

# Examining Customer Service Performance in Shipping Company

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## Abstract

The purpose of this study is to investigate customer service performance in shipping company. In addition, the study aims to explore the relation between maritime service capabilities to customer service performance. This research was carried out on a sample of 87 samples of user of shipping company located in Indonesia. The structured questionnaires were used to obtained data from respondents. Data were analyzed through exploratory and the confirmatory factor analyses, while the hypothesized relationships were determined through regression analyzes. The current study contributes to the literature by examining for the first time the customer service performance relationship with maritime service capabilities. Furthermore, this is the first study that attempts to investigate the way the dimensions of maritime service capabilities predict the customer service performance in shipping company. The results shows that innovation ability and speed and reliable ability are having a positive and significant effect to customer service performance. The flexibility ability has no positive and significant effect to customer service performance.

## Keywords

Maritime Service Capabilities, Innovation ability, Flexibility ability, Speed and reliability ability, Customer Service Performance

## 1. Introduction

The global market is primarily dominated by the service sector. The provision of outstanding customer support has become a competitive advantage and a key competency for most service companies as a result of the advent of the service-dominated economy (Groth et al., 2019). The need to provide high-quality service has prompted research into the complex relationship that exists between consumers, service workers, and service organizations (Subramony & Douglas Pugh, 2015).

The quality of interactions between service employees and customers is extremely crucial; however, much of delivering services is implicit and dependent on both employees' and users' subjective perceptions. As a result, the interpersonal interaction—the "moment of truth" when a customer communicates with a service provider and

establishes service relationships with the company—has been described as a vital touch point that needs to be better understood and handled. Not only would this help to better attract, represent, and retain clients, but it will also help to better train frontline service staff for their roles (Jenssen & Randøy, 2006).

Customer service system is a system that should be able to match and provide the latest information that customer needs. Customer service will be a good customer experience to customer and will be a positive point on company's operational operations. Customer service performance will be very important for the companies, because good performance will increase customer confidence in the companies. The need for good customer service performance applies in all types of industries, including logistic industry.

Companies with logistic business field play an important role in a country. The goal of logistics management is to deliver freights and services to people accurately and appropriately without causing any harm. Transportation services, in this purpose are the most critical aspect of the logistics system because they ensure that goods are available at the right time, location, and price. As a result, logistics management is one of the factors that help companies gain a competitive edge (Birgün & Yorulmaz, 2017). Transportation adds functionality to logistics services by providing location and time, so transportation is critical to the success of the entire logistics process. The shipping industry is an example of this mode of transportation. It is a mode of transportation that has no cost alternatives, meaning that industrial raw materials and cargo of any amount can be transported from one location to another in a single voyage. In this sense, sea transportation has made and continues to make significant contributions to the advancement of logistics.

The scope of maritime logistics is represented by the integration of maritime transport into the logistics process, as well as an efficient logistics flow. The global logistics industry has turned its focus to maritime logistics, which is seen as the most critical element in getting raw materials, semi - finished goods, and materials to their intended destination (Birgün & Yorulmaz, 2017).

Indonesia is an archipelago which is connected by the sea. With this, the performance of sea transportation, through shipping companies in delivery products or humans is essentials. Research of operational performance on a sea-port and its role in the field of logistics was held, and the result noted that the operational performances of the port are still negative for several factors, for examples are there is still problem in optimal waiting time for the ship, loading and unloading of ships are still taken a long time, terminal facilities need improvement, and also, lack of labor to do loading process of distribution of goods at the port (Prasetyo et al., 2014).

## **1.1 Objectives**

This research will continue the previous research conducted by Prasetyo (2014). In this study, the main focus will be directed to shipping companies who has its ship-anchored at the port, then researchers will explore more about customer service performance that has been done in the companies. Researchers are interested to know the relationship of maritime service capabilities to customer service performance in one of the Shipping Companies operating in the territory of Indonesia.

## **2. Literature Review**

### **Maritime Service Capabilities**

Maritime logistics consist of overall management (planning and implementation) of the total transportation process for example port operations, maritime transport, and transport organization), including ocean transportation (Panayides, 2007). The focus intention is the role in the global logistics therefore the maritime logistics physical distribution plays a strategically important role in the logistics integration system (Birgün & Yorulmaz, 2017). The development conditions of maritime transport differ depending on the stage of monetary development of the countries. These differences include the countries' maritime transport policies, objectives, and issues (Jung & Kim, 2012).

The ability of maritime transportation companies to organize not only the physical but economic, and as well as organizational integration that reveals maritime transport logistics, the ability for the resources usage that they keep in order to accomplish national or international activities in the oceans, seas, or inland waters, carrying things by trade vessels thus is defined as maritime transport logistics service capability. They are the fundamental abilities that maritime transportation companies have developed in order to provide transportation services. From the perspective of the carrier, maritime transportation logistics service capabilities were gathered in for groups. These are: the ability to innovate, the ability to be flexible, the ability to be fast and reliable, and the ability to integrate information (Birgün

& Yorulmaz, 2017). In this study, the research will focus on innovation ability, flexibility ability, and speed and reliability ability.

### **Innovation Ability**

The ability to create a useful idea or practice in logistics services that differs from the company's current practice is referred to as innovation ability (Grawe, 2009). Logistics service innovation is primarily technological in nature (Chapman et al., 2003) and the innovations made by the logistics service providers in the business processes and operations are essential concepts in building customer value and gaining customer satisfaction. The development of a skill or the adoption of new things from another source is referred to as the innovation. The term of "innovation capability" refers to four variables such as the ability to follow and to adapt the new technological opportunities, the value set on innovations in the logistics services, and the regular development of the operational systems (Daugherty et al., 2011).

### **Flexibility Ability**

The ability to react to changes in customer demands and expectations is referred to as flexibility (Mason & Nair, 2013). The flexibility is defined as the ability to meet customer requirements and unanticipated customer demands (Yang, 2012) gives the company a competitive advantage. The meaning of flexibility in maritime transport logistics as the capability to carry, load, as well as unload, or respond to requests that were not specified previously, as well as the capability to produce customer-specific solutions for the stakeholders or the freight forwarders companies. The flexibility capability is comprised of four variables: the operator's ability to provide different modes of transport, specific special means of vessels for special loads, the ability to adapt to different alternate routes, and the ability to adapt the changes in the customer demands (Mason & Nair, 2013).

### **Speed and Reliability Ability**

The speed and reliability capability is associated to the delivery of logistics products on time, without accidents. The speed and reliability of maritime transport logistics are particularly concerned with fast loading and unloading, proper load documentation, and the safe delivery of loads (Yang et al., 2009) as well as the ready availability of loading or unloading. The ability to act quickly to customer complaints, the ability to deliver freights swiftly and without damage or loss are all vital factors in speed and reliability (Lu, 2000).

### **Customer Service Performance**

Service behaviors that adhere to formalized job descriptions and service scripts and consist of completing core service tasks using standard service procedures are referred to as customer service performance (CSP) (Raub & Hugo, 2012). Three essential characteristics are required for CSP. For starters, customer service representatives seize the initiative in the process of delivery services. CSP is made up of self-initiated behaviors such as proactively improving customer satisfaction by performing service behaviors that go above and beyond the job designation (Rank et al., 2007). Second, CSP entails permanent service attitudes that necessitate proactive and anticipatory actions such as anticipating customer requirements and maintaining a relationship with coworkers effectively in order to deal with service challenges ahead. Third, CSP entails consistent service delivery to assess customer satisfaction (Raub & Hugo, 2012). Customer service performance in shipping companies is related to customer perception of logistics system, namely: 1). Seaside Services,; a. Service distance, b. Guidance skills, c. Doc-Service, d. Ship queue time, e. Determination of the loading and unloading period, f. Ship document service. 2). Land Side Services, namely: a. Loading and unloading equipment performance, b. Loading and unloading equipment performance, c. Operational supervision in terminal, d. Transport fleet (truck/train), e. Warehouse service for 1<sup>st</sup> and 2<sup>nd</sup> line, f. Service documents of goods. 3). Support Services, namely: a. System and Procedure of service of ships and goods in port, b. Neatness and cleanliness, c. Information services at the port, d. Supporting Facilities (e.g. places of worship, toilets, canteen, etc.), e. Staff Office (Prasetyo et al., 2014).

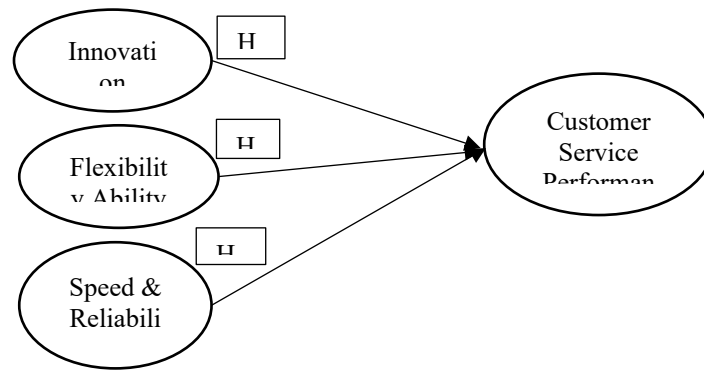


Figure 1. Research Model

Based by the research model in Figure 1 above, our hypotheses are:

- H1. Innovation Ability has a positive and significant impact to Customer Service Performance
- H2. Flexibility Ability has a positive and significant impact to Customer Service Performance
- H3. Speed and Reliability Ability has a positive and significant impact to Customer Service Performance

### 3. Methods

This research is focused on a private shipping company that use Roll-on/Roll-off or Ro-Ro (Roro ships are one of the most popular types of ships in the shipping world). Ro-Ro ship itself is able to load passengers and vehicles where the vehicle enters (Roll-On) and exit (Roll Off) the ship with its own drive namely Rolling Cargo (PrahuHub, 2021).

This research is quantitative research. The research method used by the authors in this study is descriptive method. The purpose of descriptive research is to obtain information about a situation or condition that is currently occurring and see the relationship between the variables. The study also used causal methods. The data collected from the respondents were analyzed with Smart PLS tool. In this study, the independent variables are innovation ability, flexibility ability, speed & reliability ability. While the dependent variable is customer service performance.

### 4. Data Collection

The measurement scale used for operational variables in this study was ordinal scale design. The scale of the instrument used to measure operational variables in this study was the Likert scale. In this study, the intended population was roro ship users. In this study, the sampling technique used was nonprobability sampling with incidental sampling type. Due to the unknown number of Roro Ship users during the period February–April 2021, the researchers used Roscoe theory to determine the number of respondents in this study questionnaire.

The sample size in multivariate research (including multiple linear analysis) is 10x greater than the number of variables or indicators in the study (Sekaran & Bougie, 2016). The number of variables in this study is 4 variables therefore the minimum number of respondents that must be achieved is 40 respondents. To support the analysis in this study, the data used in the study is primary data in the form of the dissemination of questionnaires and secondary data of books, literature, journals, scientific works or previous research as well as relevant websites on the internet.

### 5. Results and Discussion

#### 5.1 Demographic Characteristic

The number of questionnaires shared was 150 questionnaires, and they returned of 87 questionnaires. Based on the characteristics of respondents in table 1, it can be known that out of 87 respondents, 72.41% of respondents were male or 63 people and 27.59% of respondents were female or 24 people. Based on the age of the highest respondents known by 34.49% of respondents or 30 respondents are 20-30 years old. Based on the occupation known as 55.17% of respondents or 48 respondents are Private Shipping Company Employees. And based on the frequency of roro ship usage per month, the highest number of respondents was 57.47% or 50 respondents.

Table 1. Demographic Respondents

<b>Demographic</b>	<b>Sum</b>	<b>percentage</b>
Gender		
• Male	63	72,41%
• Female	24	27,59%
Total	87	100.0%
Age		
• 20 – 30 yo	30	34,49%
• 31 - 40 yo	21	24,13%
• 41 - 50 yo	18	20,69%
• > 50 yo	18	20,69%
Total	87	100.0%
Occupation		
• Private Company	48	55,17%
• Civil Servants	4	4,60%
• Entrepreneurial	11	12,64%
• Other	24	27,59%
Total	87	100.0%
Frequency of using ship		
• 1 time per month	50	57,47%
• 2 times per month	8	9,20%
• 3 times per month	4	4,60%
• 4 times per month	3	3,44%
• >4 times per month	22	25,29%
Total	87	100.0%

Source: Primary Data, 2021

## 5.2 Validity and Reliability Test

The evaluation of the measurement model consists of three steps, namely convergent validity test, discriminant validity test and composite reliability test.

## 5.3 Convergent Validity Test

Validity testing for reflective indicators can be performed using correlations between indicator scores and construct scores. Measurements with reflective indicators indicate a change in an indicator in a construct when other indicators on the same construct change. The following table 2 is the calculation results using pls 3.0 smart computer program:

Table 2. Output Result for Outer Loading

INDICATORS	INNOVATION ABILITY	FLEXIBILITY ABILITY	SPEED AND RELIABLE	CUSTOMER SERVICE PERFORMANCE
x1.1	0.759			
x1.2	0.882			
x1.3	0.896			
x1.4	0.897			
x2.1		0.861		
x2.2		0.931		
x2.3		0.878		
x3.1			0.822	
x3.2			0.832	
x3.3			0.919	
x3.4			0.817	
y1				0.801
y10				0.771
y11				0.710
y12				0.907
y13				0.855
y14				0.853
y15				0.829
y16				0.817
y17				0.858
y2				0.715
y4				0.787
y5				0.883
y6				0.867
y7				0.853
y8				0.773
y9				0.787

Source: Primary Data, 2021

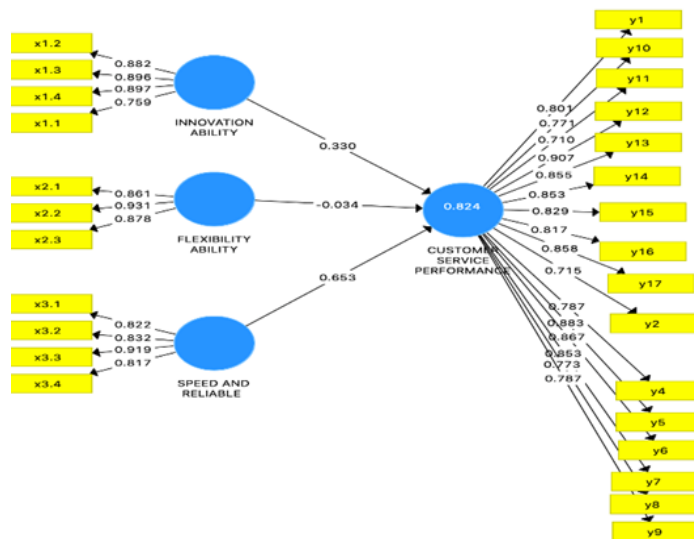


Figure 2. Outer Model

According to Chin (1998) in Ghozali, a collation can be said to meet the validity of a convergent if it has a loading value greater than 0.5. The output indicates that the loading factor gives a value above the recommended value of 0.5. So that the indicators used in this study have fulfilled the validity of convergent (convergent validity) (Ghozali, I., & Latan, 2015).

#### 5.4 Discriminant Validity Test

On reflective indicators it is necessary to test the discriminant validity by comparing the values in the cross-loading table shown in table 3. An indicator is declared valid if it has the highest loading factor value to the intended construct compared to the value of loading factor to another construct.

Table 3. Output Cross Loading

	<b>CUSTOMER SERVICE PERFORMANCE</b>	<b>FLEXIBILITY ABILITY</b>	<b>INNOVATION ABILITY</b>	<b>SPEED AND RELIABLE</b>
x1.1	0.573	0.720	0.759	0.563
x1.2	0.683	0.802	0.882	0.646
x1.3	0.814	0.778	0.896	0.798
x1.4	0.724	0.776	0.897	0.711
x2.1	0.677	0.861	0.715	0.718
x2.2	0.706	0.931	0.829	0.740
x2.3	0.702	0.878	0.837	0.672
x3.1	0.747	0.807	0.802	0.822
x3.2	0.725	0.611	0.574	0.832
x3.3	0.816	0.745	0.726	0.919
x3.4	0.725	0.534	0.600	0.817
y1	0.801	0.814	0.797	0.740
y10	0.771	0.653	0.686	0.654
y11	0.710	0.471	0.538	0.584
y12	0.907	0.606	0.676	0.750
y13	0.855	0.710	0.720	0.736
y14	0.853	0.668	0.679	0.776
y15	0.829	0.578	0.612	0.738
y16	0.817	0.642	0.593	0.747
y17	0.858	0.593	0.643	0.763
y2	0.715	0.483	0.566	0.601
y4	0.787	0.641	0.649	0.793
y5	0.883	0.665	0.747	0.808
y6	0.867	0.609	0.669	0.781
y7	0.853	0.610	0.686	0.814
y8	0.773	0.725	0.722	0.655
y9	0.787	0.724	0.731	0.636

Sources Primary Data, 2021

#### 5.5 Reliability Test

A latent variable can be said to have good reliability when the composite reliability value is greater than 0.7 and cronbach's alpha value is greater than 0.7 as shown in table 4. Table 4 shows that all latent variables measured in this study have a value of Cronbach's Alpha and Composite Reliability greater than 0.7 so it can be said that all latent variables are reliable.

Table 4. Reliability Test

	Cronbach's Alpha	Composite Reliability	Result
<b>CUSTOMER SERVICE PERFORMANCE</b>	0.967	0.970	Reliable
<b>FLEXIBILITY ABILITY</b>	0.869	0.920	Reliable
<b>INNOVATION ABILITY</b>	0.882	0.919	Reliable
<b>SPEED AND RELIABLE</b>	0.869	0.911	Reliable

Source: Primary Data, 2021

### 5.6 Hypothesis Testing

Hypothesis testing is performed to determine whether or not there is an influence between free variables and bound variables. The R-squared (R<sup>2</sup>) value shown in table 5 is used to determine how much influence a particular independent latent variable has on latent variables. According to observations and calculations, it can be obtained adjusted value R-Square (R<sup>2</sup>) of 0.818 or 81.8% which means that the free variable is innovation ability, flexibility ability, speed & reliability ability is able to explain the variable bound customer service performance of 81.8% while the remaining 18.2% is explained by other variables outside the model.

Table 5. R Square

	R Square	R Square Adjusted
<b>CUSTOMER SERVICE PERFORMANCE</b>	0.824	0.818

Source: Primary Data, 2021

Table 6. Bootstrapping Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<b>FLEXIBILITY ABILITY → CUSTOMER SERVICE PERFORMANCE</b>	-0.034	-0.016	0.137	0.245	<b>0.807</b>
<b>INNOVATION ABILITY → CUSTOMER SERVICE PERFORMANCE</b>	0.330	0.334	0.136	2.425	<b>0.016</b>
<b>SPEED AND RELIABLE → CUSTOMER SERVICE PERFORMANCE</b>	0.653	0.631	0.107	6.073	<b>0.000</b>

Source: Primary Data, 2021

Based on the output results of Table 6, T statistics for variable innovation ability (X1) against variable customer service performance (Y) of 2,425 > T-table (1,995). The original sample estimate value shows positive value of 0.330 which indicates that the direction of the innovation ability (X1) variable relationship to the customer service performance (Y) variable is positive. Thus, H1 on the research was accepted. That is, in this study latent variable innovation ability (X1) with its indicators affect the latent variable customer service performance (Y) with its indicators significantly.

T statistics for variable Flexibility ability (X2) against variable customer service performance (Y) of 0.245 < T-table (1,995). The original sample estimate value shows a negative value of -0.034 which indicates that the direction of the flexibility ability variable relationship (X2) to the customer service performance (Y) variable is negative. Thus, H2 on the study is reject. That is, in this study latent flexibility ability (X2) variables with indicators have no effect on latent variables customer service performance (Y) with its indicators significantly.



T statistics for variable Speed and Reliable ability (X3) against variable customer service performance (Y) of 6,073 > T-table (1,995). The original sample estimate value shows positive value of 0.653 which indicates that the direction of the Variable Speed and Reliable ability (X3) relationship to the customer service performance (Y) variable is positive. Thus, H3 on the study was accepted. That is, in this study latent variable Speed and Reliable ability (X3) with its indicators affect the latent variable customer service performance (Y) with its indicators significantly. Obtained the highest original sample estimate value that affects Customer service performance (Y) is at variable Speed and Reliable ability (X3) of 0.653. This indicates that the Variable Speed and Reliable ability (X3) has a higher influence than the innovation ability variable (X1) directly on the Customer service performance (Y) variable. While variable flexibility ability (X2) is said to have no effect on Customer service performance (Y).

## **6. Conclusion**

This research was created to test determinants that affect customer service performance in Shipping company. Maritime service capabilities with its variables, namely innovation ability, flexibility ability and speed and Reliable Ability are given to examined customer service performance in Shipping companies in Indonesia. Then Maritime Service Capabilities' variables are tested to examine their impact to customer service performance in Shipping companies in Indonesia. Based on the test results of multiple linear regressions analysis can be concluded as follows:

### **6.1 Examining Innovation Ability to Customer Service Performance**

Innovation ability (X1) with its indicators affect customer service performance (Y) with its indicators significantly. With t statistic of 2,425 > T-table (1,995) and original sample estimate value shows positive value of 0.330. Although this result is difference from research conducted by Ching-Chiao Yang a, Peter B. Marlow b, Chin-Shan Lu (2009) which said that innovation capability was not found to have significantly positive effects on firms' performance on container shipping services in Taiwan. The technology used in the Roro Ships, proved to be satisfied in customer's perception in Indonesia. Based on that, the shipping companies should maintain the technology and develop the innovation more to get more positive perceptions from the customer.

### **6.2 Examining Flexibility Ability to Customer Service Performance.**

Flexibility Ability (X2) variables with indicators have no effect on latent variables customer service performance (Y) with its indicators significantly. With t statistic of 0.245 < T-table (1,995). The original sample estimate value shows a negative value of -0.034 which indicates that the direction of the flexibility ability variable relationship (X2) to the customer service performance (Y) variable is negative. The result is also difference from the research conducted by Robert Mason and Rawindaran Nair (2013) in their examination of Strategic flexibility capabilities in the container liner shipping sector. They found out that flexibility strategies in freight transport and examines, from the providers' perspective, supply side flexibility capabilities that may be strategically deployed to maintain the stability of the maritime component in the international supply chain. In customer service performance performed by the shipping companies, we found out that the employee is strict enough to considered customer's requests about the company's law and standard operation procedures. By this, customer's perceptions about customer service performance on Kapal Roro was not really good. But, we found out that this is a good performance of their customer service for the company's to decreased mistakes on the ship companies and reducing problems in the future. Therefore, we suggest the shipping companies to continue the customer service performance's attitude, and still follows all the procedures needed to load people and good on the ships.

### **6.3 Examining Speed and Reliable Ability to Customer Service performance.**

Speed and Reliable ability (X3) with its indicators affect the latent variable customer service performance (Y) with its indicators significantly. With t statistic of 6,073 > T-table (1,995). The original sample estimate value shows positive value of 0.653 which indicates that the direction of the Variable Speed and Reliable ability (X3) relationship to the customer service performance (Y) variable is positive. This result is similar with the research conducted by Chin-Shan Lu (2000). He examined the logistics services in Taiwanese maritime. According to his research the most important strategic dimension was value-added service, followed by promotion, equipment and facilities as well as speed and reliability of shipping companies. Speed and reliable ability on Kapal Roro performance is good in the customer's perception. Its factor of speedily, punctuality and security also satisfied the customer. Based by this, we suggest to shipping companies to keep the performance by maintaining of the ships carefully and routinely.

## 6.4 Future Research

Indonesia as an island nation, needs to pay more attention to the sea area. With many service companies operating ships to traverse goods and people by the sea, researchers are good at paying much attention to the area of service management research of companies that run services at sea. The service management literature has been on consumer service rights, not much has been. Therefore, we are suggesting service management research variables and competitive advantage variables in Shipping Management, so that this can be done in order to provide management industry initiatives that have businesses in the field of shipping.

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## Biographies

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**Athea Sarastiani** currently works as a political worker and has been placed as an expert for the Indonesian House of Representatives members. She completed his Bachelor of Architecture and Master of Management degrees at Trisakti University. As a political worker, she started her movement with women's equality. She is participating in several women's and socio-cultural organizations to improve the quality of family resilience in the surrounding environment into daily life. Research on improving the quality of the elderly, women and families is the focus of her every thought.

**Asep Suparman** currently works as a Commercial and Operation Director of PT Atosim Lampung Pelayaran . He completed his Bachelor of Public of Administration at University of 17 Agustus 1945 Jakarta in 1986, and Master of International Logistic Management degrees at Le Havre University France in 1996, he started as employee of PT Indonesian state owned Shipping Company (PELNI) in 1987, He was appointed as President Director of PT Sarana Bandar Nasional (Stevedoring company) as sister company of PT PELNI, he was promoted as Commercial and Operation Director of PT PELNI in 2009 up to 2014, and He has been retired at PT PELNI in 2014, in addition he was a member of Board of Commissioners PT PELNI Hospital from 2009 up to 2014. He has been involved as lecturer since 1997 up to now at Institute of Transportation land Logistic Trisakti, he has been a member of Senate of Institute of Transportation and Logistic Trisakti since 2005 up to now and he has been Senate Chairman since 2018 up to now. He has been appointed as Commercial and Operation Director of PT Atosim Lampung Pelayaran (Shipping Company) since December 2015 up to now. His research interest on Sustainable Shipping management.