



CUSTOMER SATISFACTION DEVELOPMENT STRATEGY FOR ONLINE TRANSPORTATION USERS IN THE COVID-19 ERA (STUDY ON KEK ONLINE IN TEBING TINGGI)

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ABSTRACT

This study aims to find out what development strategy is right for Oke Jek to create customer satisfaction during this covid-19 pandemic. Oke-jek is one of the online transportation services in the city of Tebing Tinggi which started operating in 2019. This study uses a qualitative type of research with primary data and secondary data collected from interviews, observations and documentation which includes 7 respondents and is supported by theory. development, marketing and customer satisfaction theory. The method used in this research is SWOT analysis by analyzing the internal (IFE) and external (EFE) environment. The results showed that the development strategy that was carried out by Oke Jek on the IFE and EFE matrices resulted in strengths and weaknesses with a score of 1.45, opportunities and threats with a score of 1, These 15 positions are in quadrant I, which means they indicate the Aggressive Strategy. Furthermore, from the results of the identification of the SWOT analysis, four alternative strategies are produced, namely SO Strategy, WO Strategy, ST Strategy, and WT Strategy.

Keywords: Development Strategy, Customer Satisfaction, SWOT Analysis, Online Transportation, and Covid-19.

1. INTRODUCTION

Current technological developments make people have many diverse activities and to fulfill these activities people need transportation as a tool or supporting tool in carrying out their activities. Public transportation in Indonesia, which used to be offline, then changed to online, it was all due to increasingly modern technological developments in transportation services in Indonesia (Husain, 2020).

PT. Oke Jek Kreasi Indonesia is one of the transportation service companies in Indonesia which is currently developing into an On-Demand Service based on mobile technology, an online platform that provides various other On-Demand services. On Demand Service is a service that is based on requests and orders from customers or consumers. One of the ways in which PT Oke Jek Kreasi Indonesia develops online transportation in the City of Tebing Tinggi is by creating an application as a supporter in the ordering process, not only via telephone (call) and SMS, but also to improve the quality of its services to make it easier and more efficient. satisfy consumers or society. Oke Jek's online transportation in Tebing Tinggi only provides services such as Okay Ride, Okay Car, Okay Food, Okay Shop, and Okay Courier. With this, users of the Oke-Jek application can simply order Oke-Jek through the mobile application online and later will be picked up by the driver who responds to the user's order or prospective passengers. Payment transactions are made when the user arrives at the destination to the driver. The rates charged vary based on the distance traveled or based on the flat route applied starting from Rp. 5,000/2km. The services provided by Oke Jek are so many that it helps the community in meeting their daily needs as well as for community mobility. However, if you look at Oke-Jek's services, the most frequently ordered are shuttle services and food-delivery

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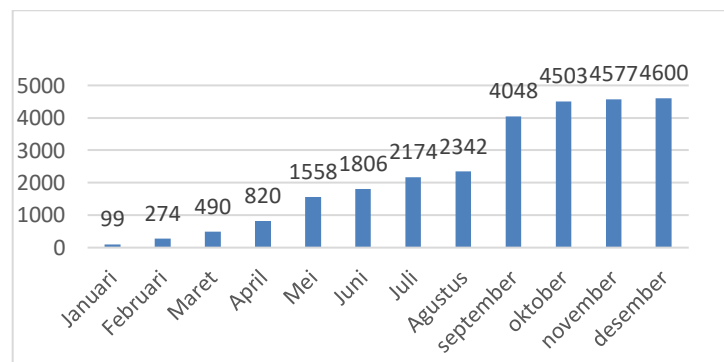
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The current economic condition is also faced with serious problems, the cause of which is the emergence of the Corona Virus (COVID-19). In Indonesia, the emergence of the Covid-19 virus was first detected on March 2, 2020 (Covid-19 Pandemic in Indonesia, 2020). The spread of this virus is very fast and has reached all parts of the world. This virus has become a global pandemic, which will have an impact on economic stability, one of which is the business world. As a result, the transportation business is one of the businesses that has felt the impact of the coronavirus (COVID-19) pandemic. This impact is clearly seen in online-based transportation modes, this symptom has made several online transportation services in Indonesia experience a decrease in orders which have an impact on turnover. The current Covid-19 pandemic has changed the pattern of interaction and



human lifestyle, the implementation of Physical Distancing and the call for self-isolation which is better known as "Stay At Home" causes limited movement space and minimal mobility. Then to anticipate further spread, the Government has issued a PSBB (Large-Scale Social Restriction) policy since April 2020, the conditions that occur will have an impact on the activities of people who want to use online transportation services. The security of the threat of corona transmission will have an impact on user satisfaction and trust in reusing online transportation services (Lestari, 2020). Although the emergence of Covid-19 had a major impact on transportation services in Indonesia,

The large positive response of the Tebing Tinggi community towards online-based transportation services has resulted in the birth of new competitors. The increasing number of online transportation has an impact on the tight competition. The factors that cause this to happen are the existence of market competition and the many alternative choices for other motorcycle taxi services besides Oke Jek. Several companies that are competitors for Oke-Jek in the city of cliffs are Grab, Gas-Jek, Betor (motorcycle rickshaw), and several other transportations. Some of these companies have also experienced the same thing because of the impact of the Covid-19 pandemic, namely a decrease in orders or customers, there are even online transportation services that have closed due to the lack of community activity using these services during the Covid-19 pandemic, such as Gojek. The closure of Gojek starting on August 18, 2020 in Tebing Tinggi has also become a driving force for other online transportation businesses that allow one competitor to be reduced. This creates a great opportunity for other online transportation services such as Oke Jek. This great opportunity has allowed Oke Jek to survive and continue to develop its strategy to develop its services during the Covid-19 pandemic. The following image describes the development of Oke Jek in a period of 1 year. This great opportunity has allowed Oke Jek to survive and continue to develop strategies to develop its services during the Covid-19 pandemic. The following picture describes the development of Oke Jek in a period of 1 year. This great opportunity has allowed Oke Jek to survive and continue to develop strategies to develop its services during the Covid-19 pandemic. The following picture describes the development of Oke Jek in a period of 1 year.



Source: Interview 2021

Figure 1.1 Orders Enter Okay Jek at Tebing Tinggi From January - December 2020

The graph above explains that from January to December is a position with a fairly increasing number of orders within a period of 1 year, an increase from 99 to 4,600 incoming orders, this is because the presence of Covid-19 makes it possible that the presence of Covid-19 will be an opportunity for OK to take advantage of this condition.

2. RESEARCH METHOD

This research was conducted using qualitative research methods used to examine scientific conditions (experiments) where the researcher as an instrument, data collection techniques and qualitative analysis emphasized more on meaning. The type of research used is exploratory research, preliminary research which aims to get an overview of a research topic that will be studied further. This research uses a phenomenological approach trying to uncover and study and understand a phenomenon and its unique and unique context in the daily life of the subject under study. The data used in this study are primary data and secondary data. The primary data needed are the company's vision and mission, internal and external strategic factors, the company's financial statements, and the expectations of the company's future business progress. The data was obtained from the results of discussions, surveys, observations and direct interviews with key informants (Managers and Drivers of Oke Jek Cliff High Branch) and main informants (Oke Jek customers) and this secondary data was obtained from books, journals, and the internet related to service development. online-based transportation services.

3. RESULT AND DISCUSSION

Table 1. Internal Factor Evaluation (IFE) Matrix

No	Internal Factors Okay Jek	Weigh t	Ratin g	Average
Strengths				
1.	Scattered throughout the high cliff area	0.15	4	0.60
2.	Satisfactory service	0, 10	3	0, 30
3.	Affordable prices	0.15	3	0.45
4.	Payment can be made by non-cash or cash methods	0.15	4	0.60
5.	Provide various kinds of promo offers or service discounts to customers	0, 10	3	0, 30
Total strength		0.65	17	2, 25
Weaknesses				
1.	Applications that sometimes can't access or error	0.15	2	0, 30
2.	Not many people know about high cliffs	0, 10	3	0, 30
3.	Few working partners or drivers	0, 10	2	0, 20
Total weakness		0.35	7	0, 8
Amount		1, 0	24	3, 05

Source: Primary data that has been processed (2021)

Table 1 shows the results of the IFE matrix above, it is known that the internal factor of Pt Oke Jek on a high cliff has a value of 3.05. A total score that is far below 2.5 indicates a weak organizational trait internally. Meanwhile, a total score that is far above 2.5 is a characteristic of a



strong organization internally. Oke Jek in Tebing Tinggi itself with a total weighted average score of 3.05 shows the company's strategy in exploiting strengths and minimizing weaknesses is above average and the company's internal conditions tend to be strong.

Table 2. External Factor Evaluation (EFE) Matrix

No	External Factors Pt. Ok Jack	Weight	Rating	Average
Opportunities				
1.	Creating jobs	0.15	4	0.60
2.	Increase the community's economy	0, 10	3	0, 30
3.	Utilizing technological advances for business operations	0, 10	2	0, 20
4.	Helped by the presence of covid-19	0.15	3	0.45
5.	The public knows the estimated costs that must be incurred	0.15	4	0.60
Total odds		0.65	16	2, 15
Threats				
1.	Does not have an official permit to operate in the field from the government.	0.15	4	0.60
2.	There are users of conventional transportation who are not happy	0, 10	2	0, 20
3.	More and more similar businesses are established	0, 10	2	0, 20
Total threat		0.35	8	1.0
Amount		1, 0	24	3, 15

Source: data processed by researchers (2021)

Table 2 shows the results of the EFE matrix assessment above, it is known that the external factor of PT OK on the high cliff has a value of 3.15. As in the IFE matrix, regardless of the number of key opportunities and threats included in the EFE matrix, the total weighted average value ranges between the lowest 1.0 and the highest 4.0 with an average of 2.5. Even though the value of external factors for pt Oke-Jek is above 2.5, pt-OK-Jek must still make maximum efforts to take advantage of external opportunities and avoid threats that will affect the company.

Table 3. Internal-External (IE) Matrix

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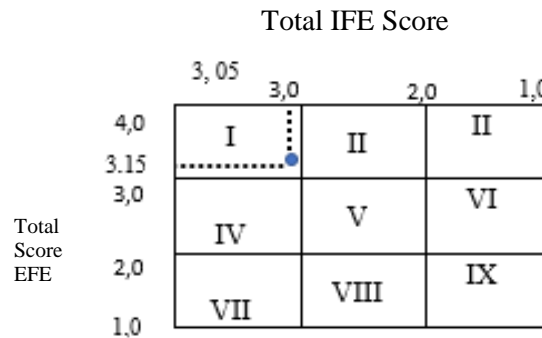


Table 3 shows the total weighted scores obtained from the IFE matrix and the EFE matrix, placing Oke Jek in quadrant I, meaning that the strategy that can be implemented in quadrant I is an aggressive strategy that can be implemented to maximize the strengths and opportunities that exist to move forward and achieve greater success.

Table 4. SWOT Matrix

<p>IFE (<i>Internal Factor Evaluation</i>)</p> <p>EFE (<i>external Factor Evaluation</i>)</p>	<p>Strengths</p> <ol style="list-style-type: none"> 1. Scattered throughout the high cliff area 2. Satisfactory service 3. Affordable prices 4. Payment can be made by non-cash or cash methods 5. Provide various kinds of promo offers or service discounts to customers 	<p>Weakness</p> <ol style="list-style-type: none"> 1. Applications that sometimes can't access or error 2. Not many people know about high cliffs 3. Few working partners or drivers
	<p>Opportunities</p> <ol style="list-style-type: none"> 1. Creating jobs 2. Increase the community's economy 3. Utilizing technological advances for business operations 4. Helped by the presence of covid-19 5. The public knows the estimated costs that must be incurred 	<p>SO Strategy</p> <ol style="list-style-type: none"> 1. Maintain and improve service quality in service to customers 2. Carry out promotions by utilizing technological advances such as the existence of social media 3. Increasing work partners or drivers



	4. Transportation costs are relatively cheaper and effective	area through social media and others.
<p style="text-align: center;">Threats</p> <ol style="list-style-type: none"> Does not have an official permit to operate in the field from the government There are users of conventional transportation who are not happy More and more similar businesses are established 	<p style="text-align: center;">ST strategy</p> <ol style="list-style-type: none"> Provide customer convenience by always wearing a mask in operation Increase relationships and maintain friendship with conventional transportation users Developing competitiveness 	<p style="text-align: center;">WT Strategy</p> <ol style="list-style-type: none"> Increase employee loyalty to conventional transportation drivers Add programs with new innovations.

Source: Primary data that has been processed (2021)

Table 4 shows the results of the SWOT matrix produce four alternative strategies where these four strategies are viewed from various perspectives, namely:

SO Strategy

- Maintain and improve service quality in service to customers.
In a situation of covid-19, Oke Jek chose a defensive strategy to maintain the quality of its services. The survival strategy is to maintain quality and customer trust in the form of prices and services to remain stable. Besides that, considering the current situation, it's okay to do digital marketing, improve the quality of services and services, and establish marketing relationships with customers.
- Carry out promotions by utilizing technological advances such as the existence of social media.
Promotions are very necessary in terms of sales, promotions that have been carried out by Oke Jek are in the form of discounts, giving testimonials, distributing giveaways and other forms of promotions that are carried out on social media such as Facebook, Instagram, and WhatsApp. Okay, jek chooses social media as a means of promotion because social media is an online media that is widely used by people to get information.
- Increase work partners or drivers.
After obtaining it from the discussion, it can be seen that what needs to be done, OK, now is to increase or add work partners to spread the reach in many areas. Because seeing the current conditions with the Covid-19, people rely more on social media to meet their needs in ordering. Therefore, it's okay, the jek has to add driver services which will be needed to help the community in every service.
- Transportation costs are relatively cheaper and effective.
In terms of price, providing a relatively low cost is an effort made by OK-Jek to keep customers afloat and interested in using it, providing a normal fixed price and even a relatively cheap one in the form of discounted prices will keep customers from using Okay-

Jek's services, especially considering the current conditions. Of course, many people compare prices with other services.

WO Strategy

1. Control the application so that no errors occur.
Right now, what needs to be done is okay-jek, seeing a lot of suggestions from customers, namely regarding the okay-jek application itself, which sometimes unknowingly experiences an obstacle when ordering. These constraints usually include application instability in accessing
2. Recruiting new dedicated and loyal drivers by taking advantage of today's technological advances to ensure driver safety and comfort.
To join OK-Jek also requires a lot of requirements, okay-Jek is currently trying to find a dedicated and generous driver. It's also really needed for OK-Jek to find customers, drivers who are loyal to customers make customer perceptions of service better.
3. Introducing okay-jek throughout the high cliff area through social media and others.
Many people also don't know about the existence of Oke-Jek, now--what has been done by Oke-Jek is in introducing its services throughout the High Cliff area through the social media stage, distributing brochures on the side of the road, restaurants, and other public places.

ST strategy

1. Provide customer convenience by always wearing a mask in operation
If you look at the condition of covid-19 that has not disappeared, providing customer comfort during this condition must also be considered. manager okay jek urges drivers to always maintain PROKES and undergo vaccinations to reduce the spread of covid-19 and make customers feel anticipatory if there is direct contact when face to face.
2. Increase relationships and maintain friendship with conventional transportation users.
This strategy is used so that there is no misunderstanding or commotion, okay, at this time, it is necessary to maintain the relationship so that it is closer to other transportation users such as betor (motorized rickshaw).
3. Developing competitiveness
The existence of competition creates a challenge, okay jek will carry out a strategy to develop competitiveness both in the field of production (adding services) or in the field of marketing (offering promos) and creating new features so that the company is superior to others.

WT Strategy

1. Increase employee loyalty to conventional transportation drivers
Loyalty to fellow riders is very much needed, especially drivers with different types of transportation. Because on a high cliff, there has been a commotion caused by conventional transportation drivers against online transportation drivers which led to a large demonstration. That's why it's okay to have a taxi, which is a kind of online-based transportation, to have patience and to give a loyal attitude to other drivers so that other drivers like conventional transportation don't cause other perceptions.
2. Add programs with new innovations.



By looking at the existing conditions, it is necessary to make progress little by little. Making progress itself, there must be development of the quality of the product itself, at this time what OK-Jek needs to work on is to add new programs whose goal is to make it easier for customers, such as adding non-cash payment features.

4. CONCLUSION

Based on the results of the research as disclosed above are as follows (1) Based on the results of research obtained on internal and external factors using SWOT analysis, it can be concluded that PT. Okay, Jek is in quadrant I (strengths and opportunities) so the company focuses on using Aggressive Strategy. (2) The results obtained from the SWOT matrix on Oke Jek can be seen that the SWOT matrix produces four alternative strategies consisting of SO (Strenght-Opportunities) namely: maintain and improve service quality in service to customers, carry out promotions by utilizing technological advances by utilizing social media, increasing work partners or drivers, and relatively cheaper and more practical transportation costs. WO (Weakness-Opportunities) strategies are: controlling applications so that errors do not occur, recruiting new dedicated and loyal drivers by taking advantage of current technological advances to ensure driver safety and comfort, and introducing oke-jek throughout the high cliff area through social media and others. The ST (Strength-Threats) strategy is: providing customer comfort by always wearing a mask when operating, expanding relationships and maintaining friendship with conventional transportation users and developing competitiveness. WT (Weakness-Threats) strategy, namely: increasing employee loyalty to conventional transportation drivers and adding new innovation programs. recruiting new dedicated and loyal drivers by taking advantage of today's technological advances in ensuring the safety and comfort of drivers, and introducing oke-jek to all areas of high cliffs through social media and others. The ST (Strength-Threats) strategy is: providing customer comfort by always wearing a mask when operating, expanding relationships and maintaining friendship with conventional transportation users and developing competitiveness. WT (Weakness-Threats) strategy, namely: increasing employee loyalty to conventional transportation drivers and adding new innovation programs. recruiting new dedicated and loyal drivers by taking advantage of today's technological advances in ensuring the safety and comfort of drivers, and introducing oke-jek to all areas of high cliffs through social media and others. The ST (Strength-Threats) strategy is: providing customer comfort by always wearing a mask when operating, expanding relationships and maintaining friendship with conventional transportation users and developing competitiveness. WT (Weakness-Threats) strategy, namely: increasing employee loyalty to conventional transportation drivers and adding new innovation programs. increase relations and maintain friendship with conventional transportation users and develop competitiveness. WT (Weakness-Threats) strategy, namely: increasing employee loyalty to conventional transportation drivers and adding new innovation programs. increase relations and maintain friendship with conventional transportation users and develop competitiveness. WT (Weakness-Threats) strategy, namely: increasing employee loyalty to conventional transportation drivers and adding new innovation programs.

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