



Analysis of the Gap Between the Current Cost Allocation and the Service Aspect by Passengers of "Trans Jatim" Public Transportation on the Route Terminal Bunder – Bungurasih Terminal

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Abstract

Humans are naturally involved in the dynamics of daily mobility to meet life needs, such as working, schooling, and shopping. Transport, as a means of meeting these needs, operates across three main modes: land, sea, and air. This study analyses passenger satisfaction levels with the *Trans Jatim* public transport service on the *Terminal Bunder – Bungurasih Terminal* route using the Importance Performance Analysis (IPA) method. The objectives are to analyse service attributes, identify gaps between resource allocation and aspects deemed important by passengers, and provide service improvement recommendations. Analysis results show service attributes grouped into four quadrants. Quadrant 1 (Top Priority), including ticket price affordability, support facilities, and staff service quality (driver and crew), requires urgent attention. Quadrant 2 (Maintain Achievement), encompassing seating comfort and arrival punctuality, needs sustained performance. Quadrant 3 (Low Priority), such as air conditioning (AC) performance and departure punctuality, warrants incremental improvements. Quadrant 4 (Excessive), covering bus cleanliness and travel safety, indicates potential for resource reallocation to higher-priority areas. The study also identifies a misalignment between resource allocation and passenger service priorities, highlighting the need for more effective resource management. By reallocating resources to top-priority attributes, managers can enhance operational efficiency, service quality, and overall passenger satisfaction.

Keywords: Importance performance analysis, bus passenger satisfaction, public transportation, service gap, trans jatim

INTRODUCTION

Humans, in essence, are always involved in the dynamics of movement as an integral part of daily life. Every day, they move from one location to another to meet various needs, whether for work, school, shopping, or other social activities. To reach distant destinations more efficiently, people utilize various modes of transportation, which are divided into three main categories: land, sea, and air. Land transportation includes all means that operate at ground level, such as cars, buses, trains, motorcycles, *becak*, and *delman* (Wicaksono *et al.*, 2015). This mode is most used for short to medium-distance travel, both within and between cities, offering high accessibility and flexibility (Ministry of Transportation, 2021); (Litman, 2017). Sea transportation involves modes

that operate on water, such as ferries and tankers, and is often used for the shipment of goods between islands or countries, as well as long-distance passenger travel. Although sea transport may take longer, it is efficient for moving large volumes of goods (Rodrigue et al., 2017). Meanwhile, air transportation includes modes that operate in the air, such as airplanes and helicopters, which are the primary choice for long-distance travel requiring short travel times, although costs are often higher. Air transportation provides a significant advantage in terms of speed, allowing passengers to reach their destinations much faster compared to other modes (Meyer, 2017); (Albalate et al., 2015; Lohmann & Duval, 2011; Wensveen, 2023). Each mode of transportation has its own advantages and specific uses, depending on distance, time, and the particular needs of the journey. The selection of the appropriate mode depends on the travel destination, available budget, and user preferences, and integration between different modes is increasingly important to create an efficient and sustainable transportation system (World Bank, 2020).

The development of transportation in Indonesia has undergone significant transformation over time, reflecting technological advancements, economic growth, and increasingly complex societal needs. Overall, transportation development in Indonesia continues to progress through various infrastructure projects and innovations aimed at improving connectivity, efficiency, and service quality for all communities. There is an urgent need to respond to the rapid growth in transportation demand, especially with the widespread use of vehicles for daily activities. Surabaya, the second largest city after Jakarta and the capital of East Java Province, serves as the region's economic, financial, and business center (Liespono & Tjendani, 2023).

In major Indonesian cities, various types of transportation are utilized to meet the community's high mobility needs. Public transportation such as city buses—including *TransJakarta* in Jakarta, the largest Bus Rapid Transit (BRT) system in the world—as well as city bus services in Bandung, Surabaya, and Yogyakarta, are mainstays. Small public transportation such as *angkot*, *mikrolet*, and *bemo* are also widely used. Commuter trains like the KRL Commuter Line in Greater Jakarta connect Jakarta with surrounding cities, while the Jakarta MRT and LRT in Jakarta and Palembang are new modes that link key areas. The BRT system is also developed in several other cities, such as *Trans Jogja* in Yogyakarta and *Trans Semarang* in Semarang. Private transportation, including cars and motorcycles, is highly popular, though it often leads to severe congestion. Ride-hailing services such as *Gojek* and *Grab* offer motorcycle (online motorcycle taxi) and car (online taxi) transportation, as well as food delivery, logistics, and shopping services. Traditional modes like *bajaj* and *becak* remain common in some cities, especially Jakarta. Urban

railways, such as the Airport Train connecting city centers with main airports, are also integral to the transportation system. Major cities are encouraging environmentally friendly transportation, such as bicycles, by building dedicated bike lanes and introducing bike-sharing programs. App-based electric scooter services, such as *GrabWheels*, are also gaining popularity for short-distance trips. For intercity travel, various bus companies provide services connecting major cities with surrounding areas, and PT KAI operates long-distance trains linking major cities in Java and Sumatra. Through these diverse transportation options, major cities in Indonesia are working to address mobility challenges and improve citizens' quality of life.

Traffic accident issues in Indonesia stem from factors such as lack of awareness and discipline among road users, inadequate infrastructure, unsuitable vehicles, weak law enforcement, alcohol and drug use, insufficient education, high vehicle volumes, and low awareness regarding helmet and seat belt use. MTI data shows an increase in traffic accidents in Indonesia, with 116,000 cases recorded in 2023—a 6.8% rise from the previous year. Nearly 40% of these accidents involved motorcycles operated by drivers aged 25–40. The East Java Regional Police reported the highest number of cases, with 29,372 until November 2023, followed by Central Java with a similar figure, and Metro Jaya Police with 10,711 cases. The large number of people turning to bus transportation is attributed to more affordable costs, ease of access, adequate facilities, environmental awareness, urban congestion, challenging parking conditions, the comfort and safety offered by buses, and the development of improved public transport infrastructure.

One of Surabaya's major bus terminals is *Bungurasih Terminal* (also known as *Purabaya Bungurasih Terminal*), which serves as a hub for various intercity and inter-provincial bus routes (*AKAP*) and intercity buses within the province (*AKDP*). The terminal is a key point for travelers heading to various cities in East Java and beyond, and features facilities such as parking lots, waiting areas, and other supporting services for passengers and transport service users.

Trans Jatim is a public transportation system using transit buses that connect cities and districts in urban agglomeration areas in East Java, such as *Gerbangkertosusila*. This system adopts a "buy the service" scheme similar to the *Teman Bus* service. Designed by the East Java Provincial Transportation Office, its operation began with Perum DAMRI Surabaya Branch, followed by PT. Harapan Jaya Mining Transport, PT. Bagong Dekaka Makmur, and PT. Yukida Multi Synergy. The first corridor, serving the Sidoarjo–Surabaya–Gresik route, began operating on August 19, 2022, with 22 medium-sized high-deck buses. This corridor replaced *Trans Sidoarjo*, which ceased

operations in April 2020, and connects with other public transport modes such as regular city buses, *Suroboyo Bus*, *Trans Semanggi Suroboyo*, and *Wirawiri Suroboyo* feeders.

The substantial number of workers commuting from Gresik to Surabaya highlights the close economic relationship between the two cities. Many Gresik residents work in Surabaya due to greater job opportunities, particularly in industry and trade, supported by adequate transportation access such as toll roads and public transport networks. Surabaya's large and diverse industrial estates attract workers from surrounding areas, including Gresik.

Both Gresik and Surabaya are recognized as industrial cities with significant roles in Indonesia's industrial sector. Gresik hosts large industrial zones like *Kawasan Industri Gresik* (KIG) and *Kawasan Industri Maspion*, as well as PT Semen Indonesia (Persero) Tbk, the largest cement producer in Indonesia. Gresik Port supports export-import activities, reinforcing its industrial status. Surabaya, as East Java's capital, is a trade and industrial center with industrial estates such as Rungkut Industrial Estate and Surabaya Industrial Estate Rungkut (SIER). The Port of Tanjung Perak, one of Indonesia's busiest, supports East Java's export-import activities. Surabaya's diverse industrial sectors—manufacturing, electronics, textiles, and food—are supported by excellent infrastructure, including toll roads, rail networks, and international airports.

Public transportation plays a vital role in urban communities, especially in agglomeration areas like *Gerbangkertosusila*, which includes strategic cities such as Gresik, Bangkalan, Mojokerto, Surabaya, Sidoarjo, and Lamongan. This region is a hub of economic and social activity, making community mobility essential for daily activities (Ministry of Transportation, 2023). One important initiative to improve transportation quality in this area is the launch of the Trans East Java service, with the Terminal Bunder – Bungurasih Terminal route, aimed at connecting Gresik with Surabaya as the main economic center (Hartatik & Trihatmoko, 2022; Nugroho & Puspitasari, 2023). However, despite ambitious goals, a significant challenge remains: the gap between passenger expectations and actual service performance. Passengers expect transportation that is not only punctual but also comfortable and safe. There is often a mismatch in meeting these expectations, resulting in decreased satisfaction (Hossain et al., 2024). To address this, the Importance Performance Analysis (IPA) method is applied to evaluate passenger satisfaction by measuring two main dimensions: importance and service performance. This analysis maps improvement areas into four quadrants: top priority, maintain achievement, overperformance, and low priority (Martilla &

James, 1977). This enables service managers to focus resources and attention on aspects needing immediate and ongoing improvement.

This study aims to identify and analyze key factors affecting passenger satisfaction, assess service performance, and provide recommendations for improvement focused on time, cost, and service quality efficiency. The approach is expected to contribute to time efficiency by optimizing bus schedules, create cost savings through more appropriate resource allocation, and improve service quality by prioritizing aspects most important to passengers (Katz et al., 2021).

Affordable fares attract more passengers and help reduce private vehicle use, which can decrease congestion and pollution in urban areas. Efficient cost management can also generate budget savings for local governments in terms of transportation subsidies, enabling reinvestment in infrastructure improvements. Service quality is a critical indicator reflecting how well services meet user expectations, encompassing aspects such as vehicle cleanliness, seating comfort, schedule reliability, and customer service. Effective quality management can boost passenger loyalty and encourage repeat usage. Passengers tend to choose services that are not only fast but also comfortable and safe, so Trans East Java managers must ensure all quality aspects are well maintained.

Time is another crucial factor in passenger satisfaction analysis. Punctuality in public transport operations is a key criterion for users, who expect services to adhere to schedules so they can plan their trips effectively. Delays can disrupt daily activities and cause dissatisfaction, ultimately affecting the transport service's reputation. Effective and efficient time management is essential to ensure a positive travel experience for passengers.

By balancing cost, quality, and time, operators such as *Trans Jatim* must create the right equilibrium among these three components to achieve optimal passenger satisfaction. An integrated management strategy for these elements can enhance public transport competitiveness and positively impact community mobility overall.

Service quality also greatly influences users' perception of comfort and safety. In public transportation, passengers have certain expectations for service quality, including bus cleanliness, vehicle condition, and staff professionalism. Clean, well-maintained vehicles create a positive impression and show operator commitment to user experience. The physical condition of vehicles is also crucial; well-maintained buses provide comfort and security. Issues like damaged seats or malfunctioning air conditioning can disrupt travel and cause dissatisfaction. Staff professionalism, including that of drivers and attendants, is also influential—friendly and responsive staff improve user

experience, while unprofessional behavior can cause discomfort and dissatisfaction.

High service quality provides comfort and security, key factors in building user loyalty (Grigoroudis & Siskos, 2009). Satisfied passengers are more likely to reuse and recommend the service. Conversely, poor quality can harm satisfaction and damage the service's long-term image. In the digital era, negative reputations can spread quickly, impacting public trust. Therefore, maintaining and improving service quality must be a top priority for operators to ensure sustainability and competitiveness.

Time is also a vital factor in delivering public transport services, especially on high-traffic routes. Punctuality in departures and arrivals significantly affects satisfaction, particularly for passengers with urgent schedules. Delays or inconsistent schedules can disrupt plans, cause frustration, and reduce confidence in the transport system (Rodrigue, Comtois, & Slack, 2017). For many users, punctuality is not just about arriving on time, but about the overall travel experience. Delays can result in lost time and unnecessary stress, affecting service assessments and, in some cases, causing missed appointments or connections, which impacts the service's reputation.

In this study, the three aspects—cost, quality, and time—are thoroughly evaluated using the Importance Performance Analysis (IPA) method. This method identifies how well each aspect meets passenger expectations and determines which require improvement to enhance satisfaction. Understanding the interaction between cost, quality, and time in the passenger experience context, this research aims to provide actionable insights for operators to optimize services and respond to the needs of an increasingly dynamic society. Improving Trans East Java services requires optimal management of cost, quality, and time to achieve efficient, affordable, and high-quality transportation. Good cost management affects not only passenger fares but also the financial sustainability of operations. By providing affordable services, Trans East Java can attract more users while ensuring continued operation without sacrificing quality.

Additionally, high service quality contributes to positive passenger experiences, fosters loyalty, and enhances operator image. When passengers feel comfortable and safe, they are more likely to use the service repeatedly. Therefore, it is important for Trans East Java to continue investing in fleet maintenance, staff training, and support facilities to ensure services consistently meet or exceed user expectations.

Time management is also critical for operational efficiency. With regular schedules and punctuality, Trans East Java not only increases passenger satisfaction but also creates a more efficient transport system overall. This

research is expected to provide concrete insights and recommendations for improving these three aspects.

The study's results are also expected to serve as a reference for developing future transportation service improvement strategies, not only for Trans East Java but also for other public transport services with similar characteristics. By understanding the factors influencing passenger satisfaction, operators can design more targeted initiatives that address community needs and contribute to developing a better, more sustainable public transportation system in Indonesia.

The results of this study are expected to contribute to improving Trans East Java's service quality overall and provide tangible benefits for managers in terms of targeted and efficient improvements. With the right enhancements, this public transport service can become more responsive to community needs, increase accessibility, and strengthen competitiveness in the *Gerbangkertosusila* area (Rodrigue et al., 2017). Through these efforts, it is hoped that *Trans Jatim* can become an exemplary public transport service that meets public expectations and contributes to the development of better transportation infrastructure in Indonesia. Cost, quality, and time are the three main components often prioritized in public transport operations, including for Trans East Java. These aspects greatly influence passenger satisfaction, especially regarding the competitiveness of public transport services. Effective cost management enables operators to offer affordable fares, which is crucial for most users, particularly on high-mobility routes such as Terminal Bunder – Terminal Bungurasih (Ministry of Transportation, 2023).

A previous study by Hossain (2020) examined public transport service quality, focusing on the gap between passenger expectations and actual performance. However, the study did not utilize a structured method such as Importance Performance Analysis (IPA) to prioritize improvement areas, nor did it adopt an integrated approach considering cost efficiency—essential for enhancing transportation services without compromising financial sustainability. This gap highlights the need for research that examines both service quality and cost efficiency to comprehensively optimize public transportation systems.

The purpose of this study is to analyze the condition of service attributes and provide recommendations to Trans East Java managers on the Terminal Bunder – Terminal Bungurasih route using the Importance Performance Analysis method. Additionally, this study aims to identify gaps between current cost allocation and service aspects considered important by passengers on the route, providing strategic input for managers to improve service quality effectively and efficiently. The benefits of this research include enhancing

passenger satisfaction, improving operational efficiency, and ensuring better resource allocation. By balancing cost management with service quality and timely operations, this research is expected to help Trans East Java improve its competitiveness and contribute to the development of a more sustainable public transportation system in Indonesia.

RESEARCH METHODS

The research method used in the analysis of the level of passenger satisfaction of Trans East Java public transportation services on the Terminal Bunder – Bungurasih Terminal route involves several main stages. The research uses a quantitative approach with primary and secondary data collection techniques (Creswell & Creswell, 2017). The research sample was selected using the purposive sampling technique, with respondents consisting of Trans East Java passengers who routinely use services on the route. The number of samples taken was 40 people, with practical considerations to ensure data reliability while adjusting to resource limitations. The main instrument used is a questionnaire based on the Likert scale, which measures two main dimensions: importance and performance of service aspects such as punctuality, comfort, safety, cleanliness, ticket prices, and driver service. In addition, the research also involves direct observation to verify the physical condition of the bus, the timeliness of departure, and the behavior of officers during the trip. In-depth interviews were conducted with some of the passengers to gain additional insights into their experiences and suggestions.

Secondary data was obtained from Trans East Java managers, including operational schedules, number of passengers, travel time, and service-related reports. The data analysis technique uses the Importance Performance Analysis (IPA) method, which plots data on a quadrant graph to determine improvement priorities and maintain aspects that are already performing well. The IPA quadrant consists of four categories: top priority, maintain achievement, low priority, and overperformance. The research also analyzed the gap between expectations and reality in services, to identify gaps that needed attention. The results of this analysis are used to provide strategic recommendations to improve efficiency, quality, and passenger satisfaction, which is expected to contribute to the overall improvement of Trans East Java services.

RESULTS AND DISCUSSION

Based on the Importance Performance Analysis (IPA), four quadrants describe the priority of improving and maintaining aspects of transportation services. Quadrant 1 (Top Priority) includes the affordability of fares, other

supporting facilities, and the services of bus drivers and crew, which are critical to passengers but whose performance is not yet optimal, requiring immediate repairs. Quadrant 2 (Maintain Achievement) contains the comfort of the seat and the punctuality of arriving at the destination, which is considered important and has been well managed, so it must be maintained. Quadrant 3 (Low Priority) includes the performance of air conditioning (AC) and the punctuality of bus departures, which are of lower importance and less significant performance, but can still be improved as an added value. Quadrant 4 (Excessive) includes bus cleanliness, safety during the trip, and the availability of travel information, which performs well but is of low importance, so that resources in these areas can be diverted to improve aspects in Quadrant 1. These results provide strategic direction for managers to prioritize service improvements by focusing on factors that have a significant impact on passenger satisfaction (Martins, 2013).

Gap Analysis

Gap analysis aims to identify the difference between the *importance* and *performance levels* of each aspect of the service. The gap is calculated by the following formula:

$$\text{Gap} = \text{Interest Level (I)} - \text{Performance Level (P)}$$

The following is the interpretation of the gap:

- 1) Positive Gap (+): The level of importance is higher than performance. This indicates that there are shortcomings in the service, so it needs to be improved.
- 2) Zero Gap (0): The level of importance is equivalent to performance. The service is considered to have met expectations.
- 3) Negative Gap (-): The level of performance exceeds the level of interest. The service has exceeded the expectations of passengers.

Calculation of Gap Analysis

Gap analysis aims to identify the difference between the *importance* and *performance levels* of each aspect of the service. The gap is calculated by the following formula:

An example of the Gap analysis calculation of other supporting facilities (*Charger ports*, handles, etc.) is calculated by the following formula:

$$\text{Gap} = 3 - 3,1 = -0,1$$

The results of the Gap analysis calculation use Excel software for all aspects of the service with the same formula. Here is a summary of the averages in table 1:

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Table 1. Tabulation Calculation of Gap Analysis

No.	Service Aspect	Average Interest Level (I)	Average Performance Level (P)	Gap Analysis
1	Other supporting facilities (<i>charger port</i> , handle, etc.)	3	3,1	-0,1
2	Safety during travel	3,2	2,7	0,5
3	Bus cleanliness	3,1	2,8	0,3
4	Seating comfort	3,1	3,3	-0,2
5	Punctuality of bus departure	3	2,4	0,6
6	Punctuality of arriving at the destination	3,4	3,2	0,2
7	Affordability of ticket prices	3	3,3	-0,3
8	Availability of travel information (timetables and routes)	3,2	2,8	0,4
9	Air conditioning (AC) performance	2,9	2,6	0,3
10	Bus driver and crew service (hospitality and professionalism)	2,6	3	-0,4

Source: Processed Researcher, 2024

Conclusion of Gap Analysis Calculation

The following are the conclusions based on the gaps identified in each aspect of the Trans East Java service on the Terminal Bunder – Bungurasih Terminal route:

Aspects with Positive Gaps (Performance Has Not Met Expectations):

- 1) Safety during travel (Gap: +0.5)
Safety is considered very important by passengers, but its performance still needs to be improved. This should be one of the top priorities in service improvement.
- 2) Bus departure punctuality (Gap: +0.6)
This aspect shows the largest gap, indicating that the timeliness of bus departures is very important but has not yet met the expectations of passengers. This is the focus of major improvements to increase satisfaction.
- 3) Availability of travel information (timetable and route) (Gap: +0.4)
Clearer and more accessible travel information needs to be improved to help passengers better plan their trips.
- 4) Bus cleanliness (Gap: +0.3)
The cleanliness of the bus is considered quite important by passengers, and its performance needs to be improved to meet expectations.
- 5) Air conditioning (AC) performance (Gap: +0.3)

Although not critical, more optimal air conditioning performance will help improve passenger comfort.

6) Punctuality of arrival at destination (Gap: +0.2)

This aspect shows that passengers expect the time to arrive on schedule and that the service still needs to be slightly improved.

Aspects with a Zero or Negative Gap (Adequate or Exceeding Expectations)

1) Other supporting facilities (*charger port*, handle, etc.) (Gap: -0.1)

The performance of the supporting facilities is considered quite adequate and slightly exceeds the expectations of passengers.

2) Seating comfort (Gap: -0.2)

Passengers feel that the comfort of the seats is already better than they expected.

3) Ticket price affordability (Gap: -0.3)

Affordable ticket prices are one of the strengths of the service, because it has exceeded the expectations of passengers.

4) Bus driver and crew service (friendliness and professionalism) (Gap: -0.4)

This aspect shows that the friendliness and professionalism of the crew have exceeded the expectations of passengers, becoming one of the advantages of Trans East Java services.

Recommendations for Gap Analysis Results

The following are recommendations based on the gaps identified in each aspect of the Trans Jatim service on the Terminal Bunder – Bungurasih Terminal route:

Top Priorities for Improvement

- 1) Punctuality of bus departure (+0.6) and safety during the trip (+0.5) are top priorities because it has the largest gap.
- 2) The availability of travel information (+0.4) is also important to improve.

Aspects to Maintain

- 1) The cleanliness of the bus (+0.3) and the performance of the air conditioner (+0.3) must be maintained with a slight improvement in quality.
- 2) Affordability of ticket prices (-0.3) and bus driver and crew services (-0.4) have become service strengths that need to be maintained.

Resource Efficiency

The allocation of resources on aspects that have met or exceeded expectations, such as supporting facilities (-0.1) and seating comfort (-0.2), can be evaluated to ensure efficiency.

By focusing on the main priority aspects and maintenance of superior aspects, Trans East Java services can better meet the needs and increase passenger satisfaction.

Time Efficiency Analysis

Time efficiency in Trans East Java operations can be achieved through several strategies that focus on reducing passenger waiting times and punctuality of bus departures and arrivals.

Punctuality of Departure (+0.6)

Reducing the gap in this aspect can be achieved by

- 1) Preparation of a more realistic departure schedule based on traffic patterns.
- 2) Optimization of fleet management systems to minimize wait times.
- 3) Implementation of *real-time tracking technology* so that passengers can know the position and schedule of the bus accurately.

Punctuality of Arrival at Destination (+0.2)

- 1) Improve travel route management to avoid congestion.
- 2) Ensure buses are in top condition to reduce the possibility of delays due to technical problems.

By improving these two aspects, passenger travel time becomes more efficient and in line with expectations.

Cost Efficiency Analysis

Cost efficiency in service improvement focuses on optimal use of resources and the reduction of unnecessary expenses without sacrificing service quality.

Focus on Top Priorities

Focusing cost allocation on high-gap aspects (safety during travel and punctuality of departure) can have a significant impact on passenger satisfaction. Costs for aspects that perform well, such as bus crew friendliness (-0.4), can be temporarily shifted to support priority aspects.

Technology Utilization

The application of technologies such as digital information for schedules and routes (+0.4) can reduce long-term operational costs, such as manual schedule printing or customer complaints due to lack of information.

Optimizing Supporting Facilities

With small gaps in aspects such as supporting facilities (-0.1) and seating comfort (-0.2), the cost of repairing these facilities can be minimized and allocated to more important aspects.

Quality Efficiency Analysis

Quality improvement should be focused on the aspects that passengers consider most important. Here is a possible approach:

Safety During Travel (+0.5)

- 1) The addition of security features such as surveillance cameras (CCTV) or bus crew training on handling emergency situations will increase the perception of safety.
- 2) This step not only improves the quality but also the confidence of passengers in the service.

Bus Cleanliness (+0.3)

Increasing the frequency of cleaning and hygiene quality monitoring can be done without requiring large costs, but has a significant impact on passenger comfort.

Air Conditioning (AC) Performance (+0.3)

Regular maintenance of the air conditioner can ensure optimal performance without a large investment in unit replacement.

Maintain Superior Aspects

Bus crew service (-0.4) and ticket price affordability (-0.3) that have exceeded expectations need to be maintained. The quality of this service is a competitive differentiator compared to other modes of transportation.

CONCLUSION

Based on the Importance Performance Analysis (IPA) of *Trans Jatim's* Terminal Bunder–Bungurasih route, service attributes are categorized into four quadrants: **Quadrant 1 (Top Priority)**—including ticket affordability, support facilities, and driver/crew services—requires immediate remedial

action like fare adjustments, facility upgrades, and staff training due to high importance but suboptimal performance; **Quadrant 2 (Maintain Achievement)**—seat comfort and arrival punctuality—should be sustained through preventive maintenance and schedule optimization; **Quadrant 3 (Low Priority)**—AC performance and departure punctuality—warrants incremental improvements like HVAC servicing; while **Quadrant 4 (Excessive)**—bus cleanliness, travel safety, and information availability—indicates resource overallocation, permitting diversion to higher-priority areas. The identified misalignment between cost distribution and passenger priorities, particularly for Quadrant 1 attributes, necessitates strategic resource reallocation to enhance satisfaction. Recommendations include targeted passenger feedback surveys, focused investment in crew training and facilities, and maintenance schedule optimization, with regular performance monitoring to ensure sustained gains. For future research, a longitudinal study tracking satisfaction dynamics post-implementation across multiple routes would quantify the long-term efficacy of these interventions.

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