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EFFECT OF HRM (RECRUITMENT & TRAINING) PRACTICES, SERVICE QUALITY ON REPEATED VISITS AT IMPERIAL GOLF CLUBS WITH CUSTOMER SATISFACTION AS INTERVENING VARIABLES

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Keywords: Service quality, Internship HRM, Customer Satisfaction, Golfer repeat visits

ABSTRACT

Competition in the field of business and sports in this modern era makes the Imperial Golf Club continue to improve its quality and quality in terms of service. Quality of service affects whether or not many visitors. Quality services must be able to provide security, comfort, fluency and legal certainty to customers. quality of service makes the dominant factor as well as good or bad performance of the Imperial Golf Club organization itself in the eyes of the community. implementation of good HR management practices (in the context above: HR practices that need to be followed up namely motivation and service quality to achieve customer satisfaction with the interest of repeat visits as the ultimate outcome of Imperial Golf Club management needs to determine the right steps to follow up employee aspirations. of this study is to determine the effect of HRM practices (Recruitment & Training) on service quality, determine the effect of service quality on Golfer repeat visits, determine the effect of Customer Satisfaction on Golfer repeat visits, knowing there is an influence of service quality on Customer Satisfaction at Imperial Golf Clubs. this is a type of quantitative research The population of this study is all Golfer who visit Imperial Golf Club. The total population of this study is 302 people consisting of both Golfer members and non-members both domestic and golfer. sing. The sample selection in this study is based on accidental sampling so that it can support this study and the determination of the number of samples taken from the Slovin formula to obtain 173 respondents. Data Analysis Techniques The analytical method used in this study is path analysis. The results of this study conclude there is an influence of HRM (Recruitment & Training) practices on service quality, there is no effect on service quality on Golfer repeat visits, there is an influence of Customer Satisfaction on Golfer repeat visits, and there is an influence of service quality on Customer Satisfaction at Imperial Golf Clubs, as well as customer satisfaction variable is not an appropriate intervening variable in mediating the effect of service quality on repeat visits.

Keywords: service quality, Internship HRM, Customer Satisfaction, Golfer repeat visits

INTRODUCTION

The development of service provider companies, especially in the field of sports business is increasingly rapid, making more and more service provider companies, especially in the field of sports, which increasingly enhance the facilities and advantages that must be provided to compete. Imperial Lippo Village Karawaci Golf Club which is a business unit of PT. Lippo Karawaci Tbk. which is located at 2709 Jalan Pulau Golf, Lippo Village 2700 Kec. Karawaci Tangerang, Banten. Imperial Karawaci Golf Club has various features and facilities including Driving Range, Golf Green Field or Practice Green, Golf Cart, Pro Shop. Imperial Karawaci Golf Club offers a number of classy facilities to support Golfer services, of course the performance of the employees and services are of concern in Imperial Karawaci Golf Club, employee performance and the best services provided are considered to be able to inform the general public to be interested in exercising golf and this can also enhance the image of the Imperial Karawaci Golf Club itself, with a lot of competition in the field of golf which also increases each other's services. That image will later influence customer buying interest / repeat visits both directly and indirectly through customer satisfaction.

Competition in the field of business and sports in this modern era makes the Imperial Golf Club continue to improve its quality and quality in terms of service. Quality of service affects whether or not a lot of visitors, as said by Supadmi in e-journal f and Setiawan (2016: 314) states that "Service to customers is said to be quality if it meets or exceeds customer expectations or the smaller the gap between fulfilling promises and customer expectations is getting closer to quality measurements. Providing services consistently to customers is quality service. Quality service is the output of a successful recruitment and training process. Advanced organizations show their success in carrying out HRM practices because after all HRM practices play a role in managing the potential of HR in an organization so that HR shows its performance.

Quality service must be able to provide customers with security, comfort, fluency and legal certainty. " From the data obtained each month the Imperial Golf Club reaches an average of 5,191 rounds with a target of 5000 rounds and competitor data which shows an average of 4,000 rounds in a month. These figures indicate that the Imperial Golf Club still outperforms competitors by the number of visitors who are not far away. Seeing the fact it needs to be improved in maintaining the position of the Imperial Golf Club. The achievement data for the round is shown in the following table.

Table 1. Total Round Club Golf

NO	CLUB NAME	2016	2016	2015	2015	Diff	Inc/Dec %
	JABAR - DKI JAKARTA - BANTEN	Total Round	Avg/month	Total Round	Avg/month		
1	Imperial Klub Golf	62.297	5.191	63.550	5.296	(1.253)	-2%
2	Gading Raya Golf & Klub	60.819	5.068	62.803	5.234	(1.984)	-3%
3	Damai Indah Golf - PIK	60.485	5.040	58.868	4.906	1.617	3%

4	Klub Golf Bogor Raya	57.984	4.832	58.253	4.854	(269)	0%
5	Pondok Indah Golf Club	57.703	4.809	57.808	4.817	(105)	0%
6	Jababeka Golf & Country Club	55.397	4.616	54.311	4.526	1.086	2%
7	Padang Golf Modern	54.122	4.510	52.105	4.342	2.017	4%
8	Sentul Highland Golf Club	50.256	4.188	49.956	4.163	300	1%
9	Palm Hill Golf & Country Club	48.008	4.001	50.311	4.193	(2.303)	-5%
10	Jakarta Golf Club	47.521	3.960	44.661	3.722	2.860	6%

Source: www.imperialklubgolf.com

Sports is one way to maintain health. There are many ways to do sports activities both indoors and outdoors, both by spending and without paying. When sport is found in the lifestyle of hedonism, what we have in mind is bowling, tennis and golf. Imperial Klub Golf is a provider of golf sports services for middle and upper class communities who are committed to providing the best service for their customers. This requires good management as well as reliable and competent human resources in carrying out responsibilities in accordance with their respective fields of work in order to create increased visits both from repeat visits of members/non-members and visits from new members.

However golf club customers are generally people with high social class. Of course, the main consideration is the quality of service from human resources in an organization. Good human resource management will have a positive impact on club performance. This is shown by Imperial Klub Golf which is the market leader among other golf clubs in West Java, Jakarta and Banten. This is a manifestation of the contribution of human resources in it. Imperial Club Golf's market share is presented in the following diagram:

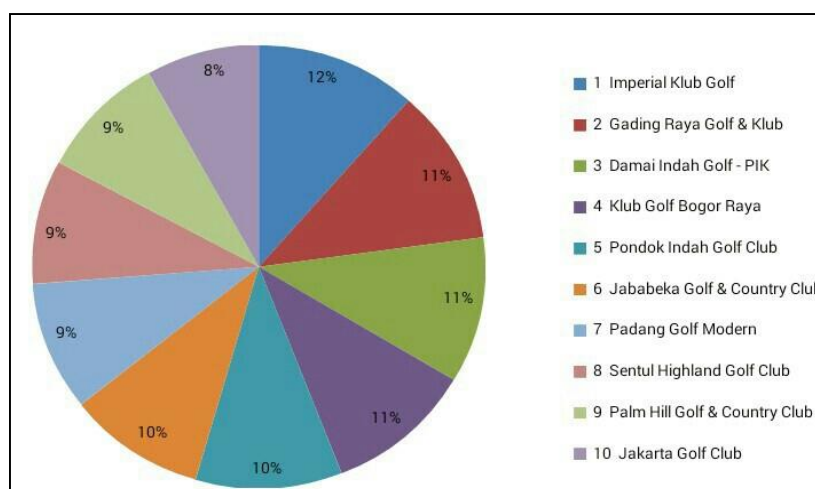


Figure 1. Total Round of 2016 Golf Clubs

Data source: Indonesia Club Managers Association - ICMA, 2016

Imperial Club Golf (IKG) from the internal side shows the results of the opposite performance. Compared to the previous year, the total IKG round has decreased. This incident is quite worrying because if left unchecked it will have a negative impact on the performance of companies that have an effect on the eroded IKG market share by competitors who are experiencing an increase in the total round. The following presents the 10 Golf Club's two-year performance tables as follows:

Table 2. ICMA Total Round Report 2015 vs. 2016

NO	CLUB NAME	2016	2015	Inc/Dec %
		Total Round	Total Round	
	JABAR - DKI JAKARTA - BANTEN			
1	Imperial Klub Golf	62,297	63,550	-2%
2	Gading Raya Golf & Klub	60,819	62,803	-3%
3	Damai Indah Golf - PIK	60,485	58,868	3%
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10	Jakarta Golf Club	47,521	44,661	6%

Source data : Indonesia Club Managers Association – ICMA, 2016

The Indonesia Club Manager Association (ICMA) Total Round Report shows the highest total round acquisition but has negative growth. This shows the company's performance which declined from the previous year. The fact that there is not in line with the performance of the company as the market leader of golf clubs in the region. It needs to be examined why negative growth can occur so that the right solution is found in overcoming the problem.

The performance of a service company is shown by the number of customers in using the company's services and the level of customer loyalty in reusing these services. Resources owned by the company such as capital, methods and machines cannot provide optimal results if they are not supported by human resources that have optimal performance. To get optimal performance results, human resources must be managed and managed as well as possible, so that human resources in a company feel comfortable in carrying out their duties and get maximum results. A short observation was made in three days at Golfer after the golf activity, Golfer was asked to put the golf ball in the customer satisfaction box that had been lined up next to the reception desk. The customer satisfaction box is divided into 5 parts, which are very dissatisfied, dissatisfied, neutral, satisfied and very satisfied. Of the total balls put 302 Golfer in the box, 37% put the ball in the satisfied box, 10% in the box are very satisfied, 24% in the neutral box and the rest in the box are very dissatisfied and not satisfied. This shows evidence that the decrease in the total round was caused by a decrease in Golfer's satisfaction level. The data is reflected in the following diagram

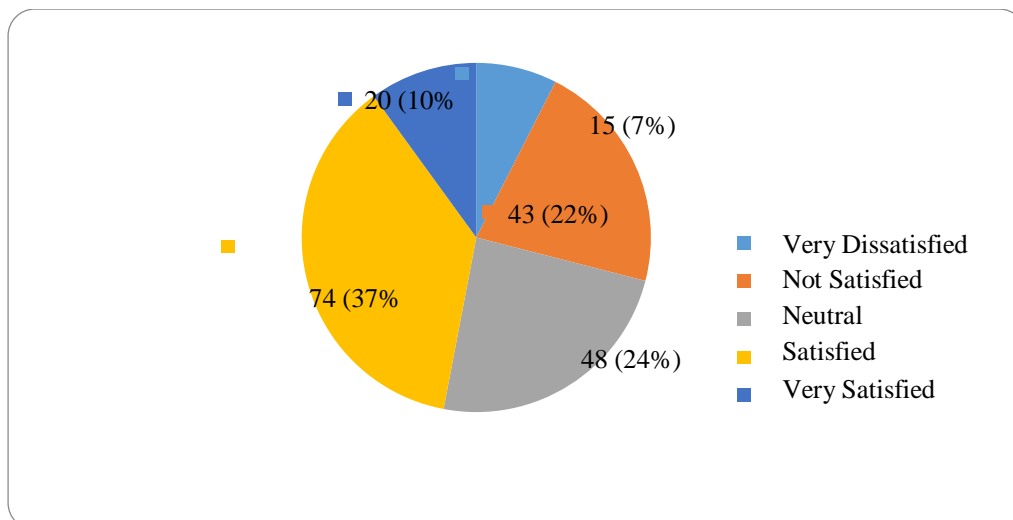


Figure 2. Customer Satisfaction Level 2017
 Source: Pre-Survey Documents, 2017

The above phenomenon becomes a PR for management in increasing Customer Satisfaction so as to increase visits so that the total round can increase again. In addition, the factors that influence customer satisfaction in influencing Golfer's repeat visits are very important to be identified in addressing these problems. Based on the phenomenon it is clear that the quality of service makes the dominant factor and the good and bad performance of the Imperial Golf Club organization itself in the eyes of the public. Previous research shows that customer satisfaction encourages Golfer repeat visits to the tourism sector. This is evidenced by the research of Basiya and Rozak (2012) but when examining the mediating effect of service satisfaction shown in several social attractions is not proven in increasing the increase in interest in return visits. Means that customer satisfaction is not a variable between service quality and repeat visits. Research by Sharon and Santoso (2017) proves that image and service quality affect hospital patient loyalty. Loyalty is the level of patient visits in visiting or reusing a service offered. In terms of customer behavior, many previous studies prove that repeat visits have antecedents of customer satisfaction in which customer satisfaction is driven from factors such as service quality, although some still show inconsistent results.

The description that has been explained above shows the close relationship between the implementation of good HR management practices (in the context above: HR practices that need to be followed up, namely motivation and quality of service to achieve customer satisfaction with the interest of repeat visits as the maximum end result of Imperial Club Golf management need to establish appropriate steps to follow up the aspirations of employees derived from the survey, as a way to increase interest in repeat visits for customers.

Based on the background that has been described by the author, the following research problems can be formulated:

1. Is there any influence of HRM (Recruitment & Training) practices on the quality of Golfer services at Imperial Golf Clubs?

2. Is there an influence on the quality of service on Golfer's repeat visits at the Imperial Golf Club?
3. Is there any influence of Customer Satisfaction on Golfer's repeated visits at the Imperial Golf Club?
4. Is there an influence of service quality on Customer Satisfaction at Imperial Golf Clubs?
5. Can the customer satisfaction variable mediate the effect of service quality on repeat visits?

LITERATURE REVIEW

Repeat visits

The intention of a repeat visit is defined as a purchase intention (strong intention to repurchase (Fullerton and Taylor, 2007). Meanwhile, according to Belch (2009) Purchase Intention is the tendency to buy a brand in accordance with its shopping motives with the brand attributes or characteristics considered.

According to Murdadlo (2014), Quality is a dynamic condition that influences products, services, people, processes and environment that meet or exceed expectations. So that the quality of service can be interpreted as an effort to meet the needs and desires of consumers and the accuracy of its delivery in balancing consumer expectations. The impact is consumers become satisfied with the quality of services provided. The higher the quality of service received by the customer, the higher the satisfaction felt by the golfer. But conversely if the worse the quality of service received by the customer, the lower the perceived satisfaction of the golfer.

Research on the effect of service quality on customer satisfaction has been proven to influence the research of Saidani& Arifin (2013). The research was also supported by Bandu (2013), Marismiati&Hadiwijaya (2013), Mar'ati (2016) and Rifaldi (20016). Based on the description above, it can be taken a research hypothesis that service quality affects the satisfaction of the golfer.

Golfer Satisfaction

According to Simamora (2012: 18), customer satisfaction is the result of experience with the product, this is a feeling of the customer after comparing expectations (Prepurchase Expectation) with Actual Performance. The higher the customer satisfaction received by the customer, the higher the customer's interest in making repeat visits. But conversely if the worse the customer satisfaction received by the customer, the lower the customer's interest in making repeat visits. Research on the influence of customer satisfaction on repeat visits has been shown to influence the research of Saidani& Arifin (2013). Based on the description above, it can be taken a research hypothesis that Customer Satisfaction influences repeat visits of the golfer.

Service quality

According to Zeithaml (2013: 42) service quality is a level of excellence to meet consumer expectations. Quality is a dynamic condition that affects products, services, people, processes and environments that meet or exceed expectations (Tjiptono, 2008: 33). The better the quality of service provided to customers, the higher the customer's interest in making repeat visits. But conversely if the worse the quality of service provided to customers, the lower the customer's interest in making repeat visits.

Research on the effect of service quality on repeat visits has been shown to influence the research of Saidani & Arifin (2013). Based on the description above, it can be taken a research hypothesis that service quality affects the repeat visit of the golfer.

HRM Practices (Recruitment & Training)

Hasibuan (2009) states that recruitment is an effort to find and influence the workforce, so they want to apply for vacancies in an organization. Recruitment (recruitment) of employees is a process or action taken by the organization to get additional employees through several stages including the identification and evaluation of sources of labor withdrawal, determining labor requirements, the selection process, placement, and orientation of labor. Withdrawal of employees aims to provide enough employees so that management can choose employees who meet the qualifications they need (Malthis, 2010). Training is conducted to improve employee performance in the present and future. This performance is reflected in the quality of work provided to customers, which is reflected in the quality of good service.

Effective recruitment requires the availability of accurate and ongoing information about the number and qualifications of individuals needed to carry out various jobs in the organization. The better the application of recruitment, the quality of service will increase. While the better the training provided, the better the attitudes, skills and knowledge of employees in serving their customers.

Research conducted by Pambagio, et al (2013) and Hasif, et al (2015) find empirical evidence that recruitment has a positive effect on service quality. The better the recruitment process is carried out, the quality of employee services will increase. Muzahid's research (2014) revealed the same thing that HRM practices in the form of training can affect the quality of employee services provided to customers. Based on the description above, it can be concluded that the HRM (Recruitment and Training) Practice hypothesis influences the quality of service.

RESEARCH METHODS.

In this research is a type of quantitative research. The study population was all Golfer who visited the Imperial Golf Club. The total population of this study was 302 consisting of both member and non-member Golfer domestic and foreign golfer. The sample selection in this study is based on accidental sampling so that it can support this study and the determination of the number of samples taken from the Slovin formula to obtain 173 respondents. Data Analysis Techniques The analytical method used in this study is path analysis. Hypothesis testing uses an inferential statistical approach to an alternative method, namely Partial Least Square (PLS). The PLS evaluation model helps researchers to obtain the value of latent variables for predictive purposes. The structural model or hypothesis test is evaluated by looking at the value of the parameter coefficient and the statistical t value and the significance of the parameter coefficient. The statistical t value is obtained from the result of bootstrapping by dividing the parameter coefficient value by the standard error value. Inner Weights aims to determine the relationship between research variables with the bootstrap model obtained t-statistics to measure whether the hypothesis is accepted or rejected.

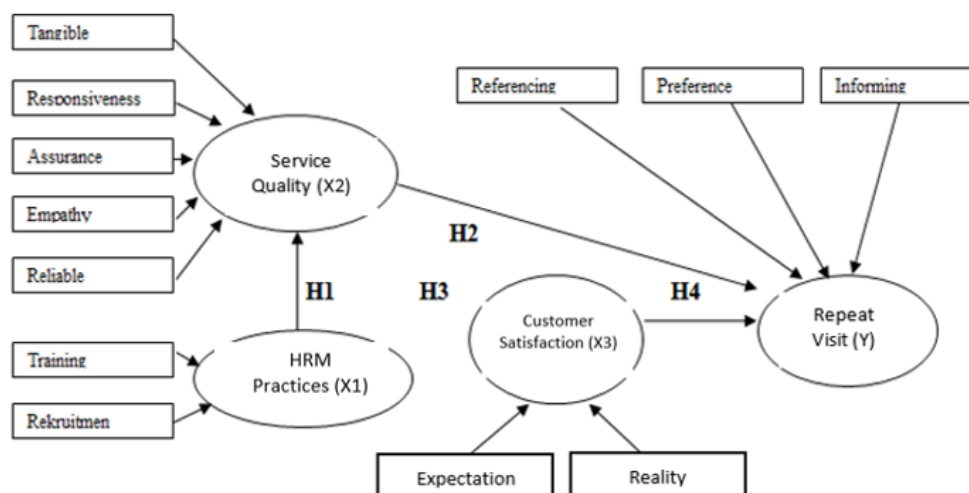


Figure 3. PLS Structural Model
Source: Primary data processed, 2018

Based on a review of theory, previous research and research design, the hypotheses used in this study are:

- H1: HRM (Recruitment and Training) practices affect service quality
- H2: Quality of service influences repeated visits of the golfer.
- H3: Customer Satisfaction influences golfer's repeat visits.
- H4: Service quality influences the satisfaction of the golfer.

RESEARCH RESULT

Description of the research variables, namely repeat visits, customer satisfaction, HRM practices and service quality. To find out the average value, the minimum maximum value and the standard deviation of the studied variables can be seen in the table as follows:

Table 3. Descriptive Research Variables

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Repeat visits	121	13	25	21.0000	2.71723
Customer satisfaction	121	11	15	13.5785	1.18850
Service quality	121	13	25	21.8760	2.21198
Internship HRM	121	14	30	26.4215	2.37610
Valid N (listwise)	121				

Source: Primary data processed, 2018

Based on table 4.2, the variable repeat visits and service quality have the same minimum and maximum values, the standard deviation of repeat visits tends to be high 2.71723 showing higher data deviations compared to other variables. HRM practices have the highest average of 26.4215.

Data analysis

Analysis of the data used in this study is the Structural Equation Model (SEM) with an alternative method of Partial Least Square. Using an alternative method of PLS because it is based on the measurement of predictions that have non-parametric properties according to indicator variables on a Likert scale of 1 to 5 (Ghozali, 2014). The complete calculation results are as follows:

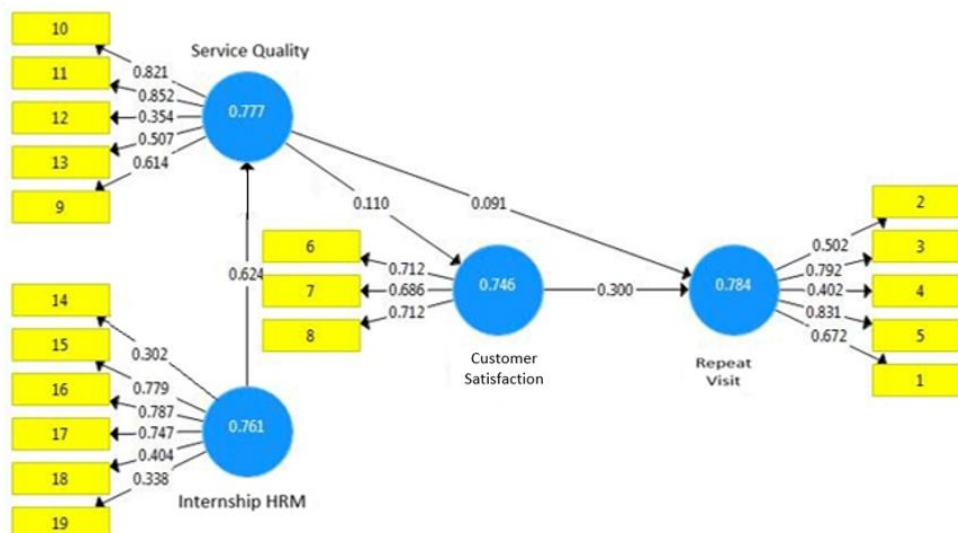


Figure 4. Figure PLS Alogarithm Model
 Source: Primary data processed, 2018
 Structural Model Testing (Inner Model)

A. Coefficient of Determination

Structural model testing is done by looking at the R-square value which is a goodness-fit test of the model. From the calculation results it can be seen that the coefficient of determination is as follows:

Table 4. R Square Values

Nama Variabel	R-square
Repeat visits	0.104
Customer satisfaction	0.012
Service quality	0.389
HRM practices	-

Source: Primary data processed, 2018

The table above shows that the R-square value of the repeat visit variable is 0.104 meaning that the repeat visit variable can be explained by the quality of service and customer satisfaction by 10.4% and the remaining 80.6% is explained by other variables. R-square variable of customer satisfaction by 0.012 means that customer satisfaction can be explained by the quality of service by 1.2% and the remaining 98.8% is explained by other variables. R-square service quality variable of 0.389 means that the service quality variable can be explained by HRM practices by 38.9% and the remaining 61.1% is explained by other variables.

B. Inner Weights

Inner Weights aims to determine the relationship between research variables, seen in Figure 5. below:

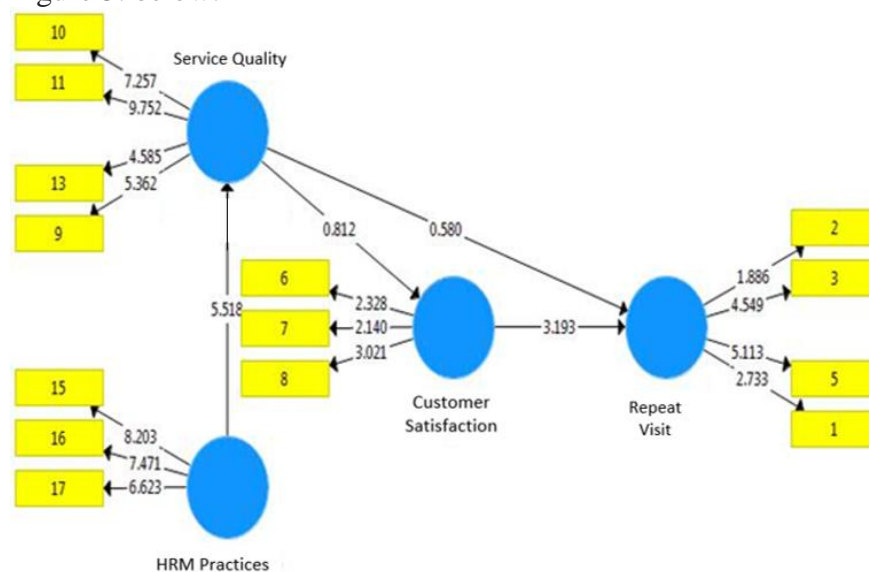


Figure 5. PLS Bootstrap Model
 Source: Primary data processed, 2018

Tabel 5. Uji t

	Original sample estimate	Mean of subsamples	SD	T-Statistic
Customer satisfaction → Repeat visits	0.306	0.331	0.096	3.193
Service quality → Customer satisfaction	0.115	0.137	0.142	0.812
Service quality → Repeat visits	0.075	0.087	0.129	0.580
HRM practices → Service quality	0.653	0.662	0.118	5.518

Source: Primary data processed, 2018

Effect of HRM Practices on Service Quality

The results showed that there was an effect of HRM practices on service quality with a calculated t value of 5,518 greater than t table (1.96) so there was a positive and significant effect of HRM practices on service quality, the better the training and recruitment of IKG would have an impact on improving quality services provided.

According to Handoko (2008) explains that recruitment is the process of finding and "binding" prospective employees (applicants) who are able to apply as employees. Sikula in Sumantri (2007: 2) defines training as: "short-term educational processes that use systematic and organized methods and procedures. When an organization needs competent resources to support its operational activities in achieving its goals, it is necessary to choose potential employees through the recruitment process. The better the recruitment process will get qualified employees and vice versa. After these potential employees join the organization, there is a need for training to provide work standard information and develop the potential of these employees in order to produce

better service performance. If the service performance is good, the quality of service perceived by the customer will get better.

Effect of Service Quality on Repeated Visits

The results showed that there was no influence of the influence of service quality on repeat visits with a t count of 0.580 smaller than t table (1.96) so there was no influence between the quality of service on repeat visits the higher or lower the quality of service did not affect Golfer's repeat visits.

According to the results of research conducted by Joseph, et al. (2012), Awi&Chaipoopirutana (2014), and Pupuani&Sulistiyawati (2013), the determinants that influence repurchase interest are seven factors, namely the physical environment, customer satisfaction, service quality, brand preference, product quality, perceived value (perceived value), and price. The existence of this study shows that the determinant of repeat visits is not only from the quality of service but from other factors such as the physical environment. This is evidenced by the description of respondents who visited IKG which had a purpose for refreshing. Golfer's purpose proves that the physical environment as a means that can meet Golfer refreshing activities when visiting IKG. Without quality service, Golfer feels happy to visit IKG. The results of this study are not in line with research conducted by Weng., Et al., (2016) and Asshidin., Et al. (2016) which proves that the quality of service has a significant positive effect on repeat visits of the golfer at IKG.

Effect of Customer Satisfaction on Repeated Visits

The results showed that there was an effect of customer satisfaction on repeat visits with the value of t count effect of 3.193 greater than t table (1.96) so there was a positive and significant effect of customer satisfaction on repeat visits, the higher the customer satisfaction the repeat visits would also increase.

Purchase Intention in conjunction with repeat visits in the purchase of services is called behavior intention to visit where this concept is a combination of perceived service quality, service value, satisfaction and buying intention behavior. In contrast to tourist attractions that present a different and satisfying sensation. Golfer who visited IKG either member or not too concerned about the satisfaction received. They tend to visit the IKG as a routine that must be followed as a healthy lifestyle and routine according to their social economic status. Some Golfer may not only aim at sports, hobbies and refreshing, but also to establish good relations with their relations so that Golfer tends to feel satisfaction not from IKG HR services but from other factors such as business smoothness, physical health and so on. The results of this study are similar to the research of Hong & Brahmana (2016) and Ismoyo's (2017) research in which they prove that customer satisfaction can affect repeat visits or repurchase interests in a particular location or product.

Effect of Service Quality on Customer Satisfaction

The results showed that there was an influence of service quality on customer satisfaction with a t value of 0.812 smaller than t table (1.96) so there was no effect of service quality on customer satisfaction, the higher or lower the service quality had no effect on customer satisfaction.

Tjiptono (2007) identified five main dimensions that determine service quality which consists of reliability, responsiveness, assurance (which includes competence, courtesy, credibility, and security), empathy (which includes access, communication and understanding the customer), and tangibility. The five aspects of service quality have been met by the Imperial Golf Club. Likewise with other Golf Clubs who have set service quality standards in providing services to customers who visit. It can be interpreted that service quality is not as an antecedent in determining customer satisfaction. The results of this study are in line with Dewi's research (2014) which in this study produced evidence that the dimensions of service quality that did not affect patient satisfaction were dimensions of physical evidence, reliability, and assurance, while this study contradicted the research of Yulisetiani., Et al (2014) which proves that Service Quality affects customer satisfaction.

Path Analysis Testing

Path analysis testing aims to determine the direct and indirect effects of latent constructs or research variables, known by looking at the standardized coefficients resulting from the calculation of Results for inner weights in the original sample estimate column, the full explanation is as follows:

Table 6. Effect of service quality on repeated visits through Customer Satisfaction

VariabelHubungan	Pengaruh
HRM practices → Repeat visits	0.075
Customer satisfaction → Repeat visits	0.306
Service quality → Customer satisfaction	0.115
Service quality → Customer satisfaction → Repeat visits 0.115×0.306	0.035

Source: Primary data processed, 2018

Table 6 shows that service quality has an effect on customer satisfaction of 0.115, and customer satisfaction has an effect on repeat visits of 0.306, so an indirect effect of 0.035 is obtained. While the direct effect of service quality on repeat visits of 0.075 is greater than the indirect effect. The influence of service quality indirectly through customer satisfaction variables that are smaller than the direct relationship between service quality on repeat visits shows that customer satisfaction is not an appropriate intervening variable in mediating the effect of service quality on repeat visits.

CONCLUSION

This study examines the effect of HRM practices, service quality on repeat visits by adding customer satisfaction as an intervening variable on Imperial Golf Clubs. Conclusions from the results of this study are as follows:

1. There is a positive and significant effect of HRM practices on service quality,
2. There is no influence of service quality on repeat visits,
3. There is a positive and significant influence of Customer Satisfaction on Golfer's repeated visits at the Imperial Golf Club

4. There is a positive and significant influence on the quality of service to Customer Satisfaction at the Imperial Golf Club
5. The customer satisfaction variable is not an appropriate intervening variable in mediating the effect of service quality on repeat visits.

Suggestion

The author provides suggestions, recommendations or policy implications as follows:

1. Imperial Club Golf Management should optimize HRM practices in the form of recruitment and training because it can improve the quality of services provided from employees to customers. In addition it is necessary to evaluate employees so that they can always maintain the quality of their services
2. The management of the Imperial Golf Club should pay attention to factors that determine repeat visits beyond customer satisfaction and service quality, for example from the physical environment of the field such as the addition of café facilities, a gym, and so on.

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