

The Title Should Be Interesting, Written in Times New Roman, Bold Capital Letters, No More Than 14 Words, Letter Size 14 pt, Single Line Spacing, Capitalize Each Word, and Centered

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Abstrak

Abstrak ditulis dengan ukuran 10 pt dan rata kanan-kiri (*justify*). Isi abstrak harus ditulis dalam satu paragraf, spasi baris tunggal (*single*), menggunakan jenis huruf Times New Roman. Panjang abstrak berkisar antara 150-200 kata dan disertai dengan tiga hingga lima kata kunci. Judul kata kunci ditulis tebal (**Kata Kunci** :). Kata kunci ditulis dengan huruf reguler (tegak/tidak tebal), diawali dengan huruf kapital pada kata kunci pertama, dipisahkan secara alfabetis, dan diakhiri dengan tanda titik. Abstrak memuat ringkasan substansial mengenai masalah dan tujuan penelitian, objek penelitian, metode penelitian yang digunakan (pengumpulan data dan analisis data), serta hasil penelitian.

Kata kunci: kata kunci, kata kunci, kata kunci, kata kunci, kata kunci.

Abstract

*Abstract is written 10 pt, justify. The abstract content should be written in one paragraph, single line spacing, in Times New Roman letter and past tense. The length of the abstract should be 150-200 words and accompanied by three to five keywords. Keywords title should be written bold (**Keywords** :). The keywords are written in regular letters with a capital at the beginning of the first keyword and ended with a period, in alphabetical order, not bold. Contains a substantial summary of the problem and purpose of the study, the subject of the study, the research method applied in the study (data collecting and data analysis), the results of the study. Abstract should be followed by keywords which show the basic concept of the study.*

Keywords: keywords, keywords, keywords, keywords, keywords.

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INTRODUCTION

The introduction sub title contains the background of the study, formulation of problem, purpose of the study, research gap, theoretical framework which forms the base of the study, and results of latest empirical studies. Results of quantitative studies should be accompanied by hypotheses of the study. This sub title is written by Times New Roman 11 pt, capital and single line spacing.

Writing the Sub-title: Sub-title (level 1) is written uprightly in bold letters, with a capital letter at the beginning of each word, and centered. Sub-sub-title (level 2) is written in bold letters, with a capital letter at the beginning of each word, and left aligned. Sub-sub-sub-title (level 3) is written in bold letters, with a capital letter at the beginning of each word, and left aligned. Sub-sub-sub-sub-title (level 4) is written in bold letters, with a capital letter at the beginning of paragraph and ended with a period, and left aligned. Conjunctive and preposition in each level is not written in capital letters.

Presenting quotation source Three to five authors

The first mention is accompanied by all the authors' last names, the following mentions is only accompanied by the first author's last name followed by et al., for example: 1) First mention: Kristianto, Kartika, & Iskandar (2022) stated that 2) Following mentions: Kristianto *et al.*

(2022) proposed that Quotation source of more than one authors uses the symbol “&” when presented in brackets, table, picture, and the list of references.

LITERATURE REVIEW

Psychological Capital (Psycap)

Psychological capital is a state of someone's psychological development. This development is pointed out by one's positive aspects such as confidence, which provides self-motivation. Psychological capital is divided into four aspects namely hope, optimism, resilience, and self-efficacy (Kristianto, Kartika, & Iskandar, 2022). Hope is one's ability to exert self-motivation while facing challenges. The bigger someone's hope, the bigger is his motivation and willingness to finish any challenge. Hope is a positive mindset that could help to keep aligned towards goals, despite of constraints that occurred in the future. Hope affects personally to individual by improving overall well-being, self-esteem, and also interaction between individuals. In case of difficult situation, hope could be seen as opportunities that also reduce individual's stress level as it perceived as less threatening. Hope also can be the most important factor that help individual to believe that achieving goals is possible (Kristianto et al., 2022).

Presenting quotation source two authors: Accompanied by last names of the two authors, followed by year of publication, for example: Kristianto & Wibowo (2021) proved that The formation of human resources (Kristianto & Wibowo, 2021). Study conducted by Kristianto & Wibowo (2021) explains that a high psychological capital impacts on performance, especially for those working on service industries. Furthermore, another study in Russia has also explained how psychological capital influences hotels' staff creativity in their working performance; as well as reduces stress level, which impacts on better working performance (Kristianto & Wibowo, 2021).

Presenting quotation source single author: Accompanied by author's last name followed by year of publication. Example of quotation source for short direct quotation: Wibowo (2019) stated that “.....”. Example of quotation source for indirect quotation: A study on (Wibowo, 2019).

Wibowo (2021) explains that positive behavior may push someone to be more prepared and confidence in undergoing change, which eventually leads to performance improvement. Positive behavior such as hope, optimism, resilience, and self-efficacy are becoming ‘prominent capital’ to reach performance improvement. Moreover, is someone is confident to the success outcome of planned changes in the organization, his performance will be improving as well. Therefore, readiness for change may mediates the impact of positive psychological capital towards job performance (Wibowo, 2021). Hence, based on The first hypothesis in this study is:

H₁: Psychological capital has positive and significant impact towards readiness for change among the employee of starred hotels in East Java.

Presenting Picture/Diagram: Each picture is given a chronological number (Arabic numeral), title of the picture, and source if the picture is taken from other sources. Number and title of picture is written below the picture, written in one line, in bold letters and left aligned. Number of picture is ended with a period. Number and title of picture is written with a capital letter at the beginning of the sentence. Picture source is written under the number and title of picture, left aligned. The letters in the picture is written in 10 pt. letters and single line spacing.

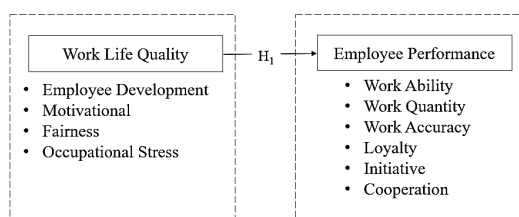


Figure 1. The conceptual research framework

METHOD

The research methods sub title contains the plan or design of the study which includes the subject of the study (population and sample), the operational or conceptual definition, the method and procedure of data collecting and data processing. The research methods sub title is written by Times New Roman 11 pt and single line spacing.

Purposive sampling technique where the sample is selected according to several criteria (Sugiyono, 2018) is used in this study. The criteria used in this study are people who have signed up as the bank customer for at least two years, and within one month the customer must interact minimum of two times within the bank. According to the previous research conducted by Kristianto & Wibowo (2021), the sampling size is sufficient to represent the population.

RESULTS

The results and discussion sub title contains the results of data processing and hypothetical tests (for quantitative study), analysis and discussion of the results of the study. The discussion may include comparisons to empirical studies which have been performed previously (Kristianto & Wibowo, 2021). This sub title is written by Times New Roman 11 pt and single line spacing.

Table 1. Indicator loadings and latent variable coefficient

Item	Factor Loading	P Value	Cronbach's Alpha	Composite Reliability
HR1	0.892	<0.001	0.913	0.935
HR2	0.867	<0.001		
HR3	0.817	<0.001		
HR4	0.874	<0.001		
HR5	0.854	<0.001		
CF1	0.8	<0.001	0.886	0.913
CF2	0.82	<0.001		
CF3	0.751	<0.001		
CF4	0.815	<0.001		
CF5	0.841	<0.001		
CF6	0.758	<0.001		
EK1	0.78	<0.001	0.868	0.905
EK2	0.833	<0.001		
EK3	0.738	<0.001		
EK4	0.861	<0.001		
EK5	0.833	<0.001		
SQ1	0.755	<0.001	0.917	0.932
SQ2	0.741	<0.001		
SQ3	0.762	<0.001		
SQ4	0.78	<0.001		
SQ5	0.788	<0.001		
SQ6	0.825	<0.001		
SQ7	0.827	<0.001		
SQ8	0.818	<0.001		

SQ9	0.685	<0.001		
CE1	0.786	<0.001	0.913	0.933
CE2	0.847	<0.001		
CE3	0.814	<0.001		
CE4	0.867	<0.001		
CE5	0.85	<0.001		
CE6	0.847	<0.001		

Presenting Tables: Each table is given a chronological number (Arabic numeral), title of the table, and source if the table is taken from other sources. Number and title of table is written above the table, in bold letters and left aligned.

Number of table is written above title of table, with a capital letter at the beginning of each word. Table title is written under table number, with a capital letter at the beginning of each word.

Column title is written in bold letters with a capital letter at the beginning of each word. Table source is written under the table, left aligned. Example: Source: World Health Organization, 2021. Table is written in 10 pt. letters and single line spacing.

Table design: Table title and column title, column title and table content, table content and table source, are separated by horizontal lines (vertical lines are not necessary). Chronological numbers are not necessary inside the table (Kristianto & Wibowo, 2021).

Table 2. Correlations among latent variables and errors

	HR	CF	EK	SQ	CE	CL
AVE	0.74	0.64	0.66	0.60	0.70	0.69

Descriptive analysis in Table 3 shows that all the variables which are PsyCap implementation, Service Quality, Customer engagement and Customer Loyalty have mean in high category.

Table 3. Descriptive analysis of variables

Variables	Mean	Category
TQM Implementation	3.99	High
HR Development Quality (HR)	4.05	High
Customer Focus (CF)	3.91	High
Employee Knowledge (EK)	4.02	High
Service Quality	4.01	High
Customer Engagement	3.73	High
Customer Loyalty	3.80	High

Results of PLS-SEM Analysis

The result of data analysis conducted using WarpPLS 4.0 is shown in Figure 2. The results show that:

1. Presenting mathematics and statistics formulas: Mathematics and statistics formulas and notations are written in italics (p value < 0.01 smaller than required, which is < 0.01). The direction of the relationship between HR quality and service quality is positive 0.274. Then the relationship between customer focus (CF) and service quality (SQ) has also significant with p value < 0.01. The path coefficient value of 0.221 indicates that the direction of the relationship between customer focus and service quality is positive. The relationship between relationship between employee knowledge (EK) with service quality is also significant with a value of p value < 0.01.

The purpose of this research is to examine the effect of the Implementation of Total Quality Management (TQM) from customer perceptions on Service Quality, Customer Engagement, and Customer Loyalty in government bank.

Effect of the Implementation of TQM on Service Quality

The result on this study show that the implementation of TQM could positively impact the service quality of SOE banks. This result is also consistent with the previous study conducted by Psomas and Jaca (2016). Previous studies and this study showed that the TQM implementation contributes to company performance, such as financial performance, product/ service quality, customer satisfaction, and operational performance (Psomas & Jaca, 2016).

These results indicate that better the quality of human resource development, the better will it affect the company TQM implementation. Similarly, the better company employee knowledge will also affect the company TQM implementation. Research in small service organization in Malaysia also found that implementation of TQM has positive significantly effect on satisfaction and service quality (Ooi, Lin, Tan, & Chong, 2011). Service quality provided by the bank to its customer will also improve it is supported by better human resource quality and better human resource management.

Furthermore, another factor such as customer focus play important role in TQM implementation (Psomas & Jaca, 2016). Customer centric company view that ultimately the customer will judge the company quality. Company who actively listen and try to meet customer expectation will serve customer better. In addition, customer centric company will involve customer in their product development. According to Flynn *et al.* (in Herzallah, Gutiérrez-Gutiérrez, & Rosas, 2014), customer development in product or service development will reduce future potential risk problem within the production process. By involving customer, the production process will result in a product/service that meet the customer needs.

CONCLUSION

Present the conclusions of the study and the implications of the results of the study. This sub title is written by Times New Roman 11 pt and single line spacing.

Presenting the list of references: Should include all the sources used in the article. The references should be from publications of the latest ten years and minimally 80% of them are taken from primary references (Journals and Patents). The list of references should be arranged alphabetically according to authors' last names (without academic degrees). Quotation source and list of references should comply with the system of American Psychological Association (APA). Includes all the sources referred to in the article. Utilize a reference manager application such as Mendeley, EndNote, Zotero, or others.

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