

ANALYZING THE EFFECTIVENESS OF EXCELLENT SERVICE ON OPERATIONAL PERFORMANCE OF GRAB-BIKE DRIVER (CASE STUDY AT GRAB ARMY SULUT)**ANALISA EFEKTIVITAS PELAYANAN PRIMA TERHADAP KINERJA OPERASIONAL PENGENDARA GRAB-BIKE (STUDI KASUS DI GRAB ARMY SULUT)**

By:

Mersondy Tamailang Adrian¹**Herman Karamoy²****Maria V. J. Tielung³**

^{1,2,3}International Business Administration, Management Department
Faculty of Economics and Business,
Sam Ratulangi University Manado

Email:

[1dodsadrian@gmail.com](mailto:dodsadrian@gmail.com)[2hkaramoy@yahoo.com](mailto:hkaramoy@yahoo.com)[3mariatielung@unsrat.ac.id](mailto:mariatielung@unsrat.ac.id)

Abstract: The escalation of online motorcycle driver services, has opened the job opportunity for the society. Unfortunately, the increasing number of the drivers, did not followed with provide the skill and the service strategies that relevant with their job characteristics. The objective of excellent service is to harmonize the attitude, attention, action, appearance, ability, and accountability to make the situation of mutualism for all. The aim of this study is to know about the effectiveness of excellent service on the operational activities of the grab-bike drivers. In order to achieve these objectives, the researcher got information from 11 informants, using qualitative study which is in-depth interview and observation, and uses purposive sampling technique. The results showed that the excellent service at research object has been running well and effective to influence the drivers to work better, excellent service gives a positive impact to the driver, and the drivers get the opportunity to learn new strategy and improve their quality when operate. The recommendation is excellent service is very important and cannot be separated with work activities, so in order to be more competitive excellent service must always be improved and apply.

Keyword: *excellent service, operational performance, human resources.*

Abstrak: Eskalasi dari pelayanan pengendara ojek daring, telah membuka kesempatan kerja bagi masyarakat. Sayangnya, peningkatan jumlah pengendara ini tidak diikuti dengan menyediakan keterampilan dan strategi yang relevan dengan karakteristik pekerjaan mereka. Tujuan dari pelayanan prima yaitu tentang mengharmonisasi sikap, perhatian, tindakan, penampilan, keterampilan, dan tanggung jawab agar terciptanya situasi mutualisme untuk semua. Tujuan dari penelitian ini yaitu untuk mengetahui tentang efektivitas dari pelayanan prima terhadap aktivitas operasional dari pengendara grab-bike. Untuk mencapai tujuan tersebut, peneliti mendapatkan informasi dari 11 informan, menggunakan penelitian kualitatif dengan wawancara mendalam dan observasi, dan menggunakan teknik purposive sampling. Hasilnya menunjukkan bahwa pelayanan prima di objek penelitian telah berjalan baik dan efektif untuk mempengaruhi para pengendara untuk bekerja lebih baik, pelayanan prima memberikan dampak yang positif untuk pengendara, dan pengendara mendapatkan kesempatan untuk belajar strategi baru dan dapat meningkatkan kualitas mereka ketika beroperasi. Rekomendasi dari penelitian ini yaitu pelayanan prima merupakan hal yang penting dan tidak bisa dipisahkan dari aktivitas kerja, jadi agar bisa terus kompetitif, pelayanan prima harus selalu ditingkatkan dan diterapkan.

Kata Kunci: *pelayanan prima, kinerja operasional, sumber daya manusia*

INTRODUCTION

Research Background

The human quality determines the success of the company. To build the organizational performance, the human itself should be built his/her quality performance first. To achieving that, they should know what their weaknesses then turn it into strategy on improving quality and also should know what their strengths then maximizing it, in order to achieving a better-quality performance. Started from different life backgrounds and experiences, each online motorcycle worker is not same in responding to what they face while in their work situation. Sometimes, what is expected by the users of this online transportation service does not match with what the drivers provide on their operational service activity. To respond to this problem, the drivers or workers are required to have the ability and strategy in their operational work activities to support the better and comfortable work situation. In the various observations, in this case the researchers themselves, found the problems that the online motorcycle workers of Grab-bike are not required in terms of how they should maintain the image of the company by their services, and also the completeness of operational equipment itself.

Excellent service is one of the important aspects of determining company success, especially in companies that focusing on services provider. Excellent service is one of the main strategies in creating opportunities and understanding service users or the public who will use the services offered. It is normal if the services user or the publics are disappointed to use the services that offered because they realized that the worker of the services provider is unsatisfied and uncomfortable on serving. These problems will certainly make an obstacle to the success of the company. Excellent service can be used as a guide and mediate workers so they can respond to the expectations of service users, even exceeding user expectations and seem to surprise them. Service is an activity or sequence of activities that occur in direct interaction between someone with another person or machine physically, and provides customer needs (Barata, 2003). In the *Kamus Besar Indonesia*, service is explained as an attempt to serve the needs of others. While serving is to help prepare (take care of) what someone needs. According to Daviddow and Uttal (1989) services are activities or benefits offered by organizations or individuals to consumers or customers that are intangible and cannot be owned. In a service the consumer is a community that get the benefits from the organization activities or officers of the service provider organization (Lukman and Sugiyanto, 2001).

Implementation of services related to the achievement of the worker purpose and the motivation of the workers itself, then turn it to make organization work optimally. The good services provider will make the service users is not just helping and answer their needs, but also providing the best service to understand and meet with the customer expectations. To delivering that value, the role of the workers quality is needed. And also, the important reason why the good services are needed is that the good services are the social mission of life to beneficial to the people, and also answering the meaning of human as the social beings.

Research Objective

This research paper aims to analyze the effectiveness of excellent service on operational performance.

THEORETICAL FRAMEWORK

Human Resources Management

Human resource management is the key that determines the development of the company. It is the part of organization that concern with “the human” dimension (DeCenzo and Robbin, 1996). Inside the process of analyzing and managing organization, the role of human resources needs to ensure the satisfaction of its strategic objectives (Hellriegel et al., 2009). Dessler (2013) stated that human resource management is the process of acquiring, training, appraising, and compensating employees, and concerning about the relation between the company to their labor relation, health and safety, and fairness.

Operation Management

According to Evans and Collier (2007), the definition of operational management is the science and art of ensuring that services are created and successfully delivered to customers. A company needs a strategy to managing the resources in order to produce value to make company goals. With the operations management, the company can manage the resources properly and correctly. Operations management is not only about processing goods (manufacturing), but also about the service sector. So, in essence, operations management is a production

system that can change the input of the resources into goods or services that are beneficial to society and also to the operator.

Service Quality

Service is an activity or sequence of activities that occur in direct interaction between someone with another person or machine physically, and provides customer satisfaction (Barata, 2003). According the big Indonesian dictionary, service is explained as an attempt to serve the needs of others. While serving is to help prepare (take care of) what someone needs. Quality as interpreted ISO 9000 is a combination of characteristics and characteristics that determine the extent to which outputs can meet customer requirements. Customers determine and assess how far those characteristics and characteristics meet their needs.

Excellent Service

Excellent service is related to the services carried out by the company in an effort to provide a sense of satisfaction and foster trust towards the customer, while the customer feels himself important or cared for properly and properly. The implementation of excellent service is not only through clerical services, meaning that it is not only limited to acts of courtesy in service actions, but rather contains values related to the value of security, trust and satisfaction from the form of service itself. To implementing excellent service that is inseparable from the ability to choose the concept approach. The concept of excellent service based on A6 by Barata (2003: 31), which is developing excellent service by harmonizing the concepts of Attitude, Attention, Action, Ability, Appearance, and Responsibility (Accountability).

Previous Research

Silva and Ferreira (2017) proposed a model to estimate how uncertainty, flexibility, and operational performance are related. The assumption is that competition in the current business environment has been broadening consumers' options. These options have brought uncertainty to companies regarding the adoption of operational strategies, particularly to adjustment of flexibility to their competitive priorities.

Sony (2019) built a model for sustainability of operational excellence which considers the social, economic and environmental aspect of operational excellence. In addition, organizational culture and agility are found to contribute a major role in sustainable organizational excellence.

Muazu and Rosmaini (2017) The current global business climate has not been favorable to most firms irrespective of industry affiliation. That condition necessitated companies to adopt operational excellence as a strategy for optimizing output with little resources, reducing lead time with the efficient use of assets and employees and avoiding safety and health issues to people and the environment. As a result of the need for operational excellence, many kinds of literature defined the concept based on the context of industry or sector. The paper thus concludes that the unique construct among all the definitions is continuous improvement, cost reduction, quality, time utilization, operational efficiency, staff involvement and output optimization.

Conceptual Framework



Figure 1. Conceptual Framework

Source: Literature review

RESEARCH METHOD

Research Approach

This research uses the qualitative methodology which is descriptive research to analyze the effectiveness of service excellent on driver's operational performance. Shank (2002) defined qualitative research as a form of systematic empirical inquiry into meaning. By systematic he means planned, ordered and public, following rules agreed upon by members of the qualitative research community. By empirical, he means that this type of inquiry

is grounded in the world of experience. Inquiry into meaning says researchers try to understand how others make sense of their experience.

Population, Sample and Sampling Technique

Population refers to entire group of people, events, or things of interest that researchers investigate (Sekaran and Bougie, 2010). The population on this research is the drivers of online motorcycles in local driver community. This sample of research is 11 workers of grab-bike motorcycles online drivers that working as the driver at local driver community named Grab Army Sulut. Sampling techniques is the way to collect and grab the data from trusted people in order to get accurate result. In this study, the researcher uses purposive sampling in order to conduct the interview.

Data Collection Method

Data collected in this research is derived from two ways, primary and secondary data. Primary data was collected through in – depth interview. Secondary data was taken from books, journals, articles, and internet.

Operational Definition of Research Variables

Table 1. Operational Definition of Research Variables

No.	Variables	Definition	Indicator
1.	Excellent Service	The Excellent Service is one of the services strategies to make operational work activities on public services sector more productive.	1. Attitude 2. Attention 3. Action 4. Ability 5. Appearance 6. Accountability

Sources: Author's note, 2020

Data Analysis Method

Qualitative data analysis is a typical inductive when data is being collected, the next step is the data being developed to find patterns or models or into hypotheses. In this study, the data analysis process is done before entering a social situation, while the analysis process is done during data collection and after completing data collection in a specific time period. Conducting an analysis prior to entering social situations using secondary data to decide tentative restrictions on research. During the interview and the process of observation, analyzing the answers given by the informants. If the answers or descriptions described by informants remains unclear, it will continue to ask and find the answer and get the data are credible.

RESULT AND DISCUSSION

Result

Interview Result

Informant 1 stated that in serving customers, special strategies are needed. It didn't stay long if an order came in, he immediately took it. In the daily activities of serving, he does not know about the excellent service. In providing hospitality to customers, he said it depends on the customer if it is conducive and equally understanding. His sense of concern for his customers that is more understanding the customers. Positive action, like obeying what the customer wants, will have a good effect on his operational performance. The ability that drivers must have at least to be careful and not having to rush and relax. Driving safely, obeying the rules, and establishing good communication with customers, will help in his work situation. Neatness in work is especially uniform, because uniforms determine the identity of the driver. So the things such as tidiness, cleanliness, and wearing complete attributes according to the rules, will help his operational activities. The accountability as a driver is to serve as much as possible so that both parties are happy. The accountabilities is maintaining customer privacy and make them comfort will affect the continuity of his operational performance as a driver. As the drivers, they must also take care of each other.

Informant 2 stated that the attitude and friendliness required for customers is basically polite, smiling, and if necessary, being greeted. So, there must be a creativity from the driver so that the customer can be comfortable. A sense of concern from him, when there are elderly customers, he offers to put things in front of him to reduce

the burden on the customer's luggage. Understanding and listening to suggestions from customers will be able to help his work activities. The actions are responding the needs of customers, provide the best service, gives a good response. These actions will greatly affect his work operations. The skills that driver needs are checking whether the vehicle is fit to operate. Driving safely, obeying the rules, and communicating with customers will definitely help his work situation. Following the rules of traffic also makes customers not hesitate to use online motorcycle driver services. The neatness and completeness of the driver's clothes at work, wearing complete attributes such as shoes or masks in the current pandemic conditions, will help him with his work situation. The accountability to serve the customer to fulfill them as long as they are reasonable and according to the rules, that will help the continuation of his work. The point, according to him, must be understanding each other.

According to informant 3, the excellent service is about the maximum service, apart from that the full definition he does not yet know. The form of hospitality is to serve customers is that he will give good greetings and ask where the trip is going. The attention that he offers to put the goods in front so that can help the customers, and open the helmet safety tool first and if necessary, put the helmet on to the customer. The positive action is understanding costumers and help them. This positive action have a good effect on operational performance because it is considered that the drivers care about their customers. The most important skill in driving is to comply with traffic rules. So this will have a good effect on his operational performance as an online motorcycle driver. The appearance is being neat, wear shoes, wear long pants, and motorcycle must be clean, will have a good effect on his work operations. The form of his accountability is that they must arrive at their destination safely.

According to informant 4, there is no need for a special strategy in serving customers. He also doesn't know what is excellent service. The attitude is polite and must also behave well. The form of his attention is that to remind customers when they want to get on a vehicle, they must be careful. His attention to the customer is helping and make customers happy. Must be careful as a driver when serving customers while driving, and pray when he starts work. According to him, these abilities will have a good effect on his work operations so that it can be safe and reduce obstacles when operating. The appearance is to dress neatly and politely. The appearance can have a good effect on the continuation of its operational performance. The accountability is having to maintain customer safety and comfort. And if a problem occurs, he must also help solve the problem. According to him, this accountability will have a positive effect on the next work situation.

Informant 5 stated that the special strategy when serving customers is hospitality and helping customers when they need help. He had heard of excellent service, but had forgotten what the definition. The form of attitude is first to be polite, and not make any movements that are harmful to the customer, maintain how to communicate that not to non-physically abuse the customer. His attention is to help and understand the customer's needs. According to him, one of the positive actions is receive all the orders and will not reject it and will help the customer. According to him, this action will have a good effect on his operational performance. In operating, one of the drivers' abilities is to be careful, and to maintain speed while driving, this ability will have a good effect on operational. The appearance is to dress modestly and neatly. The accountability is understanding customer mistakes.

According to informant 7, the special strategy is needed to support his work. He doesn't know about excellent service yet. The attitude is the first have to know the pick-up point, then greet the customer in a friendly manner. When operating, one of the attentions he gives to customers is to always invite them to communicate well, and provide positive advice to young people. The positive action he provides in serving the customer does not have enough money to pay, he will accept it sincerely without having to pay according to the specified rate. According to him, his actions will have a good effect on his operational performance because if we help each other in need, the help will come back one day when we need. One of the abilities is that the vehicle must be clean and tidy, and fulfill the customers wants. His appearance must be neat, wear shoes, wear trousers, gloves, and wear a jacket and helmet from grab, and it will have a good effect on his operational performance. His accountabilities providing a safety helmet, meeting customer needs, and asking customers if they are seated in a good position and ready for the trip.

Informant 8 stated that when operating, a special strategy is needed, starting from ourselves is that to serve customers well. He does not yet know what excellent service strategy is. The attitude such as courtesy, and show the best behavior in serving, and it will have a good effect on operational performance. The attention given to customers is paying attention to customer safety, such as reminding them to always wear a helmet while traveling. His positive action is when the customer carries a lot of goods, he will help to lift it. When operating, the ability to drive is that he must maintain the speed limit according to the rules, be careful and slow on the road, and the important thing is to safely reach the destination. When he is operating, always to be neat and polite, wear shoes, wear long pants, and wear a mask under current conditions. His appearance when operating will have a

good effect on his operational performance because the driver is authoritative and makes customers happy and comfortable with the services he provides. His accountability is to try his best in service, build communication politely, such as choosing what is necessary and what is not necessary to discuss, and it will have a good effect on operational performance because customers will appreciate it.

According to informant 9, there was no need for a special strategy to support its operational performance. He also doesn't know what excellent service strategy is. The form of attitude he gives when operating, is definitely friendly, and builds a good conversation with customer. The form of his attention to the customer is to pay attention to safety condition such as being careful in riding a motorbike. His positive actions are understanding and following the wishes of the customer. One form of his ability when operating is to help understand the situation on the way when a customer wants to accelerate the speed of the motorbike, but by driving safely and carefully. It is important to be clean in clothing, including the motorcycle. The accountability, he must be careful, not reckless, and follow the rules.

According to informant 10, driver must require a specific strategy in operation. According to him, the excellent service strategy is maximum service but does not yet know the full definition. The form of his attitude is that he must be polite, and not over act when serving. His attention is taking the customer to the features of the grab application that eases customers such as using promos, using thrifty packages, and understanding customers if they place their destination incorrectly, and help take the customer to their intended destination. His actions when operate will have a good effect on his operational performance. His ability is to maintain a safe speed, and fulfill customer desires if they want to accelerate vehicle speed but pay attention to safety factors. The appearance while operating is wearing full attributes such as a formal helmet, wearing shoes, well-dressed, and not wearing shorts. One of his accountabilities when operating, is treating the customer well, maintaining customer safety, and escorting the customer to their destination safely.

According to informant 11, a special strategy in serving customers is not really necessary, and he does not know about the excellent service strategy. The form of his attitude when serving, is to be polite and friendly when serving customers. The form of his attention when serving customers is asking the customer whether he wants to accelerate the speed or just go easy on the trip according to the customer's wishes. The form of his actions when operating is helping to carry customer baggage, and to help get to their destination. The ability when operating is to drive following traffic rules, maintaining speed, and most importantly maintaining safety. His appearance is to be neat and maintain body hygiene, and it will have a good effect on his operational performance. The form of his accountabilities is to serve customers as well as possible, maintain good manners when interacting and build good communication with customers.

Discussion Attitude

From the results of the interviews, all the informants showed positive results for the Attitude. The result shows that all informant apply the good attitude when they operate. When meet with the customer, all informant trying to be polite and greeting with friendly to build the positive impression on the first meet. the informants gave a lot of statements about how they give the attitude to serve the customer and that's is important things because give the good attitude is a must to build the good communication with customer when operate. many of them agree about the good attitude because the good attitude can describe the human as the social being that when interact with each other, it should be giving the good manners. When meet with the customers, all the informants show the positive attitude so the customer will enjoy the ride. All informants stated that giving a friendly and polite attitude would affect their operations. Informants 1,5,6,7,8,11 stated that being friendly and polite will make customers give good reviews and ratings for them which certainly affects their work performance. The lack of friendliness provided is not good for drivers. Being polite and friendly is the main thing when meeting customers. Being friendly can make the situation comfortable and make customers respond well and impress customers.

Attention

The form of attention from informants is that most informants help customers who need their help. On the way the drivers ask if they are in a position ready to travel. Also understand and help customers with their needs. According to the informants, this assistance is a form of positive attention to others because it can help each other and understand one another. Most informants such as informants 1, 2, 3, 4, 5, 6, 8, 9, 10, 11 give a good sense of attention such as following customer wishes while on a trip when they want to pause just to buy something or help lift customer goods when they carry a lot of stuff. According to all informants, this will have a good effect on their work. Reminding customers of their safety is also a form of attention given to drivers such as

reminding them not to forget to use a helmet while traveling. Reminding customers of the features in the application is also a form of attention given to drivers in order to benefit and make it easier for customers. By giving positive attention to customers, it is hoped that a reciprocal situation will also have a positive effect on the driver himself. By paying attention to the common interest, it is hoped that a comfortable situation will be created and the customer feels that he is being cared for with attention to their safety which makes the customer always use the grab-bike service again.

Action

The positive action of the drivers when serving is spontaneous when customers need help while on the way and the drivers help them. As said by the informant 1,3,5,6,7,8,9,10,11 This they did to just help and understand the conditions experienced by the customer. This form of positive action appears itself as an empathy driver for its customers. On the other hand, they also consider humans to be inseparable from various problems and only helping each other and understanding will help the problems at hand. The driver response who helps and understands the customer is sincerity to do good for others. By understanding and helping customers' difficulties, this action is a form of caring and as one another we must help each other. As said by Samuel the 7th informant, when we help each other in need, the help will return when we need help someday.

Ability

Informants 1,3,4,5,6,7,9,10,11 state that the ability of drivers when operating must drive safely and under control so that customers feel comfortable and safe while traveling. The drivers also obey traffic regulations while operating. Even though sometimes the customer wants to accelerate the speed of the motorbike, the drivers still comply, but by driving that is controlled and careful to avoid accidents. Building good communication with customers while on the way is also carried out by drivers so that the situation does not become awkward. Understanding customers if they don't like driving fast is also done by drivers just to keep the customers comfortable. In driving situations, you must also comply with traffic rules in order to facilitate operational activities, and maintain the safety condition. Building communication with customers while on the way is also needed in order to create an awkward situation.

Appearance

The manner of appearance and dress is also fundamental in service when the drivers operate. informant 1,2,3,5,6,7,8,10 agree that using the complete attributes of grab-bike while operating is a must for drivers. They must be always well-dressed and polite when operating. Also keeping the body clean while serving is something that drivers do in order to create a comfortable atmosphere between the driver and the customer. Including maintaining the cleanliness of motorbikes is also deemed necessary to support their operations. How to appear with complete attributes is the main identity of a driver. Besides that, it also makes customers feel happy about the appearance of the driver which is neat and of course this is very helpful for the work situation of the drivers. There are also positive impressions from customers while on the move that make them comfortable. In operational activities, drivers with such appearance should also show their authority when serving. If they do not look neat and polite, most informants stated that it will be detrimental to them because customers can provide ratings and reviews on the Grab application and this is very influential for their operations such as getting a temporary suspension that can deactivate their driver account and a warning from the Grab office.

Accountability

According to the results of the interview, the responsibility of most drivers to customers is to maintain customer safety while operating. According to informants 1,2,3,4,6,7,8,9,10,11 states that in operation you must treat the customer with maximally to keep their safety and trust. Knowing the customer's needs and their rights as drivers is a must in operation. Also, drivers must be carefully when communicate while serving to maintain the customer privacy. Mutual care and understanding of each other and not violating customer privacy when operating is one important thing. Most respondents said that the positive responsibility of drivers will also have a positive effect on their operational activities because when giving a good service, the customer's perception is also good and will also have a good effect on the operational activities of the informants.

CONCLUSION AND RECOMMENDATION**Conclusion**

1. Based on research that has been done, all informants gave positive results about the use of excellent service on affecting their operational performance. There are many differences of opinion from all the informant about how they serving the customers when operate, but the most important thing is that all informants agree that the excellent service have a positive impact to their operational performance. Based on interviews that conducted, most informants agreed the excellent service to apply on their operational activities and they have no problem using excellent service, this proves that excellent service strategy are very important role for the driver in helping to get the job done effectively. But in fact, they do not know yet about the definition of excellent service.
2. According to the result that researcher collected from the interview with the informant and by the observation in the field, the human resource plays the important things here and the researcher concluded that the problems that found in the field in the daily operational activities of the driver, is that they do not aware to own independently the special service strategy on operational situation that useful with their job characteristic. Also, the researcher concluded that mostly the young driver did not care about the service qualities while they operate. The driver must first feel the consequences of customer dissatisfaction with the services that they provided, then drivers will realize that there is a need for their special strategy while operate to minimize loss between they and customers. Indeed, there are the instruction from the company that show about how to serve and act while operate to serving customers, but that things it's just formality for them, it's only used in the first test and training when sign up to becomes driver and it's only for a couple of months during the first day of work, not really applying it as their totality on their operational situation. The awareness of the drivers on serving the customer who are also as human beings, and maintaining the company good image is still lacking in this context. In the observations of researcher when interviewing the informants, most of informants said that a special strategy was needed in serving when they operate, but according to observation and analysis from researcher, that they considered this special strategy is just a formality, but did not apply it as a totality.

Recommendation

This research is conducted in order to know how importance of excellent service on the driver operational activities in local communities called Grab Army Sulut. As the result are gain, there are some recommendations proposed and found with this research to the company, the drivers, universities and the next researcher.

1. To company. For all company on services sector that aware of excellent service especially in transportation sector and public services, it is really important to conducting and developing their driver's or operator's service quality to support their operational and services performance because without proper strategies and training to increase service quality, the company or institution cannot compete with another competitor or treat the society as the same as Human.
2. For the drivers, before giving the services, they should adapt more with work environment and apply about the excellent service on their operational situation to develop the abilities for their advantages itself and all related parties. My big hope, by sharing about this excellent service, will be able to help their activities to make all better and matter.
3. For university, especially faculty of economic and business should give much more information or education about how service quality can improve the performance in the work environment. University as the frontline to build the better civilization through education, shouldn't forget how to humanizing Human.
4. For the next researcher, this study is expected to provide an overview and invitation who may have the same anxiety will do research with the similar theme and problems to keep the good things goes on. This study also expected the next researcher to do the research in wide areas of population, bigger sample, deep research and useful for the society about the importance of excellent service on operational activities not just in Grab company but also in other company, cities or regency and environment in North Sulawesi area.

REFERENCES

- Barata, A. A. (2003). *Dasar-Dasar Pelayanan Prima*. Jakarta: PT. Elex Media Komputindo
- Davidow, W.H and Uttal, B. (1989). *Total Customer Service*. New York: Harper and Row

Dessler, G. (2013). *Human resource management*. 13th ed. London: Pearson

De Cenzo, D.A. and Robbins, S.P. (1996). *Human Resource Management*. John Wiley and Sons, New York

Evans, J. and Collier, D. (2007). *Management Operation*. UK: Prentice Hall

Hellriegel, D., Jackson, S., Slocum, J., Staude, G., Amos, T., Oosthuizen, T., Klopper, H.B., Louw, L. (2009). *Management*, OUP Catalogue, Oxford University Press, edition 3, number 9780195982169.

Lukman, S. and Sugiyanto. (2001). *Pengembangan Pelaksanaan Pelayanan Prima*. Buku Ajar Diklatpim Tingkat III.

Muazu, M., and Tasmin, R. (2017). Operational Excellence in Manufacturing, Service and the Oil and Gas: the Sectorial Definitional Constructs and Risk Management Implication. *Path of Science*, 3(9). <http://cejsh.icm.edu.pl/cejsh/element/bwmeta1.element.desklight-aaffafcd-4a1a-484f-923a-3b62fdadaf8c>. Accessed On November 25th 2019.

Sekaran, U. and Bougie, R. (2010). *Research Methods For Business: A Skill Building Approach*. West Sussex UK: John Wiley and Sons Ltd.

Shank, G.D. (2006). *Qualitative Research: A Personal Skill Approach*. 2nd ed. Columbus: Upper Saddle River.

Silva, A.A., and Ferreira, F.C.M. (2017). Uncertainty, Flexibility and Operational Performance of Companies: 1Modeling From The Perspective of Managers. *SciELO Analytics*, 18(4). https://www.scielo.br/scielo.php?script=sci_arttextandpid=S1678-69712017000400011. Accessed On November 25th 2019

Sony, M. (2019). Implementing sustainable operational excellence in organizations: an integrative viewpoint. *Production and Manufacturing Research*, VII(1). <https://www.tandfonline.com/doi/full/10.1080/21693277.2019.1581674>. Accessed On November 25th 2019