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Identification Customer Needs of Shuttle Travel by Using Servqual and Kano Methods

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ABSTRACT

Bhinneka Shuttle is a companies which is engaged in customer delivery transportation services and was founded in 1972. Throughout 2022, Bhinneka Shuttle experienced an unstable amount of revenue and did not achieve the target number of passengers. Based on the results of a comparison of the four branches of Bhinneka Shuttle outlets in Bandung City, it is known that Bhinneka Shuttle Mekar Wangi needs to get improvement priority. This is supported by the low Google review rating and many complaints about the performance of the services provided. Customer dissatisfaction and high competition in the transportation business require Bhinneka Shuttle Mekar Wangi to improve and increase the quality of its services. This study aims to identify True Customer Needs by using the integration of the Servqual method and the Kano Model so that priority attributes are obtained for improvement and become basic recommendations for designing company service quality improvements. The attribute needs were obtained by conducting a study of the literature and Voice of Customer which were classified into five Servqual dimensions, that is Reliability, Comfort, Extent of Service, Safety, and Affordability (RESCA). According to research result, 11 attributes True Customer Needs that needed to be improved which states that the services provided by Bhinneka Shuttle still does not provide satisfaction to consumers. Bhinneka Shuttle are suggested to pay more attention to weak attributes that are included in the must be category because they are basic need in company's services.

Keywords:
Service Quality; Kano; Customer Needs; Customer Satidfaction; Transportation Services.

1. INTRODUCTION

Transportation services have a vital role in supporting people's daily activities. Transportation services are services that provide vehicle services for their customers. Many transportation services provide good service, but understanding the needs and satisfaction of their customers is still limited. The more varied transportation services with various brands offered make customers as decision makers more selective in making decisions.

According to the Toll Road Regulatory Agency (BPJT) and the Ministry of Public Works and Public Housing (PUPR), there was an increase in toll access transactions in 2022 by 3.92% compared to the previous year. The increase in transactions was driven by the mobilization of the population who had started to recover after the implementation of Restriction on Community Activities (PPKM). This upward trend occurred in a number of toll road access sections. In 2021, the transaction value on toll roads is around IDR 23.757 trillion and will increase in 2022 to IDR 26.53 trillion. The Toll Road Regulatory Agency (BPJT) stated that the trend of increasing toll road transactions could continue until 2024 with a total of around 7 million transactions [1]. The increase in toll access transactions is in line with the increase in toll road traffic volume in Indonesia. PT Jasa Marga noted that there was an increase in the daily traffic volume of all toll roads in Indonesia by 19.03% from 2.7 million per day in 2021 to 3.25 million per day in 2022. This increase in access to intercity travel shows that the need for people to make travel is increasing. Based on data from the Indonesia Investment Authority (INA), Indonesia's gross tourism travel bookings increased from 24% to 33% where this number is expected to continue to increase to 36% in 2024. Travel accommodation has increased bookings by almost 70% in 2022 compared to the previous year with destinations that are in great demand, such as Jakarta, Bandung, Surabaya, Yogyakarta and Semarang [2].

With the increasing access to inter-city travel and increasing market demand for inter-city transportation facilities, this can become an opportunity for Bhinneka Shuttle as a company that provides transportation facilities. Bhinneka Shuttle is a subsidiary of PT Bhinneka Sangkuriang Transport which is engaged in customer delivery services using a point-to-point system. First established in Cirebon City in 1972, Bhinneka Shuttle has become an Otobus Company (PO) which is well known to the public, especially the Java Island. By prioritizing their principles, that is “Comfortable, Safe, and Affordable”, Bhinneka Shuttle always provides the best service for each of its customers. Thanks to the best service provided to its customers, Bhinneka Shuttle is the only PO that has successfully received an ISO 9001:2008 certificate and has become a standard-compliant shuttle. Throughout 2022, Bhinneka Shuttle will experience instability in the amount of its income as shown in Figure 1.

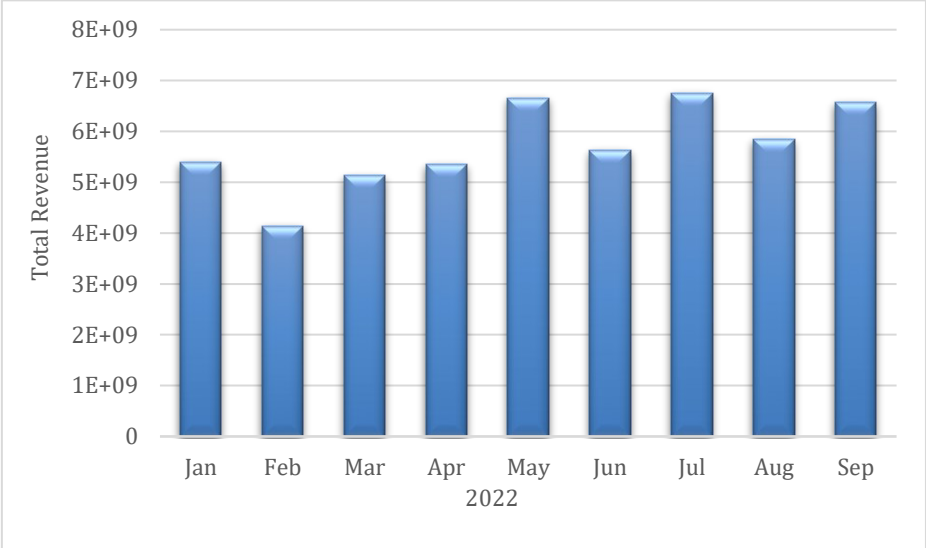

Figure 1 – Total Bhinneka Shuttle Revenue (Rp)

Figure 1 shows that there has been an increase and decrease in the amount of Bhinneka Shuttle's income each month throughout 2022. Decreases in income occurred in February, June, and August 2022. Based on the calculation results, it is known that Bhinneka Shuttle has an income growth rate of 3.64%, where the value of this growth rate is still below the growth rate of toll access transactions and toll road traffic volume in 2022. Another problem faced by the company is not achieving the target number of passengers that has been set by the company where this is shown in Figure 2.

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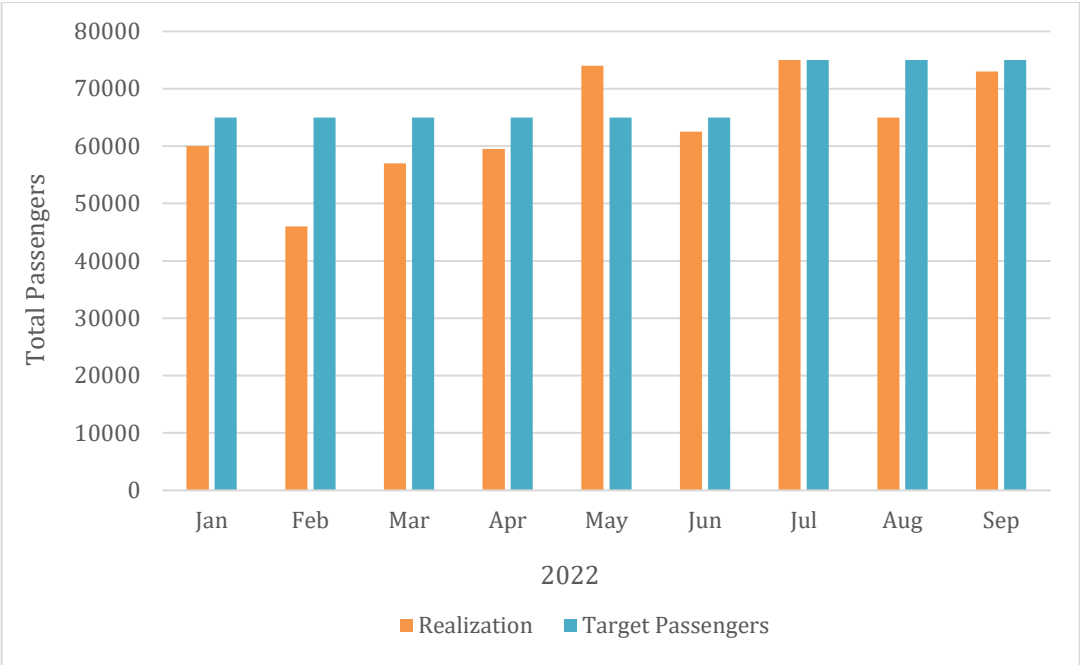

Figure 2 - Graph of Target and Realization of the Number of Bhinneka Shuttle Passengers

It can be seen in Figure 2 that the targets set by the company have not been realized properly. Bhinneka Shuttle has set a target number of passengers from January to June 2022 of 65,000 passengers. With the post-COVID-19 economic recovery, the company has increased its target number of passengers starting in July 2022 to 75,000 passengers. However, in practice there is a discrepancy between the target and the realization of the results obtained. Only in July 2022, the actual number of Bhinnneka Shuttle passengers was able to meet the target of 75,000 passengers and the rest still could not meet the target. Failure to achieve the target number of passengers and income instability needs to be a concern for the company because it will result in losses if it continues.

Bhinneka Shuttle has four branch outlets located in the city of Bandung, specifically Bhinneka Shuttle Buah Batu, Mekar Wangi, Pasteur, and Dipatiukur. Table 1 shows a comparison of Google reviews on the four branches of the Bhinneka Shuttle outlet [3].

Tabel 1 - Comparison of Google Review Rating for Bhinneka Shuttle Bandung in 2022

No.	*Point* Shuttle	Numbers of Routes	Price Range	Rating (Google Review)	Numbers of Reviewers
1	Bhinneka Shuttle Buah Batu	13	Rp. 65.000 – Rp. 195.000	4.5	2231
2	Bhinneka Shuttle Pasteur	13	Rp. 60.000 – Rp. 175.000	4.4	3199
3	Bhinneka Shuttle Dipatiukur	10	Rp. 60.000 – Rp. 175.000	4.4	86
4	**Bhinneka Shuttle Mekar Wangi**	**11**	**Rp. 65.000 – Rp. 150.000**	**4.1**	**583**

Based on the data in Table 1, it can be seen that Bhinneka Shuttle Mekar Wangi has the lowest google review rating of 4.1 compared to Bhinneka Shuttle Buah Batu which has the highest google review rating of 4.5. In addition, Bhinneka Shuttle Mekar Wangi and Dipatiukur also have the lowest number of reviewers, specifically 583 and 86 reviewers. Although Bhinneka Shuttle Mekar Wangi has a larger number of reviewers, the Google review rating obtained by Mekar Wangi is much lower than Dipatiukur. This low Google review rating identifies a low customer rating of the quality of the services provided. From a comparison of the ratings of the four Bhinneka Shuttle outlet branches, it can be concluded that the outlet branch that receives service improvement priority is Bhinneka Shuttle Mekar Wangi. As the growth of companies engaged in transportation services, the quality of services offered will be a benchmark for these companies. In business competition, every service provider company should be able to provide the best service to meet the satisfaction of each customer and create loyalty so that the company can win the competition with its competitors and build a good brand image. The comparison between Bhinneka Shuttle Mekar Wangi and its competitors can be seen in Table 2.

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Tabel 2 - Comparison of Bhinneka Shuttle Mekar Wangi With Competitors

No.	Travel Name	Since	Price Range	Available Routes	Rating (Google Review)
1	Bhinneka Shuttle Mekar Wangi	1972	Rp. 65.000 – Rp. 150.000	Bandung – Cianjur Bandung – Cibubur Bandung – Cikarang Bandung – Cirebon Bandung – Depok Bandung – Indramayu Bandung – Jakarta Bandung – Karawang Bandung – Kuningan Bandung – Majalengka Bandung – Sukabumi	4.1
2	Baraya Travel Buah Batu	2006	Rp. 85.000 – Rp. 113.000	Bandung – Jakarta Bandung – Tangerang	4.2
3	Lintas Shuttle Metro Indah Mall	2016	Rp. 90.000 – Rp. 190.000	Bandung – Bekasi Bandung – Bogor Bandung – Depok Bandung – Jakarta Bandung – Karawang Bandung – Tanggerang	4.4
4	Jackal Holidays Kiaracondong	1988	Rp. 145.000 – Rp. 195.000	Bandung – Bekasi Bandung – Jakarta	4.5
5	Aragon Transport Buah Batu	2019	Rp. 120.000 – Rp. 135.000	Bandung – Depok Bandung – Jakarta Bandung – Tanggerang Bandung – Bogor	4.7

Based on Table 2, it can be seen that there are four competitors for Bhinneka Mekar Wangi, specifically Baraya Travel Buah Batu, Lintas Shuttle Metro Indah Mall, Jackal Holidays Kiaracondong and Aragon Transport Buah Batu. Comparison results with competitors show that Bhinneka Shuttle Mekar Wangi has the advantage of offering quite affordable ticket fares with the lowest ticket price of around IDR 65,000 and the highest price is around IDR 150.000. Bhinneka Shuttle also has the most route services, scilicet 11 routes. However, based on the Google review rating, Bhinneka Shuttle Mekar Wangi has the lowest rating compared to other travel. Table 2 also shows that Aragon Transport has the highest Google review rating of 4.7 [4].

Service quality is an effort to fulfill customer needs and desires as well as accuracy to balance consumer desires. The service quality dimension is used to meet customer needs and satisfaction in the services provided. Rose Luke and Gert J Heyns stated that there are several dimensions of service quality that are used to measure the variable quality of a service in transportation which are identified into five dimensions, that is reliability, extent of service, comfort, safety, and affordability (RECSA) [5]. There is dissatisfaction with Bhinneka Shuttle Mekar Wangi's customers with the services provided. This is reinforced by complaint data on the Bhinneka Shuttle Mekar Wangi Google Review. Table 3 shows the recapitulation of the 46 customer reviews and complaints of Bhinneka Shuttle Mekar Wangi which have been classified based on the RESCA dimension [6].

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Tabel 3 - Customer Complaint Data of Bhinneka Shuttle Mekar Wangi

Dimension	Customer Complaint	Numbers	Percentage
Reliability	Inaccurate departure and arrival times The staff are less responsive in responding to customer requests Delivery location mismatch The call center is difficult to contact The staff do not behave friendly	23	50%
Safety	Drivers do not drive the vehicle properly	2	4%
Comfort	The facilities provided are inadequate Inconvenient vehicle facilities Facilities that are not kept clean Lack of car parking area The distance between seats in vehicles that are less comfortable	23	50%
Extent of Service	Bhinneka Shuttle's location is not strategic	4	9%

Table 3 contains data recapitulation of Bhinneka Shuttle Mekar Wangi customer reviews and complaints obtained from Google Reviews. These complaints have been classified into the RESCA dimensions where each dimension has different complaints. The biggest complaint from Bhinneka Shuttle Mekar Wangi customers is the Reliability dimension with a percentage value of 50% where in this dimension the Shuttle still cannot meet customer expectations regarding their ability to provide services as promised, videlicet the discrepancy between departure and arrival times, unresponsive staff in responding to customer requests, inappropriate delivery locations, difficult call centers to contact, and unfriendly staff. The next dimension that many customers complain about is the Comfort dimension with a percentage value of 50%, customers often complain that the facilities provided by the Shuttle are inadequate and not kept clean, and then there are inconvenient vehicle facilities and the lack of parking space for vehicles. Customers also feel uncomfortable with the distance between seats in vehicles that are considered less spacious. The Extent of Service dimension has a percentage value of 9% where in this dimension customers complain that the location of the Shuttle is not strategic, and that information about this location is incomplete so that customers find it difficult to find the location of the Shuttle. Furthermore, the Safety dimension with a percentage of 4%, according to customers, drivers do not drive their vehicles properly where drivers often drive vehicles at high speeds. It can be concluded that service quality has an influence on the problem of Bhinneka Shuttle Mekar Wangi.

Service quality has a major contribution to the sustainability of the company's operations. Good service quality can be a competitive advantage for companies. The most popular method used in measuring the quality of a service is Service Quality. The Service Quality (Servqual) method is implemented as the fulfillment of customer expectations and the accuracy of delivery to offset these expectations. Servqual was first discovered by Parasuraman, Berry, and Zeithaml in 1988 [7]. In order to compare and evaluate consumers' perceived service quality expectations with their impressions of the actual service experience, the Servqual method has been utilized in a variety of industries, including distribution, education, restaurants, banks, hospitals, and transportation. The original Servqual instrument has been refined over time to become two measurements (perceptions and expectations) of a total of 22 items, then grouped into five dimensions of service quality, that is Reliability, Assurance, Tangibles, Empathy, and Responsiveness known as TERRA [8]. The TERRA variable is still used in measuring service quality in the transportation sector. However, Too & Earl [9] emphasized that the use of Servqual in measuring service quality can be adjusted, so it must be adapted to the specific service being measured where this statement is supported by Parasuraman. The results of McKnight's research [10] found that the quality of transportation services is influenced by five main elements, that is: Reliability, Extent of Service, Comfort, Safety, and Affordability (RECSA).

The RESCA dimension was used by Govender [11] to measure the perceptions and expectations of bus and minibus passengers towards the services provided and found that bus passengers had more positive Customer Satisfaction Coefficient (CSC) on the Reliability, Comfort, Safety, and Affordability dimensions than taxi passengers. The results of the annual transportation opinion poll conducted by Heyns and Luke [12] show that, according to respondents, commuter transportation services are still not Safe, Reliable, Effective, and Affordable. Reviewing these findings, it would be better to adapt the Servqual instrument (RESCA) as the variable used in this study where this dimension is more appropriate in discussing service quality issues, especially in transportation. In an exploratory study to ascertain how South African public transport consumers perceived service quality, Vilakazi and Govender [13] utilized the RECSA dimensions. Both

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Khuong & Dai [14] and Horsu & Yeboah [15] discovered that the RESCA dimension is acceptable for gauging taxi services in Vietnam and Ghana. The RECSA variable includes all affordability dimensions and is considered appropriate for measuring service quality in transportation.

Based on the results of a literature review of previous research on transportation services, research conducted by Sirajuddin [16] who used Servqual integration and the Kano Model in an effort to improve service quality in the Mass Rapid Transit Rail transportation industry. The results of the study show that there are 33 attributes that influence service quality and 20 attributes that are priorities for improvement. This integration method was also used by Farajpour [17] in identifying factors that influence service quality and customer satisfaction on commuter trains in Iran. Another relevant study was carried out by Hidayat [18] using the Servqual method as an effort to improve the quality of service on Inter-City public transport buses within Province (AKDP). Based on the research conducted by Yuslistyari [19], Servqual processing results show that the services provided by PO. Saztro Holidays is still unable to provide satisfaction to its customers. Ryco's research [20] aims to maximize efforts in service innovation for Bekasi Commuter Line Station and find out service indicators that receive top priority for improvement which is a top priority for improving performance. The results of Gani, et al [21] research show that the quality of service at Yogyakarta Adisucipto Airport is still unable to meet passenger expectations where there are three types of services that are the top priority to improve their performance.

Based on the problem identification and analysis that has been carried out, it can be concluded that the problem faced by Bhineka Shuttle Mekar Wangi lies in the quality of service which has not been able to meet the needs and expectations of its customers. It needs to be analyzed why Bhinneka Shuttle Mekar Wangi is not doing a great job. This research aims to find out what customer needs in an effort to improve service quality in order to achieve customer satisfaction using the Servqual (RESCA) method, namely measuring customer perceptions and desires that are integrated with the Kano Model into the deployment of quality functions to obtain precise measurement results, so service improvement efforts can be implemented that meet customer satisfaction and increase company revenue. The results of this research will also provide benefits for parties related to transportation issues in making policies oriented to the satisfaction of users of transportation services.

2. METHOD

2.1. Servqual and Kano Integration Framework

The research framework is shown in Figure 3 [22] where the integration of the RESCA and the Kano Model is used to explore service attributes that suit customer needs so that True Customer Needs are obtained which will later be recommended for improvement in order to improve service quality and maximize customer satisfaction.

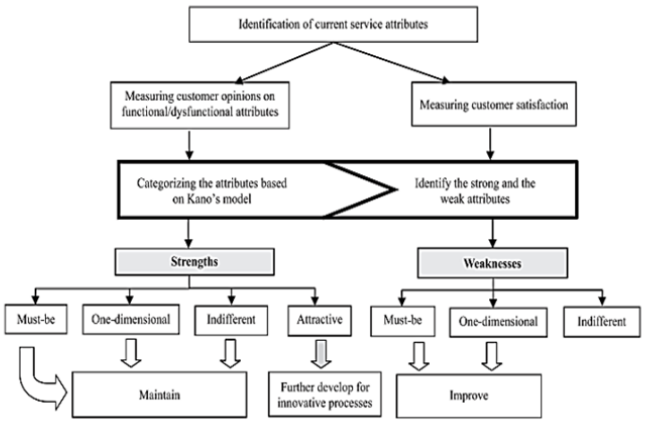

Figure 3 – Servqual and Kano Integration Framework

The Servqual method has such drawbacks in assuming a linear relationship between customer satisfaction and attribute performance. Where attribute classification with the Kano Model can overcome these weaknesses. The Kano Model has weaknesses such as the attributes produced are only categorized, the Kano Model does not provide a value either quantitative or qualitative on the quality performance of these attributes. By looking at each of the weaknesses between Servqual and the Kano Model, the weaknesses of both methods can be covered by integrating them. The combination of these two methods can enrich the analysis. On the one hand, attributes are classified according to the Kano Model and

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on the other hand the performance value of each attribute can be known. The combination of the Servqual and Kano Methods is very useful in identifying strong and weak attributes, as well as classifying those attributes. The resulting information is also useful in efforts to improve the quality of each attribute.

It is necessary to integrate the Servqual method and the Kano Model to cover the weaknesses of each method, where the Servqual method will produce weak and strong attributes while the Kano Model will categorize the attributes of these needs. The integration of the Servqual method and the Kano Model can recommend the basis for designing improvements so that through this integration it will show the relationship between the customer and his needs which will later be identified as True Customer Needs. The measurement of transportation service quality in this study includes five dimensions: Reliability, Comfort, Extent of Service, Safety, and Affordability (RESCA). Service attributes used are based on several transportation studies and adjust to the conditions of the research object (Table 6).

2.2. Data Collection

Data collection in this study consists of two types of data, primary data and secondary data. The primary data used is the results of in-depth interviews with Bhinneka Shuttle Mekar Wangi customers regarding customer perceptions and complaints about the services provided by the company while the secondary data used is the internal data of Bhinneka Shuttle Mekar Wangi, scilicet revenue data from January to September 2022, the target and realization of the number of passengers in 2022, external data in the form of Google Review ratings for Bhinneka Shuttle Bandung 2022, and comparisons of Bandung shuttle travel and relevant literature studies.

2.3. Questionnaire Design

The design of the questionnaire is based on the attributes of Bhinneka Shuttle Mekar Wangi's customer needs obtained from the results of in-depth interviews and literature studies. The questionnaire used in this study consists of the RESCA questionnaire which aims to measure the value of customer satisfaction, expectations, and interest in the services provided by the company and the Kano Model questionnaire which aims to classify the attribute needs into six Kano categories. The scale used for RESCA measurements is a Likert scale 1-4 with information as shown in Table 4.

Table 4 - RESCA Measurement Scale

Scale	Satisfaction Level	Expectation Level	Interest Level
1	Very Dissatisfied	Very Unexpected	Very Unimportant
2	Dissatisfied	Unexpected	Unimportant
3	Satisfied	Expected	Important
4	Very Satisfied	Very Expected	Very Important

The scale used for the measurement of the Kano Model is a Likert scale of 1-5 at the functional and dysfunctional levels as shown in Table 5.

Table 5 - Kano Model Measurement Scale

Scale	Kano Functional Level	Kano Dysfunctional Level
SD	Strongly Disagree	Strongly Disagree
D	Disagree	Disagree
N	Neutral	Neutral
A	Agree	Agree
SA	Strongly Agree	Strongly Agree

2.4. Questionnaire Distribution

In this study, the sampling technique used was non-probability sampling with incidental sampling. The samples taken are respondents who by chance are available and available at the place appropriate to the research context and suitable as a data source [23]. Respondent criteria in this study were respondents who had used the company's services and had passed the previous identification stage. The designed questionnaire was printed on A4 HVS paper and distributed directly to Bhinneka Shuttle Mekar Wangi customers. The total number of respondents who participated in this research were 120 respondents.

2.5. Data Processing

The questionnaire data processing used the RESCA integration method and the Kano Model. Data processing using RESCA began with finding the value of the gap followed by calculating the value of Customer Satisfaction [22]. After dividing the data on strong attributes and weak attributes using RESCA and classifying these attributes into the Kano Model, then the data was processed using the integration of RESCA and the Kano Model to find out which attributes need to be prioritized for improvement and development. The strong attribute in the Kano Model category scilicet Must -Be, One Dimensional, and Indifferent will be maintained while the strong attributes in the Kano Model category include Attractive will be prioritized. The weak attributes in the Kano Model category, i.e., Must-Be, One Dimensional, and Attractive will be improved while the weak attributes in the Kano Model category, i.e., Indifferent will be ignored. The weak attribute in the Must-Be, One-Dimensional, and Attractive category and the strong attribute in this attractive category are True Customer Needs which will be recommended next.

3. RESULT AND DISCUSSION

3.1. Attribute Identification

The process of identifying the attribute needs is carried out by conducting a study of previous research literature that is relevant to the object and research topic, namely improving service quality in transportation services and in-depth interviews to obtain detailed and in-depth information regarding customer complaints about the services provided by the company and produce Voice of Customer (VoC). In-depth interviews were conducted with 10 respondents with sample criteria, videlicet customers who have used the company's services at least 3 times in the last 6 months. Previous research that became a reference was research conducted by Agung Sedayu & Windya A. S. [24], Furqon, Sultan, & Putri [25], and Rose & Gert [5]. The attributes obtained were then classified into the Reliability, Comfort, Extent of Service, Safety, and Affordability (RESCA) dimensions and were used in designing the questionnaire. Attributes based on the RESCA dimensions can be seen in Table 6.

Table 6 - Requirement Attributes Based on RESCA Dimensions

No	Dimension	Requirement Attributes	Source
1	Reliability	Timely arrival of travel vehicles	Rose & Gert [5]
		Travel vehicle reliability (never broke down)	
		Availability of service information such as routes, schedules, and fares	Furqon, Sultan, & Putri [25]
		Regular updating of service information	
		Availability of staff in serving customers	Rose & Gert [5]
		Friendliness of staff in serving customers	
2	Comfort	Cleanliness in the travel vehicle	Furqon, Sultan, & Putri [25]
		Travel vehicles have a comfortable distance between seats	Rose & Gert [5]
		The availability of seats in the waiting room is sufficient	
		Waiting room cleanliness	Furqon, Sultan, & Putri [25]
		Cleanliness of the toilet in the waiting room	
3	Extent Of Service	Availability of departure schedules according to needs	
		Bhinneka Shuttle Mekar Wangi is strategically located	Rose & Gert [5]
		Bhinneka Shuttle Mekar Wangi is easy to find	
4	Safety	Availability of insurance for customers	Furqon, Sultan, & Putri [25]
		The driver drives the vehicle well	Rose & Gert [5]

		Drivers obey traffic rules	
		The driver controls the road in the area to be addressed	Agung Sedayu & Windya [24]
		Security while in the vehicle	Furqon, Sultan, & Putri [25]
		Availability of security personnel	Interview (VoC)
5	Affordability	Fare affordability	
		Appropriate tariffs with perceived benefits	Rose & Gert [5]
		Bhinneka Shuttle Mekar Wangi rates can compete with other shuttle travel	

3.2. RESCA Data Processing

The purpose of RESCA processing is to identify and measure service quality based on gap values and Customer Satisfaction Coefficient (CSC) on the performance of the Bhinneka Shuttle Mekar Wangi service. CSC that has a positive value is grouped as a strong attribute and CSC that has a negative value is grouped as a weak attribute. The results of RESCA data processing on 23 attributes show that there are 12 strong attributes, which means that companies need to maintain these attributes to maintain customer satisfaction. The strong attribute that has the highest CSC value is Routine Service Information Update (RB4) with an CSC of 0.54. There are also 11 weak attributes which indicate that the services provided are still unable to meet the expectations of its customers. This means that companies need to improve the performance of these attributes in order to meet and increase customer satisfaction. The weak attribute that has the lowest CSC value is the cleanliness of the toilet in the waiting room (CF5) with a CSC value of -3.56. RESCA power processing can be seen in Table 7.

Table 7 - Servqual Questionnaire Data Processing

No.	Attributes Code	Expected	Perceived	*Gap*	Importance	CSC	Type
1	RB1	3.84	3.26	-0.58	3.83	-2.23	Weak
2	RB2	3.80	3.81	0.01	3.87	0.03	Strong
3	RB3	3.63	3.69	0.06	3.67	0.21	Strong
4	RB4	3.53	3.68	0.15	3.60	0.54	Strong
5	RB5	3.59	3.66	0.07	3.60	0.24	Strong
6	RB6	3.68	3.63	-0.06	3.68	-0.21	Weak
7	CF1	3.78	3.49	-0.29	3.78	-1.10	Weak
8	CF2	3.59	3.62	0.02	3.66	0.09	Strong
9	CF3	3.66	2.80	-0.86	3.56	-3.05	Weak
10	CF4	3.64	2.78	-0.87	3.51	-3.04	Weak
11	CF5	3.69	2.70	-0.99	3.59	-3.56	Weak
12	ES1	3.48	3.53	0.05	3.64	0.18	Strong
13	ES2	3.38	3.49	0.11	3.53	0.38	Strong
14	ES3	3.45	3.52	0.07	3.55	0.24	Strong
15	SF1	3.66	3.48	-0.18	3.53	-0.62	Weak
16	SF2	3.84	3.48	-0.36	3.86	-1.38	Weak
17	SF3	3.85	3.57	-0.28	3.85	-1.09	Weak
18	SF4	3.81	3.65	-0.16	3.80	-0.60	Weak
19	SF5	3.77	3.60	-0.17	3.80	-0.63	Weak
20	SF6	3.44	3.58	0.13	3.61	0.48	Strong
21	AD1	3.50	3.50	0.00	3.58	0.00	Strong
22	AD2	3.52	3.55	0.03	3.55	0.12	Strong
23	AD3	3.28	3.43	0.16	3.30	0.52	Strong

3.3. Kano Data Processing

The Kano Model questionnaire data is used to determine the categories of need attributes based on the Kano category and find out the need attributes that need to be prioritized for improvement. Need attributes on Kano functional and dysfunctional questionnaires are classified into the Kano category using Blauth's Formula. These attribute needs are divided into six categories of the Kano model consisting of Must-Be (M), One-Dimensional (O), Attractive (A), Indifferent (I), Reverse (R), and Questionable (Q). The processing results of the Kano Model show that there are nine attributes in the Must-be category, six attributes in the Attractive category, four attributes in the One-dimensional category, and four attributes in the Indifferent category out of a total of 23 attributes. The results of classifying the needs attribute based on the Kano Model evaluation table and Blauth's Formula calculations can be seen in Table 8.

Table 8 - Kano Model Processing

No.	Attributes Code	Frequency						Total A+M+O	Total I+Q+R	Kano Category
		A	O	M	I	Q	R			
1	RB1	**53**	46	19	2	0	0	118	2	A
2	RB2	21	43	**50**	6	0	0	114	6	M
3	RB3	14	35	**57**	14	0	0	106	14	M
4	RB4	18	32	**53**	17	0	0	103	17	M
5	RB5	27	40	**42**	11	0	0	109	11	M
6	RB6	**48**	41	26	5	0	0	115	5	A
7	CF1	23	40	**50**	7	0	0	113	7	M
8	CF2	13	34	**58**	15	0	0	105	15	M
9	CF3	12	**67**	36	5	0	0	115	5	O
10	CF4	16	**62**	34	8	0	0	112	8	O
11	CF5	30	**57**	29	4	0	0	116	4	O
12	ES1	16	38	**42**	24	0	0	96	24	M
13	ES2	13	28	16	**63**	0	0	57	63	I
14	ES3	16	27	16	**61**	0	0	59	61	I
15	SF1	**49**	44	12	15	0	0	105	15	A
16	SF2	39	**65**	13	3	0	0	117	3	O
17	SF3	**56**	49	13	2	0	0	118	2	A
18	SF4	**53**	48	10	9	0	0	111	9	A
19	SF5	**54**	52	8	6	0	0	114	6	A
20	SF6	6	32	20	**62**	0	0	58	62	I
21	AD1	13	33	**47**	27	0	0	93	27	M
22	AD2	16	37	**46**	21	0	0	99	21	M
23	AD3	12	30	18	**60**	0	0	60	60	I

3.4. RESCA and Kano Integration Data Processing

The integration of RESCA and the Kano Model aims to find out which attributes need to be maintained, increased or ignored by Bhinneka Shuttle Mekar Wangi. The results of RESCA processing produce strong attributes and weak attributes which are then categorized based on the Kano Model. The integration results of RESCA and the Kano Model are shown in Table 9.

Table 9 - Integration of RESCA and Kano Model

No.	Attribute Code	CSC	Weak/Strong Attributes	KANO Category	Action
1	RB1	-2.23	Weak	A	Improved
2	RB2	0.03	Strong	M	Maintain
3	RB3	0.21	Strong	M	Maintain
4	RB4	0.54	Strong	M	Maintain
5	RB5	0.24	Strong	M	Maintain
6	RB6	-0.21	Weak	A	Improved
7	CF1	-1.10	Weak	M	Improved
8	CF2	0.09	Strong	M	Maintain
9	CF3	-3.05	Weak	O	Improved
10	CF4	-3.04	Weak	O	Improved
11	CF5	-3.56	Weak	O	Improved
12	ES1	0.18	Strong	M	Maintain
13	ES2	0.38	Strong	I	Maintain
14	ES3	0.24	Strong	I	Maintain
15	SF1	-0.62	Weak	A	Improved
16	SF2	-1.38	Weak	O	Improved
17	SF3	-1.09	Weak	A	Improved
18	SF4	-0.60	Weak	A	Improved
19	SF5	-0.63	Weak	A	Improved
20	SF6	0.48	Strong	I	Maintain
21	AD1	0.00	Strong	M	Maintain
22	AD2	0.12	Strong	M	Maintain
23	AD3	0.52	Strong	I	Maintain

It can be seen that there are 12 strong attributes consisting of seven attributes in the Must-be category and four attributes in the Indifferent category that the company needs to maintain. There are also 11 weak attributes consisting of one attribute in the Must-be category, six attributes in the Attractive category and four attributes in the One-Dimensional category where these attributes need to be improved by Bhinneka Shuttle Mekar Wangi to meet customer expectations. Weak attributes both in the Must-be category, One-Dimensional, and Attractive are True Customer Needs which will then be recommended for improvement and become a reference in developing company services.

3.5. True Customer Need

Table 10 shows that 11 True Customer Needs that companies need to improve based on the results of the integration of RESCA and the Kano Model. The eleven True Customer Needs consist of one Must-be category attribute, i.e. Cleanliness in the travel vehicle (CF1), six Attractive category attributes, i.e. Timeliness of arrival of travel vehicles (RB1), Friendly staff in serving customers (RB6), Availability of insurance for customers (SF1), Driver obeys traffic rules (SF3), Driver controls the road in the area to be addressed (SF4), Safety while in the vehicle (SF5) and four attributes in the One Dimensional category, i.e. Availability of seats in the waiting room is adequate (CF3), Cleanliness of the waiting room (CF4), and Cleanliness of the toilet in the waiting room (CF5). The performance of these eleven service attributes needs to be improved by Bhinneka Shuttle Mekar Wangi because the services currently provided are still not able to meet the expectations of its customers.

Table 10 - True Customer Need

No	Attribute Code	Requirement Attribute	Weak/Strong Attributes	KANO Category	Action
1	RB1	Timely arrival of travel vehicles	Weak	A	Improved
2	RB6	Friendliness of staff in serving customers	Weak	A	Improved
3	CF1	Cleanliness in the travel vehicle	Weak	M	Improved
4	CF3	The availability of seats in the waiting room is sufficient	Weak	O	Improved
5	CF4	Waiting room cleanliness	Weak	O	Improved
6	CF5	Cleanliness of the toilet in the waiting room	Weak	O	Improved
7	SF1	Availability of insurance for customers	Weak	A	Improved
8	SF2	The driver drives the vehicle well	Weak	O	Improved
9	SF3	Drivers obey traffic rules	Weak	A	Improved
10	SF4	The driver controls the road in the area to be addressed	Weak	A	Improved
11	SF5	Security while in the vehicle	Weak	A	Improved

Service quality is an individual's opinion on how service is provided and affects customer satisfaction [26].The results of the RESCA and Kano integration data processing obtained 11 True Customer Needs and were included in weak attribute category because they had a negative CSC value which indicated that the services provided by the company were still unable to meet the satisfaction of its customers and needed to improve the quality of its services. The Kano model classifies different components in service quality that are influenced or shaped by customer perceptions of service quality. 11 True Customer Needs consist of one attribute in the Must-be category, six attributes in the Attractive category and four attributes in the One-Dimensional category. The following is the explanations of each of the true customer needs.

First, timely arrival of travel vehicles (RB1) is classified as a weak attribute with an CSC value of -2.23 which means that vehicles often arrive late from a predetermined time, causing customer dissatisfaction. Customers consider the arrival and departure of travel vehicles inaccurate and require waiting times of ten to thirty minutes. Delays vehicles are caused by weather factors and congestion This attribute needs to be improved and included in the Attractive category, where customers will feel satisfied if the vehicles arrive on schedule but will not feel disappointed if the vehicle arrives late. Friendliness of staff in serving customers (RB6) is classified as a weak attribute because it has a negative CSC value of -0.21. Staff who not friendly and unsmiling when serving customers may be able to cause low performance of this attribute. This attribute is included in the Attractive category and needs to be improved, where customers will feel satisfied if the staff is friendly in providing service but customers will not feel disappointed if this attribute is not given. Cleanliness in the travel vehicle (CF1) is classified as a weak attribute with an CSC value of -1.10, this means that the performance of this attribute is still unable to meet customer satisfaction. Travel conditions that look dirty due to the previous passenger's luggage make the performance of this attribute decrease. This attribute needs to be improved because it is included in the Must-be category, which means the cleanliness of travel vehicles is a must that needs to be provided by the company. The existence of passenger luggage was previously caused because the process of cleaning travel vehicles could not be carried out thoroughly due to limited time available.

The availability of seats in the waiting room (CF3) classified as a weak attribute with an CSC value of -3.05. The low performance value of this attribute is caused by limited seats in the waiting room which causes customers to be unable to sit in the waiting room and have to stand while waiting for the arrival of travel. This attribute needs to be improved and included in the One-Dimensional category, which means customers will feel satisfied if seats in the waiting room are available and feel dissatisfied if they don't get a seat while waiting. Waiting room cleanliness (CF4) is classified as a weak attribute because it has a negative CSC value of -3.04. Dissatisfaction with the performance of this attribute may be due to the waiting room looking dirty and still found small garbage such as candy wrappers. This attribute needs to be improved and included in the One-Dimensional category; customers will feel satisfied if the waiting room is clean so that it makes them comfortable when waiting for a travel vehicle. However, customers will also feel dissatisfied if the waiting room is not clean.

Cleanliness of the toilet in the waiting room (CF5) is classified as a weak attribute with an SCS value of -3.56. Toilets that have unpleasant odors and appear dirty can cause low performance of this attribute. This attribute needs to be

improved and included in the One-Dimensional category, which means customers will feel satisfied if the toilet is clean when they want to use it and feel dissatisfied if the toilet is dirty. Availability of insurance for customers (SF1) is classified as a weak attribute because it has a negative CSC value of -0.62. Dissatisfaction with the performance of this attribute is caused because many customers are not aware of the insurance provided by the company. This attribute is included in the Attractive category and needs to be improved because the provision of information and insurance offers will increase customer satisfaction but if it is not fulfilled it will not cause a decrease in customer satisfaction.

The driver drives the vehicle well (SF2) is classified as a weak attribute because it has a negative CSC value of -1.38. The driver driving the vehicle at high speed can lead to low performance of this attribute. Another complaint from customers is that drivers often stop suddenly, making customers overturn or feel nauseous. This attribute is included in the One-Dimensional category and needs to be improved because customers will feel satisfied if the driver drives the vehicle well and dissatisfied if the driver drives the vehicle at high speed. Drivers obey traffic rules (SF3) are classified as weak attributes because they have a negative CSC value of -1.09. Dissatisfaction with the performance of this attribute may be caused by drivers violating traffic signs. This attribute is included in the Attractive category and needs to be improved because drivers who obey traffic rules when driving a vehicle will increase customer satisfaction but customers will not feel disappointed if this attribute is not given.

The driver controls the road in the area to be addressed (SF4) is classified as a weak attribute because it has a negative CSC value of -0.60. Dissatisfaction with the performance of this attribute is because there are drivers who take the wrong road route when delivering customers so they have to detour to get to their destination. This attribute is included in the Attractive category and needs to be improved because the driver controls the road in the intended area will increase customer satisfaction but customers will not feel disappointed if this attribute is not given. Security while in the vehicle (SF5) is classified as a weak attribute with an CSC value of -0.63. The lack of complete security facilities provided on travel vehicles can cause a small performance value of this attribute. This attribute needs to be improved because it is included in the Attractive category, which means the availability and completeness of security facilities on travel vehicles will increase customer satisfaction because it makes customers feel safe while in the vehicle.

4. CONCLUSION

The failure to achieve customer satisfaction and the high competition in the transportation business requires Bhinneka Shuttle Mekar Wangi to improve service quality based on True Customer Need as an effort to increase the company's revenue and maximize customer satisfaction. The RESCA method will measure customer perceptions and expectations which are integrated with the Kano Model into the deployment of quality functions to obtain precise measurement results so that efforts to improve services that meet customer satisfaction can be implemented. Based on the results of attribute identification, 23 attributes of Bhinneka Shuttle Mekar Wangi's customer needs were obtained which were identified based on literature studies and Voice of Customer and classified into five RESCA dimensions. The twenty-three attributes consist of six attributes of Reliability, five attributes of Comfort, three attributes of Extent of Service, six attributes of Safety, and three attributes of Affordability. The RESCA processing results show that there are 12 strong attributes where these attributes are considered to have met customer expectations and 11 weak attributes that still cannot meet customer expectations based on Bhinneka Shuttle Mekar Wangi's Customer Satisfaction Value for each attribute. Based on the processing results of the Kano Model, six attributes fall into the Attractive category, nine Must-be attributes, four One-dimensional attributes, and four Indifferent attributes. Furthermore, the results of the integration of Servqual and the Kano Model show that there are a number of 11 attribute needs which are True Customer Needs that needed to be improved because the services currently provided are still unable to meet the satisfaction of its customers. This research provides many benefits for the company where company will find out which attributes that still lack in serving customer needs. Company must pay more attention to the weak attributes that are included in the must be category because they are fundamental for the company. Bhinneka Shuttle can improve the performance of each need attribute sequentially based on the priority scale indicated by the Customer Satisfaction Coefficient. This research only provides suggestions about attributes that need to be improved, future researchers can use Quality Function Deployment to provide more measurable recommendations.

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