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SERVICE FAILURE
IN
JAKARTA PUBLIC BUS TRANSPORT

Service Science
Project Report

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1. INTRODUCTION

1.1. Background

Populations in most developing countries are increasing much faster than car ownership levels and therefore an increasing proportion of the population is dependent on public transport except for very short journeys. In most countries, walking is the most common mode of travel for distances of up to one or two kilometers in urban areas and much further in rural areas. Those who own bicycles tend to use them for journeys of up to about eight kilometers, beyond which public transport is preferred mode. Public transport also provides an alternative to those who have private transport, but are sometimes deterred from using it by traffic congestion, parking difficulties or problems in accessing certain streets, although in practice it is relatively unusual, particularly in developing countries, for car owners to use public transport to any significant extent. However, in many developing countries families tend to be large, so that even if these is a car belonging to a household, most members of the family are still likely to use public transport for at least some of their travel (Iles 2005)

Public transport is therefore vital for the vast majority without access to private transport. There is need for personal mobility, in particular for access to employment opportunities, but with low income levels affordability is a common problem, while the services provided are often regarded as inadequate. Most of the transport problems experienced in developing countries are similar to those found everywhere in the world, although there may be significant differences in magnitude, while some are peculiar to developing countries. In most countries, demand for public transport and therefore the level of service provided, have increased, by contrast, public transport services in many developing countries have also deteriorated, but in the face of rapidly increasing demand (Iles 2005).

Jakarta, the capital city of Indonesia is the biggest metropolitan city and solidest in South-East Asia. The city was occupied with approximately 8 million inhabitants with all the problems and its bottleneck. The city with the history of the complex past and the social condition for the very heterogeneous culture certainly with abreast his problem. One of the problems that were crucial enough and important was the problem of the transport of the city. Until now Jakarta was known as metropolitan worst in arranging the transport of his resident who reached 8 million people. The impasse always happened everywhere and approximately had more than 100 spread points of the impasse danger equitable all over the city territory.

The lack of transport facilities and infrastructure become the main causes of the occurrence of this impasse. Jakarta did not yet have the system as well as the solidest mass transport infrastructure. The transport could serve the needs for the mobility of its resident with fast, safe, cheap, comfortable and massive. Nearby that the existence of pockets of the inhabitants in Jakarta satellite towns that each day carried out the trip towards Jakarta took part in aggravating the complexity of the transport in the Jakarta city. The commuter who came from Depok, Tangerang, Bogor as well as this Bekasi more increased the vehicle flow in the Jakarta city that
has been so solid. As a result, the serious impasse was not avoided in the main roads towards these cities.

The transport in Jakarta has many of kinds, the two wheel vehicle or four wheel vehicle, as well as also vehicle without wheel (like the boat). The transport vehicle generally was grouped in two kinds, which are the private vehicle and public transport. The private vehicle is like motorcycle, car and also the bicycle. Public transport consisted of many kinds, which are take the form of mini the bus (like Kopaja, Metro Mini, Kopami), the big bus (like Mayasari Bhakti, etc.), the intercity bus, the public's transport that took the form of the car (like KWK, mikrolet, etc.), the pedicab/bajaj, bemo, taxi, the motorcycle taxi and the bicycle taxi, the boat and also did not forget the public's transport that was popular that is ‘TransJakarta’ or that normally is known with the term ‘Busway’. There was also the other vehicle that functioned for the commercial need, the service and the service, like the truck.

In the operational of private vehicle and public transport still often met violations in passing by the passage. These violations happened apart from because of the shortage of the awareness of the community, also could be caused by less of the strength of the regulation as well as sanctions that were upheld towards various form sorts of this violation. Here was needed the role of the government as well as the community's participation. If there two elements were not available so the regularity in the matter of the transport can be not realized.

1.2. Problem

Public transport is therefore vital for the vast majority without access to private transport. There is need for personal mobility, in particular for access to employment opportunities, but with low income levels affordability is a common problem, while the services provided are often regarded as inadequate (Iles 2005).

Most of the transport problems experienced in Jakarta is similar to those found everywhere in the world especially in developing countries, although there may be significant differences in magnitude. In most countries, demand for public transport and therefore the level of service provided, have defined as car ownership has increased, by contrast, public transport services in many developing countries have also deteriorated, but in the face of rapidly increasing demand (Iles 2005).

As discussed in more detail later, the main contributory factors to the public transport problems in Jakarta are rapid growth in population, particularly in the urban areas, low standards of efficiency, reliability and safety, poor enforcement of regulations and shortage of money. In particular, the rate of population growth in Jakarta is very high and it is not unusual for population to double within a generation. Rapid growth of Jakarta is a major problem. The rate of urbanization is so great that even in Indonesia which was predominantly agricultural in the past, the population living in urban areas now exceeds that living in rural areas and the disparity is increasing steadily (Iles 2005).
The pace of change brings its own problems, since developments in some fields are inevitably faster than in others, particularly in urban areas, where the transport systems and infrastructure have often failed to keep pace with the rapid growth. Formal public transport operators have been unable to cope and have been largely replaced by informal systems, which do not provide the same quality of service. In nearly every case, public transport is lacking in both capacity and quality. In addition, despite relatively low levels of car ownership, there is chronic traffic congestion in many cities which is attributable to private transport and often also to a scarcity of road space (Iles 2005).

Inadequate public transport services have a detrimental effect on the economy and there would be far reaching benefits if the demand for public transport could be satisfied in order to enable people to go about their business without unnecessary hindrance. Improved public transport services, particularly in urban areas, would help to reduce the tendency for passengers to upgrade to private transport as soon as they can afford to, and the alternatives between investment in urban road infrastructure and improvements in public transport should therefore always be carefully assessed. In many cases, if expenditure on urban road improvements were instead invested sensibly in appropriate public transport measures, the benefits would be far greater. Yet in virtually every case, public transport services in developing countries are far from satisfactory. The root causes of the problem are complex and inter-related. For example, bus service may be unreliable because of lack of maintenance of the vehicles. This is turn may be due to lack of funds, which itself may be attributable to the form of regulation arising from inappropriate political decisions (Iles 2005).

Traffic congestion in urban areas is often more serious in developing countries than in developed countries, despite lower car ownership levels. This is due to various factors, including inadequate road system capacity, poor traffic discipline, in particular a high level of illegal parking, the use of road space by vendors and slow moving non-motorized traffic. There is a common tendency for car users to assume that they have the right to travel and to park, wherever they wish. Since car owners and often motor traders, represent a powerful lobby, this assumed right is tacitly accepted. Few, if any measures are taken to control the misuse of road and footpath space by private car users. There are special traffic problems in some of the older city centre where narrow streets may be unsuitable for normal motorized traffic. Increasing commercial and industrial activity also leads to increasing volumes of freight traffic, which adds to congestion, particularly on routes leading to and from ports and industrial area. Public transport costs are increased by the slower speeds resulting from congestion: increased journey times in reduced bus productivity and therefore reduced revenue and increased vehicle requirements and time-based cost per kilometer (Iles 2005).

A poor service or a service failure in public transport will result in dissatisfaction and this in turn will prompt a variety of responses which may include complaining, negative word-of-mouth and decisions not to reuse the service. If it is impossible to avoid service failures and dissatisfaction, then it becomes increasingly important for organizations (transport provider and operator) to
understand how to manage such occurrences and minimize their adverse effects. There is a growing body of evidence to suggest that effective service recovery will generate a range of positive customer responses with complaint handling being seen as a key element in service recovery. Responding effectively to customer complaints can have a significant impact on satisfaction, reuse intentions and the spread of word-of-mouth. However, in order to understand how best to deal with service failure and how best to handle complaints, it is essential to understand the way in which consumers react to service failure and how they respond to different approaches to service recovery in the context of public transport (Iles 2005).

1.3. Objective

The objective of this study is to explore public transportation (bus transport) service failure of the focused country and try to find the best countermeasure to improve its public bus transport service. The study is focused in Jakarta (Indonesia). Based on the fact that public transport in Jakarta relies heavily on bus services. There are various bus sizes in operation ranging from 9-seater up to 50-seater. But, generally the bus service is very poor in quality running on old buses. The expectance of analyzes is to find out recommendation to improve bus service failure then increase the overall bus service.

1.4. Methodology

This study is based on literature study of public transportation condition in Jakarta in certain period. It is presented as a prospective study of the outsourcing process with collection of qualitative data from transport department, transport provider and bus operators. Data based used are from Journal of Service and Journal of Public Transportation.

As a background, a shorter overview of public transportation and theoretical framework for the service failure of bus transport service are presented. A discussion about public transportation (bus transport) service failure, the caused and the best solution for this service are presented, accompany with general recommendation for bus service and some conclusion will be concludes the study.

1.4.1. Qualitative Research

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 system and resources structure from Edvardsson (1997) that mention
service systems consist of: (1) customer, (2) organization structure and system, (3) management
and staff, and (4) physical/technical resources. Then continued by Edvardsson (1997), service
process which consists of activities at partners’ and customers’ premises and the company does
not have direct control over all parts of the process but must be able to control the process in its
entirety. Finally using theoretical of service failure by Carnage (2004), Kelley & Davis (1994),

1.4.2. 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 interviews form Jakarta Transportation Department, while secondary data in this
thesis consists of information material provided by Jakarta Transportation Department, service
science literatures, articles and books, as well as of documents from public bus transport sector.

1.4.3. Primary and Secondary Data

The collection of required information depends on the nature, object and scope of study on the
one hand and availability of financial resources, time and man power on the other. The statistical
data are of two types: (1) primary data, and (2) secondary data.

Thus, the primary data when used by some other investigator/agency become secondary data.
There could be large number of publications presenting secondary data. Some of the important
ones are given below (Singh & Mangat 1996):

1. Official publications of the federal, state and local governments
2. Report of committees and commissions
3. Publications and reports of business organizations, trade associations and chambers of
   commerce
4. Data released by magazines, journals and newspaper

There are varieties of methods that may be used to collect information. The method to be followed has to be decided keeping in view the cost involved and the precision aimed at. The methods usually adopted for collecting primary data are: (1) direct personal interview, (2) questionnaires sent through email, (3) interview by enumerators, and (4) telephone interview.

In other side, secondary data are collected from sources which have been already created for the purpose of first-time use and future uses. The secondary data collection involves less cost, time and effort. Sometimes more accurate data can be obtained only from secondary data. Such data are collected for some other purpose. So, sometimes, it may not suit for the present purpose. There is no control over secondary data collection and hence it may not be accurate for many applications. Further, it may not be available in the required format. Sometimes, it may be outdated and may not meet the requirements of the present study. The sources for secondary data can be classified as internal sources and external sources (Panneerselvam 2004).

In this research, primary data collected by interviews form Jakarta Transportation Department, while secondary data consist of information material provided by Jakarta Transportation Department, service science literatures, articles and books, as well as of documents from public bus transport sector.

1.4.4. 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.

After collecting data and references about service failure in public bus transport in Jakarta, this afterwards was carried out by deep analysis on causing service failure, analyzing the problem into service process and then analyzing in service recovery.

Once the data begins to flow in, attention turns to data analysis. First, some activities are needed to ensure the accuracy of the data and their conversion from raw form to a reduced and classified form that are more appropriate for analysis (Cooper & Schindler 2003).
2. THEORETICAL FRAMEWORK

2.1. Definition of Service

Service is often seen as a complex phenomenon. Words have meaning 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 (1990a) 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 & Klefsjö 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).
2.4. Service System and Resources Structure

According to Edvardsson (1997), in order to have well functioning service process needs service system. Service system includes the resources available to the process for realizing the service concept. By the service concept, it means a description of the customer needs which are not to be met and how these needs shall be met in the form of service content or design of the service package. Service systems consist of: (1) customer, (2) organization structure and system, (3) management and staff, and (4) physical/technical resources.

The service system can be divided into an interactive part, which is visible to the customer, and a support or back office part, which is invisible to the customer. Service system is affected or controlled by the business concept, the strategy and the goals of the company.

![Diagram of resource categories of the service system](Edvardsson 1997)

The resources of service system consist of:

1. Customer, can be as company or private individual/household. In service system, customer has important role, not only as receiver, instead could also contribute actively to the service process. In relation with company, customer should be given easiness as added value to play role as “co-producer”.

2. Organization structure and system. This part consist of:
   a. Organizational structure, e.g. division of activity and profit centers
   b. Administrative support system, e.g. planning and information
c. Interaction with customer and other parties, e.g. how to handle complaints from customers

d. Company’s activity that related with marketing. This part has 3 important task, namely:
   i. Using market and customer analysis to understand the competitive situation, customer’s needs and demands, and customer logic
   ii. Ensuring that realistic expectations are created
   iii. Teaching customers how to act or behave in the role of co-producer

3. Management and staffs, employee represents service quality of the company. Their performance has great influence to customer’s perception about company’s service quality.

4. Physical/technical resources. There are mean to create favorable condition for increasingly better service and increasingly more profitable business deals.

2.5. Service Process

Edvardsson (1997) describes service process as chain or chains of parallel and sequential activities which must function if the service is to be produced. The service process partly consists of activities at partners’ and customers’ premises. The company does not have direct control over all parts of the process but must be able to control the process in its entirety. To generate a service which meets the service concept in all respect, it is necessary to determine in detail the process which will ensure the right service. Quality and productivity must be built in from the beginning by developing the right service process.

![Figure 2.2 The Service Process (Edvardsson 1997)](image)

2.6. Service Failure

No service systems is perfect, mistakes do happen, when they do, it is referred to as service failure (Carnage 2004). From a customer perspective, a service failure is any situation where something has gone wrong, irrespective of responsibility (Kelley & Davis 1994). Service failure can be explained by disconfirmation theory, as happening when a gap between marketing
activities and operations, appears. The former shapes customer’s expectations and the later forms the service delivery system.

Service failure may vary in gravity from being something serious, such as a food poisoning incident, to something trivial, such as a short delay (Kelley & Davis 1994). Furthermore based on the general nature of service failure, literature has produces many typologies of them (Bitner et al. 1990; Grönroos 1990b). Service failure can also vary across dimensions of time, severity and frequency (Palmer et al. 2000).

The study of Keaveny (1995) has also introduced service failure as a major cause of customer, as he introduces the eight major causes of customer defection in service industries out of which three are related to service failures. Service failure concludes into negative word of mouth behavior (Balley 1994; Mattila 2001), which leads into defection of other customers or potential customers, as well.

However, normally most of the defections are caused by service failures as is presented in a critical incidence method by Bitner et al. (1990). Based on Bitner’s research, failures can be classified as being of a number of different types:

1. Service Delivery Failures

In general, service delivery system failures consist of three types of failures: (1) unavailable service, (2) unreasonably slow service, and (3) other core service failures. Unavailable service refers to services normally available that are lacking or absent such as a cancelled flight or a hotel that is overbooked. Unreasonably slow service relates to services or employees that customers perceive as being extraordinarily slow in fulfilling their function and might include delays in serving a meal in a restaurant or lengthy queues at a visitor attraction. Other core service failures encompass all other aspects of core service failure; this category is deliberately broad to reflect the various core services offered by different industries (e.g., food service, cleanliness of the aircraft, and baggage handling).

2. Failure to Respond to Customer Needs and Request

The second type of service failure relates to employee responses to individual customer needs and special requests. Customer needs can be explicit or implicit. Implicit needs are not requested; if an airline customer becomes ill and faints, his or her needs will be apparent. The airline can fail to meet an implicit need when a flight schedule is changed and the airline fails to notify its customers so that alternative connection flights can be arranged. By contrast, explicit requests are overtly requested. In general, explicit requests are of four types: (1) special needs, (2) customer preferences, (3) customer errors, and (4) disruptive others. Responses to special needs involve complying with requests based on a customer’s special medical, dietary, psychological, language, or social circumstances. Preparing a meal for a vegetarian would count as a special request. Responses to customer preferences require the employee to modify the service delivery system in some way that meets the preferred needs of the customer. A customer request for the
substitution of a menu at a restaurant is a typical example of a customer preference. Responding to a customer error involves a scenario in which the failure is initiated by a customer mistake (e.g., lost tickets or a lost hotel key) and the employee needs to respond. Finally, responding to disruptive others requires employees to settle disputes between customers, such as requesting patrons to be quiet in cinemas or requesting that smoking customers not smoke in the non-smoking section of restaurants.

3. Unprompted and Unsolicited Employee Actions

The third type of service failure arises from employee behaviors that are totally unexpected by the customer. These actions are not initiated by the customer, nor are they part of the service delivery system. Subcategories of this group include (1) level of attention, (2) unusual actions, (3) cultural norms, (4) gestalt, and (5) adverse conditions. Negative levels of attention to customers pertain to employees who have poor attitudes, employees who ignore a customer, and employees who exhibit behavior consistent with an indifferent attitude. The unusual behavior subcategory includes employee actions such as rudeness, abusiveness, and inappropriate touching. The cultural norms subcategory refers to actions that violate cultural norms such as equality, fairness, and honesty. Violations would include discriminatory behavior, acts of dishonesty such as lying, stealing, and cheating, and other activities considered unfair by customers. The gestalt subcategory refers to customer evaluations that are made holistically as in the case of a customer who evaluates a holiday as dissatisfying overall without identifying any specific incidents that cause this dissatisfaction. Finally, the adverse conditions subcategory covers employee actions under stressful conditions. If an employee takes effective control of a situation when all others around him or her are “losing their heads”, customers are impressed by the employee’s performance under those adverse conditions. By contrast, if the captain and crew of a sinking ship board the lifeboats before the passengers, this would be obviously be remembered as a negative action under adverse conditions.

Understanding the type of service failure that has occurred is important in designing an appropriate recovery strategy and, perhaps more importantly, in developing future policies to limit the occurrence of service failures. For example, when faced with service delivery failures, an organization may need to pay particular attention to service operations and design. When failures arise from employee actions and behavior, the appropriate approach might be to focus attention on the management of human resources.
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 increased 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.

A study conducted by SITRAMP-JICA in 2002 estimated that daily trip demand in Jakarta will reach 14.2 million in 2015, and the average “to work” trip length had increased from 2.69 km in 1985 to 3.52 km in 2000. By 2005, 50% of trips are made by bus, 30% by car and 13% by
motorcycle. While on the hand, number of trips by bus will be increased continuously, compared to the modal share in 1985, the share of public transport has been decreasing slightly from 57% to 52%.

There are railways throughout Jakarta, however, they are not popular and inadequate in providing transportation for the citizens of Jakarta. Commuter trains come to Jakarta from four different suburbs: Tangerang in west, Serpong in the southwest, Depok in the south and Bekasi in the east. The major rail stations are Gambir, Jatinegara, Manggarai, Tanah Abang and Jakarta Kota. The quality of the service is even worse than the bus service.

Jakarta’s transportation also depends on toll road. The major toll road is the inner ring road from Tanjung Priok-Cawang-Grogol-Tanjung Priok. The outer ring road is now being constructed and is partly operational from Cilincing-Cakung-Pasar Rebo-Pondok Pinang-Daan Mogot-Cengkareng. A toll road connects Jakarta to Soekarno-Hatta International Airport in the north of Jakarta. Also connected via toll road is the port of Merak and Tangerang to the west, Depok and Bogor to the south and Bekasi, Cibitung and Karawang, Purwakarta and eventually to Bandung to the east.

To reduce traffic jams, some major roads in Jakarta have a ‘three in one’ rule system during rush hours, first introduced in 1992, prohibiting vehicles carrying less than three passengers on certain roads. In 2005, this rule covers the areas of Sudirman and Gatot Subroto. On the other hand, the implementation of this rule has provided new income for some people, who are paid to join a vehicle and boost its number of passenger to the obligatory three. In sum, the implementation of three-in-one has not been as effective as expected.

However, Jakarta’s road is notorious for behavior of the traffic. The traffic rules of the road are broken. Furthermore in recent years the number of motorcycles on the streets has being growing almost exponentially, ensuring many a problem due to ill-disciplined motorcyclist.

Most public bus transport in Jakarta was operated under traditional management and owned by individuals or co-operatives. The role of the government on this system is only to give the licensing to operate based on determined number of buses on the proposed route by private companies or individuals. The government doesn’t have authority to control the quality of service of the public transport. Sometimes the proposed route has more than 50% overlaps with other routes. The bus drivers don’t care with the quality of service to the passenger such as its punctuality, convenience and safety.

In Jakarta, transport planning and management is the responsibility of the Infrastructure and Communication Agency. This institution is responsible for making changes related to transport and traffic in Jakarta, such as one-way routes, public transport provision, route permit, public transport and taxi tariffs. However, all final decisions are made only after consultation with the Provincial Government of Jakarta, i.e. after consideration by the Local Development Planning Board of Jakarta (Bappeda) and hearing with the Local Parliament (DPRD) – Commission D in the case. Public participation is rarely included in this process. On the other hand, as Jakarta is
the capital of the Republic of Indonesia, the central government also has a main role in Jakarta’s transport related decision-making process. This makes decisions for Jakarta’s transport planning and management relatively complex compared to other areas of the country.

3.2. History and Present Condition of Public Bus Transport in Jakarta

The history of public bus transport in Jakarta can be grouped in five generations. First generation occurs when the government was stopped the operation of the streetcar in the 1970s in several cities in Indonesia, and appear as a small vehicle oplet. 1985 is the second generation with the emergence of PPD. When there are more than 5 large bus companies. In the era of this merger also occur (mergers), restructuring the organization in the management of bus transportation in Indonesia. 1987 is the next generation to-3 developed the buses such as bus level in several cities in Indonesia. In 1992, the 4th generation of the row bus prioritized on the left side, but this system is not running well. Fifth generation is the operation of busway.

The transport busway (BRT – the Bus Rapid Transit) in Jakarta was developed was based on the analysis of factors that caused bad him the management of the public's transport in Jakarta until now. To repeat and carry out the same mistake then various new concepts were in the transport of the public carried out in the system busway. Several concepts were as follows: (1) Government bears the losses if the deficit occurred. The private sector as it does not bear all the risk, (2) The process of licensing a vehicle that "smell" of corruption eliminated, (3) System so that a clear route to avoid the occurrence of the usual route sabotage made between public, (4) Bus fare is relatively feasible, (5) Comfortable in services, (6) Payment is not in the vehicle (on-board cash payment) to reduce losses due to deposit the manipulated, (7) Ticket system, (8) Supervision and strict control, (9) Security at the terminal and on the busway in the guarded, and (10) Integration system.

Occurrence of the busway is very closely related with the reform era in 1997. The crisis that the public transport fleet, only about 60% of transport operating in the road, was increased again with the price of spare parts that bounced, causing many transportation companies go bankrupt, while the tariff cannot be raised. Because of that emerged thinking to save the public's transport. Encouraged by the spirit of reform, busway system was launched as an effort to improve the public transportation system in Jakarta.

The process of occurrence of the busway is also very interesting because it proves the high political commitment of the Governor of DKI and the Jakarta Parliament. With the agreement of the government in supporting this program, also with the support of the international, launch BRT be returned. Some staff has expert technical assistance in Bogota who is familiar with its system BRT. This process is accelerating the emergence of the busway system, which only takes 2.5 years. The time is short enough compared with the occurrence of the busway in Bogota that takes 4 years. Because the process was speeded up this, the first fleet bought by the government is actually less healthy in the busway system. Bus transportation options are considered
appropriate because Indonesia has controlled the bus management since long before. Some of the existing facilities can be used like crossing bridge.

3.2.1. Fleet Characteristics

The bus in Jakarta was operated by private sector and public sector. There are 9 bus private operators in Jakarta include: 1 company owned by the State, 5 private companies, the co-operative's 1 company and the association's 2 companies. PPD, PT. Mayasari Bhakti and PT. Steady Safe were the biggest operator. PT. Metromini, Koantas Bima, Kopami Jaya and Kopaja were the middle operator and the rest of them were the small operator. Besides private operators, Jakarta also has bus transportation service that owned by Public-Private (TransJakarta Busway as Bus Rapid Transit)

The condition of private city bus had the certain route and the permanent bus stop, but mini bus and mikrolet did not have the permanent place stop. The bus stop only was gotten along the main road, there was no bus-shelter to the road local and in the area of housing. Results, the bus could stop anywhere that resulted in the long queue and the traffic jam.

In other hand 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

3.2.2. Route Permit

There are 3 kinds of bus services in the city buses to serve the main corridor to the city center, a mini bus with a shorter distance served the collector's road and mikrolet served suburban and rural areas.

Road Traffic and Transport Board are responsible for the operation of city bus in Jakarta. This Board issued route permits in effect for 5 years and can be submitted by the State Company, the private sector, cooperatives and individuals free of charge. Quality of services provided by bus operators cannot be controlled, because the absence of competition in the tender process.

The nonexistence of the co-ordination in the determination of the bus route often result in not equitable of the bus service, that is on one hand the part of the road was often received by the temporary bus in the other road really was difficult to get the bus. Not equitable of the distribution of this bus service resulted in management inefficiency of the public's transport in Jakarta.

3.2.3. Tariff and Subsidy

Government through the Ministry of Transportation has issued regulations on the transportation tariff in Indonesia, including tariff bus. In 1998, there is a tariff increase of the bus in Java and
Bali to 50-60%, which aims to keep provide service in crisis, where there is a price increase is very sharp from the spare parts and plans to increase fuel price.

The cheap tariff for the student continued to be maintained by the government. For private enterprise's operator, the policy of this government was heavy because of making the problem in covering the operating cost. In Jakarta was gotten by 400,000 students who used the bus each day. So could be said private sector subsidize the student as big as 50 billion rupiah per year. This condition happened in 5 years later that resulted often in the bus not wanting to carry the student.

With this situation, private operators have benefited only 25% of the total income and the rest is for the driver, fuel and spare parts. With the increasing price of fuel and spare parts, the obligation to serve the students will reduce the income and lead to bankruptcy for the bus operator.

The government subsidize PPD has more than 10 billion rupiah year. However, the subsidy from the government often is not clear and the target allocation. The direct subsidy to cover the cost of this operation is only valid for the PPD and not to other private operators. The Government provided assistance to all the bus operators by reducing the tax import spare parts. With the occurrence of economic crisis the government subsidy on imported spare parts to be this big increase. In fact this policy only beneficial for the importer and the supplier of spare parts than the user of the bus service and the bus operator.

In other hand TransJakarta Busway could use subsidy fund and ticket fare fund to pay operation fund but the constraint is, that 70% from TransJakarta Busway's total operation cost could pay from operational fund then rest will be paid from subsidy fund which fund approval will take long bureaucracy. The income sources are subsidy from Government about 30% of total cost and fare box about 70% of total cost. Both incomes are used to pay all operators which involved in TransJakarta Busway program, for instance, bus operator, security, ticketing and maintenance.
References


