

THE SERVICE PERFORMANCE OF THE JAKARTA MANGGARAI STATION, INDONESIA

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Abstract: The research objective is to improve station services by analyzing service performance based on the Minimum Service Standards for people transport by train. A train station is a train departure and stop which functions for passenger boarding and unloading, loading and unloading of goods, and train operations. However, the service conditions of the train stations are still inadequate so that efforts to repair and improve station services are needed. The research site is at Manggarai Station, Jakarta, using descriptive qualitative methods, with a total sample of 375 people. The data was collected by means of a questionnaire with a Likert scale model that has been tested. The data were analyzed using the Importance Performance Analysis (IPA) method and the Customer Satisfaction Index (CSI). The results show that the satisfaction index value of Manggarai Station service users is 78.596%, the level of service conformity at Manggarai Station has not met service users' expectations, and the main priority for improvement is the availability of safety information, the availability of ticket sales services, the number of security facilities, clarity of information regarding security disturbances, number of security officers, placement of service information, condition of station waiting room, number of toilets at station, service information media, condition of service information.

Keywords: Minimum Service Standards, Importance Performance Analysis, Customer Satisfaction Index, Train Station

INTRODUCTION

Human movement or mobility, in general, is driven by the interest to make ends meet. To support the smooth running of these interests from one place to another place, one of the means is needed, namely transportation. Transportation is needed by many people in various activities so that it is accommodated by various modes of transportation. Various choices are offered by producers to consumers as transportation users, ranging from air routes such as airplanes, by land routes such as buses, cars, and trains, and by sea routes such as ships. All of this is essentially to help the community in supporting their life activities. Without the existence of transportation as a means of support, it cannot be expected to achieve satisfactory results in the economic development of a country.

Moreover, economic development requires adequate and adequate transportation services. Every level of growth or economic development of a country requires an optimum transport capacity. However, it should also be noted that determining the transportation capacity and the level of investment is not an easy thing to do. In line with this, with the increasingly limited road capacity, the railways are increasingly showing their victory in the competition. This victory is inseparable from the growth of railway technology, so that it can accommodate on superior carrying capacity, has more time efficiency, has easy service, has a high level of security, affordable costs, uses very much space.

Saving, as well as energy-saving and environmentally friendly. The advantages of the train are what make the public really consider train as the transportation of choice when compared to other land transportation modes. However, in reality, this urgency has not been supported by adequate services. For example, this happened at Jakarta Manggarai Station, Indonesia. The indications are, online train ticket sales are still not smooth, there are still trains that have not arrived on time, train accidents still occur, train crossing facilities are not functioning

properly, communication between stations is still confusing, and so on. Furthermore, the Manggarai Station service has not fully provided convenience for passengers, nor has it been able to guarantee the safety of train passengers. Therefore, it is important to analyze the service performance of Manggarai Station in Jakarta.

Some of the main problems in train travel management are schedule adjustments and train rescheduling which have been studied by (Jespersen-Groth et al., 2009). Railway operational performance was studied by (Burdett & Kozan, 2014; Espinosa-Aranda & García-Ródenas, 2013; Fourie & Zhuwaki, 2017). Railway operational performance, according to (Patra, 2009) is explained through reliability, availability, maintenance and safety as well as the life cycle cost of rail infrastructure and shows an effective infrastructure maintenance plan model. The results of research by (Intari et al., 2017) using Service Quality calculations show that Bogor Station fulfills 88.2% of the facilities regulated in Government Regulation of 2015. Overall, the perceptions and satisfaction levels of service users with Bogor Station services are not satisfactory.

The results by (Sulistiyani & Widyastuti, 2014), research using the Importance Performance Analysis (IPA) method show that overall station users are satisfied with the station's performance but from the calculation of ticket counters which are calculated based on the First In First Out (FIFO) queuing method using service time with the results of the field survey. In order to meet the requirements of the 2012 Station Standardization Guidelines and the number of seats available so that passengers waiting for the arrival of the train do not have to sit on the floor or in the garden area in the station hall. Another research results by (Eprilianto, 2013) also show that services at Yogyakarta Besar Station and Lempuyangan Station can be considered quite good. Services that need to be improved are related to increased comfort.

The research objective is to improve station services by analyzing service performance based on the Minimum Service Standards for people transport by train which consists of safety services, security services, reliability, regularity services, convenience services, convenience, affordability services, and equality services. To find out the service performance which is the main priority in handling and knowing the service, it is necessary to make improvements in improving the performance of the Manggarai Station. It also aims to determine the level of satisfaction and the level of availability of service facilities in the operation of the Manggarai Station.

The level of performance is the actual performance of a product that is felt after its use (Tjiptono, 2014). If the actual performance of the product gives the same or exceeds customer expectations, the customer will feel satisfied or vice versa. The quality of train station service performance is an assessment of work results or quality in providing services in the operation of train stations based on the service standard guidelines that have been set by the government, concerning Minimum Service Standards for people by train, that service standards are benchmarks used as guidelines for service delivery and reference for assessing service quality as obligations and promises of administrators to the community in order to service quality, fast, easy, affordable and measurable.

Service is an activity or a series of activities that are invisible that occur as a result of interactions between consumers and employees or other things provided by service providers that are intended to solve customer problems Gronroos, in (Muhammad, 2014). (Zeithaml & Bitner, 2011) also state that service is an economic activity whose output is not a product which is consumed at the same time as production and provides added value, such as enjoyment, entertainment, relaxation, health and is intangible. The service quality approach that is often used as a reference in marketing research is SERVQUAL model, the model developed by (Parasuraman, 2009). In addition, (Kotler & Armstrong, 2018) argues that quality have a direct impact on the performance of a product or service. Therefore, quality is closely related to consumer ratings and customer satisfaction.

The five main dimensions of service quality according to (Zeithaml & Bitner, 2011), namely: (1) reliability, is the ability to provide services accurately and reliably; (2) responsiveness, is the desire to help customers and provide services quickly; (3) assurance, which is the knowledge and friendliness of employees to foster trust in customers; (4) empathy, is special attention given to customers; (5) physical evidence, namely the appearance of physical facilities, equipment and personnel. According to (Parasuraman, 2009; Parasuraman et al., 2005) service quality can be measured through five factors, namely: physical evidence, reliability, responsiveness, assurance, and empathy. Service companies cannot be separated from the five main dimensions, therefore in their operations the company must continue to improve the performance of the quality of service provided to customers. According to government regulation concerning minimum service standards for people by train, the minimum service standards at railway stations include at least: safety, security, reliability or regularity, comfort, convenience, and

equality.

Service Quality, can be synthesized as a measure of how well the level of service provided is in accordance with passenger expectations, with dimensions of service quality, namely; (1) Tangible Dimension, (2) Reliability Dimension, (3) Responsiveness Dimension, (4) Assurance Dimension, and (5) Empathy Dimension.

The research framework is drawn as follows (Figure 1).

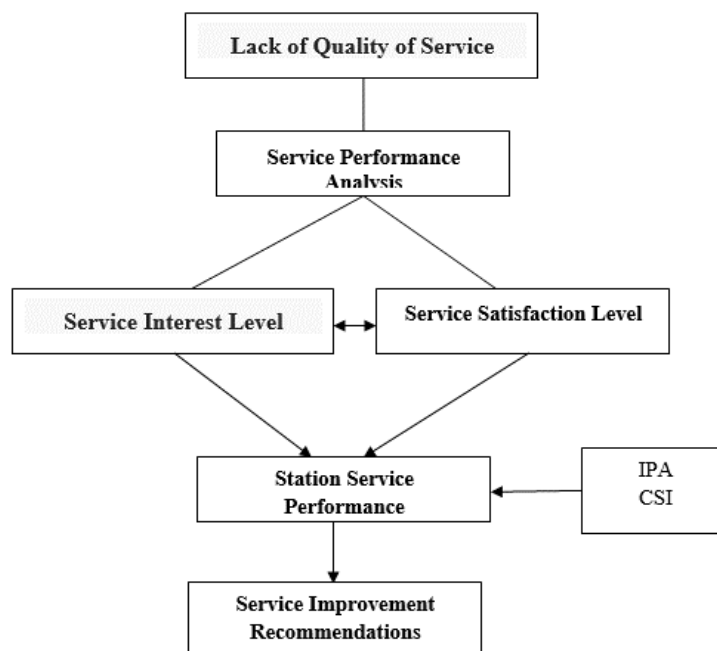


Figure 1. Research Framework

METHODS

This study uses a qualitative approach and descriptive methods. Data analysis was performed using Importance Performance Analysis (IPA) and Customer Satisfaction Index (CSI) methods. The sample was 375 train service users (passengers) who were determined based on accidental sampling. The data collection method was done by using a questionnaire. Based on the grouping of variables made by the author, namely the level of service importance and the level of service satisfaction which are described into six service dimensions based on the Regulation of the Minister of Transportation Number 63 of 2019 concerning Minimum Service Standards for Transportation of People by Train, which consists of the dimensions of safety services, security services, services reliability/regularity, convenience services, convenience/affordability services, equality services.

The method used in testing the level of validity is internal variables, namely testing whether there is a match between the parts of the instrument as a whole. In order to measure it using item analysis. Measurements in item analysis are by means of existing scores and then correlated using the Product Moment correlation formula. The reliability test in this study was carried out using the Cronbach's Alpha Formula technique. To determine the level of importance and satisfaction with station services, IPA is used. The next step is after getting these numbers, they are entered into a Cartesian diagram. The CSI is widely used to determine the level of satisfaction of station service users as a whole with an approach that considers the satisfaction of the measured attributes. CSI measurements are needed as a guide in determining targets for service improvement to Manggarai station service users.

RESULTS AND DISCUSSION

Result

Station Service Performance Analysis

The level of conformity obtained from the comparison of service levels to 54 service attributes of stations has not met the expectations of service users as a whole. If we look at the percentage level of service suitability, the majority is still below 100 percent, so it can be seen that station managers have not succeeded in implementing their services for 54 service quality attributes. Station managers must continue to make improvements and improve services according to the minimum service standards of the station in order to meet the needs of service users. The station waiting room area service has the highest suitability level value of 108.36%, followed by boarding room area service of 107.17% and information service regarding the disruption time of train travel with a percentage of 106.61%, while for the service quality attribute The station that has the lowest value is the availability of safety information with a suitability level of 89.13%, then the placement of service information with a percentage of 89.69% and the condition of service information with a percentage value of 90.32%.

Customer Satisfaction Index (CSI)

The Customer Satisfaction Index (CSI) is widely used to determine the level of satisfaction of station service users as a whole with an approach that considers the satisfaction of the measured attributes. CSI measurements are needed as a guide in determining targets for improving service to station service users. The results of the CSI analysis for service attributes carried out by station managers were 78.596%. This value when seen in the Value Criteria for the CSI is in the value range 0.66 - 0.80, which means that station service users are satisfied with the services provided by the station. With the level of satisfaction of station service users in these services, it is expected that station managers need to improve their services to achieve a better level of satisfaction for station service users than before, by making improvements and enhancing service facilities according to the needs of station service.

Measurement of Station Service Quality Score

Measurement of station service quality scores with the servqual model includes calculating the difference between the scores given by station service users for each question attribute consisting of the level of service importance and the level of satisfaction of the services provided. The formulation of the servqual model score for each question attribute for service users is the service quality score = the average value of the level of service satisfaction - the average value of the level of service satisfaction. The results of the calculation between the value of the level of service satisfaction and the value of the level of service importance contained in the table of service quality score measurement above note that the average overall service quality score is -0.11. Therefore, it can be concluded that the level of satisfaction of station service users as a whole is not satisfactory. Therefore, there is a service gap between the important level of service users and the services received.

3.1.3. Importance Performance Analysis (IPA)

The level of importance of station services is measured to determine the attributes that are considered the most important in influencing the satisfaction felt by users of station services. The method used to analyze the level of importance and level of performance is the IPA method. By using this method, researchers can find out which attributes/statements are still low in service quality and which attributes/services need to be improved in service quality, so that this research can increase station service user satisfaction. The level of importance of station service users and the level of satisfaction of service users can be known by distributing questionnaires and recapitulating the services received, then mapping the service value in a Cartesian diagram.

The order of the score for the level of importance of service users starting from the highest attribute is the availability of safety information of 1628 with an average value = 4.34, the availability of ticket sales services with a value of 1598 (4.26), the number of security facilities with a value of 1586 (4.23) while the lowest attribute is the area of the station waiting room with a value of 1376 (3.67). While the order of the level of satisfaction of station service users with the highest value is the station assembly point with a total value of 1500 or an average value =

4, then the suitability of the lighting with the area of the room and the condition of the information on the operating schedule and the map of the railway service network with a total value of 1500 (4), while the level of satisfaction of station service users with the lowest score is the condition of service information with a total value of 1409 with an average value = 3.76, then the placement of service information with a total value of 1409 (3.76), and service information media with a total value of 1411 (3.76). Services that are a priority for improvement are the availability of safety information with the highest gap value (GAP) of -0.47, then the placement of service information with a service gap value of -0.43, service information media with a service gap value of -0.40, the condition of service information with a gap value of -0.40, up to the attribute with the lowest gap value, namely the station waiting area with a value of 0.31. This explains that station managers need to make improvements gradually and evenly from the first priority service to the fifty-fourth priority.

An explanation of the average value of the level of importance and the level of satisfaction of each attribute can be seen in the following Cartesian diagram (Figure 2).

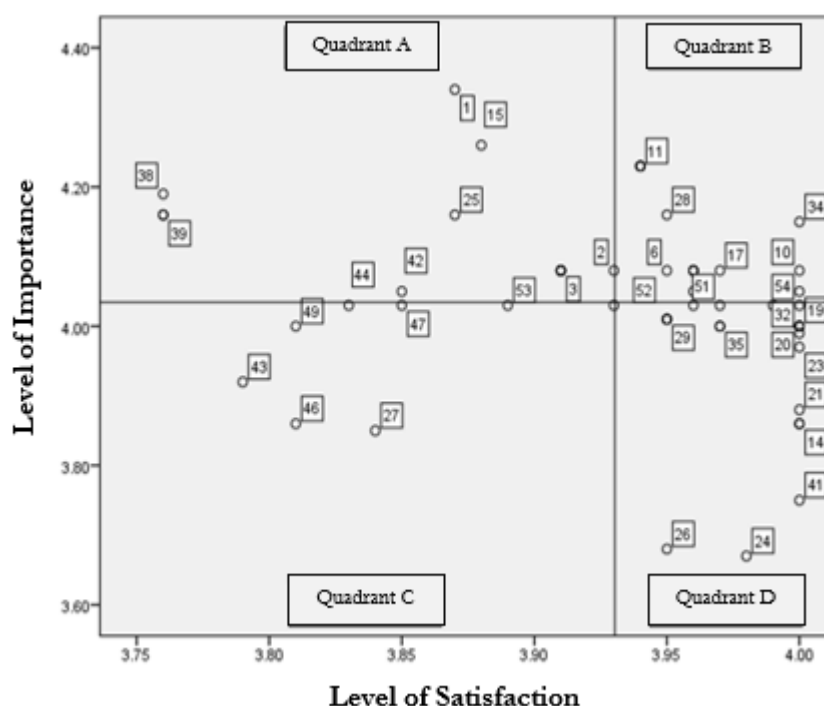


Figure 2. Cartesian Diagram of Importance Performance Analysis (IPA)

- Quadrant A (Main Priority): it is necessary to handle priorities and need to improve services for these attributes.
- Quadrant B (Maintain Achievement): The station operator has tried to meet the expectations of service users to carry out services on these attributes properly, so that service users feel satisfied with the quality of service provided.
- Quadrant C (Low Priority): This service quality attribute is felt to be not too important by service users and the station manager only carries out low priority services, so that station managers do not need to allocate excessive investment for service attributes in this quadrant.
- Quadrant D (Excessive): Attributes that have a low level of importance but a high level of station service performance. Service attributes that enter this quadrant are considered excessive by station service users.

Discussion

All indicators on the six types of safety services, security services, regularity services, comfort services, affordability services and equality services can be concluded that not all service attributes have met the expectations of station service users. The results of this study are consistent with several research results conducted by (Intari et al., 2017; Sari, 2013; Sulistiyani & Widyastuti, 2014). Another research by (Zefri & Maharani, 2019) with Importance Performance Analysis (IPA) analysis show that the accuracy of train travel

schedules with a score of 315, speed and accuracy in providing the information needed with a score of 312, friendliness and courtesy of officers in serving customers with a score of 318, price tickets offered with a score of 313, and cleanliness in the train with a score of 307.

In these studies it is concluded that the quality of station service performance does not meet the level of interest and satisfaction of station service users and not all service attributes are included in the criteria for the level of importance and satisfaction of service users, but the number of attributes that need to be improved or increased is different.

Calculation of the value of the Customer Satisfaction Index (CSI), the quality of service at Manggarai Station is 78.596%. This value when seen in the criteria for the value of the CSI is in the range of 0.66 - 0.80, which means that users of station services are satisfied with the station's operating services. This means that most service users are satisfied with the services provided, but the station manager must further improve the service attributes that are still negative in the GAP analysis so that there is a balance between service performance and service user expectations. To increase the CSI value, station managers must make improvements and improvements to service attributes which are the main priority in handling based on the results of the IPA analysis.

Several things that need to be corrected and handled immediately can be seen in the results of the IPA analysis in quadrant A or main priority (Table 1).

Table 1. Services in Quadrant A

No	Services Description	Means		Service quality score
		Satisfaction	Interest	
1	Availability of safety information	3.87	4.34	-0.47
38	Placement of service information	3.76	4.19	-0.43
39	service information edia	3.76	4.16	-0.4
15	Availability of ticket sale services	3.88	4.26	-0.38
25	The waiting room condition	3.87	4.16	-0.29
44	Affordability of passenger service facilities	3.83	4.03	-0.2
42	Availability of advanced transport information / other transportation integration	3.85	4.05	-0.2
3	Availability of safety facilities	3.91	4.08	-0.17
2	Safety information condition	3.93	4.08	-0.15
53	Affordability of special counters for persons with disabilities	3.89	4.03	-0.14

CONCLUSION

Users of station services are satisfied with the service of station operation. but station managers must continue to make service improvements to increase the value of the service satisfaction index for the better. Overall. the level of conformity obtained from the comparison between the level of service importance and the level of service satisfaction at the station has not met the expectations of service users seen from the 54 service attributes of the station. Services that are the top priority are handled and must be repaired so as to increase the level of station performance. namely: availability of safety information. availability of ticket sales services. number of security facilities. clarity of information regarding security disturbances. number of security officers. placement of service information. condition of station waiting rooms. the number of toilets at the station. service information media. service information conditions.

The value of the service user satisfaction index (CSI) needs to be improved. Station managers should make service improvements to all service attributes and improve facilities provided. especially for services that have top priority criteria in the IPA analysis. To improve facilities. which are the top priority in repair. it is necessary to propose

budgeting for the procurement and repair of existing facilities and it is necessary to follow the applicable laws and regulations along with technical guidelines and instructions in the management of Type A Large Stations. Increase the competence and capacity of station human resources as well as carry out socialization and technical guidance.

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