
THE IMPORTANCE AND PERFORMANCE ANALYSIS OF SERVICE QUALITY OF BLUE BIRD TAXI IN MANADO

ANALISIS KINERJA DAN PENTINGNYA KUALITAS LAYANAN DARI TAXI BLUE BIRD DI MANADO

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ABSTRACT

The research aims to analyze the Importance and Performance of Service Quality of Blue Bird Taxi in Manado. This research uses Descriptive Quantitative method. 100 people of Blue Bird Taxi were surveyed as the respondents. The result shows 6 attributes are plotted in quadrant I which are Important by customers but the Performance is not good enough. There are 5 attributes that are plotted in quadrant II which are Important and the Performance are as good as the expectations. There are 7 attributes in quadrant III which are not important and the performance also not good. And the last, there are 2 attributes that are plotted in quadrant IV which are not so important by customers but the Performance is good.

Keywords: service quality, importance and performance analysis

ABSTRAK

Penelitian ini bertujuan untuk menganalisis Pentingnya dan Kinerja Kualitas Pelayanan Blue Bird Taxi di Manado. Penelitian ini menggunakan metode kuantitatif deskriptif dengan 100 pelanggan dari Blue Bird Taxi sebagai responden. Hasilnya adalah 6 atribut yang diplot pada kuadran I yang Penting oleh pelanggan tetapi Kinerja yang tidak cukup baik. Ada 5 atribut yang diplot pada kuadran II yang Penting dan Kinerja yang baik seperti harapan. Ada 7 atribut pada kuadran III yang tidak penting dan kinerja juga tidak baik. Dan yang terakhir, ada 2 atribut yang diplot pada kuadran IV yang tidak begitu penting bagi pelanggan tetapi Kinerja yang baik.

Kata Kunci: kualitas layanan, analisis kepentingan dan kinerja

1. INTRODUCTION

Research Background

In this globalization era where technology and science increase rapidly, it makes humans also increasingly being creative in creating something new or innovating with something that already exists, for example in terms of crating business opportunity.

In Indonesia, there are some businesses variant to fulfill the needs of the customer, one of them is business in service transportation. Nowadays, people need transportation service to support their high mobility. Transportation has many types ranging from land, sea and even air for example: cars, bikes, motorcycles, ships, and aircraft. Another thing which is also important to the needs of transportation is the need of comfort and security.

One of the transportation tools is taxi. Taxis are present in most of the cities around the world. They combine the comfort of door-to-door transportation of private vehicles with the advantages offered by public transport services (Grau, 2013). Therefore a taxi transportation service often called exclusive, because taxis can provide privacy side more than the other public transportation that's way people always use taxi as their public transportation in their daily activity (Mambu,2015). In doing the service business transportation, quality of the services for customers is the important thing that should be notice by a company to get good feedback from customers. If customers satisfy with the services that company offer and give, it will be a positive impact for the company because there is possibility the customers will use that services again and even become a loyal customers in the future.

PT. Blue Bird Tbk (PERSERO) or well known as Blue Bird Taxi is one of the transportation services that maintaining the quality of service to consumers. Blue Bird taxi is a transportation company from Indonesia that established in 1972 in Jakarta. Blue bird taxi was already here in Manado since December 18, 2008 makes the need for the taxi has increased. According to Blue Bird official website, since the humble beginning, Blue Bird has stayed true in their commitment to keeping their customers satisfied. But in the implementation, there are several parties involved with the operation of Blue Bird taxi, not fully do their job properly as in expected and in promised by the company to customers. It was proven with some complaints from the customers toward service quality of Blue Bird taxi as shown in the website of rumahpengaduan.com including the driver's behavior toward customers and taxi not coming on time especially when customers order by phone.

Based on the previous explanation, the researcher is interested to analyze the Importance and Performance of Service Quality of Blue Bird Taxi in Manado, because of that this research titled "The Importance and Performance of Service Quality of Blue Bird taxi in Manado".

Research Objective

The purposes of this research are to figure out how is the Importance of Service Quality of Blue Bird Taxi in Manado and how is the Performance of Service Quality of Blue Bird Taxi in Manado.

Theoretical Framework

Marketing

In doing a business, marketing is come into play. How the company make the customer interesting and how their delivering their products and services, is a part of marketing. Kotler and Armstrong (2006) define marketing as the process by which companies create value for customers and build

strong customer relationships in order to capture value from customers in return. The objective of marketing is to create and manage customer relationship for the benefit of the organization and its stakeholders (Hutagalung, 2015). Based on those theories, marketing give influence for company or organization to be successful.

Service

Services is delivering activities or actions by someone, company or organization to other person or customer. Service can be defined as any action or activities offered by one party to the other, which basically is something intangible and does not result in any ownership (Kotler, 2002). The service is the action and interaction in the form of social contact between producers and consumers, is more than just the result of an uninterrupted (Norman, 1991). Based on those theories, service is a contact between the company or organization and consumers.

Service Quality

Service quality is the delivery of services that will exceed the level of customer interest (Rangkuti, 2006). Tjiptono (2012) has filed five dimensions of service quality are (1) Tangibles; (2) Reliability; (3) Responsiveness; (4) Assurance; and (5) Emphaty. Based on those theories service quality is something really important that notice by customers.

Previous Research

Horsu (2015) explain that The study focused on customer satisfaction towards minicab taxi services in Cape Coast, Ghana. In all six (6) variables; reliability, continuous service, safety, comfort, affordability and drive behavior were tested to examine its relationship with on customer satisfaction. To examine the effect of these variables on customer satisfaction, six hypotheses were tested. Multiple regressions analysis result proved that continuous service, comfort, affordability and reliability had a positive and significant effect on customer satisfaction, with safety having positive but insignificant effect. However driver behavior had negative effect on customer satisfaction.

2. RESEARCH METHOD

Type of Research

The type of this research is descriptive quantitative methods by using Importance-Performance Analysis as analytical tool. The data of this research obtained by spreading the questionnaires.

Place and Time of Research

The study was conducted in Manado from the period of April - June 2016.

Population and Sample

The population in this research is customer of Blue Bird Taxi in Manado. The sample of this research is the customers of Blue Bird Taxi, using random sampling with 100 customers.

Data Collection Method

Hox and Boeije (2005) explained that primary data is Original data collected for a specific research goal. Primary data gathered by the researcher is the questionnaire given to some

employees as sample. Hox and Boeije (2005) defined secondary data is data originally collected for a different purpose and for another research question. The secondary data collected in varied of sources and the sources are books, journals, e-books, articles, thesis, and websites.

Operational Definition

1. Tangibles. The appearance of physical facilities, equipment, personnel, and communication materials. In the observation it includes: Up to date & clean vehicle, Clean and comfortable inside and outside taxi, Well dressed and appear neat driver, Complete facilities and equipment,
2. Reliability. The ability to perform the promised service dependably and accurately. This includes: Easy to find Blue Bird Taxi, Quick service for customers, Driver's compliance with traffic rules, No smoking, phoning, and eating while driving.
3. Responsiveness. The ability of the company performed by direct employees to provide fast and responsive services. This includes: Provided booked-taxi and arrive at time, Prompt complains respond, Drivers are honest and righteous, and Arrange reasonable routes for customers.
4. Assurance. The knowledge and behavior of employees to build trust and confidence in customers to services offered. In this research, it includes: Prompt lost luggage, Price tag displayed and charge metered, Security facilities available, Driver's knowledge of routes.
5. Empathy Caring, individualized attention the firm provide to its customers. This includes: Drivers are friendly, best suggestion for customers, Warm service of the driver, and Understand customers moods.

Data Analysis Method

Validity and Reliability

There are 100 questionnaires with 40 questions answered by the customer of Blue Bird Taxi in Manado and been tested with using validity and reliability test with the SPSS application. Validity refers to the extent to which an instrument measures what it is supposed to measure (Wiersma and Jurs, 2005). Reliability of an instrument is concerned with the consistency of its measures (Wiersma and Jurs, 2005).

Importance and Performance Analysis

Matrilla and James (1977) first proposed IPA as a useful tool to provide management insights to identify company strengths and weaknesses for improving company performance. IPA is a simple and useful method for simultaneously considering the strengths and weaknesses of a business when evaluating or defining a strategy (Linda and To, 2010). The IPA model is divided into four quadrants, with importance on the y-axis and performance on the x-axis. The four-quadrant IPA matrix is shown in Fig 1. Quadrant I is labeled "Keep Up the Good Work," with high importance/high performance, which indicates that the firm has been performing well to gain competitive advantage. Quadrant II is labeled "Concentrate Here," with high importance/low performance, indicating that the firm has been performing poorly and requires improvement to be a top priority. Quadrant III is labeled "Low Priority," with low importance/low performance. Any attributes falling into this quadrant are non-important and pose no threat to organizations. Quadrant IV is labeled "Possible Overkill," with low importance/high performance, indicating that employees are satisfied with the performance, but the specific attribute is relatively non-important. In this situation, the leader should allocate more resources to manage attributes that reside in Quadrant I (Matrilla and James, 1977; Shieh and Wu, 2009; Wong *et al.*, 2011).

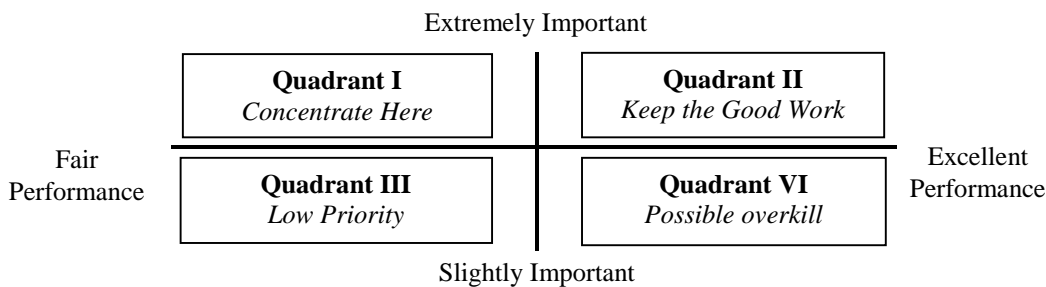


Figure 1. Importance-Performance Grid
 Source: Adapted from Martila and James (1997)

3. RESULT AND DISCUSSION

Validity and Reliability Result

Validity

Table 1. Validity Analysis of Importance

Attributes Service Quality of Blue Bird Taxi includes :	MSA Correlation	Status
Up to date and clean vehicle	.629	Valid
Clean and Comfortable inside and outside taxi	.710	Valid
Well Dressed and Appear Neat Driver	.804	Valid
Complete Facilities and Equipment	.746	Valid
Easy to Find Blue Bird Taxi	.748	Valid
Quick Service for Customers	.854	Valid
Driver’s Compliance with Traffic Rules	.706	Valid
No Smoking, Phoning, and Eating While Driving	.683	Valid
Provided Booked-taxi and Arrive at time	.826	Valid
Prompt Complains Respond	.689	Valid
Drivers are Honest and Righteous	.769	Valid
Arrange Reasonable Routes for Customers	.858	Valid
Prompt Lost Luggage	.599	Valid
Price Tag Displayed and Charge Metered	.645	Valid
Security Facilities Available	.634	Valid
Driver’s Knowledge of Routes	.856	Valid
Drivers are friendly	.707	Valid
Best Suggestion for Customers	.778	Valid
Warm Service of the driver	.817	Valid
Understand Customers Moods	.512	Valid

Source: SPSS Output (2016)

Reliability

Reliability analysis was using the Alpha Cronbach Analysis in this research for Importance the result is 0.883 and for Performance the result is 0.939 which both are acceptance limit of 0.6, therefore the research instrument is reliable.

Table 2. Reliability Analysis of Importance

Cronbach's Alpha	N of Items
.883	20

Source: SPSS Output (2016)

Table 3. Reliability Analysis of Performance

Cronbach's Alpha	N of Items
.939	20

Source: SPSS Output (2016)

According to Cavana *et al.*, 2001, Cronbach's Alpha is a reliability coefficient that indicates how well the item in a set is positively correlated to one another. This coefficient can hold a value of zero to 1. The closer the reliability coefficient gets to 1.0, the better. In general, reliabilities of less than 0.60 are considered to be poor, those in the 0.70 range are acceptable, and those over 0.80 are good. Table 2 indicates that the Cronbach's Alpha of importance is .883, and the Table 3 the Cronbach's Alpha of Performance is .939. The consistency reliability of the measure used in this study can be considered as good for both importance and performance.

The Importance and Performance Analysis of Service Quality

Service Quality of Blue Bird Taxi includes up to date and clean vehicle, clean and comfortable inside and outside taxi, well dressed and appear near driver, complete facilities and equipment, east to find blue bird taxi, quick service for customers, driver's compliance with traffic rules, no smoking; phoning; and eating while driving, provided booked-taxi and arrive at time, prompt complains respond, drivers are honest and righteous, arrange reasonable routes for customers, prompt lost luggage, price tag displayed and charge metered, security facilities available, driver's knowledge of routes, driver's are friendly, best suggestion for customers, warm service of the driver, and understand customers moods. Those are the attributes of Importance and Performance. The results displayed in table 4 are according to questionnaires and data tabulation done using microsoft excel. The average values of both Importance and Performance determined which quadrant each attribute belong to as shown in the table.

Table 4. Attributes, Importance Mean, Performance Mean, Quadrant

Attributes of Service Quality of Blue Bird Taxi includes :	Mean Importance (Y)	Mean Performance (X)	Quadrant
Up to date and clean vehicle	4.29	4.43	IV
Clean and Comfortable inside and outside taxi	4.54	4.28	II
Well Dressed and Appear Neat Driver	4.48	3.78	I
Complete Facilities and Equipment	4.59	3.94	II
Easy to Find Blue Bird Taxi	4.37	3.27	III
Quick Service for Customers	4.48	3.41	I
Driver's Compliance with Traffic Rules	4.48	3.9	II
No Smoking, Phoning, Eating While Driving	4.53	3.73	I
Provided Booked-taxi and Arrive at time	4.44	3.41	I
Prompt Complains Respond	4.3	3.43	III
Drivers are Honest and Righteous	4.43	3.7	III
Arrange Reasonable Routes for Customers	4.48	3.74	I
Prompt Lost Luggage	4.61	4.74	II
Price Tag Displayed and Charge Metered	4.64	3.99	II
Security Facilities Available	4.66	3.79	I
Driver's Knowledge of Routes	4.35	3.66	III
Drivers are friendly	4.39	3.96	IV
Best Suggestion for Customers	4.31	3.66	III
Warm Service of the driver	4.31	3.6	III
Understand Customers Moods	4.26	3.51	II
Average	4.44	3.8	

Source : Data Processed (2016)

The table above lists the attributes and mean values of each attribute for Importance and Performance. Apparently the mean values of the attributes in Importance are higher than mean values in Performance this means the respondents perceived of Service Quality of Blue Bird Taxi in is highly important while the performance is less than what expected. Based on the table above, the top 5 attributes in which respondent attach a high importance level are Security Facilities Available (4.66) at the first place, the second place is Price Tag Displayed and Charge Metered (4.64), Prompt Lost Luggage (4.61) at the third place, the fourth place is Complete Facilities and Equipment (4.59), and No Smoking, Phoning, and Eating while Driving at the fifth place. Meanwhile, Well Dressed and Appear Neat Driver, Quick Service for Customers, Driver’s Compliance with Traffic Rules, and Arrange Reasonable Routes have an equal mean values which is 4.48. Followed by Provided Booked-taxi and Arrive at time (4.44), Driver are honest and righteous (4.43), Driver are friendly (4.39), Easy to find blue bird taxi (4.37), Driver’s knowledge of rules (4.35), and the others attributes which are Best Suggestion for Customers and Warm Service of the drivers have the same mean value that is 4.3, followed by the 3 lowest values of importance level which are Prompt Complains Respond (4.3), Up to date and Clean vehicle (4.29) and the last Understand Customers Moods (4.26).

Alongside the importance mean value, table 4 displayed performances mean value of each attributes. Prompt lost luggage kept the first place with the highest mean value that reached 4.74 and after that Up to date and clean vehicle with mean value that reached 4.43 and then Clean and comfortable inside and outside taxi with mean value 4.28. Those are the top 3 of highest mean value in performance level. Price tag displayed and charge metered is 3.99, close to that Drivers are friendly (3.96), followed by Complete facilities and equipment (3.94), Driver’s compliance with traffic rules (3.9). After that, Security facilities available (3.79), followed by Well dressing and appear neat driver (3.78), Arrange reasonable routes (3.74), No smoking, phoning, and eating while driving (3.73), followed by Driver are honest and righteous (3.7), Driver’s knowledge of routes and Best suggestion for customers with an equal value (3.66), close to them is Warm Service of the driver (3.6), followed by Understand customer’s moods (3.51), then Prompt complains respond (3.43), Quick service and Provide booked-taxi and arrived at time also have an equal value (3.41), and the lowest mean value of performance is Easy to find blue bird taxi (3.27). A high performance mean value indicates that company delivers a good service quality and the respondents perceived to be satisfied with what given to them. An Importance and Performance Analysis matrix then obtained by combining a pair of coordinate axis where Y is importance and X is Performance. The average of Importance’s attributes ($y = 4.44$) and Performance’s attributes ($x = 3.80$) created the meet point and four quadrants in Cartesians graph as shown in figure 4.3.

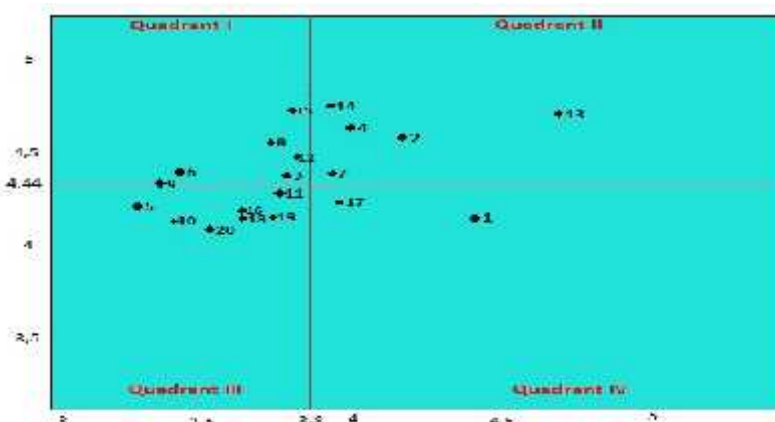


Figure 2. Data Plotting of Service Quality Attributes
 Source : Data Processed (2016)

Where :

1. Up to date and clean vehicle
2. Clean and Comfortable inside and outside taxi
3. Well Dressed and Appear Neat Driver
4. Complete Facilities and Equipment
5. Easy to Find Blue Bird Taxi
6. Quick Service for Customers
7. Driver's Compliance with Traffic Rules
8. No Smoking, Phoning, and Eating While Driving
9. Provided Booked-taxi and Arrive at time
10. Prompt Complains Respond
11. Drivers are Honest and Righteous
12. Arrange Reasonable Routes for Customers
13. Prompt Lost Luggage
14. Price Tag Displayed and Charge Metered
15. Security Facilities Available
16. Driver's Knowledge of Routes
17. Drivers are friendly
18. Best Suggestion for Customers
19. Warm Service of the driver
20. Understand Customers Moods

Discussion

The attributes are spread over 4 quadrant, quadrant I, quadrant II, quadrant III, and quadrant IV. Well Dressed and Appear Neat Driver, Quick Service for Customers, No Smoking, Phoning, and Eating While Driving, Provided Booked-taxi and Arrive at time, Arrange Reasonable Routes for Customers, Security Facilities Available are plotted around in quadrant I labeled "Concentrate Here" that marked a high importance by the customers however the performance doesn't meet the expectation of customers.

Quadrant II that labeled "Keep Up The Good Work" which are Clean and Comfortable inside and outside taxi, Complete Facilities and Equipment, Driver's Compliance with Traffic Rules, Prompt Lost Luggage, Price Tag Displayed and Charge Metered are spread over the area of quadrant II. The customers perceived that attributes in this quadrant are important and company afford a good performance in delivering those service quality.

Quadrant III indicates a low importance and low performance, labeled "Low Priority". Attributes located in the area of quadrant III which are Easy to Find Blue Bird Taxi, Prompt Complains Respond, Drivers are Honest and Righteous, Driver's Knowledge of Routes, Best Suggestion for Customers, Warm Service of the driver, Understand Customer's Moods, have a low performance level compared to others but it is not a problem because customers attached low level of importance to the attributes in this quadrant.

Quadrant IV indicates a low importance but the performance is in the high level. Up to date and clean vehicle, Drivers are friendly are around quadrant IV means those attributes have a high performance level however it is have a low importance level according to customers.

4. CONCLUSIONS AND RECOMMENDATION

Conclusions

1. Well Dressed and Appear Neat Driver, Quick Service for Customers, No Smoking, Phoning, and Eating While Driving, Provided Booked-taxi and Arrive at time, Arrange Reasonable Routes for Customers, Security Facilities Available are important service quality to customers, however Blue Bird Taxi is deliver a deficient performance.
2. Clean and Comfortable inside and outside taxi, Complete Facilities and Equipment, Driver's Compliance with Traffic Rules, Prompt Lost Luggage, Price Tag Displayed and Charge Metered are important to customers and at the same time company deliver a good performance.
3. Easy to Find Blue Bird Taxi, Prompt Complains Respond, Drivers are Honest and Righteous, Driver's Knowledge of Routes, Best Suggestion for Customers, Warm Service of the driver, Understand Customer's Moods assessed to low priority when the importance and performance values are in low level.
4. The last are Up to date and clean vehicle, drivers are friendly are unimportant to customers however the company deliver a good performance to customers.

Recommendation

The researcher provided recommendations addressed to the company to improve the service quality from the overall result. The recommendations are listed as follows.

1. The company has to pay attention to these six service quality that have high expectation by customer to improve the performance of Well Dressed and Appear Neat Driver, Quick Service for Customers, No Smoking, Phoning, and Eating While Driving, Provided Booked-taxi and Arrive at time, Arrange Reasonable Routes for Customers, Security Facilities Available.
2. The company only has to keep its usual performance for Clean and Comfortable inside and outside taxi, Complete Facilities and Equipment, Driver's Compliance with Traffic Rules, Prompt Lost Luggage, Price Tag Displayed and Charge Metered. Company can improve more the service quality to make customer more satisfy and be loyal to achieve the company's goals.
3. There are Easy to Find Blue Bird Taxi, Prompt Complains Respond, Drivers are Honest and Righteous, Driver's Knowledge of Routes, Best Suggestion for Customers, Warm Service of the driver, and Understand Customer's Moods in quadrant III. It means that the attribute have low priority in Blue Bird Taxi. The attributes in this quadrant are not important to customer so the management of Blue Bird Taxi should not give more attention to this attributes.
4. For the attributes that are in quadrant IV which are Up to date and clean vehicle, drivers are friendly. It is good if company delivered a good performance on it but these attributes are not important to customers as much as the attributes in quadrant I, so company should realize that the attribute in quadrant I should have high performance than the attributes in quadrant IV which are not so important for customer.

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