

# MANAGING LECTURER'S SERVICE QUALITY IN MEDAN AVIATION POLYTECHNIC BASED ON EFFECT OF TRAINING EFFECTIVITY AND JOB MOTIVATION

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## ABSTRAK

The purpose of the study was to find out the level of lecturer's service quality that is influenced by training effectivity and work motivation, so that ways and strategies can be formulated to improve the quality of education through improving lecturer's service quality at Politeknik Penerbangan Medan. Statistical analysis method is done using Smart Partial Least Square (SmartPLS). Data collection was conducted through the dissemination of questionnaire instruments to the cadets with a sample of 214 people in total population of 528 people. From the results of this study obtained the value of path coefficient indirect training effectivity to lecturer's service quality is 0.549. This means that the variable relationship of training effectivity to lecturer's service quality through the intervening variable of work motivation value is positive and significant. This proves that the existence of intervening variable of work motivation value is full mediation or perfect because its presence results in a relationship between training effectivity to lecturer's service quality that was previously negative and insignificant turned into positive and significant.

Keywords: Service Quality, Training Effectivity, Work Motivation.

## 1. Introduction

The National Education has a function as develop the ability and creating the behavior with better state in order to make a better state, it is aimed to develop the student's potential become humans who believe and fear God Almighty, have noble character, healthy, knowledgeable, capable, creative, independent, and become democratic and responsible citizens. In order to reaches the purpose of national education and develop the student potential in university, the role of a lecture is influencing in order to give the quality in education.

Except it, education becomes one step in order to break the poverty level. With education, someone will give the knowledge, skill and ability. Someone will be able to help himself to quit from the poverty cycle. The effort of government in order to develop the education system starts since the country established. Nowadays, the important factor which can develop high education quality is the lecture service with the higher education management. The ability of a lecture is not only in the academic only, but also needed the better supporting ability in order to improve the university service management. Lecture that has the better ability improves the student's learning. This is explained that the ability in teaching, leadership, which

implemented by lecture which cans gives the positive effect to the student's learning success.

The high of Service quality achievement in the education organization, such as the university is needed to seriously implement. The high service quality only achieved if the education organization member is implementing the better education management. This means the leader in the organization must implementing planning, organization, leadership and controlling on the service quality implementation in the education organization.

In the service industry, service quality becomes determination of success of organization. This means lecture as the worker in the education service industry must keep realizing and improving the importance of awareness from quality service. Moreover, lecture which in the university must be able to concern related the service quality. Before able to gives the service to the external party, previously lecture must satisfying the internal client such as university's student and management or high university leader. Moreover, lecture must guided to how is serving better service quality to the internal client. With creating the general service institutions (BLU) in the university above to the ministry of Transportation, the university must give the best

service quality both winning the competition between universities.

The research which implemented by Supriyanto, (2011) entitled “Managing Lecturer’s Service Quality in Politeknik Penerbangan Medan Based on Effect of Training Effectivity and Job Motivation” explained that this research implemented to understanding the effect of lecture competency and work motivation on the student service. this research is shows that the lecture competency has significant influence on the quality service for student, teaching motivation is also has significant influence on the quality service for student, the lecture competency has the relationship with the teaching motivation, competency and lecture motivation is simultaneously has significant influenced on the service quality for student.

Basir, (2016) in this research entitled “The Influence of Education and Training, Work Motivation on the Quality of Service of the Baubau City Population and Civil Registry Service” the purpose in this research is to know the magnitude of the influence of education and training as well as employee work motivation on the quality of public services, explain how much influence education and training of employees have on the quality of public services and explain how much influence employee motivation has on the quality of public services quality explained how big the effect of education influenced and the member training on the public service quality.

Based on the analysis result and discussion in this research can be concluded that from the estimation result of structural model parameter shows that the statistical value of  $\chi^2$  at degrees of freedom (db) 42 is 36.32 with a p-value of 0.71803  $> 0.05$  and a t-value of 2.37  $> 1.96$  so the education and training with employee work motivation has significant influence on the public service quality. The parameter value  $\beta_{11}$  is 0,52 with t-value 4.51  $> 1,96$  which shows that the direct influenced of education and training on the public service quality is 52,00% so it stated that education and employee training has significant influenced on the public service quality. The parameter value  $\beta_{21}$  is 0,61 with t-value= 5,81  $> 1,96$  which shows the direct influence of employee work motivation on the public service quality of 6100% so it stated that has significant influence on the public service quality.

Junaidi, (2017) in his research entitled “The Influence of Competence and Work Motivation of Employees on Service Quality, Consumer Satisfaction and Organizational Image at the

Health Training Center of South Kalimantan Province”, this research is explains that the change of human resource related to the competency and motivation are expected can give the effect on the government official performance. The results explained that the competency has significant influenced on the service quality, competency has significant influenced on the community satisfying, the service quality has significant influenced on the. The results explains that the competency has significant influenced on the service quality, motivation has significant influenced on the service quality, competency gas significant influenced on the community satisfying, work motivation has not significant on the community satisfying, the service quality has significant influenced on the community satisfying, competency has significant influenced on the organization image, motivation has significant influenced on the organization image, the service quality has significant influenced on the organization image and the employee satisfy has positive significant influenced on the organization image.

Rohmat, (2020) in this research which entitled “The Effect on the Employee Competency and Work Motivation on the Work Productivity in the Calibration Hall in the Flight Facility”, this research explained that the Flight Facility Calibration Hall must gives the calibration service to the entire airport in Indonesia with better quality and on time schedule. To implementing the tasks, the Flight Facility Calibration Centre is needed the quality resource supports. The result shows that the productivity is depend on the competency, while the motivation becomes the dominant condition for work Behavior and habit.

Yuni T., (2020) the research entitled “the effect of human resource quality on the service improvement in the Mustikasari District of Bekasi City” the research is aimed to see the performance and governance in implementing the service activity implementation on the community and also the relationship with leader with employee. The result shows the service quality, constantly must concerning the guidance and dynamic of community which located condition must be notice the guidance and dynamic of Human Rights, and means the anticipation on the growth of Technology. Therefore, the service quality improvement is the continuous effort, sustainable and implemented by the entire apparatus of Bekasi City Government.

Moreover, the motivation factor becomes the important things for the productivity

improvement. Because, spirit is the source for implementing the tasks, with high spirit so the appearance of behavior is happiness, enthusiast, positive thinking and hard work produced the best result. The multi-important variable means the motivation is one of the primary things which must have by every employee, realizing the task dynamic is complex, so it needed a positive attitude. Attitudes that encourage employees to good behavior, expert behavior, correct behavior, and so on, achieving targets cannot be separated from employee persistence, and this is a motivational factor. Other words, spirit or persistence in implementing tasks are the self-motivation or birth because it is influenced so that it is carried out and produces good or better work. There are the purpose of research understanding the quality level of lecture service which influenced by the training activity and the organization behavior, so it can be formulated the ways and strategies to improve the quality of education through improving the quality of lecturer services.

## 2. Theoretical Review

### 2.1 Service Quality

Bruhn & Georgi, (2006) is defined that the service quality as the gap between customer perception and customer expectation. According to Bruhn, quality service has 5 dimension which is 1) Tangibles, including the external appearance of the seller, especially the facilities and infrastructure of the room and the appearance of the personnel. 2) Reliability, showing the seller's ability to supply the promised output at the stated level. 3) Responsiveness, the ability of the corporation to respond and satisfy customer desires. 4) Assurance, the ability of the seller to provide output, especially in terms of knowledge, courtesy and employee trust. 5) Empathy, the seller's willingness and ability to respond to individual customer desires.

Charantimath, (2017) defined that the service quality as the difference between hope of consumer from the service that felt. According to Charantimath, the service quality has dimension; Reliability, Assurance, Tangibles, Empathy, Responsiveness. Pakurár, Haddad, Nagy, Popp, & Oláh, (2019) defined that the service quality how is the company which fulfilling or over of

customer's hope. According to Miklos, the service quality has dimension is; 1) Reliability, namely accuracy and constancy in service. 2) Responsiveness, namely the willingness and speed of service. 3) Assurance, namely sincerity, self-confidence and skills in serving. 4) Empathy, namely deep attention to customer needs/problems. 5) Tangibles, namely the quality of facilities, infrastructure and service facilities.

Kotler Alma, (2007) argued that the service quality is how the company works which trying to held the continuity of service quality on the process, and service which produced by company. Except it Tjiptono, (2007) argued that the service quality is the effort of the necessity fulfillment and the consumer wishes with on time delivering in balancing the consumer hope.

Based on the study of several theory above, it can be concluded that the service quality has the dimension and indicators; 1) Reliability, namely individuals who perform services correctly, on time, and consistently. 2) Assurance, namely individuals who have knowledge and competence in accordance with their field of duty, serve politely, have confidence, sincerity, sense of security, and can be trusted. 3) Responsiveness, namely individuals who are always ready to do the tasks assigned to them, and do them quickly. 4) Empathy, namely individuals who have attention, care, and understanding. 5) Tangible, namely the availability of physical facilities, personnel, good communication, and technology.

### 2.2 Training Effectiveness

Siswanto, (1999) explained that effectiveness comes from the word effective which means: (1) the effect (influence, effect, effect); (2) the use of methods, 11 means/tools in carrying out activities, so that they are effective (achieving optimal results). Gibson, (2006) explains that the effectiveness means the value which made as the relationship with the individual achievement, group and organization.

Barnard which cited by Gibson, (2006) stated that "... effectiveness is the

accomplishment of recognized objectives of cooperative effort. The degree of accomplishment indicates the degree of effectiveness" it means that the effectiveness related with the target achievement/purpose from the joint effort. The achievement degree shows the degree from the effectiveness.

Otuko, Kimanichege, & Douglas, (2013) explains that the training is the systematic activity which help people to learn how to be more effective at work by modifying knowledge, skills or attitudes through experiential learning to achieve effective performance. According to Otuko et al., (2013) the effectiveness dimension it the training which implemented through the process as follows: a. Training needs assessment includes employee analysis and diagnosis, assignments and evaluations, knowledge, skills and abilities including employee work commitment, training content, training methods and approaches, determination of training venues, determination of lesson materials; b. Training content and methods (training content and delivery approaches); c. Training evaluation includes training criteria and standards, achievement of objectives, strengths and weaknesses of training implementation.

According to Rustiana, (2010) the training is used as the tools which needed the workforce in order to obtain effectiveness in carrying out the work process. Both implementing the work nowadays or future because it is has already trained development about the thought and act, appropriate skills, knowledge and attitudes. Blanchard & Thacker, (2006) argued that the training is the program which purpose in order to gives the knowledge and expertise to the worker in order to effectiveness works.

Training Effectiveness is an evaluation in measure not only final result of implementing the training which also measures how the training can change the behavior of participants in terms of their work so as to produce maximum performance. According to Mathis, R., & Jackson, (2006) there are several important things which needed to

concern in evaluating the training is reaction, learning, attitude with results.

### 2.3. Work Motivation

The word motivation comes from the word Mover which means moving or to mover. Anorage (Work Psychological: 2005) argued that the motivation is the necessity of someone in order to push to the certain direction and purpose. Motivation is processes which generate, direct and maintain human behavior so that it is goal-directed. Kartono & Gulo, (1987) pointed out that motivation is the attitude which influencing by necessity and directed to the purposed planning.

Moreover, it can be concluded that the motivation is a process which able to appears the new spirit. This is triggers because it is pushes the appearance work from the bigger aspiration in order to achieve the organization purpose. In the Psychology, one which is becomes triggers to determine achievement influenced by the work motivation.

Robbins, (2009) stated that motivation is the service to published the high effort level to the directed organization purpose, which is conditioned by the ability of the effort to fulfill an individual need, while the variables that affect work motivation include: wages, workplace, work equipment, workers' attitudes towards work, attitudes between colleagues, trust and responsibility, the need to improve abilities, need for achievement.

According to Yuwono, (2005) found 2 theory of motivation which is the content theory and the theory process. The content of theory explains which the factor becomes in order to direct to direct behavior within the individual. This approach is focusing to the certain Psychology process which bases the attitude. Theory process is trying finding answer on the question of why someone is motivated.

Anoraga, (2005) argued that found 4 characteristic from a motivation. First, compound which means that in an act actually does not only have one goal that takes place together. Example of a hard work of lecture is not only because he wants to quickly getting promoted, but also wants to be recognized or

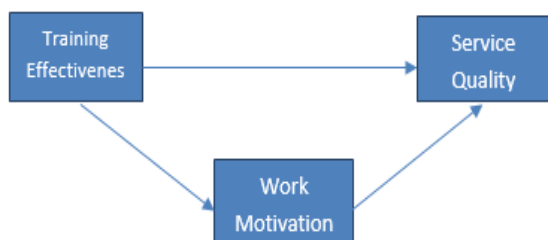


praised. Second, motivation is can be changes which are the motivation for someone which often experience of changes. This caused by the human wishes always changes in according with interests or needs. For example, a lecturer at one time wants a high salary, while at another time he wants pleasant working conditions. Third, different motivations for individuals are that two people who do the same job have different motivations. Fourth, some motivations are not realized by the individual, which means that a lot of human behavior is not realized by the perpetrator. So that some of the impulses that arise because of dealing with situations that are less favorable are then suppressed in their subconscious. Thus, if there is a strong internal drive, the individual concerned is not used to understanding his own motivation.

### 3. Methodology

#### 3.1. Research Framework Schema

This research is implemented with using the quantitative method with the training effectiveness as the exogenous variable (X), work motivation as the intervening variable or mediation (Z) and Lecture Service Quality as endogenous variable (Y). To determining whether changes in the level of service quality of lecturers are influenced by the level of effectiveness of training and work motivation, a constellation model of the relationship between exogenous variables, endogenous variables, and mediating variables is built as follows:



**Figure 1.** Research Constellation Model

#### 3.2. Population and Research Sample

This research is implemented in Medan Aviation Polytechnic. This research population is Medan Aviation Polytechnic cadets. It chooses which not yet carry out marine practices so that they can provide a good assessment of the quality of lecturer services in learning to respondents. The

number of samples took as many as 214 respondents.

#### 3.3. Data Collection Technique

The data collection is implementing through distribution of questionnaire instrument distribution on 12 and 18 August 2021. The Endogenous variable of service quality assessed with the five dimensions which is Tangible (y1, y2, y7), Reliability (y3, y4, y8) Assurance (y5, y9, y10), Responsiveness (y11, y12, y13) dan empathy (y6, y14, y15). Then, value mediation variable which felt by consumer which measure with the five dimensions which is the need for achievement (z1, z2, z3), wages (z4, z5), workplace (z6, z7, z8), work equipment (z9), management attitude (z10, z11, z12, z13). Finally, the exogenous variable of Training Effectiveness was measured by four dimensions, namely needs analysis (x1, x2, x3), design (x4, x5, x6), implementation (x7, x8, x9), evaluation (x10, x11, x12, x13).

Therefore, the entire dimension from variables above become the indicator to assess every variable through the instrument page is in the form a questionnaire with a five-point Likerts measurement scale which 1 = Strongly disagree; to 5 = Strongly agree. There are questionnaire that used is to analyze the research which has been implemented to the validation test and instrument reliability with score level of alpha 0.8978 to the service quality variable; 0.8862 to the work motivation value variable; and 0.9218 to the training effectiveness variable.

#### 3.4. Data analysis technique

The calculation of statistic analysis is implemented with using the Structural Equation Modelling/ SEM with the method of Partial Least Square (PLS). PLS is the analysis technique of statistic multivariate predictive which can be used to analysis several endogenous variables and several exogenous variables (structural model). The excessive of PLS can be used to confirmation theory to the relationship between the variable that has strong basic theory (theoretical testing) and to gives the recommendation the relationship between variable to the relationship between variable which not has the strong basic theory (exploratory) (Hair, Hult, Ringle, & Sarstedt, 2014a).

SEM is also a multivariate statistical analysis method that is able to process data built by measurement models and structural models. In SEM there are 3 activities simultaneously, namely

checking the validity and reliability of the instrument (confirmation factor analysis), testing the relationship model between variables (path analysis), and getting a suitable model for prediction (structural model analysis and regression analysis). A complete model basically consists of a measurement model and a structural model or causal model. The measurement model is carried out to assess the validity and discriminant validity, while the structural model, namely the modeling that describes the hypothesized relationships (Hair, Hult, Ringle, & Sarstedt, 2014b).

### 3.5. Research Hypothesis

The hypotheses to be tested in this study are:

- Training Effectiveness (X) has a significant effect on Work Motivation (Z).
- Effectiveness of Training (X) has a significant effect on Service Quality (Y).
- Work Motivation (Z) has a significant effect on Service Quality (Y).
- Effectiveness of Training (X) through the mediation of Work Motivation (Z) together has a significant effect on changes in the level of Service Quality (Y).

Hypothesis testing is carried out using path analysis which describes the effect of the exogenous variable Training Effectiveness (X) on the endogenous variable Service Quality (Y) directly or indirectly, namely through the intervention variable or mediation of Work Motivation (Z) which acts as a mediator between exogenous and endogenous variables.

According to Baron & Kenny, (1986) mediation occurs if the value of the influence of the variable on the endogenous variable is lower than the third equation, then it is called full mediation or perfect or complete. On the other hand, if the value of the influence of exogenous variables on endogenous variables is higher than the third equation, it is called no mediation. Furthermore, if the relationship between the presences of mediating variables does not affect changes in exogenous variables to endogenous variables, it is called partial mediation.

## 4. Results

From the PLS algorithm calculation, it was obtained the constellation model along with the loading factor value, path coefficient value, and R-square value, which can be seen in figure 2 below

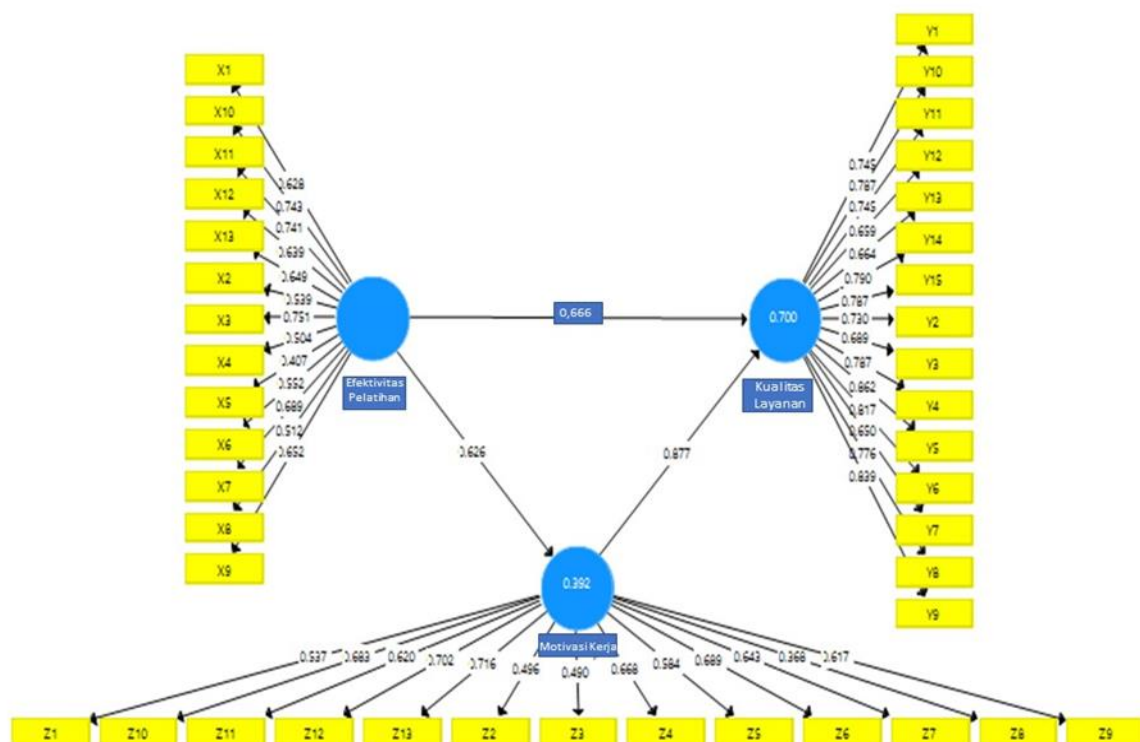


Figure 2. Service Quality Model

Loading factor explains the relationship between factor and variable indicator. The value of loading factor is in the range 0 – 1, in which the bigger the loading factor value the stronger the variable indicator. The figure 2 above showed the enormity of loading factor on built model with value for more than 0.5 which means the indicator is valid.

Based on the loading factor value on each indicator above, it is showed that the highest indicator contribution value for training effectiveness variable is training evaluation (x10 and x11). While the indicator with the lowest contribution value are design on x4 and x5 and for loading factor value of work motivation variable, the strongest indicator is management attitude (z12 and z13), and the weakest indicator is work place (z8). The highest indicator that contribute on service quality variable is assurance (y5 and y9) and the lowest indicator is tangible (y7).

Based on the R square value, it is seen that the work motivation value (Z) is 0.392 which means the influence between work motivations on the change of service quality level (Y) is 39.2%. Meanwhile, the remaining value, that is 60.8%, is the contribution from other variables that excluded from this study. From the R square value, it is also obtained exponential coefficient value of work motivation variable for about:

$$e2 = \sqrt{1 - 0.392} = \sqrt{0.608} = 0.7797$$

Whereas, the R square value from service quality (Y) is 0.700, which refers to the influence of training effectiveness (X) and work motivation (Z) to service quality (Y) is 70%. The rest of 30% is the contribution from other variables. From the R square value, it can be obtained the exponential coefficient value of service quality for:

$$e2 = \sqrt{1 - 0.700} = \sqrt{0.300} = 0.5477$$

The path coefficient values in each track are seen below:

- a) Track X to Z (training effectiveness to work motivation) is 0.626
- b) Track X to Y (training effectiveness to service quality) is 0.666
- c) Track Z to Y (work motivation to service quality) is 0.877

The path coefficient has range value between -1 until 1. This value showed the direction and strength of the track among variables. The bigger the value (or close to 1), the stronger the relationship will be. Path coefficient is divided in two; positive and negative. Positive path coefficient means that the relationship between variables is positive or in same direction, while negative path coefficient means the relationship

between variables is negative or in opposite direction.

Based on the path coefficient value above, the relationship between training effectiveness and work motivation is positive with value of 0,626 (the value is bigger 0.5). It shows that the higher the training effectiveness the higher the work motivation is. While the relationship between training effectiveness and service quality is negative or in opposite direction with value of 0,666 (the value is bigger 0.5) which means that higher training effectiveness can influence the increase of customers' satisfaction. The path coefficient of work motivation (Z) on service quality (Y) also showed positive value or in same direction for 0,877; the value is bigger than 0.8 that refers to the higher the work motivation, the higher the service quality. In a simple formulation, the calculation of indirect influence of training effectiveness on service quality is  $0.626 \times 0.877 = 0.549$ . In order to know the total influence between training effectiveness and service quality is by sum up the direct value and the indirect value,  $0.666 + 0.549 = 1.215$ .

Based on the calculation above, it can be analyzed that the indirect value from training effectiveness (X) toward service quality (Y) is bigger than its direct value. It indicates that training effectiveness (X) has significant influence through work motivation (Z) on service quality (Y). This prove that the existence of work motivation as mediation variable is full mediation or complete because its presence affect the relationship between training effectiveness (X) and service quality (Y) to be positive and more significant.

Therefore, the role of work motivation is important in enhancing the service quality. The hypothesis which stated there is an influence between training effectiveness on work motivation and its effect on the change of service quality level is accepted.

## 5. Discussion

Medan Aviation Polytechnic started to accept diploma student in 2019 and had three departments that can be chosen for those who register. The department is including diploma program of nautical science, shipping machine and sea transportation management. As one of the technical implementation unit (UPT/Unit Pelaksanaan Teknis) that become the public service agency (BLU/Badan Layanan Umum), the service quality in Medan Aviation Polytechnic should be noticed whether from teaching,

management, and service system within the campus.

The service quality which done by Medan Aviation Polytechnic lecturer will affect the campus assessment. Every lecturer is suggested to have 5 dimensions as a reference for service quality. The first is tangible or known as the lecturer's appearance in giving services based on training effectiveness and work motivation. The second is reliability which needed for showing the ability as a lecturer, thus they will be able to provide work motivation. The third is responsiveness or the corporation ability of a lecturer to reach for and satisfy the customers. The fourth is assurance which refers to the lecturer's ability to give feedback especially in knowledge, modesty, and trust. The fifth is empathy which is the willingness and ability to respond to individual customer desires. The fulfillment of service quality by lecturer to internal and external stakeholder will create positive image for the lecturer and the university that they went to. The better the service quality of the lecturer, the higher the positive image of the lecturer will be. The lecturer is forced to maximize his/her effort to give good quality in his/her services.

The hypotheses above had explained that 1) training effectiveness has significant influence on work motivation, 2) training effectiveness has significant influence on service quality, 3) work motivation has significant influence on service quality, and 4) training effectiveness through work motivation as mediation has significant influence on the change of service quality level. Based on the analysis, there are some indicators that can be considered with the hypotheses results.

The first indicator is training effectiveness. The highest indicator that influences the training effectiveness is training evaluation, while the lowest indicator is design. This showed that the right evaluation will increase the effectiveness of the training itself. However, the implication of the strategy that should be carried out is doing the evaluation with clear measurement on each training aspects, thus further strategies can be found to increase the effectiveness. It should be known that evaluation is one of the ways to enhance the lecturer's training effectiveness.

The next indicator is work motivation. In work motivation the highest indicator is management attitude while the lowest indicator is work place. This showed that the university's party should be able to give attention and good attitude to increase lecturer's work motivation. The university must be able to determine what kind of management

attitude is needed by a lecturer. While work place is also needed to be noticed due to enhance and motivate the work of the lecturers.

The third is service quality. The highest indicator that influences the lecturer's service quality is assurance. It categorized as a lecturer's ability to give an output, especially in knowledge, modesty and trust of the customers. Whereas the lowest indicator that influence the lecturer's service quality is tangible. The appearance of a lecturer is of course give impact on the service quality, but in a low level. Because what the students are needed is the lecturer who is able to comfort student not the lecturer who is fashionable. Moreover, being comfort could affect the trust and proud feeling of the students against the university.

## 6. Conclusion

The improvement on service quality should become the lecturer's attention. The lecturer must carry the customer-oriented values and their duties driven by customer needs. The main point of service quality is the lecturer is able to guarantee the interest and satisfaction of the stakeholder, both internal and external. The lecturer has role in contributing to the accession of vision, mission, and goals of the university. Lecturers occupy an important meaning in the university operational activities, which have the main functions and duties as image builders and as bridges between universities and the public (students, employees, parents, professionals and so on). In the university, lecturer is the key factor in enhancing the service quality. If the lecturer had done the service in a maximum capacity, then the work performance of the university will be better and vice verse. Therefore, every university should try to make lecturers able to carry out service quality to the maximum extent as much as possible.

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