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STUDY OF SERVICE QUALITY IN THE PUBLIC BUS TRANSPORT:
CUSTOMER COMPLAINT HANDLING AND SERVICE STANDARDS DESIGN

CASE STUDY: TRANSJAKARTA BUSWAY AND VÄRMLANDSTRAFIK AB BUS

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ABSTRACT

TransJakarta Busway is one effort to solve the problem of poor performance of public transport especially on bus transport in Jakarta. TransJakarta Busway is built with the aim that people can use public transportation facilities with comfortable and safe. The bus with special lane makes this trip nearly free of traffic jams because the bus does not compete with other vehicles. Although TransJakarta Busway has been operated for 5 years, but in fact the convenience which offered by TransJakarta Busway only survives in a matter of months. This transportation service in Jakarta is increasingly showing a decreasing trend in service quality and there are still happen many complaints from users of TransJakarta Busway. The focus in this research is to analyze the problem in customer complaint handling such as those complaints from the user of TransJakarta Busway and to recommend the service standards design that need to be adjusted with the interest of users/passengers base on the complaints, so it is expected to obtain service standards that can meet the needs of users in the use of TransJakarta Busway. This research has two research questions that must be answered. The main finding from the first research question about the effective mechanism of complaint handling system in TransJakarta Busway is because of too many complaints that entered and received by BLU TransJakarta Busway then it had possibility that not all complaints will be handled. To decreasing the number of complaints, it must be taken some effective mechanism to handle those complaints and learning from how Värmlandstrafik AB doing their customer complaint handling. Then to answer the second research question about what kind of service standards that can be recommended to BLU TransJakarta Busway in order to improve the service of TransJakarta Busway, it must know the various types of complaint from TransJakarta Busway passenger. The result form the analysis, can be found 20 types/attributes of complaint from TransJakarta Busway passenger. Then form this 20 attributes can be classify into 5 dimensions of service quality, there are: reliability, responsiveness, assurance, empathy and tangibles. This dimension will include the whole service standards that will be recommended to BLU TransJakarta Busway.
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1. INTRODUCTION

1.1. Background

Providing service transportation which is adequate and appropriate is the challenges that encountered in almost all cities in the world. Cities will always have a new problem, which arise due to transportation system. In general, large cities in developing countries are highly dependent to the road transport. Increasing the number of residents and the use of motor vehicles has caused social and economic problems for cities that are dependent on road transport highway. Similarly, other problems will occur such as increased travel time and frequency of accidents resulting from the chronic road congestion, as well as environmental problems such as air pollution, vibration and extravagance of fuel consumption (Tolba and Saab 2008).

Congestion with all the consequences is current common problems and will be faced at the big cities around the world. This condition was occurred because lack of balance/lack of fairness public policies that is issued by government to private vehicles and public transport (World Overpopulation Awareness 2009). Development of fly over, under pass, toll road is an example of a policy that aligned to private transport (private cars). On the other hand, the performance of public transport will continue to push/decrease in line with the declining performance of the road network as a result of the increasing use of private vehicles. To improve performance of public transport so the one of the policies that the government should be made is buy the service and then re-plan public transport in a safe, comfortable and reliable, at the same time with "disturb comfortable of using private vehicle". Funds of buy the service may come from transport fund that established by the government (ICLEI 2003).

Looking at this empirical study, transportation in Indonesia is government responsibility, especially regarding the provision of infrastructure and public transport. So the government is the only institution that responsible for the performance of the transportation sector. Thus, both the good or poor performance of transportation sector is depending on the consistency and implementation of public policies that issued by the government (Erlangga 2004).

Public transport was considered as source of traffic disorder, causes congestion, the poor of services performance. So in the future, government as institution that entitled to issue a policy associated with the public interest must maintain the fairness. With a policy that does not mean fair alignment then there will be a balance between the using of private vehicles with public transportation (Erlangga 2004).

The case of public transport in Jakarta is the demand of using private vehicles still far larger than on the using of public transport. Jakarta is the capital of the Republic of Indonesia, also known as a metropolitan city. Jakarta as the city certainly has a great many problems, one of them is the problem of traffic congestion on the road. This bottleneck arises because the number of private cars and lack of sense of discipline of the rider in their vehicle control.
1.2. Problem

1.2.1 Practical View

It is important to seek a settlement with a more efficient and effective in overcoming the problems mentioned above with the increase of public transportation services which more adequate in the future. Jakarta has a problem with provision of public transport which is not adequate. Public transportation in Jakarta is very depended on the bus. The bus system consists of a main route, the branches route and terminal/bus station. This bus system become serious problems with the occurrence of congestions on the main routes and will decrease the bus services capability (Kusumawijaya 2003).

The poor performance of public transport system especially on bus transport causes this mode become uninteresting as one of transportation mode in the city. Inadequate of bus services will lead to increased private car dependence and will impact on extravagance of fuel consumption, environmental devastation, and social equity issues that will affect the balance of life order (Schipper et al. 2000). Increased of public transportation system by improving management of the bus system should have come to the attention of quite seriously by decision-makers. This problem is a challenge for all parties including the government, private sector and Jakarta’s society to collaborate achieving the sustainable development of the city (Pelangi Indonesia 2004).

Growth of vehicle ownership and the number of trips lead to the occurrence of a problem the availability of roads. Also there is a surplus supply public transport compared with the demand, but supply is not in accordance with their needs. Generally, the public transportation system in Jakarta is loss of function as the transportation of the city due to traffic congestion and poor service performance (Pelangi Indonesia 2004). Increasing the provision of roads considered only profitable for a group of people and have a negative impact on the city's green areas (landscape). Improvement of public transport performance will require much cost but will provide benefits on a number of community groups especially people who do not have access to private vehicles. Bus systems considered as an important component in the provision of public transport in Jakarta and improvement of services performance will be able to change the use of private car to public transport (Pelangi Indonesia 2004).

One of the problems in Jakarta is transportation. Traffic congestion is such a severe. In the busy morning hours and afternoon traffic Jakarta only move less than 12 km/hr. Rain intravenously crippling traffic of the city. Fantastic impact: loss of social community suffered more than 17.2 trillion per year due to the waste of time and vehicle operating costs. Not to dispose of gas emissions is estimated around 25,000 tons per year. The impact also decline economic productivity of the city and the quality of life citizens. To be part of the reason may be in the high occupancy vehicles. However, this statement is not entirely correct because the number of
private cars in Jakarta are still very low (one car per eight people), far below the average city in the United States and Europe who reach one car per two people (Pelangi Indonesia 2004). The root of the problems of congestion in Jakarta is the imbalance between supply and demand. However, due to take the supply (road, bus, train) and demand (the trip) does not destroy their self interest and a shared awareness to improve the condition of the city. From the supply side, the total allocation of land for roads in Jakarta only 6.28 percent (compared with 22 percent of London and New York 24 percent). However, merely adding the supply road network is not the right choice. Efficiency of road capacity with the adequate public transport operational is only valid if the travel desire has fulfilled, especially the ease of access and integration with other transportation available (Nguyen 2004).

The main cause from the demand side is the high mobility needs of the population concentrated on the Jakarta area and some areas sprawl in the surroundings, as well as the lack of facilities and public transport network. In order that the high car movement can be solved in the minimum transport network, with the strict logic that should be done is to reduce population density and simultaneously increase the supply of a road network. Build a road network can be a simple solution, but according to international experience, this effort is never success so it is not the right choice for Jakarta in the future. Not only because of the expensive land to build roads in urban areas, but adds a massive road network only increasing the congestion if the population growth is uncontrollable (Demographia 2006).

To design future transportation system in Jakarta in the framework sustainable development, some action plan is prepared in a macro comprehensive framework. Planning trends at this time are likely to predict and provide and in the future need changed to be predict and prevent. This change requires greater attention to demand management policies travel and promotion of public transport. Main issue in the short term is how to limit the use of private vehicle with campaigning and providing public transport (Demographia 2006).

Currently one of the efforts that have been made is with the operation of the TransJakarta Busway as the integrated mode transportation. Some of the corridor of the main streets in Jakarta has been served by this bus. However, in the operation that has lasted for 5 years, still has poor performance and low service quality. Some complaints from the user of TransJakarta Busway still happen, so this is still a problem in the operation of the TransJakarta Busway.

1.2.2 Theoretical and Conceptual View

An increasingly important task in transportation is the improvement of public transportation services as customer appeal to make them more useful so they can solve transportation problem. One of public transportation is bus. It means a motor vehicle with motive power, except a trailer, designed for carrying more than 10 persons (including the driver), that is used to transport adults and/or children, unless otherwise noted (Giannopoulos 1989). A bus shall not exceed 102 inches
(2.59 m) in width or 45 feet in length except for articulated buses which shall not exceed 62 feet in length (Department of Transportation New York 1999).

The bus represents today most common means of urban transit-worldwide. It can be used to cover sprawling areas or can be operated in a line network, which can be quickly adapted at low cost to meet changing demands.

The bus has many applications in local transit which can be summed up in the following three (Giannopoulos 1989):

a. It can assume the sole public transportation service of an entire town
b. It may be operated as a coordinated service in conjunction with rail vehicles (providing feeder, tangential, or interconnecting service)
c. It may provide transport connection between city centre and peripheral communities as express or main trunk lines

In its role as a complementary mode, bus transport is again a major element in any urban public transportation system. It offers flexibility to cover wide areas that cannot be covered by other mode. In addition to actuating, it needs Bus Company which will carry passenger or contents to the destination fast, safe, and no accidents with same fare and same activity without discriminations.

However to support bus company systems, it must supply bus facilities as elements that affecting the operation and productivity of agency, as well as the level of the service offered to the public. It is not concerned so much with the mechanical performance of the vehicles, but more with their functions and operational that is evident and influences the travelling public in their choice of mode (Giannopoulos 1989).

Four main aspects of the operation relate directly to the facilities (Giannopoulos 1989):

a. Safety
   The mechanical parts of the urban bus and especially the body structure, the chassis, the suspension, the types of doors and their mechanism, the control systems (brakes and steering), the transportation system, and other characteristics of the vehicle are the elements that influence directly on safety of the operation.

b. Comfort
   A “traditionally” negative aspect of public transport, as compared to the private car is the lack comfort during the trip. Although by definition that “mass” transit operation cannot provide the same level of comfort as that of private car, an acceptable level must be provided so as, combined with other advantages of public transport to make modal choice turn in favor of the latter.

c. Efficiency of the operation
   This aspect encompasses all those elements of the operation in a bus that directly relate to the proper and efficient execution of the daily service requirements.
d. Effects on the environment

These effects, which primarily include air pollution, noise levels, and vibrations, have become very important for the congested urban areas where the buses usually operate.

TransJakarta Busway is built with the aim that people can use public transportation facilities with comfortable and safe. Moreover, the bus with special lane makes this trip nearly free of traffic jams because the bus does not compete with other vehicles. In addition to using the special lane, the bus is provided also designed so that it can travel more comfortable. The bus stop to waiting the bus is also made special. Unlike with the facilities that provided for the regular city bus which have very apprehensive condition. Besides crowded, it still must be restrained if the streets are jammed.

But in fact, the convenience which offered by TransJakarta Busway only survives in a matter of months. After residents of Jakarta and surrounding areas to enjoy the convenience of TransJakarta Busway, now they must ready for the crowd and stand in line to waiting the bus. They have to wait a few buses that come later because only some people can be transported as a passenger is full. Inside the bus, they also must remain compliant to standing with other passengers.

The means of transportation that was built by the Government of the Province of DKI Jakarta is not managed well so it complained by the residents. The large number of passenger imbalance with the availability of bus fleet. This indicates the poor management of TransJakarta Busway, as if there is no planning in the operational of the special lane. Although the operational and management is submitted to the private, but the society will say that Government of the Province of DKI Jakarta cannot provide good service to the citizens.

Performance of TransJakarta Busway is far from expectations. As a result, this transportation service in Jakarta is increasingly showing a decreasing trend. The waiting time interval (headway) between the bus take a long time (15-30 minutes), accuracy of the journey time, convenience, and security does not match with which promised by the Badan Layanan Umum (BLU) TransJakarta Busway, so it disappointing for the user of the bus (Berita Jakarta 2009).

1.3. Objective

Based on the explanation of the problem, note that with the service of TransJakarta Busway that has lasted for 5 years, there are still happen many complaints from users of TransJakarta Busway and it may reflect the functioning of the transportation service of TransJakarta Busway is not in the good condition. According to Jakarta Transportation Council (2008), this also meant that the low quality of services TransJakarta Busway such as no service standards that can be undertaken by BLU TransJakarta Busway and the operator bus service to provide public transport services to the community. The operator of TransJakarta Busway cannot understand what the overall expectations for the user of TransJakarta Busway. Based on above statement, this research is to analyze the problem in customer complaint handling such as those complaints from the user of
TransJakarta Busway and to recommend the service standards design that need to be adjusted with the interest of users/passengers base on the complaints, so it is expected to obtain service standards that can meet the needs of users in the use of TransJakarta Busway. This research is study comparison between TransJakarta Busway and Värmlandstrafik AB Bus.

1.4. Research Question

As the questions about this research are:
1. What the effective mechanism for handle the complaint from the passenger of TransJakarta Busway?
2. What kind of service standards that can be recommended to BLU TransJakarta Busway in order to improve the service of TransJakarta Busway?

1.5. Limitation

This research was study of the comparison between TransJakarta Busway and Värmlandstrafik AB Bus as the matter that became this research question that is concerning the customer complaint handling and the service standards. In the customer complaint handling process in Värmlandstrafik AB Bus, the researcher could receive the data and the answer about this matter through the interview with the staff of Värmlandstrafik AB Bus that was assigned in customer service. Whereas to BLU TransJakarta Busway, the researcher encountered difficulties in the taking of the data about the scheme and the process of the customer complaint handling in the absence of the response that was given from BLU TransJakarta Busway so the researcher only search and browse the process of customer complaint handling in TransJakarta Busway through materials that were received from website and mailing list the user TransJakarta Busway only in period of February-April 2009. While in the process design of service standards as the recommendations for BLU TransJakarta Busway, researchers refer to the service standards in Värmlandstrafik AB Buses and other materials that came from the website and mailing list users TransJakarta Busway. Due to there are some differences in service standards of Värmlandstrafik AB Bus with the type of the service of TransJakarta Busway, so the researchers carried out the adjustments service standards with the real condition for the operation of TransJakarta Busway.

1.6. Methodological Discussion

The methodological discussion of this research is to describe the approach applied in order to answer the research questions stated above. The methods and data used in the study are briefly presented.

1.6.1. Qualitative Research Approach

This research is using qualitative research as the base of methodological discussion. Qualitative research is designed to explore the human elements of a given topic, while specific qualitative methods examine how individuals see and experience the world. Qualitative approaches are
typically used to explore new phenomena and to capture individuals’ thoughts, feelings, or interpretations of meaning and process. Such methods are central to research conducted in education, nursing, sociology, anthropology, information studies, and other disciplines in the humanities, social sciences, and health sciences. Qualitative research projects are informed by a wide range of methodologies and theoretical frameworks (Given 2008).

Qualitative research can use interviews, focus groups or observations. The interview is a conversation between the researcher and the respondent and can be used when the opinion of the single individual is of interest. The interview is useful because the researcher can ask attendant questions to gain a deeper understanding. The focus group is much like an interview and at the same time a guided group discussion. In this situation the researcher acts more as a chairman than an interviewer, moderating the discussion instead of just asking questions. Observations are basically a method to investigate how people behave, not what they say or how they perceive a phenomenon (Morgan 1998).

The qualitative research involved the use and the collection of various empirical materials, like the case study, the personal experience, the biography, the interview, observation, the text of the history, interaction and visual: that picturing routine torque and problematic as well as his meaning in the individual and collective life (Denzin & Lincoln 1994). In this qualitative research, use some theoretical to support contribution for this research. Related to this topic, the theoretical base is service quality and added with its model from Zeithaml et al. (1990). In this service quality model, it can be found the service gap between the transport provider and the operator with the customer or passenger. Where from the customer complaint which still exist that will be assume if the service is not in the good quality. One significant part to sustain a good relationship to the customer and secure a favorable service experience is to understand the dynamic mechanisms in the relationship. Consequently, it is necessary to get a comprehensive knowledge of the mechanisms when the customer has experienced a negative impression and subsequently have entered the complaint process. This knowledge will be a vital to establish a foundation for service recovery activities (Tronvoll 2008).

Base on that reason so the efficient operation of a public transport such as bus system requires the existence of a frame work within this operation is continuously monitored, evaluated and adjusted. This will also represent the extent to which product or services to meet the standards of quality public services that apply (Giannopoulos 1989).

1.6.2. Case Study Research

Case study research excels at bringing us to an understanding of a complex issue or object and can extend experience or add strength to what is already known through previous research. Case studies emphasize detailed contextual analysis of a limited number of events or conditions and their relationships. Researchers have used the case study research method for many years across a variety of disciplines. Social scientists, in particular, have made wide use of this qualitative
research method to examine contemporary real-life situations and provide the basis for the application of ideas and extension of methods.

Yin (2003) describes a case study as a method allowing intensive research including the holistic and meaningful characteristics of the research object. This is why a case study with the use of open face-to-face interviews and document study was chosen for this thesis. It emphasizes on depth and contents rather than on statistical generalization. This thesis is explanation case study because of the possibility to examine two cases studies. The two cases studies between TransJakarta Busway and Värmlandstrafik AB Bus.

The first step in case study research is to establish a firm research focus to which the researcher can refer over the course of study of a complex phenomenon or object. The researcher establishes the focus of the study by forming questions about the situation or problem to be studied and determining a purpose for the study. The research object in a case study is often a program, an entity, a person, or a group of people. Each object is likely to be intricately connected to political, social, historical, and personal issues, providing wide ranging possibilities for questions and adding complexity to the case study. The researcher investigates the object of the case study in depth using a variety of data gathering methods to produce evidence that leads to understanding of the case and answers the research questions.

The questions in case study are targeted to a limited number of events or conditions and their inter-relationships. To assist in targeting and formulating the questions, researchers conduct a literature review. This review establishes what research has been previously conducted and leads to refined, insightful questions about the problem. Careful definition of the questions at the start pinpoints where to look for evidence and helps determine the methods of analysis to be used in the study. The literature review, definition of the purpose of the case study, and early determination of the potential audience for the final report guide how the study will be designed, conducted, and publicly reported.

1.6.3. Data Collection

The data collection was one of the important stages in the research activity and was carried out after the researcher was finished made the design of the research in accordance with the problem that will be researched. In this thesis both primary and secondary data were used. Primary data collected by two interviews from BLU TransJakarta Busway and Värmlandstrafik AB, while secondary data in this thesis consists of information material provided by BLU TransJakarta Busway and Värmlandstrafik AB, service science literatures, articles and books, as well as of documents from public bus transport sector.

1.6.3.1. Primary and Secondary Data

The taking of the data that was carried out in an Electronic manner followed the rules and the rule in accordance with the research traditionally. The difference of the subject was means and
the delivery method to the respondent as well as the method got the respondent. Taking means of the data were carried out by using the computer that was connected with the Internet, the taking method of the data by using the email and/or web site and the method of getting the respondent was based on the address of the Internet of the user's email (Sarwono 2003).

The primary data had the understanding that the data or this information was received from the first source that technically in the research was acknowledged as the respondent. The primary data could take the form of the data that was quantitative and qualitative. The main difference in the search for the primary data that was taken in an Electronic manner was the primary data in the Internet was unlimited by geographical factors as the primary data that was taken directly in field work (Sarwono 2003).

If we used the email as research means that were carried out, then the strategy was (Sarwono 2003):

1. Send the email to the respondents who have been appointed beforehand.
2. Attach the questionnaire in the email that could take the form of file the document or pdf in attachment or if in the HTML format could direct as the contents of the email personally.
3. In this email better be written by the aim of the research, the method filled up the questionnaire and the method sent again the available questionnaire in this email.

In this research, there were two approaches in receiving the primary data, that is:

1. Through official website and mailing list from the user TransJakarta Busway to receive passenger complaint data.
2. Through interview from the Värmlandstrafik AB party and requesting information from BLU TransJakarta Busway through sending of the email.

Interviews, especially open interviews, are helpful for holistic understanding. They allow insight in aspects of the research object that were not been thought of beforehand. Open interviews enable to find out about intentions and opinions of a single person and its interpretations of problem aspects. Authenticity and spontaneity are more likely to be achieved with open interviews than with pre-designed questionnaires or closed questions. In an open interview the interview is allowed to proceed at its own pace, in a conversational style. Thus the interviewee is guided, but also permitted and even encouraged by the interviewer to make detours (Johns & Lee-Ross 1998). In the other hand, the secondary data in this thesis consists of information material provided by BLU TransJakarta Busway and Värmlandstrafik AB Bus, service science literatures, articles and books, as well as of documents from public bus transport sector.

1.6.3.2. Data Analysis

The analysis of the recorded interview requires organized and structured working. The interviews were listened to many times to find complementary, comparable or contrasting sequences. Those sequences were translated to work as an illustration and to get a holistic view
on public transport. Special care was taken with the interview of the operator; because of this interview only those parts could be taken that were referring to public transportation in general.

Before the process of the analysis of the data, was carried out by the process of the data collection about complained passengers TransJakarta Busway that was received from official website and mailing list the user of TransJakarta Busway. The analysis gap 2 (service standards gap) was carried out to know the difference between the perception of the operator with the expectation of the user and the specification of the service quality.

After collecting data TransJakarta Busway passenger complaints, this afterwards was carried out by the grouping those complaints into five dimensions of the service quality, that are: reliability, responsiveness, assurance, empathy and tangibles. The grouping into five dimensions was to facilitate to the user TransJakarta Busway in the matter of expectation that was wanted when they use the TransJakarta Busway bus service that afterwards was made the material for designing the service standards for BLU TransJakarta Busway.

The benchmark study of this research is Värmlandstrafik AB, since this transport provider was one of that good in providing transport service. Some research was taken by Kollektivtrafikbarometer state that every year 1000 telephone interviews are done in Värmland. Both actual customers and potential customers are asked. These interviews are done for all the Public Transport Authority (PTAs) in Sweden which makes it possible to compare results. Below some results (Värmlandstrafik AB 2009): one of the questions is about the overall satisfaction of the customers with the PTA. The result for Värmland 2008 states 69% (actual customers) and 53% (the public, customers and non-customers), both of them are satisfied with Värmlandstrafik AB.
1.7. Thesis Outline

The thesis outline is presented in order to guide the reader through this thesis and to give a quick overview of the different chapters.

Introduction and Research Problem, in chapter 1, presents the background of this thesis and the objective together with the research question.

Theoretical Framework, in chapter 2, presents the theories as the base of the analysis.

Empirical Studies, chapter 3 is a description of the case of thesis studies there are TransJakarta Busway and Värmlandstrafik AB.

Discussion, in chapter 4, presents analysis and interpretation

Contribution, chapter 5 presents the conclusion and suggestion for future research.

The methodology discussion begins in chapter 1 with the identification of problem and objective. Then from the problem and objective will get the research question. Continued with chapter 2 is theoretical framework. In this section will be mentioned and described several theories that can support for this research. Including the definition and explanation of the service, public service, public bus transport, service quality, service gap (more emphasis on service gap 2) and service standards.

In the chapter 3 will be divided into 2 case studies, namely TransJakarta Busway and Värmlandstrafik AB where each will be described in general information, such as the history of the development and the operation. Next, in the chapter 4 or discussion will be divided into 2 sections, namely the analysis and interpretation. In the analysis will begin with data collection data of TransJakarta Busway’s passenger complaint which then grouped or classified according to 5 dimensions of service quality. Next on the interpretation will studied from Värmlandstrafik AB Bus about mechanism of handling passenger complaints and the design of service standards that need to be adjusted with the interests of users/passengers. And also will arrange the service standards for BLU TransJakarta Busway based on TransJakarta Busway passenger complaints.

The last in chapter 5 or contribution, presents conclusions of the research and suggestion for future research.
2. THEORETICAL FRAMEWORK

2.1. Definition of Service

Service is often seen as a complex phenomenon. Words have meaning service ranging from service to personal service as a product. So far, many experts express opinions about the definition of a service are: a service is an activity or a series of activities which take place in interactions with a contact person or physical machine and which provides consumer satisfaction (Lehtinen 1983). According to Zeithaml & Bitner (2000) service is all economic activities whose output is not a physical product or construction is generally consumed at that time it is produced, and provides added value in forms (such as convenience, amusement, comfort or health). While in other definition, a service is any activity of benefit that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product. Grönroos (1990) define a service is an activity or series of activities of more or less intangible nature that normally, but not necessarily, take place in interactions between the customer and service employees and/or physical resources or good and/or system of the service provider, which are provided as solutions to customer problems.

Based on some of the definition of service above, basically all the service is economic activities that result is not in the form of a physical product or construction, which is usually consumed at the same time and produce value-added solutions or consumer problems (Kvist & Klefsjo 2006).

Product of services is different with product of items. Zeithaml & Bitner (2000) mentioned the characteristics of services include:

1. Intangibility: the service cannot be touched or viewed, so it is difficult for clients to tell in advance what they will be getting;
2. Inseparability of production and consumption: the service is being produced at the same time that the client is receiving it (during an Electronic search, or a legal consultation);
3. Perishable: unused capacity cannot be stored for future use. For example, spare seats on one airplane cannot be transferred to the next flight, and query-free times at the reference desk cannot be saved up until there is a busy period.
4. Heterogeneity (or variability): services involve people, and people are all different. There is a strong possibility that the same enquiry would be answered slightly differently by different people (or even by the same person at different times). It is important to minimize the differences in performance (through training, standard-setting and quality assurance).

Meanwhile, according to Lovelock (1996) have additional as follows:

1. In the process of services production, consumers have a role more likely to participate on the processing compared to the physical product.
2. Product of services is difficult to be evaluated.
3. The factor of time in the service and consumption of services is relatively more noted.
2.2. Public Service

Public services can be defined as the provision of services or serve the needs of the person or people who have interest in the organization in accordance with the rules and basic procedure that it has been set. As has already been raised is that the substance of government is to serve to the society. Government is not held to serve itself, but to serve society and create conditions that allow each member of the society to develop their ability and creativity in order to reach the goal together. Because of that, the public bureaucracy is obliged and responsible to provide good service and professional. Public service by the public bureaucracy is one manifestation of the state apparatus as a public servant in the country. Public service by the public bureaucracy was intended to society (citizens) of a country's welfare (Suwarno & Ikhsan 2006).

Conditions in the critical society and dare to do more control over what is done by government, the public bureaucracy must be able to provide public services more professional, as well as can simultaneously build human quality and improve individual and social capacity to actively determine their own future. A professional public service means characterized by the existence of accountability and responsibility of providers (government apparatus), with the following characteristics: effective, simple, transparent, efficiency, timely, responsive and adaptive (Suwarno & Ikhsan 2006).

In the context of the country, fulfillment the needs of the society is defined as fulfillment of the civil rights of a citizen. Public services generally not shaped goods but in services, including administrative services. The results were obtained from the public service by the service provider can be shaped of goods and services. Public services are usually carried out by the government, but can be provided by private parties (Suwarno & Ikhsan 2006).

Another discussion about private services and public services are not too different from each other. Still there are some differences that find to have an effect on the customers understanding of the service and on the design of the service (Edvardsson & Larsson 2004 at Jonas 2006). They name the following 5 aspects:

- Public services are not produced to give profit or cause growth for its owner. Rather, they focus on a benefit for the society or its citizens.
- They are democratically ruled and not by shareholders. That has as a result that they are dependent on the political situation.
- Public services are financed by taxes. Though the actual service can be performed by a private service company for which the same laws and quality demands are valid.
- In some cases, public services are service providers and at the same time an operating municipal authority.
- Customers do often not have a real possibility of choice when it comes to public services (Edvardsson & Larsson 2004 at Jonas 2006).
2.3. Public Bus Transport as Public Service

Transportation is a major component in the system of life and the life, the government system, and social system. The government conducted a public transport means that the government make policy for the procurement of transport is seen from a technical, sociological and political, such as the procurement of land, spatial and capital. This continues on the interaction government with the capital strength. To build a sustainable public transport system need of revitalization in all aspects related to public transport. Government plays an important role in the process of planning and implementation of public transport policy. Various policies that affect the transportation problems should be harmonized, so that can be run over, for example, a program to encourage the use of mass transit and reduce private vehicle (Peñalosa 2005).

Reliability of transportation as a public service to be reviewed from the aspect of social justice should be focused on the development of public transport that is convenient, safe and cheap in order to optimize the accessibility of society. Inside is this is including the development of public transport that is integrated between each other and with the other modes. Still associated with the development of public transport as a public service in the transportation sector, have become imperative repairing in the public transport sector, especially in terms of increasing the quantity and quality of services (Peñalosa 2005).

As a sector that serves many people, the type of public transport vehicles must be operated in compliance with the road hierarchy, capacity, and transportation demand that it served. The creation of a reliable public transport as one of the form of increased public services in the transportation sector and it is believed to decrease the number of private vehicle use. This in turn will provide benefits in addition to the economy - because of reduced congestion, waste fuel and time losses - also provide benefits in terms of public health and the environment. The travelling public has demands for transport. It is expected to be convenient, efficient, affordable and of high quality. The car meets some of these demands and will continue to do so but its impact can lead to a reduction in efficiency and convenience, journeys become longer and journey time more uncertain, and start to erode the beauty and opportunity that the city has to offer (Peñalosa 2005).

Bus transport is a vehicle that has more than 8 (eight) seats not including the four drivers to sit, either with or without baggage transportation equipment. Bus transport in most parts of the world at this time is not on the desire to encourage good services. Bus services are often not reliable, not comfortable, and dangerous. Bus services play a major role in the provision of public transport. These services can take many forms, varying in distance covered or types of vehicle used, and can operate with fixed or flexible routes and schedules. Services may be operated by public or private companies, and be provided using bus fleets of various sizes. Conversely, the transportation plan and public officials sometimes even turn on the alternative public transport such as city trains. However, there is an alternative service to the community that does not cause a high burden on the city (Giannopoulos 1989).
In a broad term given to a variety of transportation system, through improvements to infrastructure, vehicles and scheduling, attempt to use buses to provide a service that is of a higher quality than an ordinary bus line, many countries start to implement the Bus Rapid Transit (BRT) system. BRT can provide high-quality transportation services. BRT systems are designed around the consumer-based needs of speed, comfort, convenience, cost and safety rather than around a specific technology. In fact, BRT is really just a collection of best practice traits from a range of mass transit options (Wright 2004).

2.4. Service Quality

The discussion about the service quality is complex because of the quality assessment services with a different assessment of the quality of the product, especially because is not real (intangible) and the pattern of production and its consumption is running simultaneously. Besides differences in these characteristics, in assessing the service quality, the customers are directly involved and participate in the service process, so is the service quality is how consumers respond to the services consumed or enjoyed. The effort of consumer needs fulfillment, consumer desire and compensate for the accuracy of delivering customer expectation. The perceived quality is how well the service level delivered matches customer expectations. When perceived performance ratings are lower than expectations, this is a sign of poor quality, and the reverse is suggest good quality (Lim & Tang 2000).

Parasuraman, et al. (1988) defined perceived quality as a global judgment or attitude, relating to the superiority of the service. Perceived quality is viewed as the degree of discrepancy between consumers’ perceptions and expectations. In the services marketing literature, perceptions are defined as consumers’ beliefs concerning the service received (Parasuraman et al. 1985) or experienced service (Brown and Swartz, 1989). Parasuraman, et al. (1988) defined expectations as desires or wants of consumers, i.e., what they feel a service provider should offer rather than would offer.

Parasuraman, et al. (1985) conducted research on several specific types of service industry. Prior to the group in five dimensions, this research identify ten factors that are considered to consumers and the main factor that determines the quality of services, namely: access, communication, competence, courtesy, credibility, reliability, responsiveness, security, understanding, and tangible.

Parasuraman et al. (1988) conducted research on the re-focus group (focus group), both users and service providers. Finally found the results, that there is a strong relationship between communication, competence, courtesy, credibility, and security, which was then grouped into one dimension, namely assurance. Similarly, as they found a strong relationship between access and understanding which then merge to empathy dimension. Finally Parasuraman et al. (1991) revealed five dimensions of service quality. The five dimensions of service quality are:

1. Reliability, is the ability to provide services promised to the right (accurately) and the ability to be trusted (dependably), mainly to provide services in a timely manner (on time), in the
same manner in accordance with the schedule that has been promised, and without making a mistake each time. The attributes in this dimension are:

a. Ability to perform the promised service dependably and accurately
b. Providing services as promised
c. Dependability in handling customers’ service problems
d. Performing services right the first time
e. Providing services at the promised time
f. Keeping customers informed about when services will be performed

2. Responsiveness, that is the will or desire to help employees and provides services that consumers needed. Leaving the consumer to wait, especially without a clear base, will cause a negative impression that should not happen. Unless this error was responded quickly, it can be a good expression and a pleasant experience. The attributes that exist in this dimension are:

a. Willingness to help customers and provide prompt service
b. Readiness to respond to customers’ requests

3. Assurance, including knowledge, skills, hospitality, courteous, and trustworthy nature of the contact personnel to the nature of consumer skepticism, and feel free from danger and risk. The attributes that exist in this dimension are:

a. Knowledge and courtesy of employees and their ability to inspire trust and confidence
b. Employees who instill confidence in customers
c. Making customers feel safe in their transactions
d. Employees who are consistently courteous
e. Employees who have the knowledge to answer customer questions

4. Empathy, include attitude contact and company personnel to understand consumer needs and difficulties, good communication, personal attention, ease of communication or conduct in the relationship. The attributes that exist in this dimension are:

a. Caring, individualized attention the firm provides its customers
b. Giving customers individual attention
c. Employees who deal with customers in a caring fashion
d. Having the customer’s best interest at heart
e. Employees who understand the needs of their customers

5. Tangibles, availability of physical facilities, equipment, and communication facilities and the other that can or should be in the process of services. The attributes that exist in this dimension are:

a. Appearance of physical facilities, modern equipment
b. Employees who have a neat, professional appearance
c. Visually appealing materials associated with the service
d. Convenient business hours

Consumers receive the service before they actually have the perception of the services that they may get, and this perception also contain a little more hope to the services and products that will
be received. But in fact what is often accepted by consumers is not in accordance with what is expected by consumers.

Basically, the service quality model was derived from the magnitude and direction of five gaps as follows (Zeithaml et al. 1990):

a. Gap 1 (Understanding): the difference between consumer expectations and management perceptions of consumer expectations.
   This gap will appear when the company does not know or do not understand what is expected by consumers. Leaders of the service provider may fail to understand what forms of service so that consumers can be expected to provide good quality service.

b. Gap 2 (Service Standards): the difference between management perceptions of consumer expectations and service quality specifications.
   This gap occurs when the head of service provider know what consumers want but cannot or do not want to develop a system that consumer willingness to disclose. This gap can occur for several reasons, namely: commitment to quality service that is less, the lack of perceptions about the likelihood that occurred, the lack of standardization of the task, and there is no goal setting.

c. Gap 3 (Service Performance): the difference between service quality specifications and the service actually delivered.
   This gap occurs when a service provider needs to understand that consumers should be given as well as to understand the service quality specifications, but employees cannot or do not deliver the service quality specifications. This gap occurs when consumers interact with the employees.

d. Gap 4 (Communications): the difference between service delivery and what is communicated about the service to consumers.
   This is because what the service provider promised to the consumer through the external communication media was not appropriate. While the promise delivered by the service provider hopes will improve the consumer as well as this is used as a standard of quality service which must be received by the consumer. The service provider cannot deliver the service that has been promised through the external communication media.

e. Gap 5 (Service Quality): the difference between customer expectations of service quality and customer perceptions of the organization’s performance.
   This gap shows the difference of quality between the expected with what is received. Quality is expected to hope that consumers will be received from the company. Service received is what consumers feel when they receive services from the company. When consumers get more than they expected then the consumers feel satisfied, but if the consumers received less than they expected then the consumers are not satisfied.
Based on the Service Quality Model, gap 2 or service standards gaps occur due to differences between management perceptions of consumer expectations and service quality specifications. The design of service standards aims to find out what benchmark the quality of service standard that is applied by the management service providers. If the management does not have service standards, so they need to do the design standard of service quality. The design of service standards aims to find out what causes the gaps occur.

Further in gap 3, the role in standard delivery of the service also must be paid attention to. The service standard was made as the guide in the operation of a service that was the realization from hope of the consumer on this service. If this consumer expectation was different from the application of the service standard, then the matter that possibly happened furthermore was the emergence complained from the consumer on dissatisfaction of the services that was given.

2.5. Customer Complaint Behavior

Complaint behavior is an important phenomenon for both service scholars and managers and must be understood because of its impact on the customer’s perceptions of the service experience. Knowledge about complaint behavior gives the service provider valuable insight into
many areas such as identifying common service problems, improving service design and delivery, understanding the customer’s perceived service quality and helping strategic planning (Tronvoll 2008). Rust et al. (1996) and Tax and Brown (1998) argue that dissatisfied customers should be encouraged to complain because if a customer is unhappy but does not complain, the provider risk losing the customer. Learning about the customer complaint behavior process will consequently help companies to serve customers correctly and prevent an unfavorable service experience.

It is important for customer to complain after encountering an unfavorable service experience. Complaining gives the customer an opportunity to (i) receive an apology for the inconvenience, (ii) be offered a fair solution of the problem, (iii) be treated in a manner where the service company appreciates the customer’s problem (including fix it), and (iv) be offered some value-added atonement for the inconvenience (Zemke & Bell 1990).

Customer complaint behavior is defined as a process that emerges when a service experience lies outside a customer’s ‘acceptance zone’ during the service interactions and/or in the evaluation of the value-in-use. This unfavorable experience can be expressed in the form of verbal and/or non-verbal communication to another entity and can lead to a behavioral change (Tronvoll 2007).

From the transportation company’s (providers) perspective, complaint behavior is important because it, (i) helps the provider to develop a sustainable business, (ii) may reduce the effect of the negative word-of-mouth, and (iii) influences the profitability in the future. A complaint provides an opportunity for service recovery which, in turn, has the potential to educate the customer, strengthen loyalty, and induce positive word-of-mouth comments (Edvardsson & Roos 2003; Friman & Edvardsson 2003). Although attracting new customers is vital, successful service companies recognize that retaining current customers and building loyalty are even more important for profitability; as such, successful service companies actually encourage dissatisfied customer to complain (Tax et al. 1998). Singh (1991) argues that providers recognize the extent of customer dissatisfaction in the marketplace and the handling of service recovery as key indicators of customer loyalty, discontent and welfare.

The complaint handling, therefore, is a critical “moment of truth” in maintaining and developing the customer relationship (Berry & Parasuraman 1991). Successful service companies recognize that while attracting new customers is vital, retaining current customers in a closer relationship is perhaps more essential for profitability. Consequently, dissatisfied customers should be encourage to complain (Tax et al. 1998).

A customer who has experienced an unfavorable service may spread negative word-of-mouth communication. By understanding the complaint process and the customer complaint behavior, the service company can learn how to reduce the impact of an unfavorable service experience or complaint. Unhappy customers often voice their displeasure in the form of negative word-of-mouth to other current and potential customers. On other hand, if the complaint is properly handled the customer may engage in positive word-of-mouth (Blodgett & Anderson 2000).
Customer feedback and complaints are key drivers for improving different aspect of business and may help the provider to develop a sustainable company. An effective complaint management process can be an important quality improvement tool. Many studies emphasize that customer feedback and complaints should be welcomed and encouraged by the service provider because they generate valuable information (Nyer & Gopinath 2005; Reynolds & Harris 2006; Tax & Brown 1998). Customer complaint may be useful in many ways: providing marketing intelligence data, identifying common service problems, learning about organization, improving service design and delivery, measuring and enhancing the perception of service quality, and helping strategic planning (Tronvoll 2008).

A customer who does not complain to the service provider when having an unfavorable service experience is of particular concern to any service company. It is generally accepted that obtaining feedback from customers’ service experiences is important and if the provider fails to obtain such valuable feedback, the opportunity to remedy the problem and retain the customer is lost. The company’s reputation can also suffer damage from negative word-of-mouth among dissatisfaction customers. It is often asserted that lack of feedback from dissatisfaction customers represents a loss of potential and current customers. Therefore, it is important to understand the customer’s service evaluation through increased knowledge about the behavioral process and in the case of unfavorable service experience, the complaint behavior (Tronvoll 2008).

As a result of the existence of dissatisfaction towards the service, complained the customer was the natural matter, for the company, so as a company ought to welcome good complained. The handling complained that was effective precisely can increase the customer's loyalty against this company. However the handling complained that was ugly will result in the customer could move to the other company. Must be realized by the company, that every time complained that was received from the customer was the indication of this customer still will stay loyal. It is proper that every time complained that was sent by the customers who had the problem, was welcomed with the expression of thanks by front–line the staff. The obligatory company was grateful because of complaining gave the opportunity to the company to carry out the finishing (Tronvoll 2008).

Complaint information that was received will be very useful for the company to improve the service standards or steps in the improvement internal company in the future. A complaint handling system coordinated by the public transportation industry may fulfill several needs as a learning source for transportation companies to develop strategic and tactical decision tools to improve the customer interaction and as guidance and a political tool for the government (Tronvoll 2008).

### 2.6. Service Standards

The efficient operation of a public transport such as bus system requires the existence of a framework within this operation is continuously monitored, evaluated and adjusted. This will also
represent the extent to which product or services to meet the standards of quality public services that apply (Giannopoulos 1989).

A service standard is a fixed minimum or maximum value of a specific performance or other indicator that should not be exceeded (Giannopoulos 1989). It is a limiting value or a specific objective to achieve, which may or may not correspond to a performance indicator. Service standards - a shortened form of the phrase “standards of service” - are more than service delivery targets such as waiting times and hours of operation. Consumers are entitled to know what they should expect from the service provider, how services will be delivered and what they cost, and what consumer can do when services that they received are not acceptable.

Service standards include five essential elements (Giannopoulos 1989):

1. Descriptions of the service you intend to provide and, where applicable, the benefits clients are entitled to receive;
2. Service pledges or principles describing the quality of service delivery clients should expect to receive, focusing on such elements as openness, fairness, courtesy, professionalism, choice of official language where applicable, etc.;
3. Specific delivery targets for key aspects of service, such as timeliness, access and accuracy;
4. The costs of delivering the service; and
5. Complaint and redress mechanisms that clients can use when they feel standards have not been met.

While each of these elements can exist on its own, it is expected that, in most cases, service standards will eventually cover all elements. However, in a limited number of instances, every element may not be relevant to the situation. In many instances, clients for services have responsibilities as well as entitlements. In order to receive the quality of service delivery described in service standards, they frequently must provide required information accurately, present themselves on time, be able to explain their situation, etc.

Service standards are being used as a mechanism to provide an evaluation of the performance of the public transport system as a whole and/or this of individual routes. Relative to the service standards, the following cases may exist (Giannopoulos 1989):

a. Formal Service Standards. These are official policy objectives, which are used to evaluate a particular performance indicator by establishing specific limits that identify acceptable and unacceptable performance levels. The formality of the standard is a reflection of its status within an agency as official policy and the existence or a formalized performance evaluation and review process for the corresponding indicators. Due to the standard’s official status, a major effort is normally made to adhere to its requirements under most situations and conditions.

b. Informal Service Standards. In this case the standard has no official or policy status within an agency and is used as an internal guideline only. The standard’s informal nature may
result in less than universal application under various situations or conditions at the discretion of the department or manager responsible for the evaluation activity.

c. Proposed Service Standards. This is the situation, in which a transit system is either in the process of developing a service standard to evaluate a performance indicator, or it is currently involved in securing approval for recently been approved. Most of the agencies with “proposed” standards envision that the standards will receive formal status in the near future.

d. Performance Indicator Monitoring. This is the situation, in which a transit system does not possess (or is in the process of developing) a service standard to evaluate a performance indicator. However, despite the lack of a standard, the agency does track or monitor the performance indicator by collecting/analyzing pertinent data and by calculating various indicators and statistics on a more or less regular basis. Transit systems that monitor performance indicators frequently use such general terms as “minimize” or “maximize”, which indicate a desire to improve some aspect of performance levels that are quantifiable or measurable.

e. No Standards or Indicators. A final case is a situation, in which no standards or performance indicators are used by the agency.

Many agencies today, are reluctant to set and use service standards. However, as pressure increases from the supervising agencies to suit specific demands, which may not always be economically viable, the agencies are becoming more and more in favor of setting standards as a way to “protect” them.

2.7. Quality of Service Standards

To design and to provide both the support and mechanism for the effective conduct of quality-related activities in an organization, it must be provided some system that called the quality system. It is a systematic means to manage quality in an organization. The quality-oriented organization ensures that a quality management system is in place and working effectively. Increasingly organizations certificated to the standard ensure that they are supplied by an organization which is also certificated to the standard (James 1996).

The customer is frequently directly involved in the delivery of the service and as such introduces an unknown and unpredictable influence on the process. The customer also adds uncertainty to the process because it is often difficult to determine the exact requirements of the customer and what they regard as an acceptable standard of service. This problem is magnified by the fact that, standards are often judgmental, based on personal preferences or even mood, rather than on technical performance that can be measured (King 1985). This has the result that while a service completely satisfied a customer yesterday exactly the same service may not do so today because of the mood of the customer. Therefore there is a problem of the fickle customer. An important difference (between manufacturing and service organizations) is that a production worker in manufacturing not only has a job: they are aware that they are doing their part to make
something that somebody will see, feel and use in some way. In contrast, in many service organizations, the people that work there only have a job. They are not aware that they have a product and that this product is service.

Related to the service quality dimension that mentioned by Parasuraman (1991), service quality always involves the customer as part of a transaction, will therefore always be a balance: the balance between the expectations that the customer had and their perceptions of the service received. A 'high quality' service is one where the customer's perceptions meet or exceed their expectations. The components of perceived service quality have been identified as reliability, responsiveness, assurance, empathy and tangibles note that these are external measures: they can be obtained only after the service is delivered. They thus suffer from the problems noted above for service quality measures: a failure can be detected only when it is too late to respond. Such measures have great value, but not in the ongoing business of monitoring and improving quality. Rather they can indicate the targets that must be aimed for. They define what the customer is expecting and so what we must aim to deliver. In order to deliver these expectations, the organization needs internal measures: measures that will tell the organization how they can deliver what the customer expects. More importantly, how the organization can know before delivery that the service will exceed the customer's expectations.

The overall those service quality dimension have goal to aim customer satisfaction. Finally customer satisfaction is designed to provide the targets of success, which may be based on relative market position for the provision of a specific service. These are the external measures noted above. Once these service standards have been determined the next step is to develop measurement techniques to monitor how well the standards are being achieved.

3. EMPIRICAL STUDIES

3.1. Transportation in Jakarta

Jakarta is the most populous urban centre in Indonesia. Home to approximately 3.9 million people in 1970, Jakarta’s population had increase to 7.6 million in 1990 and is projected to grow to 17.2 million by the year 2015, making it one of the most populous cities in the world. A dramatic rise in urban migration over the past twenty years is the primary cause of Jakarta’s rapidly growing population. The number of population was expected to grow continuously due to natural growth as well as migration for better expectation of economy and employment in the city. The significant increase in mobility of person and goods movement, number of motorized vehicle, and traffic volume would evolve in a way of such spatial distribution of population (Mochtar & Hino 2006).
Urban Structure in Jakarta has two faces. First is the urban face located near with main roads and second the village face which located behind the urban face the variety of public transport in Jakarta. The types of public transport in Jakarta are as follows (Mochtar & Hino 2006):

1. Bus: There are a large number bus companies servicing routes in Jakarta. Many of the larger buses seat 25-40 people (depending on type of bus: big, medium or small). The type of bus companies can be divided into three: owned by Government/Public (DAMRI and PPD); owned by Private (Metro Mini, Mayasari, Patas AC, Kopaja, Kopami); and owned by Public-Private (TransJakarta Busway as Bus Rapid Transit).
2. Train: A commuter train runs several times daily from Bogor to Jakarta. These trains are quite simply furnished and often dirty.
3. Taxi: A taxi is public transportation that uses cars to carry passengers. Taxis are generally the type of sedan car, but in some countries there is also a type of taxi van that can carry more passengers or cargo.
4. Angkutan Kota/Angkot: Angkot are smaller vans/mini-buses serve routes on smaller main roads. They seat 9-12 people, depending on the type and fares are depending on the distance route.
5. Bajaj: Traditional vehicle with two passengers. Their areas of operation are limited to one majority in the city. Fare determination is by bargaining.
6. Motorcycle Taxi/Ojek: Began appearing in Jakarta after Becak (Becak are widely missed people who live in village, same like tuktuk or riksaw, fit for two passengers) were banned in 1994. There is no government licensing for or control over ojek.
7. Bicycle Ojek: Rarely seen in areas of Jakarta outside Kota and Tanjung Priok in North Jakarta. Bicycle ojek is operated much like ojek, except for shorter distance.

3.2. TransJakarta Busway

3.2.1. Organization of BLU TransJakarta Busway

TransJakarta Busway, a relatively new type of Bus Rapid Transit system (BRT) was introduced to the public of Jakarta for the first time on 15th January 2004 with two weeks free of charge trial operation. The commercial operation was started on 1st February 2004. TransJakarta Busway is a Public Private Partnership program with the concept of efficiency and equity in the public transport system, the Local Government of DKI Jakarta Province, currently implementing Busway with a special exclusive line. This system is part of the regional government policies in a macro pattern of Transportation in 2003 and set in Instruction Letter of Governor Number 84/2004. In general, the policy includes the local government system which the two basics (backbone system) development of urban areas, namely (Murdiono 2006):

1. Public transportation systems with the campaign to the use of public transport, which include:
   a. Develop the level and type of services provided by public transport
   b. Integrate the transportation system for multi-mode provide convenience and comfort
c. Using public transport system
2. Road network system with reducing level of congestion, which include:
   a. Develop
   b. Increasing efficiency of using road capacity
   c. Push excess traffic demand with implementation of transport demand management

TransJakarta Busway has a management as the Public Transport Authority which represents the Local Government of DKI Jakarta Province to deal with private companies to have cooperation and carry out the TransJakarta Busway program. The management called Badan Layanan Umum (BLU) TransJakarta Busway. BLU TransJakarta Busway has role and regulation to manages the administrative and the operational service of TransJakarta Busway that served by the operator. In the current time, 6 operators have been operating for TransJakarta Busway system, there are: PT. Jakarta Express Trans (JET) for corridor 1; PT. Trans Batavia (TB) for corridor 2 and 3; PT. Jakarta Trans Metropolitan (JTM) for corridor 4 and 6; PT, Jakarta Mega Trans (JMT) for corridor 5; PT. Eka Sari Lorena Transport (LRN) for corridor 5, 7 and 8; as well as PT. Primajasa Perdanaraya Utama (PP) for corridor 6 and 8.

3.2.2. Operational of TransJakarta Busway

TransJakarta Busway was built with the objective to ease the traffic congestion problem at the Indonesian capital by providing the citizen of Jakarta with a fast, comfortable, affordable, mass transportation system. To realize those objectives the buses were given dedicated shelter and one fully bus lane (Busway) with separator blocks on the streets which became part of their route which are restricted for other public as well as private vehicles (Appendix A). Through improvements of infrastructure, vehicles and scheduling, a BRT system could provide better, higher quality service than an ordinary bus taking advantage the dedicated bus lanes which operate separate from all other traffic modes that allow buses to operate at a high level of reliability and more time efficient (Sudaryanto & Kartikasari 2007).

In the Macro Transportation Pattern, there are 15 corridors of TransJakarta Busway planned in stages until the year of 2010. Those corridors are (Appendix B):

1. Kota – Blok M
2. Pulo Gadung – Harmoni
3. Kalideres – Pasar Baru
4. Pulo Gadung – Dukuh Atas 2
5. Kampung Melayu – Ancol
6. Dukuh Atas 2 – Ragunan
7. Kampung Melayu – Kampung Rambutan
8. Harmoni – Lebak Bulus
9. Pluit – Pinang Ranti
10. Tanjung Priok – Pusat Grosir Cililitan 2
11. Kampung Melayu – Pulo Gebang
12. Pluit – Tanjung Priok
13. Blok M – Pondok Kelapa
14. Manggarai – Universitas Indonesia
15. Ciledug – Blok M

From corridor 1-8 has been operated, corridor 9-10 ready to operate in 2009 and corridor 11-15 on the process of build infrastructure.

The main target of TransJakarta Busway passengers come from different backgrounds, from lower to upper middle classes such as executives, employees, peddlers, housewives and schoolchildren. The normal daily operating hours of TransJakarta Busway is from 05.00-22.00. The shelter are also different from ordinary bus stops, typically located in the center of the road and equipped with ticket sales point that can be reached by elevated bridges. The shelter’s doors will open automatically whenever a bus arrived. To be able to enters the shelter, after buying a single trip ticket, the passenger need to enter the ticket into the slot available on one of the ticket barrier to let the passenger through (Sudaryanto & Kartikasari 2007).

Theoretically, example of the capacity TransJakarta Busway corridor I Blok M-Kota running on 5 minutes headways on a single route basis could carry 10,200 passengers per hour per lane. However the capacities often exceeded by the overcrowded passengers during the rush hours and thus reduce the comfort of the passengers. Therefore, during rush hours, people from upper middle classes usually prefer to use private cars or taxis to avoid inconvenience in the overcrowded TransJakarta Busway buses although it means they have to bear the traffic jam in the regular lanes. This is contradictory with one of the initial objective of TransJakarta Busway, which is to reduce traffic jam during rush hours by persuading private car owners to use comfortable public transport and clearly raise the issues addressing the service quality being delivered (Sudaryanto & Kartikasari 2007).

The bus is in two types, there are single bus and articulated bus. The capacity of single bus is 85 passengers, comprise of 30 cushioned seated and 55 standing passengers. And for articulated bus is 160 passengers, comprise of 40 cushioned seated and 120 standing passengers (Appendix C). The seats orientation for all buses is facing the aisle of the bus, enable to optimize passengers’ movement during rush hours. Each bus is equipped with electronic board and speaker which will announce the name of shelters in both Indonesian and English. Each bus is also equipped with bi-directional radio transceiver to allow the driver to give and get updated information regarding traffic situation. As an additional service especially for waiting passengers, free initial bulletins are occasionally available at selected shelters containing information about TransJakarta Busway news, events, various tips and tricks (Sudaryanto & Kartikasari 2007).

Until now the fare is 3,500 Rupiah that clearly cheaper than the ordinary bus for the same route. Passenger who change direction or moved to another corridor will not need pay again as long as they do not exit the shelter. The current fare caused an unfair competition with existing public
transport, which up until now, still needed to support the operation of TransJakarta Busway as feeder. In the long run, as the number of passenger increase, the subsidy needed has become higher and could cause a serious financial burden for provincial government of Jakarta (Sudaryanto & Kartikasari 2007).

The business organization operating in the service sector such as TransJakarta Busway is under increasing pressure to improve their service performance continuously and assure that their services are met with customer expectation. Due to resources constraints, it is very crucial that customer expectation are properly understood and measured, and therefore, any gaps in service quality should be identified and narrowed (Sudaryanto & Kartikasari 2007).

The presence of the TransJakarta Busway bus indeed had an interest taken by the Jakarta resident. Moreover the TransJakarta Busway bus service towards the community was seen increased each year. This was known from the number of passengers who rose constantly every year. The BLU TransJakarta Busway (at Berita TransJakarta Busway 2009) recorded in 2004 the number of passengers reached 14,924,423 passengers (from 1 corridor), in 2005 total 20,798,196 passengers (1 corridor), in 2006 total 38,828,039 passengers (3 corridors), in 2007 increased to 61,439,961 passengers (7 corridors) and in 2008 rose became 74,619,995 passengers (7 corridors).

### 3.3. Customer Complaint of TransJakarta Busway

In this section will be explained about the types of complaint that is common in TransJakarta Busway service. Complaint data obtained from the website and mailing list TransJakarta Busway passengers. Its complaints can be divided into the following attributes:

- Queuing time for ticket

Some passengers felt the problem when they were in the shelter (bus stop) and will to buy a bus ticket. The complaint from these passengers can be seen on the following comment.

> “According to my understanding, we are queuing at the time because we did not get the opportunity of service. Possibility because in the front line, we already have other colleagues who are get the service opportunity or these partners are also waiting for an opportunity such as we. Like when we are behind the current user of TransJakarta Busway who step into the bus.”

> “On the other hand, the queue occurs when the service is not available. If each of service needs can be met at any time, the queue will not happen. If each of us step out of the bus stop and in front of it already have a bus that opens the door and ready to take us, we will not see the queue. But I think queuing is normal and things that can happen at any time.”
“Waiting is a boring job, moreover waiting without a certainty. So according to me ‘tired for queuing’ was not caused by queuing length, but it caused by the boredom of unarranged queuing.”

• Waiting time for bus

Passengers had the experience with the bus that will be gotten by them did not come immediately and occasionally the waiting time of the bus in shelter is very long.

“TransJakarta Busway bus services often disappointing. Not all vehicles TransJakarta Busway are run, so I often wait more than an hour to take TransJakarta Busway because passengers queue long enough. Often also in Kampung Melayu, TransJakarta Busway bus after dropped the passengers do not carry passengers, but then just go with the complete reasons for the fuel whereas at that time the passenger is accumulate. If only one bus it may not be a problem, but often up to three consecutive bus pass without carrying passengers with the same reason.”

“I am the user of TransJakarta Busway since the first time in 2004. But in the next year TransJakarta Busway not as the transportation dreamed. At the first year in 2004 waiting in the bus stop only takes 2-8 minutes, and right now it is not 10 minutes or 15 minutes but can be long hours in the bus stop.”

• On time departure

The customers as well as the bus drivers know the importance of on time departure, and because the bus mostly run on time, or within a few minutes of schedule it is possible to rely on the static time-table to a great extent. Some passengers explaining in the terms:

“A number of passengers Busway corridor 6 (Ragunan - Kuningan) complained about the length of the coming TransJakarta Busway bus in Busway stop. "Bus comes after I am waiting for 1 hour in bus stop Patra Kuningan.”

“A number of passengers Busway corridor II and III are complaining about the arrival and departure time at the bus stop where they are waiting, that reached an average of 20 minutes to 30 minutes. "I ride away from bus stop Rusun Pulomas to Merdeka Selatan then about 20 minutes the bus is coming. Because the bus is coming so long so that passengers going on the accumulation to 30 people," said Yanti, one of the passengers which waiting at the bus stop corridor II in the area housing flats of Pulomas East Jakarta.”

“I am the user of TransJakarta Busway that ride away from Pulo Gadung and stop in the department of foreign affairs (corridor 2). Since 2 February 2009, from Pulo Gadung bus departs every 5 minutes in the morning and it is always going accumulation of potential passengers. Buses that are not full also departed because waiting time is 5 minutes, and passengers are still in, so that's already
congested in the bus terminal. Passengers with hurry time are also peeved because the bus does not leave. Is certainly a pity that prospective passengers in the next bus stop, because the passengers can not carried since the bus already congested. Things like this happen every day, from Monday to Friday. Many complain is said that if there is available of alternative bus with the same route, definitely the passengers are lazy to take TransJakarta Busway.”

- On time arrival at the next stop
  The slowness of the bus trip and occasionally still the existence of the disturbance in the TransJakarta Busway lane cause the delay of the bus to arrive in the following bus stop.

  “The passenger was protest because the trips take for a long time. From the Rusun Pulomas bus stop to Pecenongan bus stop take one hour. Many of the passengers are late come to their office.”

- Bus capacity
  There are two types of TransJakarta Busway bus, single bus and articulated bus. The capacity of single bus is 85 passengers, comprise of 30 cushioned seated and 55 standing passengers as well as the capacity of articulated bus is 160 passengers, comprise of 40 cushioned seated and 120 passengers are standing. But sometimes exceed the available capacity, like in this complaint term:

  “Especially for corridor 3, buses often carry passengers with over capacity, besides dangerous, the bus will damaged more quickly. My experience using TransJakarta Busway bus to my work place through some of the corridor, only corridor 3 that the passengers always exceed the capacity of the bus, both go to work and go home, so what's the purpose of maximum 85 passenger information.”

  “Now using TransJakarta Busway bus has not comfort anymore. The main cause is the number of the fleet which is very limited, especially for corridor 3, Kalideres, West Jakarta-Harmoni Central Jakarta. Buses are always crowded and even exceed the available capacity.”

- Physical condition of the bus
  From the operation of TransJakarta Busway that has been held for 5 years, the age of the oldest buses also 5 years. Although it has been used for many years when the bus is awake, the physical condition of the bus will still be well. However, the physical condition for the bus also became one of the types of complaint that was sent by passengers.

  “Today I take a Busway from the Kampung Melayu shelter to Pasar Senen, at around Slamet Riyadi the door in the back is broken. Also have even been TransJakarta Busway bus door with a little hard when want closed.”
- **Services provided by service personnel**
  
  "User of TransJakarta Busway is complaining the service from employee of TransJakarta Busway that rated poorly. There is always happens unhappiness treatment said TransJakarta Busway bus users. The complaint that often presented by passenger is the performance of the frontline staff, including the ticket seller, security and drivers. They complained about the officer who does not look friendly and no solution was given during the complaint was sent."

- **Bus drivers driving**

  Bus drivers hold on very important role in the TransJakarta Busway bus. The control of the bus is very dependent on the skills and attitudes in the driver driving. As following is example of complaints from passengers on the behavior of drivers:

  "A number of TransJakarta Busway drivers are smoke and eat while driving. In fact it is prohibited. There are also not wearing a seat belt, brake suddenly, and phoned while driving. In technical terms, a number of drivers also do an error. There is a driver who break through in red light, there is not neutralize the gear during stop or red light. When the bus is stop, they turn half-clutch and the gear is not neutralized."

- **Safety information for bus passenger**

  "At the beginning of the operation, I can rely on the automatic recording notification "Next stop (name of bus stop)....... please check your belongings and step carefully." At this time, indeed we can still hear a notification, but in some bus this notification does not work. Maybe it will be good if the onboard officer diligently to inform the next stop and safety notification. Sometimes the officer does not tell. May assume all passenger is already knows."

- **Readiness staff to help passenger**

  Readiness staffs are expected to passing when things happen that disrupt the comfort of passengers. Ability to respond for the inconvenience experienced by passengers is the important matter that must be had by staff.

  "Some passengers which are not uncommon using TransJakarta Busway, sometimes still confused how the process of purchasing a ticket, waiting for the bus coming and riding the bus. Although there is some information board about the processes but that is still confusing for the uncommon passengers. An officer in the TransJakarta Busway shelters sometimes has less help and less spry in providing services to passengers who uncommon with TransJakarta Busway bus."
- **Cleanliness**

  “The user of TransJakarta Busway bus states not comfortable while waiting in a slums bus stop. One passenger said wet waste and dry waste that accumulate in the corner shelter and along the bridge crossing has become scene in a day-to-day, the hygiene of the bus stop sometimes be less paid attention by the user.”

  “There are some bus stop which not cleanest like past time. There is many cigarette butt tissue or the drink bottle inside the bus, whereas already has trash bin. It feels dirty, wet after the rain, so it will make unpleasant for the eyes because the trash alighted by the fly.”

- **Comfort shelter**

  “Many bus stop has no light in it, a lot of smoke in the bus stop, besides that the machine to enter the ticket as the entrance is also not work, so this machine is only a formality where the guards must also pay attention that each person who will go to stop bus. Plasma screen TV that is in the bus stop is also not functioning and dusty, although there is nothing AC to have at least the fan must be set because the ventilation is not good.”

- **Security on bus**

  “Once the incident is the pickpocket in the bus, there are some pickpocket be in disguise become a passenger, so that no one thought they are the pickpocket. Although there are officers onboard but because the pickpocket more than one, so the officer is also not dare to do anything except just to remind passengers to be careful. Be careful at the time of busy hours in the bus with full of passengers and milling around. In fact there is precautions sticker about the vigilance on security inside the bus, but it may be just heeded by the passenger.”

- **Availability of media of suggestion and complaint**

  “In the bus and the bus stop, there has set of the information board and the stickers about the contact number of passenger complaints, but sometimes a lot of it was damaged either intentionally or torn itself, there is also a scratch, anyone know who scratch it, maybe they are the passengers or the officer, we do not know. Maybe with scratching the contact number of passenger complaints so no one can have that contact number, so that although there will still be complaints by passengers and not delivered to the management of TransJakarta Busway.”
• Unfriendly service personnel

“A few days ago, I was at Kampung Melayu shelter just transit to continue went to Kampung Rambutan. In that time the bus came so late, but there is no information in the monitor, then I asked to the controllers on duty there. I asked with a polite but what he does not respond well. I was annoyed with his treatment. Please to keep the cooperation because we also need services, but it did not heeded.”

• Information availability

“Passenger information that is inaccurate, make passengers confused. That makes me confused is what I think is very different with I see and I feel. And I wonder when it has been ongoing in the bus. Take long time to see around the bus wall to find the "signboard destination" and it is not have.”

“Information on bus routes, a map of a corridor that passed, the points have also not interchange, even in the shelter door only written white paper and small sentences, quite confusing, especially for the passengers who do not understand that a map and the bus way line, and also confused where to connect.”

“Information from the speaker inside the bus is not enough to hear clearly, and when stopped in the shelter also does not have any posts that specific shelter which can be seen from the bus, so this adds confusion.”

• Bus AC function unwell

“After queuing in Harmony shelter for about 15 minutes I get the bus Jet 009. After few minutes the bus is running and I felt something strange that is hot AC. The air that quit from the AC duct is not cold at all and some passengers also feel the same, they lash their hands as the sign of hot felt. I think that may be the Freon is empty and during about 30 minutes to go may be I still feel the air is hot.”

“AC in the bus has not feel cold again and this will disturb when it very full passengers inside the bus.”

• Availability of trash bin on board and shelter

“There was the interesting incident when I saw, there was the trash bin that was available in the stop instead was made the seat by the official of the TransJakarta Busway bus stop. Truly a funny scenery that were strange according to me.”

“The trash bin was available in the bus stops but its form has not been proper and very dirty because possibly this trash bin had not been cleaned, only as the place
to threw away the garbage without paying attention to the cleanliness from the trash bin.”

“There was also the trash bin that was placed but not to its place so as people will be confused when throwing away the garbage. The trash bin ought to be given security lock so as can be not moved.”

- Appearance service personnel

“Sometimes I don’t like to see a driver uniform, officers onboard, the official ticketing is less tidy. Indeed when already tired worked, possibly that was not realized, but actually the characteristics of the identity someone could be seen from their clothed met.”

- Availability of bus fleet

“At busy hours in work days occasionally the availability of the bus not all that very much, it was seen by several passenger queues happened in bus stops. Necessarily from the management of TransJakarta Busway applied the bus reserve system, not all the buses operated, so that at the time when the incident occurred outside the habitually it could be anticipated.”

“As the user of TransJakarta Busway as well, although not daily, it feel if the bus fleet really less. The shortage of this fleet lined up to continue to the congestion in the street. Why? Because they would choose rose the other public bus, the price was cheaper, the arrival was not the far difference, not needed to take bridge cross, and the fullness much the same, et cetera.”

“The facilities did not support, the example of the number of fleets, if being seen indeed, each bus always full, but it was not because of many people interested, but it is cause of the few number of the bus fleet.”

3.4. Transportation in Värmland, Sweden

Värmland is a historical province or landskap in the west of middle Sweden. It borders Västergötland, Dalsland, Dalarna, Västmanland and Närke. It is also bounded by Norway in the west. Its Latin name is Wermelandia; its English derivative is Wermland or similar variation. The origin of the name is uncertain. It may refer to a lake by that name, or to a river.

Provinces serve no administrative function in Sweden today. Instead, that function is served by Counties of Sweden; however, in many instances a county has virtually the same border as the province, which is the case with Värmland and its corresponding county Värmland County. The main exception is a smaller part to the south east which belongs to Örebro County.
Värmland has 16 municipalities, there are: Arvika, Eda, Filipstad, Forshaga, Grums, Hagfors, Hammarö, Karlstad, Kil, Kristinehamn, Munkfors, Storfors, Sunne, Säffle, Torsby and Årjäng. In the term of public transportation, Värmland has two kinds of public transportation, which are Värmlandstrafik AB and Karlstadbuss. Värmlandstrafik AB provides services in the whole region. Karlstadbuss is an independent local bus service which is an administration of the Karlstad municipal.

3.5 Värmlandstrafik AB

3.5.1 Activities and Organization

Värmlandstrafik AB as the Public Transport Authority (PTA) is the principal regional services under the laws and agreements between the municipalities and the county council, in Värmland. It has responsibility for carrying on public transport by road and rail, in the county and to and from the county. Furthermore float company for the planning, procurement of separate traffic school, according to mandate of the municipalities and for a comprehensive treatment of busses. Title Travel Service organized central order and call-driven public transport, mainly in the form of medical travel and transport services, but also in the form of regular services and some supplementary services. Värmlandstrafik AB is responsible under contract with municipalities for welfare assessment. Värmland Transport is owned by the county council and the 16 municipalities in Värmland. It account for all county with buses and trains in Värmland.

Värmlandstrafik AB normally have no own buses but buyer traffic from our 80 entrepreneurs. In procurement, we have requirements about comfort and the environment. Värmlandstrafik AB demands that the vehicles run on diesel environmental class 1 and are fitted with catalytic converters, particulate trap and stainless exhaust. Värmlandstrafik AB was the first county company in the country that introduced in all buses and trains. Värmlandstrafik AB do this now gradually in all taxis run at us, and it has already in our own cars. Värmlandstrafik AB is not the operator of the actual services. The company only orders and coordinates interests in the stakeholder network. Värmlandstrafik AB is responsible for the planning traffic and experts. Värmlandstrafik AB does not run buses, trains or cars transport services itself. There are various contractors and their drivers who drive for us. Large and small companies whose serve from the Värmlandstrafik AB procurement. In the contract, Värmlandstrafik AB also require for on time schedule, other road safety, comfort and environment.

3.5.2 Värmlandstrafik AB Bus

Värmland is divided into a large number of zones that are used when the price for the trip is calculated. The customer pay for the number of zones they travel through. Sometimes they have to go detours to get from point A to point B and then count yet the price for the most expensive route between points. The Värmlandstrafik AB Bus covers 8 zones which consist of 83 routes (Appendix D). 8 operators of bus have been operating at Värmlandstafiks AB Bus, there are
Swebus, Orusttrafiken, Förenade buss (2 different contract), Charterbuss, Skillingmarksbuss, Blomsjönsbuss and Nysätersbuss.

The customer of Värmlandstrafik AB Bus interesting with the transportation service that provided and served by the PTA and the operators. The government subsidizes 50% from the transportation fee per person. As estimation, each citizen pays about 750 SEK per year for transportation. Citizens have a right to vote a politician as their representative in governmental.

Värmlandstrafik AB operates buses everyday. The normal daily operating hours of Värmlandstrafik AB Bus is from 05.00-24.00. On Friday, there is a night bus that operates. Värmlandstrafik AB reduces operational time on Saturday to check the schedule. This frequency is different in each municipality because of market needs. Värmlandstrafik AB has further plan is making double condition in the number of public transportation users in Värmland County.

In Värmlandstrafik AB bus, the customer can also send goods, but the bus cargo handled now by the company SmartPak. The customer also may include a pair of skis, folded wheelchair without motor or pram without charge, if there is a place for them. This also applies to cycling, but here Värmlandstrafik AB take a cost of 20 crowns per cycle.

4. DISCUSSION

4.1. Analysis

Based on the problems that proposed in this research that is still the number of complaints from TransJakarta Busway passenger as a result of differences in the services expected by the passenger with what has been perceived by the passenger, the first required an analysis of passenger complaints about the behavior TransJakarta Busway following ways of handling the complaints as mentioned in chapter 3.

To find out the extent to which a service has qualified or has not qualified yet, the complaint can be grouped into 5 dimensions of service quality. Grouping is to facilitate the provision of attributes in the complaints.

4.1.1. Customer Complaint Handling

People make complaints because they are unhappy with a decision, the level of service they have received, or the behavior of staff. It is important to find out precisely why they are unhappy. It can be helpful to ask what they want done. Finding out what they want to happen, or what they believe should have happened, usually clarifies the reason for the complaint and helps determine an appropriate response. It may become apparent that the resolution of a complaint involves giving more information, providing an explanation, suggesting a course of action, or expressing empathy and understanding in situations where there is no ready solution to the problem.
Regardless of rights or wrongs, a sincere apology for any mistakes or misunderstandings usually works wonders (Tronvoll 2008).

Viewing customer complaint behavior in a dynamic framework enables the service provider to focus on feedback and dialogue with the customer as part of a service-adjustment process during the service interaction and the post-interaction process. Subsequently, it enables the provider to remedy the customer’s frustration immediately after a negative critical incident has occurred. If a problem is dealt with immediately, it is easier to solve and thus prevent a possible complaint response (Tronvoll 2008).

Knowing what the expectations of the customer are and the extent to which those expectations are being met is essential to improving service. When customers’ expectations exceed what the agency is able or can afford to deliver, or what a particular program is designed to provide, it highlights areas that need corrective action. Either service levels have to increase or unrealistic expectations have to be better managed.

A complaint handling system is an organized way of responding to, recording, reporting and using complaints to improve service to customers. It includes procedures for customers to make complaints and guidelines for staff to resolve complaints, and provides information to managers and staff that can assist them to prevent customer dissatisfaction in the future. An effective complaints handling system is an essential part of providing quality service. It is a measure of customer satisfaction. It provides positive feedback about aspects of the service that work well, and is a useful source of information for improvement.

An effective complaints handling system is an essential part of providing quality service. It is a measure of customer satisfaction. It provides positive feedback about aspects of the service that work well, and is a useful source of information for improvement. Complaint handling basically is activity to deliver complain, process of respond to the complaint, feedback and report of complaint handling (Tronvoll 2008).

Responding to a complaint will be easier if the organization already have a system in place to deal with complaints in a practical way and a mechanism by which complaints are welcomed, received, investigated and resolved. A complaint handling policy and procedure, which consumers are informed about will assist in the resolution and management of a complaint.

According to Chief of BLU TransJakarta Busway (2009), the community that complained about the official's service of TransJakarta Busway bus and around the TransJakarta Busway bus could contact hotline number and website that was provided by BLU TransJakarta Busway.

“Respond as soon as possible to complaints, even if it is just to explain the process and give a commitment to a certain timeframe. Stick to the timeframe given. Keep the complainant informed and if there is a delay give the reasons for this.”

From that statement could be said that there is the good commitment from BLU TransJakarta Busway to respond each complaint that was sent by the user TransJakarta Busway Busway. The
provisions of the media for convey this complaint also the form of the positive response towards the improvement in the service quality from TransJakarta Busway service. The complaints from TransJakarta Busway passenger are in the various types. According to Chief of BLU TransJakarta Busway (2009), it can be seen as follows:

“Until now the complaint that often was sent by passengers was the achievement of the official front liner, covered the official of the ticket, the guard barrier, the official's unit as well as the driver. They complain about the unfriendly expression of official and did not have the solution that was given when complaining that was put forward.”

“Because of that apart, besides the number hotline and the email, each official was obligatory pinned the name and the code number. The reason is until now if the officials have the less sympathetic behavior so that BLU TransJakarta Busway could not quickly identify to afterwards reprimand and repair them.”

“The service for the passengers the most important matter and must be given priority.”

“Passengers who wanted to put forward the complaint must enclose the name or the number of the official who was complained about, the location of the bus stop/shelter or the number of the bus and incident time. The completeness of this information will facilitate the process of the identification of the official who has bad performance and the development of bus and infrastructure which inappropriate with the standard.”

This statement also shows the good commitment from BLU TransJakarta Busway to give the good service for the passenger of TransJakarta Busway bus. But the good commitment that it was said evidently could not be matched by the good achievement from BLU TransJakarta Busway and the TransJakarta Busway operator.

However it was really regretted, the fast response and giving feedback upper complaints that was sent by the passenger of TransJakarta Busway only could be felt at the beginning time on the launching hotline number and the media of website and till now the quality of the response to complaints was felt increasingly descended or decreased. This was caused the opening of delivery access of complaints as easily then the user TransJakarta Busway that felt dissatisfaction on this service also easily could deliver to BLU TransJakarta Busway. In this way because of the service TransJakarta Busway still was not in better condition so the complaint that entered through hotline number and website or the email is increasingly. This is causes the response to the complaints cannot be handled overall, so as the user also felt the existence of the decline in the quality of the response to complaints. Like the comment from one of the users TransJakarta Busway in the media mailing list along with this:

“Because of too many complaints that entered and received by BLU TransJakarta Busway then it had possibility that not all complaints will be handled, in fact as
the consumer has the right to handled their complaint, because if the complaint can be responded well and answered well also by BLU TransJakarta Busway, so the passengers will feel satisfied and will be expected to use TransJakarta Busway as the option of their public transport. On the other hand, there was the possibility of the consumer will leave TransJakarta Busway after knowing that BLU TransJakarta Busway still could not be able to handle the passenger complaint effectively and they still regarded the service TransJakarta Busway was not yet good.”

Based on that matter so from the perspective of the TransJakarta Busway user felt that the customer complaint handling are still being not yet effective, so it need to have the improvements in the complaint handling system in BLU TransJakarta Busway.

For the further process is to compare this BLU TransJakarta Busway’s customer complaint handling system with the system in Värmlandstrafik AB bus.

According to the interview with Värmlandstrafik AB (2009),

“There were the stages for customers to convey their complaints. After the customers have experience of dissatisfaction service of Värmlandstrafik AB Bus, they could submit complaints to the official website Värmlandstrafik AB or to the number of customer services which can be viewed in the bus.”

“If they deliver their complaints through the website, there are some instructions or the method to convey complaints. In the website will be known how they could send it, by filling up the complete data about the place of the incident, the date and time of incident, the bus number and the route where complaints happen, the type of complaints that happen. Also must to mention the customer identity who is conveying this complaint completely.”

“Whereas the delivery of complaints through email or telephone, almost similar that is the customer call to the staff and this customer service staff will fill the complaint data to the website of Värmlandstrafik AB, henceforth would be responded and provided a quick solution to this customer.”

Complainants expect their complaints to be resolved immediately by the first person they talk to. Dissatisfaction rises sharply if a response takes longer. It is therefore extremely important to give realistic timeframes for inquiries and responses and to follow up with progress reports if there are any delays. Promises must be realistic and always followed through. People would rather be told a realistic time frame within which their complaint will be dealt with, than be given a promise which may not be fulfilled (National Audit Office 2007).

This also implemented by Värmlandstrafik AB, according to this quotation:

“Värmlandstrafik AB promises in the maximum time in 5 days after the date of the occurrence complaint will be immediately followed up and completed. If after 5 days complained did not yet succeed in being followed up then Värmlandstrafik
AB will give the notification to this customer and continued to try to resolve until this problem was solved.”

“Värmlandstrafik AB responsible against the complaint and has an obligation to answer the complaint if this complaint very reasonable and really the mistake that was carried out by the bus operator. This obligation could be given in the form of cash money compensation and forms of the discount to the consumer when the next will use the Värmlandstrafik AB bus service again.”

“The most type of complaint that often happens in the bus service is bus coming late. There are many reasons why the bus coming late, sometimes cause from coincidence of traffic congestion”.

Related to quality of responses, when customers do get a response it must be comprehensive and deal with all the issues articulated in the complaint. Otherwise, second complaints are a high probability. The response must be accurate because an inaccurate response undermines the credibility of the agency (National Audit Office 2007).

According to Värmlandstrafik AB (2009), they already implement these procedures as can be seen in this following quotation:

“Complaint handling procedures should include the certain standards in the complaint resolution. Procedures must consider the condition of the complaints presented. Lest the procedure became the complicated process, so that when the responses provided from the Värmlandstrafik AB, thus consumers are not concerned anymore, because time is too long. Therefore, the time required for the settlement of complaints must be tailored to the type of complaint presented.”

“The staff that was in the customer service part must know and control the rule and the service standards of Värmlandstrafik AB bus, so if there are complaints that come from the customer, they could immediately follow up and know the process about this complaint handling. So that the handling of complaints can be resolved before the time limit”

Overall process of customer complaints handling in Värmlandstrafik AB can be described:

```
<table>
<thead>
<tr>
<th>Värmlandstrafik AB (Transport Provider)</th>
<th>Bus Operators</th>
<th>Customer (Bus Passenger)</th>
</tr>
</thead>
</table>
| Complaints | | | Answer & Compensation
```

Figure 2. Customer Complaints Handling Process in Värmlandstrafik AB
When customer facing the problem in the service of Värmlandstrafik AB bus operator, they could conveying their complaints to Värmlandstrafik AB (as transport provider) through website, email and customer call service. Värmlandstrafik AB recorded and kept the complaint data in the database. Henceforth Värmlandstrafik AB call and check to the bus operator who was relevant with this complaint.

Värmlandstrafik AB afterwards made the decision to give the answer to customer maximal in 5 days. If complaining or this mistake was quite justified, then Värmlandstrafik AB had an obligation to give compensation to customer that is the form of return of cash money or the discount if they will use the Värmlandstrafik AB service the bus in the next time.

Internally, Värmlandstrafik AB will review the operation and the service of each bus operator in the quality meeting 3 times in a year. In this meeting was discussed the matters concerning about the service condition of the bus operator, including discussions about complained that happened and enabled to review the service standards for this bus operation.

Overall explanation of customer complaint handling between in TransJakarta Busway and Värmlandstrafik AB Bus can be compared into this table:

<table>
<thead>
<tr>
<th>Section</th>
<th>TransJakarta Busway</th>
<th>Värmlandstrafik AB Bus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitment to respond the complaint</td>
<td>Good, high motivation</td>
<td>Good, high motivation</td>
</tr>
<tr>
<td>Media convey</td>
<td>Hotline number, SMS, official website, mailing list</td>
<td>Hotline number, SMS, official website</td>
</tr>
<tr>
<td>Most type of complaint</td>
<td>Behavior of staffs</td>
<td>Bus coming late</td>
</tr>
<tr>
<td>Promise to respond and solve</td>
<td>No information</td>
<td>Maximum time in 5 days after the date of occurrence complaint, will be followed up and completed</td>
</tr>
<tr>
<td>Guarantee</td>
<td>No information</td>
<td>Obligation to give compensation: cash money, discount pay ticket</td>
</tr>
<tr>
<td>Coordination between PTA-Operator</td>
<td>No information</td>
<td>Internal quality meeting 3 times in a year</td>
</tr>
</tbody>
</table>

Based on the system of customer complaint handling from Värmlandstrafik AB, it could be as the guidance for BLU TransJakarta Busway to implement the process to handling customer complaint and at least can be decreasing amount of complaint with the effective mechanism of customer complaint handling.
4.1.2. Grouping Complaint of TransJakarta Busway

After collected several attributes about complaints from TransJakarta Busway passenger that can be mentioned as follows (also can be seen on chapter 3): Queuing time for ticket; Waiting time for bus; On time departure; On time arrival at the next stop; Bus capacity; Physical condition of the bus; Services provided by service personnel; Bus drivers driving; Safety information for bus passenger; Readiness staff to help passenger; Cleanliness; Comfort shelter; Security on bus; Availability of media of suggestion and complaint; Unfriendly service personnel; Information availability; Bus AC function unwell; Availability of trash bin on board and shelter; Appearance service personnel; Availability of bus fleet.

Then those attribute are grouped into 5 dimensions of service quality (Parasuraman et al. 1991). The five dimensions of service quality are: Reliability, Responsiveness, Assurance, Empathy and Tangibles. Classification of the service quality dimensions could be seen along with this:

| Reliability       | • Queuing time for ticket  
|                   | • Waiting time for bus  
|                   | • On time departure  
|                   | • On time arrival at the next stop  
|                   | • Information availability  
|                   | • Availability of bus fleet  
| Responsiveness    | • Readiness to help passenger  
|                   | • Services provided by service personnel  
| Assurance         | • Bus capacity  
|                   | • Bus drivers driving  
|                   | • Safety information for bus passenger  
|                   | • Security on bus  
| Empathy           | • Unfriendly service personnel  
|                   | • Appearance service personnel  
| Tangibles         | • Physical condition of the bus  
|                   | • Comfort shelter  
|                   | • Bus AC function unwell  
|                   | • Availability of trash bin on board and shelter  
|                   | • Availability of media of suggestion and complaint  
|                   | • Cleanliness  

Classification types of complaints to the 5 dimensions of service quality facilitate for the further process that is design of service standards, where the types of complaints are used as the attribute in service standards.
4.2. Interpretation

In this section will be carried out design of service standard for TransJakarta Busway with be based on complaints that was submitted by TransJakarta Busway passengers in the previous section. Here also was carried out by the study against the service standard of Värmlandstrafik AB (Fordonsspecificationer Billaga Till Administrativa Föreskrifter Trafikupphandling 2003), besides getting the data or input from the member of TransJakarta Busway’s mailing list of which is the user of TransJakarta Busway bus. This service standards was adapted to the condition in the field where the place of the bus operation in Jakarta.

Recommendation of service standards for the BLU TransJakarta Busway that carry out in this research was based on the complaints from the passengers of TransJakarta Busway. As mentioned in the section of analysis above, the complaints can be grouping into 5 dimensions of service quality. Then for the service standards design also can be modified from those 5 dimensions. From reliability dimension can be designed service standards of bus operation and standards of making available information to the public. Responsiveness dimension can be designed service standards of customer enquiries and complaints. From assurance dimension can be designed service standards of monitoring of the safety of bus drivers, service standards for training of bus drivers and service standards to hold appropriate driver license or authority. From empathy dimension also can be designed for standards of customer enquiries and complaints. From tangible dimension can be designed service standards of condition of bus, service standards for cleaning, servicing, maintenance and repair of buses, and service standards of condition of bus stop/shelter. Details of service standards can be seen below:

- Service Standard for the Operation of Bus (Single and Articulated Bus)
  The BLU TransJakarta Busway must ensure:
  - Busway system included the transport service to raise and drop passengers at each bus stop that was determined all along Busway lane
  - Bus operated by the bus operator follows the operations plan that was appointed by BLU TransJakarta Busway
  - The bus operator shall provide and operate the bus with the number that was determined by BLU TransJakarta Busway and bus operator
  - BLU TransJakarta Busway will determine the number of the bus that operated in Busway lane or at most is the amount of 90% from all over the number of bus in each bus operator
  - Maximum speed of the bus during operation in the Busway lane is 50 km/hour
  - The bus operator must run headway of bus in accordance with that was appointed by BLU TransJakarta Busway. At least in the one corridor, the distance between 2 buses that run in sequence is not more than 10 minutes
  - The location and the dispatch route of the first bus was set by BLU TransJakarta Busway
  - The bus began to operate in the each corridor at 05.00
  - The last bus departed from the location of the dispatch at 22:00 headed towards to the last bus stop that was appointed, and then after that back to bus pool
- Bus operator must operate the buses according to the schedule of operation plan that was made by BLU TransJakarta Busway

• Service Standard for the Condition of Bus (Single and Articulated Bus)
  The BLU TransJakarta Busway must ensure:
  - The fire extinguisher was available 2 units (single bus) and 4 units (articulated bus), was placed at the front, middle and behind, functioned and could be operated on well and truly (apart from this condition, needed the improvement)
  - All door (the emergency or entered/went out) could function and was operated on well and truly, without the defect/the sound was abnormal (apart from this condition, needed the improvement)
  - Time to open/close the fold model door might not more than 3 seconds (more than 3 seconds, needed the improvement)
  - Time to open/close the shifted model door might not more than 5 seconds (more than 5 seconds, needed the improvement)
  - The perfumery room was available 2 units (single bus) and 4 units (articulated bus), was placed at the front, middle and behind, functioned and could be operated on well and truly (apart from this condition, needed the improvement)
  - The amount of hands grips in accordance with the capacity (55 people on single bus and 120 people on articulated bus), was locked to its place and in the good condition and could be used safely by passengers (apart from this condition, needed the improvement)
  - The handrail in the condition was locked to its place and in the good condition and could be used safely by passengers (did not have the sharp part and protected well) (apart from this condition, needed the improvement)
  - The amount of seats in accordance with the capacity (30 people on single bus and 40 people on articulated bus), was locked to its place and in the good condition and could be used safely by passengers (apart from this condition, needed the improvement)
  - The guidance of the ban to eat, drink and smoke was available 4 units (single bus) and 8 units (articulated bus), was placed equitable all over the corner and middle of the bus, was read clearly and order/message that was sent could be understood by passengers (apart from this condition, needed the improvement)
  - The guidance of the priority in the seat to elderly, disable/difabel, the woman was pregnant was available 4 units (single bus) and 8 units (articulated bus), was placed equitable all over the corner and middle of the bus, was read clearly and ordered that was sent could be understood by passengers (apart from this condition, needed the improvement)
  - The guidance of the number of the bus (the number and the operator's code), along with the telephone number of the BLU TransJakarta Busway was available 4 units (single bus) and 8 units (articulated bus), was placed equitable all over the corner and middle of the bus, was read clearly and ordered that was sent could be understood by passengers (apart from this condition, needed the improvement)
- The guidance of the route that was passed through by the bus (the map of the route), along with the name and the number of the corridor, as well as the name of the bus stop was available 4 units (single bus) and 8 units (articulated bus), was placed equitable all over the corner and middle of the bus, was read clearly and ordered that was sent could be understood by passengers (apart from this condition, needed the improvement)
- The trash bin was available 2 units (single bus) and 4 units (articulated bus), was placed at the front and behind the bus, in the good condition and could be made function and operated on well and truly (the condition for the trash/rubbish was closed well and when being closed was not smelly) (apart from this condition, needed the improvement)
- The LCD/Liquid Crystal Display screen of the bus stop was available 2 units (single bus) and 4 units (articulated bus), was placed at the front and middle the bus, functioned well and could be operated on well and truly, the LED/Light Emitted Diode screen was on clear or without the defect (apart from this condition, needed the improvement)
- The audio of bus stop information functioned well and could be operated on well and truly, the synchronous voice with information in the LED screen (apart from this condition, needed the improvement)
- All light/lamp functioned well and could be operated well and truly, did not have light/lamp was cut off (apart from this condition, needed the improvement)
- The bus had the guidance that adhered in wall partition of the bus for the emergency condition, where the exit door and notification of the fire extinguisher place
- The glasses breakers (the hammer) was available 4 units (single bus) and 8 units (articulated bus), was placed equitable all over the corner and middle of the bus, as well as the notification of how to use it
- The first aid kit must be available and the contents adequate for the handling of minor injuries
- The seatbelt to drivers must be available and obligatory to used

• Service Standard for Customer Enquiries and Complaints
  The BLU TransJakarta Busway must:
  - Respond to customer complaint in a timely and accurate manner
  - Respond to the complaint will be received within 48 hours
  - Respond this complaint within five (5) days after customer complaint has been forwarded
  - Establish procedures for handling and recording customer complaints and dispute resolution
  - Investigate all customer complaints and report the results of the investigation of the complaint to the complainant in a timely and courteous manner
  - Establish processes for ensuring serious complaints are reported to management as necessary
  - Provide training for relevant staff on customer complaints processes and dispute resolution
- Provide a copy of the procedures for the handling and recording of customer complaints and dispute resolution
- Organize the regular meeting once every 4 months for each bus operator and discussed around complaints that happened as well as the development progress bus service

- **Service Standard for Making Available Information to the Public**
  The BLU TransJakarta Busway must ensure:
  - For regular route service operators, make information on fares, timetables and route maps widely available to the public on a continuous basis
  - Information concerning the disturbance in the bus service as the improvement of the bus lane, the improvement of the bus stop, must be presented to the public no less than 1 week before the improvement period begins

- **Service Standard for the Monitoring of the Safety of Bus Drivers**
  The BLU TransJakarta Busway must:
  - Provide a security camera system inside the bus and give the approval notification to patch this camera before becoming operational
  - Provide other alarm system and ensure the system is monitored and that activated alarms are responded to immediately
  - Ensure that any defects or faults reported for equipment that monitors the safety of drivers are repaired expeditiously

- **Service Standard for the Training of Bus Drivers**
  The BLU TransJakarta Busway and the Operator Bus must:
  - Ensure drivers are trained in relevant public safety and occupational health and safety laws and regulations applying within the BLU TransJakarta Busway
  - Ensure drivers are trained in the use of any communications equipment, alarms, tracking devices and security cameras
  - Ensure drivers are trained to manage any incident causing the death of, or bodily injury to, a person
  - Ensure drivers are made aware of their responsibilities under the regulations
  - Provide training for other staff onboard on the same matters with the drivers and dispute resolution
  - Give the BLU TransJakarta Busway a copy of any training programs that are implemented by the Operator Bus Service and undertaken by bus drivers

- **Service Standard for Cleaning, Servicing, Maintenance and Repair of Buses**
  The BLU TransJakarta Busway and the Operator Bus must:
Implement a regular maintenance, service and inspection program for all buses used to provide the bus service, to ensure compliance with the vehicles manufacturers’ standards for the buses. The program must include:

- Ensuring appropriate facilities are available for the service, repair and maintenance of buses
- Ensuring the people undertaking the servicing, maintenance and repairs of buses are appropriately trained and have a trade certificate or license for the work they are performing
- If the operator undertakes “in-house” servicing, providing the details and relevant qualifications of person who will do the servicing
- For servicing, maintenance or repairs of buses carried out on behalf of Accredited Operator, having suitable arrangements in place with the entity providing the services to ensure the buses comply with the act
- For servicing, maintenance and repairs of buses carried out on behalf of the Accredited Operator, providing the details of the entity providing those services, and the place where those activities are carried out
- Ensuring appropriate people are engaged to service and repair equipment in buses and that faults in equipment can be responded to within a reasonable period after they occur
- Ensuring users of the equipment are trained in the efficient operation of the equipment including, if applicable, security cameras in buses
- Ensuring processes are in place for drivers to inspect buses prior to departure and report defects and faults (including to equipment)
- Maintenance and checking for break systems and air conditioner every 6 months

Implement cleaning program that ensure buses are cleaned in a regular basis. The cleaning program must include, at a minimum:

- The frequency of general and detailed cleaning and details of what is undertaken, e.g. vacuuming, wash windows, steam cleaning, etc
- The nomination of persons/positions in the organization who conduct the cleaning, and the facility at which buses are cleaned
- The procedure to ensure that all buses used to operate the bus service are captured under the program
  - The areas to be cleaned include:
    - The interior, including the floor of bus
    - The exterior, including the body and door panels, the bumper bars, the trim, and the wheels
    - The fittings, including seats, seat covers, handrail, hammer and any device or equipment
    - The cleaning program of each bus was carried out every day, could before the operation hour was begun (before 05.00) or after the operation hour was finished (after 22.00), was carried out in the bus pool
• Service Standard to hold Appropriate Driver License or Authority

The BLU TransJakarta Busway and the Operator Bus must:
- Regularly check the expiry dates of driver licenses and authorities held by drivers employed, or otherwise utilized to ensure licenses and authorities remain current
- As requested by the BLU TransJakarta Busway from time to time, provide the BLU TransJakarta Busway with a list of all drivers used by the Operator for the provision of the bus service, including each driver’s full name and driver license or driver authority number
- Have processes in place to ensure that any new driver’s details are provided to the BLU TransJakarta Busway by the time the person commences driving for the Operator and that the BLU TransJakarta Busway is notified of any driver who ceases driving for the Operator
- If notified by the BLU TransJakarta Busway that a driver’s license has been suspended or cancelled, ensure that the person does not drive a bus for the Operator

• Service Standard for the Condition of Bus Stop/Shelter

The BLU TransJakarta Busway must ensure:
- Bus stop equipped with the seat for passenger who will be waiting for the arrival bus
- Provide special space for disable/difable passenger
- Arrange the queue line by setting the restraint queue
- Provide information of all routes TransJakarta Busway corridor inside the bus stop
- Provide information of customer service number inside the bus stop
- Provide the room cooler like AC and fan or setting the good ventilator inside the bus stop
- Provide the trash bin that placed in easy reach by the passenger and in the locked condition cannot be moved
- Maintain cleanliness and comfort of the bus stop with regular cleaning, at least twice a day

To achieve the quality of service standards, researcher recommend to BLU TransJakarta Busway to do some comprehensive ways, which can be mentioned as follows:

• Setting clear, measurable service standards and monitoring, reviewing and publishing this performance against them with as little unnecessary paperwork and administration as possible
  - Measure the performance against those standards and publish the result in the Annual Report and the website
  - Review the service standards in consultation with the users

• Engage with the bus operators, staffs and users/passengers to ensure the delivery of high quality services by being open and responsive
  - Survey the bus operators, staffs and the users to assess the quality of service and identify areas for improvement
  - Compare the performance to that of other organizations and aim for the highest standards
- Talk to a sample of users to further test their satisfaction with the service that have provided
- Actively engage with users through representative forums and use their ideas to deliver service and process improvements
- Actively engage with staff and use their ideas to deliver service and process improvements

- Being fair and accessible to all users, promoting choice wherever they can and paying special attention to those with alternative needs
  - Publish this quality service standard and disability policy on the website
  - Assess the impact of our policies and procedures on users from different ethnic groups
  - Ensure that staff are helpful and polite, fair and impartial, at all times

- Continuously developing and improving the services and facilities by putting things right quickly and effectively as a result of feedback received
  - Strive towards high levels of user satisfaction and benchmark it with other organizations
  - Ensure that users have easy access to our complaints process including the submission of complaints via the website
  - Provide staff with written guidance on dealing with complaints
  - Deal with complaints fully and promptly, within the timescale set by the published target
  - Regularly analyze and review complaints to identify changes and areas for improvement
  - Publish details of complaints received and dealt with, including details of any compensation paid in the Annual Report
  - Provide users with the opportunity to give feedback on services and facilities through comment cards and surveys which it will use to make improvements to the services where appropriate
  - Monitor compliments received and introduce systems of best practice
  - Record expressions of dissatisfaction and introduce improvements to the services where appropriate

- Contributing to improving opportunities and quality of life in the communities which served through positive, discretionary initiatives and the imaginative use of resources
  - Encourage staff to undertake work in their local community by giving them paid special leave
  - Maintain and review our Sustainable Development Plan
  - Adhere to the commitments set out in the Transport Policy
  - Sustain an environmental policy including
5. CONTRIBUTION

5.1. Conclusion

To remind the reader of the purpose and research question are presented once more in this chapter. The purpose of this research is to analyze the problem in customer complaint handling such as those complaints from the user of TransJakarta Busway and to recommend the design of service standards that need to be adjusted with the interest of users/passengers base on the complaints, so it is expected to obtain service standards that can meet the needs of users in the use of TransJakarta Busway.

For the first research question was therefore as follows:

What the effective mechanism to handle the complaint from the passenger of TransJakarta Busway?

In this research, can be seen that it is because of too many complaints that entered and received by BLU TransJakarta Busway, then it had possibility that not all complaints will be handled. The occurrence of customer complaints caused by the following things, there are facts (evidence) is not in accordance with expectation (promise) and cost is not issued in accordance with the benefits obtained.

To decreasing the number of complaint, it must be taken some effective mechanism to handle those complaint and learning from how Värmlandstrafik AB doing their customer complaint handling, it can be conclude as several following process. The organization (BLU TransJakarta Busway) must provide the media for customer who has complaints to convey their complaint easily. They could submit or send complaints to the official website of BLU TransJakarta Busway or other website that recognize and approved by BLU TransJakarta Busway, besides the customer service call number which can be viewed inside the bus, in the bus stop or other place and media.

If the passenger send their complaint through the website, it must provided the easily way to filling up the complete data about place of the incident, the date and time of incident, the bus number and the route where complaints happen, the type of complaints that happen and also must to mention the customer identity who is conveying this complaint completely. If the delivery of complaints through email or telephone, place the capable customer service staff that will fill the complaint data to the website and responded as well as provided a quick solution to this customer, because complainants expect their complaints to be resolved immediately by the first person they talk to.

Promises must be realistic and always followed through. People would rather be told a realistic time frame within which their complaint will be dealt with, than be given a promise which may not be fulfilled. The BLU TransJakarta Busway must have promise to complete this complaint in short time, at least in the maximum time in 5 days after the date of the occurrence of complaint. If after 5 days the complaints did not yet succeed in being following up then the BLU
TransJakarta Busway will give some notification to this customer and continued to try to resolve until this problem was solved. The BLU TransJakarta Busway must responsible against the complaint and has an obligation to answer the complaint if this complaint very reasonable and really the mistake that was carried out by the bus operator. This obligation could be given in the form of cash money compensation or something that has determined by the BLU TransJakarta Busway.

For the second research question was therefore as follows:

What kind of service standards that can be recommended to BLU TransJakarta Busway in order to improve the service of TransJakarta Busway?

To design the service standards that need to be adjusted with the interest of users/passengers, it must know the expectation of the passenger while they are using the bus service. If their expectation cannot be reached, it must be something failure or mistake in this service providing. So this mistake causes the passenger to convey the complaints. According to the complaint of TransJakarta Busway passenger, researcher can divide the complaints into 20 types or attributes. Then form this 20 attributes can be classify into 5 dimensions of service quality, there are: reliability, responsiveness, assurance, empathy and the tangibles. This dimension will include the whole service standards that will be recommended to BLU TransJakarta Busway, as could be seen in interpretation section of previous chapter. From reliability dimension can be designed service standards of bus operation and standards of making available information to the public. Responsiveness dimension can be designed service standards of customer enquiries and complaints. From assurance dimension can be designed service standards for monitoring of the safety of bus drivers, service standards for training of bus drivers and service standards to hold appropriate driver license or authority. From empathy dimension also can be designed for standards of customer enquiries and complaints. From tangible dimension can be designed service standards of condition of bus, service standards for cleaning, servicing, maintenance and repair of buses, and service standards of condition of bus stop/shelter.

5.2. Suggestion for Future Research

The suggestion that could be given for the future research is related to the process of collecting data TransJakarta Busway passengers complaint that not only come from the internet media that is official website and mailing list of the TransJakarta Busway user, but could be carried out through direct interview with asking questionnaire about the perceptions and expectations of passengers towards the service of TransJakarta Busway and what have they felt when using these services. Thus the process of data collection of passenger complaint could be more to received and not just limited to the passengers who could access the media of complaint that provided by BLU TransJakarta Busway, but passengers outside this group that the amount was bigger could be received their perception towards the service of TransJakarta Busway.
Whereas for the understanding of customer handling system in the BLU TransJakarta Busway, better be done in depth interview with the authorized staff in this case or customer service staff so that be able to received the data and information concerning the complaint handling process and matters that regarding with customer complaints.
REFERENCES


Source of TransJakarta Busway complaint data:

suaratransjakarta@yahooogroups.com

http://www.suaratransjakarta.org

http://www.mediakonsumen.com
APPENDIX A

Special Lane of TransJakarta Busway

Special Shelter/Bus Stop
(http://www.e-dukasi.net/pengpop/datafitur/peng_populer/PP_303/image/10_2g.jpg)
APPENDIX B

All Corridors of TransJakarta Busway

(kpelektro05.files.wordpress.com)
APPENDIX C

Single Bus Type
(www.skyscrapercity.com)

Interior of Single Bus Type
(www.skyscrapercity.com)

Articulated Bus Type
(www.skyscrapercity.com)

Interior of Articulated Bus Type
(www.skyscrapercity.com)
<table>
<thead>
<tr>
<th>Line</th>
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<td>100</td>
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<td>Arvika-Åmotfors-Charlottenberg</td>
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<tr>
<td>102</td>
<td>Arvika-Klässbol-Stöme</td>
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<td>306</td>
<td>Hagfors-Gustavsfs-Uvanå</td>
</tr>
<tr>
<td>307</td>
<td>Filipstad-Sunnemo-Hagfors</td>
</tr>
<tr>
<td>308</td>
<td>Ekshärad-Loffstrand-Byn-Ekshärad</td>
</tr>
<tr>
<td>309</td>
<td>(Karlstad)-Molkom-Ålvsbacka-Hagfors</td>
</tr>
<tr>
<td>310</td>
<td>Munkfors-Ransäter-Munkfors</td>
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400 Karlstad-Molkom-Filipstad-Hällefors
402 Lesjöfors-Filipstad-Nykroppa-Storfors-Kristenham
403 Karlskoga-Bjurtjärn-Storfors
404 Storfors-Kristenham
405 Storfors-Lundsberg-Nässundet
406 Kristenham-Kungsskogen-Stonfors

500 Karlstad-Kristenham-Karlskoga
501 Karlstad-Skattkärr-Väse
502 Kristenham-Medhamn
503 Kristenham-Björneborg-Degefors
504 Kristenham-Rudskoga-Bjurvik
505 Kristenham-Nybble-Gullspång

601 Karlstad-Grums-Slottsbom-Segmon
602 Karlstad-Ilanda-Forshaga
603 Karlstad-Skåre-Forshaga-Deje
604 Karlstad-Skived-Forshaga-Deje
605 Karlstad-Universitetet-Skived-Forshaga-Deje
606 Karlstad-Mellerudstop-Edsvalla
607 Fagerås-Edsvalla-Vålberg
620 Karlstad-Lövnäs-Hammar/Knappstad-Skoghall
621 Karlstad-Hälltorp/Hammar-Skoghal
622 Karlstad-Lövnäs-Hammar/Knappstad-Skoghall
623 Karlstad-Skoghall-Takene-Sätter
624 Tynäs-Rud-Lövnäs
625 Karlstad-Hammarö Utbildingscenter-Skoghall

700 Karlstad-Årjäng-Töcksfors
702 Årjäng-Lennartsfors
703 Töcksfors-Väng
704 Töcksfors-Hån
705 Töcksfors-Östervallskog
706 Årjäng-Finntorp
707 Årjäng-Harnäs
708 Årjäng-Skogen

800 Karlstad-Säffle-Åmål
801 Karlstad-Grums-Segmon-Säffle-Åmål
802 Säffle-Ö:a Takene-Nysäter-Svanskog-Åmål-Säffle
803 Säffle-Kallskog
804 Lönnskog-Nysäter
805 Säffle-Botilsäter-Ekenäs
806 Säffle-Kvallsersrud-Grimbråten
807 Säffle-Uggelsäter
808 Borgviksbruk-Grums
809 Säffle-V:a Kila-Nysäter-Stömne