



# Analysis of The Interrelationship of Human Resource Performance, Digital Service Quality, Perceived of Service Value and Customer Loyalty

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## Abstract

The purpose of this study is to evaluate the comparison of customer loyalty levels between conventional travel agents and travel agents that use digital strategies in their business processes. This study uses a descriptive and quantitative approach. Data collection methods use surveys and snowball sampling techniques. The results of the study indicate that there is a significant difference in the level of customer loyalty between conventional and online travel agents. Conventional travel agent consumers tend to be more loyal because they receive direct interaction with travel agency managers, customers also get direct service from staff, this direct service and interaction have been shown to increase customer satisfaction and loyalty. Online travel agent consumers are more price sensitive and have lower loyalty levels, even though they choose to use digital services considering effectiveness and efficiency factors. The conclusion of the study is that conventional travel agency consumers prefer personalized services and direct interaction with service providers, while online travel agency consumers prioritize price and have considerations for access to reviews in determining travel agents. Researchers suggest that management design an effective strategy to combine conventional and digital activities in the business process and services provided to customers, conventional travel agents must continue to emphasize direct interactions that have been well established and excellent, while online agents must improve customization elements and customer service to increase loyalty.

**Keywords:** Customer Loyalty, Travel Agent, Customer, Service, Loyalty.

## 1. Introduction

Tourism relies heavily on human interaction, which is the essence of the travel experience itself. In today's digital era, where Internet tour package marketing is booming and online travel agencies are gaining popularity, traditional travel agencies are under tremendous pressure to update and improve their services. These changes not only involve updates in technology and business processes but also demand special attention to human resource management. In this case, human resources are one of the main pillars in travel agents' provision of global services. Well-trained and committed staff play a crucial role in the process of selling travel packages to tourists [1]. Their job goes beyond simply selling a product, they are responsible for creating a satisfying experience and building long-term relationships with customers. High-quality interactions from staff can influence travelers' decisions to purchase the same tour package again and again or even recommend their experience to friends and family. Good interpersonal skills from staff are key to creating deep emotional bonds and trust between travel agents and their customers [2]. In this context, the role of human resources extends beyond mere sales transactions. They also serve as an important link between travel agents and customers, influencing customers' perceptions and satisfaction with the services provided. Effective, customer-oriented employees can make a big difference in how customers perceive their overall experience. Therefore, travel agencies should ensure that their staff not only have the technical skills needed to manage bookings and logistics but also excellent interpersonal skills to provide satisfactory service. Improving competency in both of these areas will help travel agencies build stronger customer loyalty and create long-term relationships that are beneficial to all parties [3].

For travel agencies that provide personalized attention, it is essential to meet the needs of travelers at every stage of their experience before, during, and after the trip. This process includes effective communication and support from start to finish to ensure that all aspects of the trip run smoothly and meet customer expectations. Travel agencies that can maintain consistency in service quality and



responsiveness throughout this process have outstanding potential to build long-term relationships with customers [4]. Loyal clients are often satisfied with the service they receive, and this satisfaction leads to positive behaviors such as repeat use of the service, future use of the same agency, and recommendations to friends and colleagues. Therefore, the level of customer satisfaction is a key indicator of their loyalty. However, there is currently a lack of concrete evidence regarding the contribution of the contact person in travel agencies to customer loyalty and satisfaction. Contact persons such as coordinators and tour guides play a crucial role in providing a personalized and satisfying experience [5]. They interact directly with customers and have a significant impact on their perceptions and experiences. The idea emerges that contact persons in travel agencies can provide significant added value to customers. With superior service and personalized attention, they not only serve as a link between customers and travel agents but also contribute to the creation of a captivating experience. This, in turn, can positively influence customer loyalty and satisfaction levels. Thus, strengthening the role of contact persons in providing satisfying services is an important step to increasing the value of tourism products and strengthening customer relationships with the company. Today's travel agency staff have gone beyond their traditional role as sellers of tourism products and have become an integral part of the product itself [6]. Their role is not only limited to providing information or selling tour packages, but also creating memorable experiences for tourists. In this context, human resources in travel agencies become a fundamental factor in determining the success or failure of an organization. They play an important role in building the reputation and value of the tourism products they offer. However, several problems have been identified in the operations of travel agencies, especially those related to contacts such as coordinators and tour guides. They are the parties who have direct and intensive contact with tourists, so they have a significant impact on the overall customer experience. When their performance is not optimal, it can have a negative impact on customer satisfaction and, ultimately, consumer loyalty to the travel agency. To overcome this problem, it is important to improve the quality of their staff, especially coordinators and tour guides [7]. In addition to knowing their products well, they must add value to make the tourism experience better. Thus, coordinators and guides do not only function as conveyors of information but also as creators of memorable and high-value experiences for tourists. Furthermore, we should not overlook the role of tour coordinators and guides in preserving customer loyalty. Positive interactions and pleasant experiences can encourage tourists to return to the same travel agency in the future. Therefore, efforts to improve staff competence and involvement in every aspect of the travel experience will be key to building customer loyalty and long-term success for travel agencies [8].

People who work in the service sector act as the primary link between the organization and the outside world. They not only represent the company to customers but are also a key factor in delivering quality service that can differentiate the company from its competitors. Success in the service industry, especially in the tourism sector, depends heavily on the ability of staff to meet and exceed customer expectations, which in turn creates a sustainable competitive advantage [9]. The most successful tourism companies place a high priority on staff composition and management. They recognize that committed and motivated employees are their greatest asset in the face of ever-changing market dynamics. By maintaining a high level of commitment, these companies are able to deliver consistent, high-quality service, which not only increases customer satisfaction but also strengthens their loyalty [10]. Furthermore, businesses that understand the importance of employee motivation and engagement in achieving company goals reap significant economic benefits. Employees who feel valued and supported by the organization tend to be more productive, more innovative, and better able to adapt to the demands of an increasingly competitive market. This creates a positive cycle in which employee commitment and motivation directly contribute to the long-term success of the company. Therefore, how companies manage their human resources greatly influences their success in the competitive tourism industry [11]. By ensuring that their staff not only have the required skills but are also highly motivated and committed, companies can build a sustainable competitive advantage and achieve outstanding business results. Since the advent of information and communication technology, the tourism industry has undergone significant changes, with modern tourism organizations taking over the market previously dominated by traditional travel agents. This digital transformation has not only involved the adoption of advanced technologies such as online booking platforms, customer relationship management systems, and mobile applications, but has also affected the way traditional travel agents operate [12]. Traditional travel agents must adapt and update their services to stay relevant and competitive in this digital era. This adaptation includes technological improvements and innovations in business processes, but equally important is the development of their human resources. In this context, implementing a marketing plan that focuses on customer loyalty becomes a crucial strategic tool. Loyal customers are generally satisfied with the service they receive, and this satisfaction encourages them to use it repeatedly, choose the same agent in the future, and recommend it to their friends and colleagues [13]. Customer loyalty, reflected in these behaviors, strengthens the relationship between customers and travel agents and contributes to long-term business growth. Therefore, it is important for travel agents to understand that building and maintaining customer loyalty is not only about improving service but also about creating satisfying and memorable experiences [14]. To face the challenges of a market increasingly influenced by ICT, travel agents must develop effective marketing strategies and focus on improving the quality of interactions with their contact personnel. Contact personnel, such as customer service staff, tour coordinators, and tour guides, play a key role in building strong relationships with customers. By strengthening interpersonal skills and providing personalized attention, travel agents can create better customer experiences, build strong loyalty, and leverage the added value of satisfying customer relationships. In this regard, investing in human resource training and interpersonal skills development is key to competing in a dynamic and evolving market [15].

Human resources in tourism have a significant impact on various aspects, including consumers, the organizations they work for, and the environment in which they operate [16]. The quality of interactions between tourism personnel and tourists not only directly affects the customer experience, but also contributes to their level of satisfaction. Skilled and dedicated personnel have the ability to enhance the value of tourism products by providing high-quality services that meet customer expectations and needs [17]. With satisfying experiences and positive interactions, they can create a deep and lasting impact on customer perceptions of tourism products. Furthermore, quality personnel also play a vital role in supporting the success of the organizations they work for [18]. In a highly competitive tourism industry, good human resources serve as strategic assets that can differentiate an organization from its competitors [19]. They are not only involved in the sales and service processes, but they also play a role in shaping the organization's image and reputation in the eyes of the public. The quality of service provided by tourism personnel can increase customer loyalty, support positive recommendations, and overall contribute to business growth and sustainability [20]. Overall, a better understanding of the role of human resources in tourism can provide valuable insights into how they generate value and build customer loyalty. This thesis aims to explore in depth how tourism personnel contribute to tourism activities in a more structured and systematic way. It would be good to emerge with a more comprehensive understanding of the importance of human resources in creating superior tourism experiences and building lasting

relationships with customers, by examining their interactions with tourists, their impact on customer satisfaction, and their contributions to the organization and the environment.

## 2. Research Method

This research methodology combines a descriptive approach with a quantitative approach to address the research problems faced. The goal of descriptive research is to provide a detailed description of the phenomenon under study, enabling researchers to gain a thorough understanding of the research subject. This study adopts a quantitative approach to systematically measure and analyze indicators of variables and dimensions. This approach facilitates the gathering and examination of numerical data, enabling objective and quantifiable evaluations of the studied phenomena. Numerical data generated from the quantitative approach enables researchers to conduct statistical analysis that provides in-depth insights and more accurate information regarding the relationship between the variables being studied. Snowball sampling is a type of non-probabilistic sampling that involves identifying initial respondents who are relevant to the research topic. This technique is very useful in situations where the target population is difficult to identify or access directly, such as in studies involving specific or niche groups. Snowball sampling allows researchers to build a sample network gradually, increasing the likelihood of finding relevant respondents and expanding the scope of the data collected. This approach enables researchers to gather more representative data from the studied population, thereby enhancing the validity of the obtained results.

## 3. Result And Discussions

The results show that consumers of conventional travel agents have a higher level of loyalty compared to consumers of online travel agents. The value consumers place on staff intervention in the overall service delivery process clearly reflects this finding. Consumers of conventional travel agents highly value direct interaction with staff who are actively involved in every stage of the service delivery process. This staff involvement is considered to provide significant added value, which contributes to the level of customer satisfaction and loyalty. The personalized service experience and special attention from conventional travel agent staff strengthen the relationship with customers, encouraging them to stay loyal and use the service repeatedly. In contrast, although online travel agents offer greater convenience and accessibility, they cannot always replicate the level of personalization and direct interaction offered by conventional travel agents. This means that online travel agent customers may not feel as connected or loyal as consumers who interact with conventional travel agent staff. A less personalized service experience can reduce customer satisfaction and loyalty towards online travel agents. Overall, these results emphasize the importance of staff intervention and involvement in improving the customer experience and creating value for their clients. It also shows that, although technology provides convenience, quality human interaction still plays an important role in building customer loyalty. In the context of increasingly fierce competition, conventional travel agents who can combine technology with superior personal interactions will have a competitive advantage in retaining and attracting customers.

When choosing tourism products, consumers of conventional agents tend to seek information and rely on traditional institutions. They base their decisions on previous experiences and generally have higher expectations than online agent consumers. A survey revealed that only few of conventional agent consumers felt their chosen tourism products exceeded their expectations. These high expectations require conventional travel agents to provide excellent service and meet the standards set by consumers. Organizations must not only meet but also exceed customer expectations to build long-term emotional and commercial bonds with consumers. Research shows that exceeding customer expectations can create a truly satisfying experience and strengthen loyalty. To achieve this, implementing a relationship marketing strategy is critical. With this strategy, organizations can gain deep insights into the expectations and needs of their customers. Understanding these expectations and needs allows organizations to design more appropriate and effective services, which in turn increases the opportunity to exceed customer expectations. In addition, a relationship marketing strategy helps conventional travel agents gather valuable information about customer preferences and needs. By implementing this approach and continuously striving to improve the quality of service, conventional travel agents can better meet customer expectations and build strong, long-term relationships. This not only increases customer satisfaction but also strengthens customer loyalty in the long term, which can provide a significant competitive advantage in an increasingly competitive market. For both conventional and online agent consumers, the primary source of information continues to be comments from friends and family, as well as previous experiences. However, there are significant differences in how they collect and evaluate information that influence their decisions. Conventional agent consumers tend to pay more attention to the assistance provided by travel agents. They value the personal interaction and advice received directly from the agents they meet face-to-face. Conventional travel agents typically provide guidance and recommendations based on their experience, which often helps consumers feel more confident in choosing a service or travel package. This assistance is often considered a crucial added value in the decision-making process, as it provides consumers with an additional sense of trust and assurance. Agents' involvement in this process enables consumers to obtain more personalized information tailored to their specific needs. In contrast, online agent consumers are more likely to seek out and rely on digital reviews in their decision-making process. They utilize various digital platforms to read reviews and ratings from other customers before making a booking. These reviews are often considered an objective and reliable source of information to assess the quality and reputation of a service. The availability of information online makes it easier for consumers to compare various options and choose the one that best suits their needs. In this regard, online agency customers rely more on digitally available data to assess and select services, reflecting their preference for transparent and easily accessible information. Overall, these differences reflect different approaches to accessing and processing information. Consumers of traditional agencies value direct interaction and personal recommendations from agents, whereas consumers of online agencies rely more on digital information and reviews from other customers to make informed decisions. These differences also show how changes in technology and marketing methods affect consumer behavior in the tourism industry.

For conventional travel agencies, strengthening human resources is a crucial aspect because their staff provides the knowledge, skills, experience, and tools needed in the organization. These staff play a key role in ensuring that customers receive satisfactory services that meet their expectations. In the context of tourism, purchasing a tour package often involves a degree of uncertainty related to service delivery. Personnel directly interacting with clients can reduce this uncertainty by demonstrating a high level of professionalism. When clients interact with conventional travel agents, the staff's professionalism and skills can inspire consumers' trust and confidence. Skilled staff are not only able to explain product details clearly but also respond to customer questions and concerns effectively, reducing anxiety

that may arise during the booking process. This high quality of interaction allows customers to feel more comfortable and confident in choosing the services offered and helps build a positive reputation for conventional travel agents. By improving staff quality and professionalism, conventional travel agents can overcome customer uncertainty and ensure that they feel valued and secure at every stage of the service. This professionalism in interactions not only strengthens long-term relationships with customers, but also contributes to the creation of additional value in the tourism product offered. Conventional travel agents, with well-trained and knowledgeable staff, can provide better service, differentiate themselves from competitors, and increase customer satisfaction and loyalty. Ultimately, this strengthening of human resources plays a strategic role in the long-term success and growth of conventional travel agents, ensuring they remain relevant and competitive in the dynamic tourism market.

Consumers of conventional travel agents place significant importance on pre-trip assistance, mentoring, and post-trip care. The survey results indicate that most of conventional agent consumers said they would not switch to an online travel agent that offered services at a lower price, but without prior advice, permanent coordination, or post-trip assistance. The importance of these services to conventional agent consumers shows that they highly value the support provided throughout the travel process. Pre-trip assistance helps consumers better plan and prepare for their trip, providing in-depth information and relevant recommendations to ensure an optimal experience. During-trip assistance and post-trip care offer a feeling of security and assurance, along with extra help in case of any issues or queries after the trip concludes. These services create significant added value for consumers and contribute to their loyalty to conventional travel agents. The availability of these comprehensive services reflects traditional travel agents' commitment to a holistic customer experience. Traditional agent customers value their personal relationship with their agents and prefer to keep them even if cheaper options offer less service. This suggests that personalized service and ongoing support have a significant impact on customers' decisions to remain loyal to a traditional travel agent. By continuing to provide in-depth and comprehensive service, traditional travel agents can strengthen their customer loyalty and ensure high satisfaction throughout the entire journey.

Although for online travel consumers, the attention of their agency staff may be considered irrelevant during the three moments of the journey before the trip, during the trip, and after the trip, the responses from these consumers indicate a significant interest in the additional services offered by traditional travel agents. When asked whether they would switch to a traditional agent that offers services such as pre-trip advice, 24-hour assistance and post-trip attention, some of consumers of online agencies responded that they would consider switching agents. Furthermore, some of consumers are willing to pay more for the initial trip value to obtain these additional services, according to the affirmative answers. In fact, there are some consumers who are willing to pay more for the trip value to enjoy these additional services. These findings suggest that although online agency consumers may feel that staff attention during the trip is not very important, they still appreciate the value of additional services that can enhance their overall experience. This highlights that the quality of service and more personalized customer support from traditional travel agents can be a deciding factor for consumers who are prepared to pay more for a better experience and more comprehensive service. This response indicates that there is an awareness and appreciation of the added value offered by traditional agents, which includes a more comprehensive service and deeper attention to every aspect of the trip. Consumers who are willing to pay more for these additional services indicate that they consider a more personalized experience and ongoing support to be important elements in their decision. This suggests that traditional travel agents have an opportunity to attract online agent consumers by offering additional services that enhance the overall value of the travel experience and meet higher expectations. Previous studies defined value as the customer's perception of quality, service, and price, based on a comparison between the received value and the incurred cost. This definition leads to the conclusion that agency personnel significantly contribute to creating superior value for both conventional and online travel agent consumers. For conventional travel agent consumers, attention from agency staff is very important. They are generally unwilling to give up this personal attention, even if there is an option to pay less. Conventional agency consumers value the quality of personalized service and direct interaction with travel agent staff they trust. Customers often perceive these interactions' services as significant added value, which contributes to their satisfaction and loyalty. In contrast, online travel agent consumers may not initially view staff attention as crucial, but they show a willingness to pay more if they receive additional services. Some consumers are even willing to pay more than the value of the tour package to obtain the additional attention and services offered by a conventional travel agent. Consumers still highly value the quality of personal service and deeper attention from conventional agency staff, despite the convenience and accessibility offered by online agents. These findings suggest that agency personnel who provide personal and quality service can create significant value for customers. High levels of interaction with agency staff, whether in a traditional or online agency context, can be a significant factor in consumers' decision to choose a service and be willing to pay more for a better experience. This underscores the importance of a more personalized approach to customer service to increase satisfaction and loyalty and create strong added value in the tourism industry.

The results showed significant differences in loyalty levels between consumers of traditional and online travel agencies. Conventional agency consumers tend to have high repurchase rates and often provide positive recommendations to their friends and family. Conventional agency consumers are unwilling to switch agencies, and most of them would not choose an online agency that does not offer personal service, attention, permanent coordination, or after-sales service. This indicates that traditional agency consumers place a high value on personal interaction and ongoing support from their travel agents. In contrast, online agency consumers showed lower levels of loyalty. Only few of them consistently recommend their agent, and some of them willing to switch their online agent if there is an option that offers a lower price. This suggests that online agent consumers are more price-sensitive and less emotionally attached to their service providers. However, when asked about a conventional agent offering the same tour package with additional services such as pre-trip assistance, fixed coordination, and after-sales service at a higher price, online agent consumers stated that they would consider switching their provider. This finding suggests that although conventional agents may charge higher fees, the added value of these additional services may influence online consumers' decision to switch to a conventional agent offering a more comprehensive service experience. Conventional agent consumers have higher levels of loyalty compared to online agent consumers. This is due to the attention and support provided by the contact person throughout the purchase process, from pre-trip advice, during the trip, to after returning home. A pleasant experience should include not only the moment of consumption, but also the moment of purchase and subsequent enjoyment of the service. Conventional agent consumers value consistent interaction and ongoing support from their travel agent. This round-the-clock service helps build a strong relationship between the consumer and the agent, which in turn increases loyalty levels. In contrast, online agent consumers may not receive the same level of interaction and attention, making them feel less emotionally connected to their service provider. While online agents may offer lower prices, the lack of personalized support can make consumers feel less loyal and more likely to switch to another service provider.



## 4. Conclusion

The level of customer loyalty shows a significant difference between consumers of conventional travel agents and online travel agents. Conventional travel agent consumers tend to be more loyal due to the direct interaction and personalization they receive from the agent staff. The support provided throughout the travel process, from pre-trip advice to post-trip service, helps strengthen the relationship with customers and increase their satisfaction. In contrast, online travel agent customers show lower levels of loyalty because they are more price-sensitive and less emotionally attached to their service providers. Staff interactions have a significant impact on shaping the customer experience. Staff attention and support are considered a significant added value for conventional travel agents, increasing customer trust and satisfaction. Conventional agent consumers value personal interaction and personalized service, which contributes to higher levels of loyalty. Although online agent consumers may not view staff attention as crucial, they still value additional services that enhance their experience and are willing to pay more for them. Value perceptions and decision-making also differ between the two consumer groups. Conventional travel agent consumers often have higher expectations and tend to choose personalized service and ongoing support over lower prices. Providing service that exceeds customer expectations is key to building loyalty. On the other hand, online travel agent consumers prioritize price and accessibility and rely on digital reviews. Although they value additional services, they tend to focus more on price. As a strategic recommendation, traditional travel agents should continue to emphasize personalization and in-depth support to retain and attract customers. Combining technology with superior personal interactions will provide a competitive advantage. On the other hand, online travel agents should enhance personalization and customer support elements to increase loyalty, especially for customers who are willing to pay more for a better service experience. Overall, quality human interaction and personal support continue to play a vital role in building customer loyalty.

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