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TRANSJAKARTA COMPANY'S STRATEGY AND MINIMUM SERVICE STANDARD TO RAISE PASSENGERS' SATISFACTION

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Abstract

The objective of this research is to determine the effects of minimum service standard on passengers' satisfaction, the strategy application and the performance of Transjakarta Company. Questionnaires are distributed to 200 respondents. The form of research is descriptive and verificative. The research model is multiple regression with the Likert scale. The results of this research show that minimum service standard (reliability, security and safety, convenience and comfort) simultaneously affect passengers' satisfaction. Reliability and comfort partially affect passengers' satisfaction. Security and safety, and convenience do not affect passengers' satisfaction. The strategy application uses importance performance analysis (IPA). The strategies are 1) Conducting continuous improvements to increase attribute performance 2) Maintaining good performance; 3) Managing seriously in order not to incite passengers' disappointment; 4) Evaluating all excessive activities.

Keywords: Minimum service standard, passengers' satisfaction, performance

Abstrak

Penelitian ini bertujuan menentukan pengaruh standar pelayanan minimal terhadap kepuasan penumpang, strategi penerapan, dan kinerja yang dilakukan PT Transjakarta. Kuesioner didistribusikan kepada 200 responden. Bentuk penelitiannya adalah deskriptif dan verifikatif. Model penelitian adalah regresi berganda menggunakan skala likert. Hasil penelitian ini standar pelayanan minimal (kehandalan, keamanan dan keselamatan, kemudahan, dan kenyamanan) berpengaruh terhadap kepuasan penumpang secara simultan. Kehandalan dan kenyamanan berpengaruh secara parsial terhadap kepuasan penumpang. Keamanan dan keselamatan serta kemudahan tidak berpengaruh terhadap kepuasan penumpang. Penerapan strategi menggunakan importance performance analysis (IPA). Strateginya adalah 1) Melakukan perbaikan secara terus-menerus sehingga performance atribut meningkat 2) Mempertahankan agar tidak menurun kinerjanya 3) Harus dikelola dengan serius karena biasanya menimbulkan kekecewaan penumpang 4) Mengevaluasi seluruh kegiatan yang berlebihan.

***Kata Kunci**: Standar pelayanan minimal, kepuasan penumpang, kinerja*

Introduction

Building a transportation system is a complex matter. It does not only concern technical issues such as providing infrastructures and transportations, but also involves the manner people utilize the public transportation provided by the government. Public transportation has become a common need, therefore it is necessary for the government to provide and improve public transportation service (Mess, Moriarty, Stone, & Buxton, 2006). Thus, building a transportation service should consider people's needs and the aspects of efficiency and effectivity (Wright & Hook, 2007). The Law No. 22 year 2009 about traffic and transportation chapter 158 states that the government guarantees the availability of mass road transportation to meet the needs of people's transportation by publlic motor vehicles in cities, among others by realizing the BRT (Bus Rapid Transit) program. This is supported by The Regional Regulation No. 12 year 2003 about Traffic and Transportation, Railway, River and Lake, and Crossing. The Regional Regulation also includes chapters about a specific track (busway). This program is called Transjakarta (Fitriati, 2009 & 2010).

The mobility of people's trips in Jakarta, which includes the people living in Jakarta and in the surrounding areas such as Bogor, Depok, Tangerang, and Bekasi (Bodetabek) is high. The data from "The Study on Integrated Transportation Master Plan for Jabodetabek (Sitramp) year 2002" shows that the amount of trips with private vehicles from Bogor, Tangerang, and Bekasi was respectively around 7.3

million trips. This amount increased drastically by the year 2010 (Saksono, Darmaningtyas, & Waro, 2012).

The rapid increase of the number of motor vehicles especially motorcycles has incited traffic commotion in Jakarta. This also threatens the safety and comfort of pedestrians. Motorists frequently use all the available road space, even the pavements. The BRT program is expected to attract users of private vehicles to move to public transportations which will result in an optimal use of roads and highways (Saksono *et al.*, 2012).

A public transportation company which meets the minimum service standard will be appreciated by customers (passengers). Thus, the marketing strategy of the company should be customer/passenger orientated. The standard of service quality is a pledge given by the service provider to customers/passengers concerning the minimum service quality customers/ passengers will receive when they use the service offered by the service provider (ITDP Indonesia, 2010).

Table 1
Bus Rapid Transit in Various Cities in Indonesia

City	Name of BRT	Year	Amount (Unit)
Bogor	Trans Pakuan	2006	30
Bandung	Trans Medan	2006	10
Pekan Baru	Trans Metro Pekan Baru	2008	20
Jakarta	Feeder Transjakarta	2009	15
Yogyakarta	Trans Yogya	2008	54
Semarang	Trans Semarang	2008	20

Source: Transportation Department, 2012

The Bus Rapid Transit program is expected to attract users of private vehicles to move to public transportations which will result in an optimal use of roads and highways. The reformation of public service is a strategic prime mover for renewing governance practices (Dwiyanto, 2005). The reformation of public service is regarded as the entry point and prime mover. It is expected that through this reformation the efforts to realize the values which indicate good governance in public service can be truly and easily done. Besides, there is a new paradigm for a good government, namely by reinventing government (Sancoko, 2010). Reinventing government is transforming bureaucracy performance into business performance by realizing a bureaucracy performance which is similar to a business performance. Osborne and Gaebler propose ten principles of reinventing government. One of the principles is that the government should give public services based on the wishes of the users, not based on what is done by the bureaucracy of the government (in Miftah, 2008).

Transportation

Transportation is used to carry people or goods from the departure place where the transportation starts to the destination place where the transportation ends (Morlok, 1978). Transportation service is performed because the value of the transported people or goods will become higher in the destination place. The value given by transportation concerns place which is called place utility and time which is called time utility which is derived demand (Manheim, 1979; Morlok, 1978). According to Kanafani (1983), transportation is needed to support the interactions of social and economic activities which spread in a particular vicinity. The reasons which cause people to make trips are limitless like people's needs of goods and recreations. One of the economic reasons of transportation is the need to send commodities from one place to another place. According to Manheim (1979), transportation system is a component of physical infrastructure elements, transportation facilities, interacting operational and management systems in moving physical objects (people and goods) from a departure place to a destination place.

The Level of Transportation Service

Vuchic (1981) proposes that service level is the measurement of the whole service characteristics which affect users. The service level is the basic elements of the performance of transportation components which attract people to use a certain transportation service. The service level of transportation can be divided into three categories, namely 1) Performance which affects users such as operational speed, trust, and security; 2) Service quality which concerns qualitative elements of service such as comfort, passenger behavior, beauty and cleanliness; 3) The price that must be paid by users for the service.

The Characteristics of Bus Rapid Transit (BRT)

The characteristics of Bus Rapid Transit (BRT) can be seen from the specifications of its services which are quite different from other existing mass transportation systems. Following are the characteristics of Bus Rapid Transit (BRT), namely 1) Special tracks for bus; 2) Quick passenger entry and exit in designated places; 3) Effective and efficient payment system before leaving; 4) Comfortable bus stops; 5) Cozy bus; 6) Harmony with other types of transportation. While the characteristics of the service for passengers are: a) Easy access to the public transportation; b) Security; c) Cozy waiting rooms for passen-

gers which are also protected against unfriendly weather; d) relatively short waiting time; e) High quality service during the whole trip; f) Safe bus station or bus stop and departure place; g) Information availability.

Customer/Passenger Perception

Perception is the process by which individuals organize and interpret the impressions of their senses in order to give meaning to their surroundings (Robbins, 2006). Perception is a direct understanding of an individual or the processes which produce direct understanding. According to Kotler (2000) perception is a process used by an individual to select, organize, and interpret information in order to create a meaningful Figure of the world around him. The factors which affect perception are attitudes, motivation, interest, experiences, and expectations (Kotler, 2000).

Customer/Passenger Satisfaction

Oliver states that satisfaction is how a person feels after he compares the performance he encounters and his expectations (in Supranto, 2001). Day proposes that satisfaction or dissatisfaction is a customer's response to the disconfirmation he experiences between his previous expectations (or other performance norms) and the actual performance of a product after he uses the product (in Tjiptono, 2001). According to Rangkuti (2003), satisfaction is a customer's response to the difference between the previous importance he expects and the actual performance he encounters after using a service/ product. Thus, satisfaction is the happiness and contentment felt by an individual because his expectations of a service or a product is realized when he uses the service or the product.

In this highly competitive globalization era, the numerous products or services of the same type offer a large range of choices for customers so that they can select the ones which can give them the greatest satisfaction. Therefore, a marketing strategy based on customers' needs can be an alternative for winning the competition in this industry (Sutisna, 2003). Understanding customers' needs and wishes, in this case the bus passengers of Transjakarta, is an important factor which influences passengers' satisfaction. Satisfied passengers is a valuable asset for this industry because when passengers are satisfied they will continuously use the service of the company which they have selected. On the other hand, if the customers or passengers of Transjakarta buses are not satisfied with the company's service, they will spread the company's defects to other people twice enlarged.

Minimum Service Standard

Transjakarta's service based on minimum service standard (MSS) and standard operating procedure (SOP) (ITDP Indonesia, 2010) should be accomplished. When this is done, it will incite customers'/passengers' satisfaction or community's satisfaction. A standard is a model to be emulated or followed. The minimum service standard (MSS) is a pledge given by the service provider of the minimum quality which will be received by the passengers when they use the service offered by the service provider. The aim is to guarantee customers'/ passengers' satisfaction of the service offered. The Government Regulation No. 65 year 2005 on The Guidance For Establishing and Applying Minimum Service Standard (MSS) assigns that the application of MSS by the provincial government should be simple, concrete, measurable, open, attainable, accountable, and should have achievement time limit.

Besides, MSS should be adjusted to national and regional needs, priorities, and funds, and also to institutional and individual regional capacities in the particular field of service. MSS should include basic service elements, MSS indicators, and achievement time limit. Transjakarta is a provider of public transportation service in Jakarta which applies the BRT system and aims to meet customers'/passengers' expectations. This can be achieved through the four substances of MSS, namely 1) service reliability, the chief substance of service reliability is Transjakarta guarantees operational competence which includes bus operational, facilities and infrastructures, operational system, and operational staffs; 2) Safety and security, the essential substance of safety and security is Transjakarta guarantees customers'/passengers' safety and security while they use the service of Transjakarta buses; 3) Convenience, the main substance of convenience is Transjakarta guarantees that customers/passengers can enjoy the benefits of various facilities while they use the busway service; 4) Comfort, the chief substance of comfort is Transjakarta guarantees the the busway service can give comfort to customers/passengers, minimally the comfort promised by Transjakarta Company. The frame of this research can be seen in Figure 1.

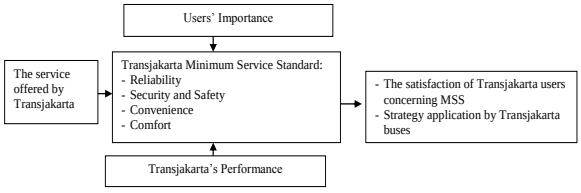

Figure 1. Frame of Thought

Hypothesis

The Minimum Service Standard has simultaneous and partial effects on Transjakarta's passengers.

Research Method

This research analyses the effects of minimum service standard (MSS) on the satisfaction of Transjakarta's customers/passengers. The form of this research is qualitative descriptive which aims to explain the characteristics of a situation (Supranto, 2001). Verificative analysis is used to test the hypothesis through statistical calculation (Nasir, 2003). The primary data is obtained by distributing questionnaires and making interviews to passengers on the terminals of Transjakarta buses. The secondary data is obtained by examining the data from Transjakarta Company, Government's Transportation Department, and published articles.

The population in this research is Transjakarta's passengers in the busway's evelen corridors. The sampling technique used is simple random sampling (SRS), because 1) the researched variables are relatively homogenous, 2) the researchers can establish a complete sampling frame, in which the amount of minimum sample is determined through the formula of Harun Al Rasyid (1998), namely;

$$no = \left(\frac{Z_{1/2}\alpha}{2\delta} \right)^2 \quad n = \frac{no}{1 + \frac{(no-1)}{N}}$$

n is the amount of minimum/selected sample, N is the amount of the whole population, α is the error risk which may occur and is set a 0.05, bound of error (given in decimal since it is a proportion) is set at 0.10 so the amount of this research's minimum sample is 96. The reason is because Transjakarta has 11 corridors and 198 terminals, with 4.773.046 passengers in year 2012. The data is collected through questionnaires which are distributed to 200 persons. The questionnaires are distributed on weekdays (Monday– Friday) and on weekends (Saturday and Sunday), during office hours, from May until September 2013. The format of the questionnaire refers to the four substances of Transjakarta's minimum service standard (MSS) with 29 indicators.

Variable Operationals

The variable analysed in this research is the minimum service standard (MSS) which has several sub variables. The independent variables consist of reliability (X_1), safety and security (X_2), convenience (X_3), and comfort (X_4). The dependent variable is customers'/passengers' satisfaction (Y). The dependent sub variables are situational factors and personal factors. The measurement scale for the collected data is the ordinal scale. According to Riduwan (2005) and Sunarto (2009), before performing tests with multiple regression, we firstly need to make measurements using the Likert scale (1–5).

To evaluate whether the statements in the questionnnaires are valid and realiable, we perform validity and reliability tests. The validity test is considered valid when the limit of minimum correlation coefficient is 0.3 (Azwar, 2012). The reliability test shows how far a measuring tool can be trusted or is realiable through the validity test. According to Arikunto (2002) we can use the Alpha Cronbach technique for a reliability test. A measuring tool is considered reliable when it has the reliability coefficient or Alpha of 0.6 or larger than that and the reliability test proves that the questionnaire is reliable.

The data analysis technique used to find out the effect of the MSS on customers'/passengers' satisfaction is the multiple regression. The magnitude of the effect between variables is shown in the structure of variable effect which can be seen in the regression equation of Y on X_1, X_2, X_3, X_4 (Sarwono & Jonathan, 2013) which is as follows: $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + \varepsilon$,. The hypothetical test is performed by t test, F test and R^2 test. In order to determine which result should be given primary priority than the other attributes, we use Importance Performance Analysis (IPA) or analysis on importance level and performance evaluation (Setiawan & Rudy, 2005). In making the IPA we use the Cartesius diagram. The position of each indicator is mapped in the Cartesius diagram. The horizontal axis (X) is filled with the average value of performances' scores, while the vertical axis (Y) is filled with the average value of the scores of each indicator's importance, as can be seen in the following formula:

$$\overline{X} = \frac{\Sigma Xi}{n} \quad \overline{Y} = \frac{\Sigma Yi}{n}$$

Explanation:

Xi = The total performance score of all respondents

Yi = The total importance/expectation score of all respondents

$\overline{X}$ = The average value of Transjakarta's performance

$\overline{Y}$ = The average value of Transjakarta's importance/expectation

n = The number of respondents

All the performance and importance average values of the 29 indicators of the four substances of Transjakarta's MSS is put into the Cartesius diagram. Then the Cartesius diagram is divided into four quadrants which is circumscribed by the perpendicular intersection of two axes on point ($\bar{\bar{X}}$, $\bar{\bar{Y}}$). $\bar{\bar{X}}$ is the average value of performances and $\bar{\bar{Y}}$ is the average value of importances of the 29 indicators of MSS' substances.

As shown in Figure 2, the indicators in quadrant A (primary priority) have high importances. However the performance values are low, which means that all the indicators in this quadrant should improve their performances. Quadrant B (keep up good performance) shows that performance and customers'/ passengers' expectations are high, thus all the indicators in this quadrant only need to keep up their performances. The indicators in Quadrant C (low priority) have low performances and importances.

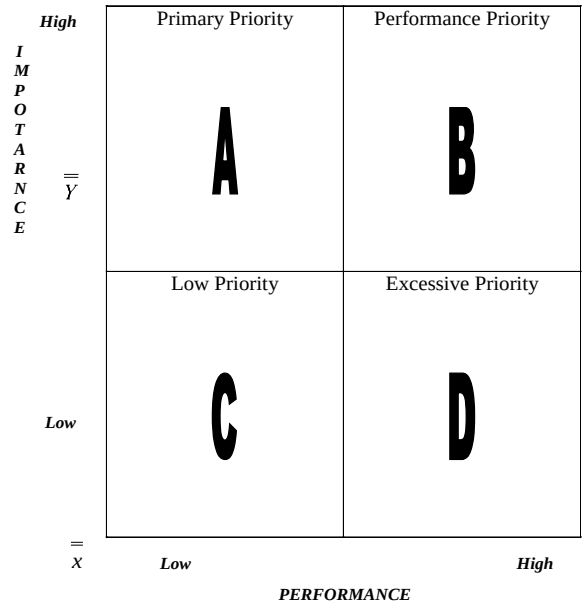

Figure 2. The Division of the Importance-Performance Analysis (IPA) Quadrant

This means that the indicators in this quadrant is regarded as unimportant. Transjakarta Company should seriously look at and manage these indicators since customers'/passengers' dissatisfaction often starts from this condition. Quadrant D (excessive priorities) show that the indicators in this quadrant have high performances, only unfortunately customers'/ passengers' wishes towards those indicators are low. Thus, Transjakarta Company needs to reduce those indicators' achievements in order to use company's resources efficiently.

Analysis Result

Validity and Reliability Tests of Research Tools

The validity and reliability tests show that the 29 indicators of MSS's substances which become the base of the questionnaire's statements are valid and realiable.

Respondent Profile

The respondents of this research are Transjakarta's passengers. The recapitulation of the respondents' characteristics (Transjakarta's passengers) who are taken as samples of this research is as Table 2.

Table 2
Recapitulation of Respondents'/Passengers' Characteristics

Respondents' Characteristics	Respondents' Criteria	Number of persons	Percentage (%)
Sex	Male	113	56.5
Marital Status	Single	112	56
Age	17–26 years	76	38
Education	Senior High School or Its Equals	65	32.5
Occupation	Employees of Private Companies	76	38
Income	Rp. 500.000 – Rp. 2.000.000	100	50
Necessity	To go to work	84	42
Frequency of Trip	> 10 times	97	48.5
Access to terminal	Other public transportation	76	38
Type of transportation used before Transjakarta	Other public transportation	76	10
Alternative transportation used beside Transjakarta	Other public transportation	77	38.5
Reasons of using other transportation beside Transjakarta	To obtain easier route	77	38.5
Dwelling Place	DKI Jakarta	137	68.5

Source: Processed primary data, 2013

Classical Assumption Test (X to Y)

The results of the classical assumption test on data's normality, and the multi colinearity test, and heteroscedasticity test show that the data is free from multi colinearity and heteroscedasticity.

The Result of the Estimation of Regression Equation

The equation is calculated by using multiple linear regression analysis. The aim of this equation is to show the effect of MSS on the satisfaction of Transjakarta's passengers. The result of the regression is summarized in the following Table 3.

Table 3
Recapitulation of Regression Equation Calculation

The Estimation Result of Regression Equation				
Variable	*B*	Calculated *t*	Sig *t*	Beta
Constant	3.779	1.757	0.081	
Reliability (X_1)	0.374	3.112	0.002	0.280
Security and Safety (X_2)	0.515	1.941	0.054	0.156
Convenience (X_3)	0.148	1.422	0.156	0.083
Comfort (X_4)	0.244	4.715	0.000	0.423
Table *t*	= 1.980			
R	= 0.890			
Square *R*	= 0.792			
Adjusted Square *R*	= 0.788			
Calculated *F*	= 185.497			
Table *F*	= 3.41			
Sig *F*	= 0.000			
SEE	= 3.71854			

Source: Processed primary data, 2013

The summary of the result of multiple regression shows that the model used can explain 78.80% of the dependent variable. On the whole, this model is significant with the reliability level of 95% (the calculated *F* is 185.497), thus this model is adequate to be used as an analysis tool. Partially, reliability (X_1) and comfort (X_4) have an effect on the dependent variable Transjakarta's passengers' satisfaction (*Y*). According to Adisasmita and Adji (2011), municipal transportation as the chief support for the mobility of city dwellers should perform effectively and efficiently. The chief characteristic of transportation is expeditious or fast (reliability indicator). A faster trip to work place, for example, will save more time so that an employee can arrive in his work place earlier and can do more work. This will increase productivity and will in turn raise company's income. Another characteristic of transportation is comfort. Passengers are not objects, passengers who are travelling need comfort, they need to be free from crowdedness and stuffiness. Security, safety, and convenience do not have any effect on the satisfaction of Transjakarta's passengers (*Y*).

Importance and Performance Analysis (IPA)

Importance and Performance Analysis (IPA) is used to determine improvement priorities, namely by combining importance measurement and performance measurement in a diagram which facilitates data explanations and practical propositions. The IPA diagram below includes the four standardized substances of Minimum Service Standard (MSS). Following is the analysis of minimum service standard based on the four substances:

Table 4
Recapitulation of MSS' Substances Average Calculation

MSS' Substances	Average of Performances ($\overline{\overline{X}}$)	Average of Expectations/ Importance ($\overline{\overline{Y}}$)
Reliability (X_1)	3.13	4.53
Security and Safety (X_2)	2.78	3.47
Convenience (X_3)	2.84	3.90
Comfort (X_4)	2.84	4.35
Average	2.90	4.06

Source: Processed questionnaires, 2013

The calculation result shows that the $\overline{\overline{X}}$ value is 2.90 and the $\overline{\overline{Y}}$ value is 4.06. These values will be used as quadrant's circumsription in the IPA diagram on x axis and y axis. The values obtained are then entered into the IPA diagram as follows.

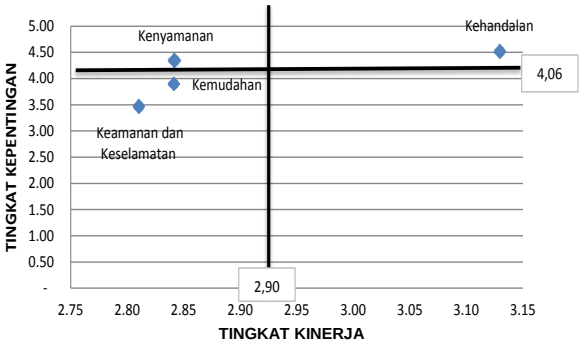

Figure 3. Importance and Performance Analysis (IPA) Through MSS' Four Substances

Note:
Tingkat Kepentingan = Importance
Tingkat Kinerja = Performance
Kenyamanan = Comfort
Kehandalan = Reliability
Kemudahan = Convenience
Keamanan dan Keselamatan = Security and Safety

The comfort substance is in Quadrant A. This means that the management of comfort dimension should be given primary priority, since the presence of this substance is considered very important by the passengers. The service concerning this substance is not yet satisfactory. The performance showed by Transjakarta's Operational Unit is lower than the passengers' expectations. The management of reliability substance should be kept up by Transjakarta's Operational Unit since the general performance already meets passengers' expectations/importance, which is in Quadrant B. Security, safety, and convenience substances are in Quadrant C. This means that those substances are considered unimportant by

passengers, while their service quality is not exceptional. This means that the company's performance and the passengers' expectations in certain indicators are low, thus Transjakarta Operational Unit can give lower priority to these indicators.

The implication shown by the Cartesius diagram is that Transjakarta Operational Unit needs to improve the company's performance and service in Quadrant A, namely comfort. This is because the comfort dimension at present is lower than the passengers' expectations. The Operational Unit should keep up the substance in Quadrant B, namely reliability since Transjakarta has shown a satisfying service which agrees with Transjakarta passengers' expectations and importance. Transjakarta Operational Unit needs to improve security, safety, and convenience substances so that they show optimal performance which will raise the efficiency of the company's resources in meeting passengers' expectations.

Then we will analyse the indicators which cause the comfort substance to be present in Quadrant A. Following is the calculation result of the average value of the indicators of comfort substance:

Table 5
The Calculation Result of the Average of the Indicators of Comfort Substance

MSS' Substance	Average of Performances ($\bar{\bar{X}}$)	Average of Expectations/ Importance ($\bar{\bar{Y}}$)
Terminal's Cleanliness (A)	2.83	4.43
Terminal's Temperature (B)	3.29	4.39
Terminal's Lighting (C)	2.94	4.37
Crowdedness in the terminal (D)	1.35	4.51
Bus' Cleanliness (E)	3.28	4.62
Bus' Temperature (F)	3.72	4.43
Bus' Lighting (G)	2.89	4.38
Crowdedness in the bus (H)	1.05	4.50
Passengers' waiting time in the terminal (I)	1.68	4.37
Driver's skill (J)	3.34	4.47
Cordiality of ticketing staff (K)	2.89	4.39
Cordiality of barrier staff (L)	3.66	4.38
Cordiality of on board staff (M)	3.15	4.37
Cordiality of driver (N)	2.78	3.33
Cordiality of call center staff (O)	3.72	4.40
Average	2.84	4.35

The indicators of comfort substance are terminal's cleanliness, terminal's temperature, terminal's lighting, crowdedness in the terminal, bus' cleanliness, bus' temperature, bus' lighting, crowdedness in the bus, driver's skill, cordiality of ticketing staff, cordiality of barrier staff, cordiality of on board staff, cordiality of driver, and cordiality of call center staff.

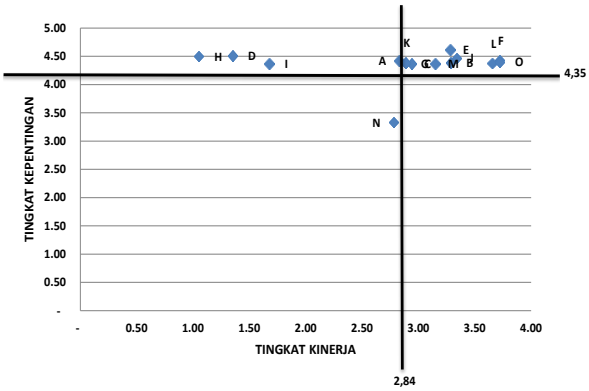

Figure 4. IPA of Comfort Substance

Note :
Tingkat Kepentingan = Importance
Tingkat Kinerja = Performance

Explanation:
- Terminal's cleanliness (A)
- Terminal's temperature (B)
- Terminal's lighting (C)
- Crowdedness in the terminal (D)
- Bus' cleanliness (E)
- Bus' temperature (F)
- Bus' lighting (G)
- Crowdedness in the bus (H)
- Passenger waiting time in the terminal (I)
- Driver's skill (J)
- Cordiality of ticketing staff (K)
- Cordiality of barrier staff (L)
- Cordiality of on board staff (M)
- Cordiality of driver (N)
- Cordiality of call center staff (O)

From Figure 4 we see that the comfort substance in Quadrant A consists of several indicators namely terminal's cleanliness, crowdedness in the terminal, crowdedness in the bus, and passenger waiting time in the terminal. The indicators in Quadrant A show the need to improve performance (High Importance and Low Performance). The passengers are continuously complaining of Transjakarta's performance, among others terminal's filthiness and profusion of garbage, uncertain traveling time and uncertain intervals between buses' arrivals (headway), crowdedness in the bus during rush hours.

Terminal's cleanliness and service performance concerning terminal's cleanliness are shown by a respondent's statement, "I acknowledge that Transjakarta is a cheap transportation facility, however the cheap

price should not give reason for low service." A corresponding complaint is expressed by another respondent who says, "Transjakarta's terminals are generally dirty." The windowpanes and the aluminum lattices of the terminals seem never cleaned. Transjakarta terminals are also marred by graffiti that is not removed. Several busway terminal bridges are also used by motor cyclists. Besides, the numerous beggars and sellers on the bridge worsen the situation. This fact is confirmed by the information we obtain from a member of Transjakarta Operational Unit who says that cleaning on the terminals are done only once a week, "and is most often done only in the internal parts of the terminals, such as the floors and the internal part of the windowpanes.

One other thing most complained of by Transjakarta loyal passengers is the long waiting time in terminal and the very long queue both in terminal and shelter, especially during rush hours. Passengers also often find crowded buses. The chief reason is because the available buses cannot cover the numerous passengers, which then result in crowdedness in the buses. This situation is made worse by the annexation of other road users into Transjakarta tracks. This chaos prevents the buses from arriving at the terminals on time. As a consequence, passengers have to wait in long queues and when a bus arrives they often have to thrust one another to scramble into the bus (Setyawan, 2013). The characteristic of an effective and efficient municipal transportation service is capacity, which means that the capital provided for transportation is sufficient to meet people's need of transportation service, neither excessively nor scarcely. Excessiveness will cause waste since the transportation capacity is not fully utilized. While scarcity will cause many passengers not to be immediately transported, and passengers have to wait for a considerable time which means loss of time (Adisasmita & Adji, 2011).

The indicators terminal's temperature, terminal's lighting, bus' clealiness, bus' temperature, bus' lighting, driver's skill, cordiality of ticketing staff, cordiality of barrier staff, cordiality of on board staff and cordiality of call center staff are in Quadrant B. This shows that the performance of Transjakarta Operational Unit meets passengers' expectations/importance. Some of the respondents acknowledge that they compare Transjakarta's services with those of other public transportations such as microlets and mini buses like Kopaja and Metromini, and also large buses like PPD and Mayasari. All the other transportations take the far left track which is the slower track, have no air conditioner, and the bus is often so crowded that passengers hang on one side of the bus which causes the bus to incline to one side (Saksono *et al.* 2012). This is confirmed by a respondent's statement, "The facilities found in Transjakarta such as fine temperature, sufficient lighting, staff's cordiality, and careful driver, are rarely found in other public transportations."

The comfort substance is Quadrant C is driver's cordiality. This factor is considered unimportant by passengers, while the service quality is not excellent either. Passengers' complaints concerning drivers usually include very fast driving, or making phone calls while driving, or even sending sms while driving. Transjakarta Operational Unit quickly improves this service by performing control over drivers. The control is performed by on board staff, who evaluates the driver according to what he perceives during driving and then sends a report to the control staff (Saksono *et al.*, 2012). This matter is also expressed in a respondent's statement who says, "Drivers do not have to be cordial, but they should focus on their duties and should not drive recklessly."

Discussion

The Interpretation of MSS' Factors which Support or Inhibit Transjakarta Passengers' Satisfaction

The MSS' factor which supports passengers' satisfaction is firstly reliability, which means that Transjakarta guarantees operational reliability which includes bus operational, facilities and infrastructures, operational system and operational staff. The next supporting factor is comfort. Transjakarta guarantees that passengers will enjoy a comfortable service when they are using Transjakarta buses. The MSS' factor which inhibits Transjakarta passengers' satisfaction is terminal security which concerns the large amount of crimes in terminals such as stealings, sexual harrasments, and accidents. Another inhibiting factor is the length of time needed by passengers to reach the terminal from the entry at the farthest end. The transit between terminals is difficult and impractical where crowded passengers need to stand in long queues inside long corridors which cause them to feel uncomfortable.

The Strategy of Transjakarta Company to Raise Passengers' Satisfaction

The strategy that can be applied by Transjakarta Company according to the IPA diagram is as follows: 1) The strategy for the first Quadrant (A) is making continuous improvement so that the attribute performance in this quadrant will become better and better (Rangkuti, 2003). The improvement strategy that can

be applied by Transjakarta Company is to repair terminals by perfecting the terminals' physical construction and dimension which will optimize Transjakarta operational and which can also afford comfort to queuing passengers. Replenishment of buses will motivate users of private vehicles to move to Transjakarta. So far they have been reluctant to move to Transjakarta because of dirty and unsafe terminals, long space between bus arrivals, unpuctuality of bus arrivals, and discomfort. Another strategy is improving facilities inside the bus such as limiting the number of passengers in the bus and maintaining the punctuality and regularity of headway since headway is the passengers' guide in waiting for Transjakarta buses. The role of staff in optimizing bus capacity should be increased, terminal's cleanliness and maintenance should be closely supervised. Practiced daily, this will make terminals and buses very clean. Thus, Transjakarta should strengthen the system concerning this matter in order to raise passengers' trust to the company. The strategy for the second Quadrant (B) is continuously keeping up the attributes in this quadrant so that their performances will not decline, since the attributes in this quadrant are excellent in passengers' perception (Rangkuti, 2003).

The strategy concerning terminal's temperature, terminal's lighting, bus' cleanliness, bus' temperature, driver's skill, cordiality of ticketing staff, cordiality of barrier staff, cordiality of on board staff, cordiality of call center staff, is optimizing human resources by organizing trainings for operators, staffs, and other employees so that they have the awareness to give the best public service to the community. In the third Quadrant (C), Transjakarta can reconsider improvements, however without eliminating the attributes. This quadrant should be managed seriously because passengers' dissatisfaction often starts from this quadrant (Rangkuti, 2003). The indicator of comfort substance in Quadrant C is driver's cordiality. The strategy that can be applied concerning this is optimizing human resources such as organizing intensive trainings for drivers so that they have the awareness to give the best public service to the community.

Conclusion and Implication

Based on the research result and discussion, we draw the following conclusions:

1. The minimum service standard has a simultaneous effect on the satisfaction of Transjakarta passengers.
2. Reliability and comfort have partial effects on the satisfaction of Transjakarta passengers. Security, safety, and convenience do not have any effect on the satisfaction of Transjakarta passengers.
3. On the whole, the quality of Transjakarta's service viewed through MSS's substances, have not met passengers' expectations. The comfort substance based on the IPA diagram should be given proper attention, especially terminal's cleanliness, crowdedness in the terminal, and long waiting time in terminal. This is because the comfort substance is present in Quadrant A.
4. In enhancing passengers' satisfaction, the company needs strategies which are in accordance with the IPA diagram, among others: 1) Making continuous improvements so that the performances of the attributes in this Quadrant will become better and better. 2) Making efforts to stay in this Quadrant and to keep up the attributes' performances. 3) Evaluating/reconsidering its improvement, but without eliminating its indicators since passengers' dissatisfaction often starts from this Quadrant. 4) Evaluating all excessive activities in order to find out which parts should be retained and which parts should be eliminated.

And the implications are

1. Transjakarta Operational Unit should take good care of the comfort of Transjakarta passengers, especially by repairing physical constructions so that they can provide comfort for queuing passengers. Besides, Transjakarta Operational Unit should replenish the company's buses, diminish long spaces of bus arrivals, maintain the punctuality and regularity of headway, increase staffs' role in optimizing bus capacity, bus' cleanliness and terminal's cleanliness
2. The management of Transjakarta should enhance the security and safety of passengers from criminal actions such as stealings. One way of accomplishing this is by providing sufficient security guards in terminal crossings, terminal entries, ticket booths, and bus way terminals. Besides, Transjakarta buses need to cooperate with public authorities during their journeys. The company should also optimize the performances of the staffs in the field, especially their promptness and readiness to give the best service to the customers of Transjakarta.
3. The management of Transjakarta also needs to pay attention to the conveniences in the buses, which include facilities, and information of damaged or incomplete parts so that they can be repaired and can function well.
4. Researches on quality service using descriptive statistical analysis are generally limited, because the researches usually stop at whether the service performance has met customers'/passengers' expectations which is measured with the category bad, good or satisfied, dissatisfied.

5. It is suggested that future researchers perform deeper qualitative researches by examining the substances of MSS in a more detailed manner. The aim of establishing Transjakarta is to motivate users of private vehicles to move to Transjakarta, however this research finds out that the users of Transjakarta are mostly passengers who move from other public transportations. We suggest that further researches perform qualitative studies which observe why this phenomenon occurs.

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