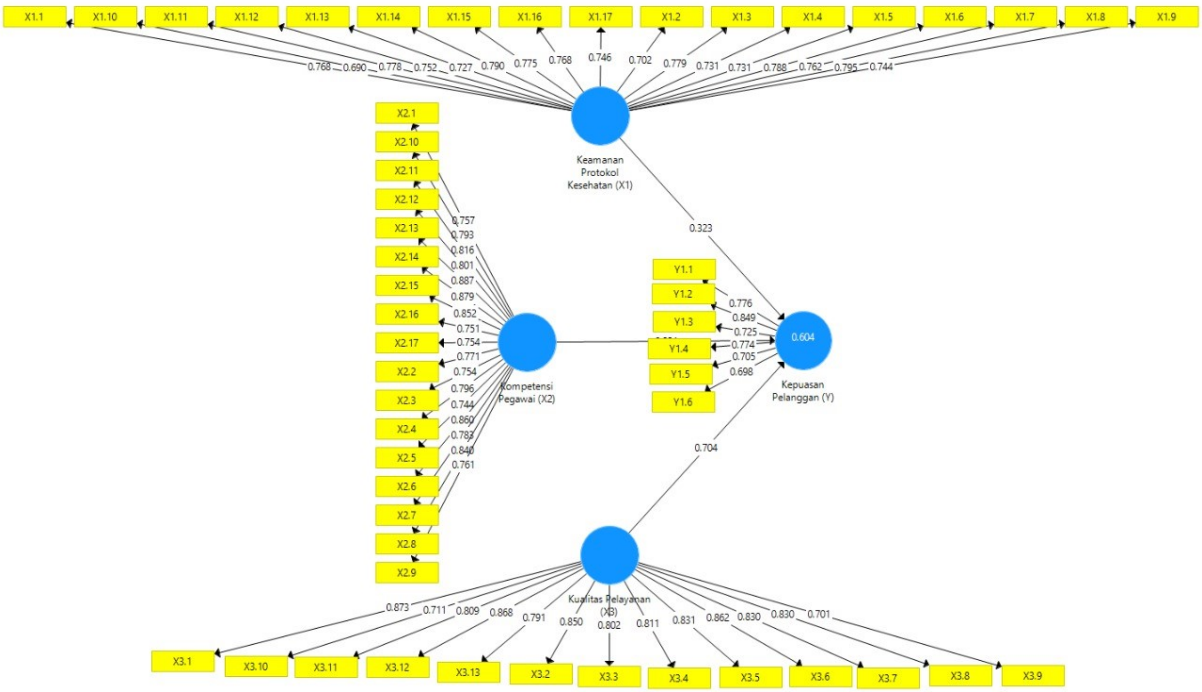
The following are the outer loading and AVE values of each indicator on the research variables.

Table 6. Outer Loading and AVE Test Result

Variable	Instrument Code	AVE	Outer Loading	Result
Health Protocol Security (X1)	X1.1	0,570	0,768	Valid
	X1.2		0,702	Valid
	X1.3		0,779	Valid
	X1.4		0,731	Valid
	X1.5		0,731	Valid
	X1.6		0,788	Valid
	X1.7		0,762	Valid
	X1.8		0,795	Valid
	X1.9		0,744	Valid
	X1.10		0,690	Invalid
	X1.11		0,778	Valid
	X1.12		0,752	Valid
	X1.13		0,727	Valid
	X1.14		0,790	Valid
	X1.15		0,775	Valid
	X1.16		0,768	Valid
	X1.17		0,746	Valid
Employee Competence (X2)	X2.1	0,642	0,757	Valid
	X2.2		0,771	Valid
	X2.3		0,754	Valid
	X2.4		0,796	Valid
	X2.5		0,744	Valid
	X2.6		0,860	Valid
	X2.7		0,783	Valid
	X2.8		0,840	Valid
	X2.9		0,761	Valid
	X2.10		0,793	Valid
	X2.11		0,816	Valid
	X2.12		0,801	Valid
	X2.13		0,887	Valid
	X2.14		0,879	Valid
	X2.15		0,852	Valid
	X2.16		0,751	Valid
	X2.17		0,754	Valid
Service Quality (X3)	X3.1	0,663	0,873	Valid
	X3.2		0,850	Valid
	X3.3		0,802	Valid
	X3.4		0,811	Valid
	X3.5		0,831	Valid
	X3.6		0,862	Valid
	X3.7		0,830	Valid
	X3.8		0,830	Valid
	X3.9		0,701	Valid
	X3.10		0,711	Valid
	X3.11		0,809	Valid
	X3.12		0,868	Valid
	X3.13		0,791	Valid
Customer Satisfaction (Y)	Y.1	0,572	0,776	Valid
	Y.2		0,849	Valid
	Y.3		0,725	Valid
	Y.4		0,774	Valid

	Y.5		0,705	Valid
	Y.6		0,698	Invalid

According to the data presented in the table above, it is known that each research variable indicator has an outer loading value of > 0.6 with each variable having an AVE score of > 0.5. so that all indicators are declared feasible or valid for research use so that they can be used for further analysis [61]. However, two indicators that are not valid are identified; namely indicators on the health protocol security variable and the customer satisfaction variable. Outer model analysis results can be illustrated by the following chart.



4.2 Reliability Test

In smart PLS, there are 2 types of reliability testswhich are Cronbach Alpha test and Composite Reliability test [62]. Cronbach Alpha measures the lowest value (lowerbound) reliability. The data is declared good if it has a Cronbach alpha value of > 0.6 [63]. Meanwhile, composite reliability measures the real reliability value of a variable [64]. Data is declared to have high reliability if it has a composite reliability score > 0.7 [65].

According to the calculations carried out, it is found that all items of the instrument are reliable with all variables having a Cronbach Alpha score of > 0.6 and Composite Reliability of > 0.7 [66]

4.3 R-Square Test

Coefficient determination (R-Square) is used to measure how much endogenous variables are influenced by other variables [67].. Based on the data processing that has been done using the smartPLS program, the R-Square value is obtained as follows.

Table 7. R-Square Test Result

	R-Square	R-Square Adjusted
Customer Satisfaction (Y)	0,604	0,591

The score in the table describes that the customer satisfaction variable (Y) is explained by health protocol security, employee competence, and service quality by 60.4%.

4.4 Hypothesis Test

Table 8. Hypothesis Test Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (|O/STDEV|)	P-Values
Health Protocol Security (X1) -> Customer Satisfaction (Y)	0,323	0,322	0,128	2,529	0,012
Employee Competence (X2) -> Customer Satisfaction (Y)	0,331	0,344	0,194	2,259	0,034
Service Quality (X3) -> Customer Satisfaction (Y)	0,704	0,721	0,188	3,737	0,000

5. Discussion

5.1 Health Protocol Security → Customer Satisfaction

The result of the path testing conducted indicates that the health protocol security (X1) has a significant positive effect toward customer satisfaction. It is shown that the P-value is 0.012, which is smaller than 0.05. In addition, the t-statistic value is 2.529, which is greater than 1.960 and the beta score is 0.323. Therefore, it will show that the satisfaction of MRT passengers during the covid-19 pandemic is affected by the security of the health protocol. This result is in line with the research conducted by Kospandani and Wahyudi (2021) conducted on an electric train in the computer area of KAI 6 Yogyakarta. The results of the study stated that the implementation of the covid-19 protocol had a significant effect on customer satisfaction [68].

5.2 Employee Competence → Customer Satisfaction

The result of the path test conducted shows that employee competence (X2) has a significant positive effect toward customer satisfaction. It is shown that the p-values is 0.034, which is smaller than 0.05. In addition, the t-statistic value is 2.259, which is greater than 1.960 and the beta score is 0.331. Therefore, it shows that the satisfaction of MRT passengers during the covid-19 pandemic is affected by the employee competence. The result is in line with research conducted by Batouei et al. (2020) at airports. The results of this study state that passenger satisfaction has a significant effect on customer satisfaction.

5.3 Service Quality → Customer Satisfaction

The result of the path test conducted shows that service quality (X3) has a significant positive effect toward customer satisfaction. It is shown that the p-values of 0.000, which is smaller than 0.05. In addition, the t-statistic value is 3.737, which is greater than 1.960 and the beta score is 0.704. Therefore, it shows that the satisfaction of MRT passengers during the covid-19 pandemic is affected by the quality of service. The result is in line with research conducted by Shah et al. (2020) on Pakistan International Airline (PIA). The results of this study state that service quality has a significant effect on customer satisfaction.

6. Conclusion

From the research results, it is known that the health protocol security (X1) has a significant positive effect on customer satisfaction, employee competence (X2) has a significant positive effect on customer satisfaction, and the service quality (X3) has a significant positive effect on customer satisfaction. Therefore, it can be concluded that all the independent variables in this study have effects on the related variables.

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