

The Influence of Driver Work Culture and Service Quality on Citizen Satisfaction with Mass Transportation

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Abstract—The existence of mass transportation is the crux of development. Improving the citizen satisfaction in this sector must be done by all of related parties. The main purposes of this research were to determine and to analyze the impact of work culture and service quality on citizen satisfaction in mass transportation in South Pesisir Region. This research used the quantitative method. The research population was citizen of South Pesisir Region. Sampling method used for this research was Slovin formula and analysis techniques of proportionate stratified random sampling. The data were collected by using questionnaire with Likert scale and were analyzed by using multiple regression and documentation.

Keywords—work culture; service quality; style; citizen satisfaction; South Pesisir

I. INTRODUCTION

Transportation is one of the essential elements in the development of a country. The existence of mass transportation for instance land, sea and air transport are being the core of national and regional development in many ways. One of the essential land transports within the residents are public vehicle, particularly the freight cars that have been the main transportation in urban and rural area. The improvement of this mass transportation is aimed to create a high quality service for the citizen and could be available for the whole society; in which are inseparable from creating the positive work culture among the drivers and operators of the mass transportation. Quality development of mass transportation is one of the important efforts made to reduce people's reliance on the use of private vehicles, and reducing traffic congestion and parking problems [1].

In fact, the problems in the management of mass transportation are easily found. For instance, work culture among the driver—the way they service the passenger or the user of mass transportation. Thus, this research is aimed to analyze the influence of work culture and service quality on citizen satisfaction for mass transportation in South Pesisir Region, West Sumatera, Indonesia.

II. METHOD OF RESEARCH

This research is utilizing quantitative method, conducted in South Pesisir Region, West Sumatera Province, Indonesia.

The sample of this research is 150 people selected based on cluster sampling using Proportioned Random Sampling. The data are collected by using survey method in which questionnaire are distributed to citizen as the user of mass transportation service; interview and observation are used as secondary data. Likert scale are used in the questionnaire. Both simple and multiple linear regression are used to analyze the impact of one or more independent variables on dependent variable. SPSS software 16.0 is used in data processing.

III. RESULT AND DISCUSSION

Work culture in the mass transportation service is an important aspect in the development of service quality and increasing the citizen satisfaction[2], because work culture can provide a perspective of the positive and negative values in understanding how to work, norms, patterns of thought and behavior of any person or group of people to perform a job [3]. Driver work culture is a value believed and become a habit by a mass transportation driver in doing their work and will come up consciously and unconsciously while driving the vehicle, dealing with the passengers and other stakeholders in their work. Aldri (2014) found service quality provided for the people was affected by the integrity of the service providers, which can be found in their work culture[4]. On the other hand, service quality and citizen satisfaction is correlated with the challenge and the prospect of the service provider[5].

Based on the collected questionnaire, interview, and observation, the correlation between service quality, work culture, and citizen satisfaction can be seen at the table below.

Table I Age, Marital Status and Education of Respondents

Age		Marital Status		Education	
<18 yo	73	Marriage	40	Elementary school	6
18-25 yo	38	Single	104	Junior High School	16
25-35 yo	11	Widower	6	Senior High School	100
35-50 yo	12			Undergraduate Program	20
>50 yo	16			Master Program	8
Total	150	Total	150	Total	150

Table I shows the characteristics of respondents used in this research. Most respondents aged under 18 years old (48.7%), it indicates that students are the most frequent users of mass transportation service. Based on marital status data, the most frequent user is single group in 69.3%.

Table II. Influence of Driver Work Culture toward Citizen Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.468 ^a	.219	.214	.4625	1.748

a. Predictors: (Constant), DWC

b. Dependent Variable: Citizen satisfaction

In this research, we found that driver work culture significantly influenced the citizen satisfaction, and the contribution was 21.9%. As with Gunaidi, dkk (2015), the study found that work culture influenced satisfaction of the service. The implementation of cultural values would affect the satisfaction[6]. The perspective of work climate would develop the customer (citizen) satisfaction, since the work culture has a significant impact on citizen satisfaction.[7]

Table III Influence of Service Quality toward Citizen Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.762 ^a	.580	.577	3.391	1.790

a. Predictors: (Constant), Service quality

b. Dependent Variable: Citizen satisfaction

In this research, we found that service quality significantly influenced the citizen satisfaction, and the contribution was 58%. As with Ratminto & Atik (2013), citizen satisfaction can be achieved when the service could meet their expectation. [8]

Table IV

Influence of Driver Work Culture and Service Quality toward Citizen Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.791 ^a	.626	.621	3.212	1.869

a. Predictors: (Constant), Service Quality, DWC

b. Dependent Variable: Citizen satisfaction

In this research, we found that driver work culture and service quality significantly influenced the citizen satisfaction, and the contribution is 62.6%.

The increase in driver work culture will rise the service quality. In the contrary, the reduction of driver work culture will decrease the service quality[9]. Van Ryzin (2006) emphasized that satisfaction is the consumer's or citizen's summary judgment about the product or service [10]. It shows that the driver work culture and the service quality has a relationship with the citizen satisfaction.

A. Discussion

In general, the use of mass transportation in Painan hits its peak at particular hours. The need of mass transportation increases in the morning and the evening, when the work or school hours are started and ended. Therefore, based on that data, we found that the majority of mass transportation users are the civil servants and students.

Based on mass transportation measuring, there are several requirements for mass transportation: (1) The company name and the serial number of vehicles are listed on the left, right and rear of the vehicle; (2) Stretch board which contains the origin and destination as well as the path traversed on the white background and black fonts placed at the front and rear of the vehicle; (3) Type of route service is written clearly with block letters, attached to the left and right of vehicle body; (4) The identity of the driver is attached at the dashboard; (5) Baggage facilities as needed; (6) List of applicable rates.

Based on the observation, all of the vehicle have attached the routes of the vehicle as regulated. Even though there is established routes, some of the drivers tend to choose different routes and take some small paths in order to get the passenger in out of the rush hour but there are not many officers who raid the public vehicle.

The rate within close distance is about Rp. 3000 and may increase according to the mileage drop of passengers based on the driver estimation. The number of vehicle observed are 10 within Pasar Painan – Terminal Sago routes. Mass transportation vehicles found in this study are in considerably adequate and have sufficient physical condition. As well as other areas in Indonesia, the passenger of mass transportation in this area decreased significantly because of the competition with *ojeg* (motorcycle taxi). Considering that there are many citizens who switch their transport to *ojeg* (motorcycle taxi), researcher conducted an interview with the chairman of Land Transport Employer's Organization of South Pesisir Region, Mr. M. Husni (5 April 2016). He claimed that the decreased of mass transportation in South Pesisir are caused by people's tendency to use private vehicle and *ojeg* (motorcycle taxi) service. Recently, the citizens of South Pesisir Region tend to use their private vehicles to mobilize from a place to another in their daily activities. Moreover, this tendency is derived by their dissatisfaction on the mass transportation.

In the observation conducted, the researcher detected some unsatisfactory when talking to the citizen and also in their answers in questionnaire. For instance, unfriendly intonation when we were talking about mass transportation, complaint about the uncertain schedule of the mass transportation, and the slow vehicles.

This dissatisfaction is also derived by the lack of driver work culture such as difficulty of using the mass transportation outside the rush hour and driver's tendency to obey the fixed route that will influence their satisfaction. In accordance with the regression result, found that driver work culture and service quality simultaneously influence citizen satisfaction. For instance, by showing the courtesy to the passengers, showing cooperative attitude during the rides and by explaining to the passengers why they have to pay a certain

amount of rate can increase the performance of the drivers and will increase the welfare of the driver itself. Sadly, those positive work culture are not well-implemented by the drivers so it leads to dissatisfaction of the passengers on the service of the mass transportation in South Pesisir Region. Beside by showing passengers good attitude, the innovation and creativity of the drivers to increase their income are also part of positive work culture of the drivers.

The majority of the drivers are also the owner of the vehicle, and they do not affiliate with any organization. They run the bussiness on their own. The owners of the vehicles tend to drive their vehicle only for a few hours before handing it to other secondary and temporary drivers that can be replaced by other drivers at any time by the owner. All the secondary drivers do not know the movement pattern of the passenger and it will reduce their daily income. The inconsistent change of the drivers is a kind of negative work culture of the drivers that has to be rid. To tackle it, the drivers need to create an innovation such as doing a survey about the movement pattern of the passengers, mapping it, and socializing it to all the drivers and passengers. Not only mapping the passenger movement pattern, but also conducting a survey about citizen satisfaction using *Indeks Kepuasan Masyarakat (IKM)* that is regulated in Ministrial Regulation number 16/2014 countinuously. This innovation can be done together with the collaboration of stakeholders and local government of South Pesisir Region in order to do continuous development of mass transportation quality in South Pesisir Region.

There are also some complaints from the passenger related to driver work culture. Sometimes the drivers drive recklessly and in high speed. The drivers said it was because of their demand. Particularly in rush hour, they need to speed up their vehicle in order to get more passengers and getting higher income because they can not get many passengers out of the rush hour. However, some respondents need to use the mass transportation due to their work or school schedule, while the only transportation is the mass transportation.

Based on the observation, we also found that there is no identity of the driver or the owner in the dashboard or in the body of the vehicle. As with Herry, Aldri, and Syamsir (2016), most of mass transportations, particularly taxi (research on blue bird taxi in Padang), attached the identity of the driver in dashboard and on the body of the vehicle. Therefore, in case of emergency, the passenger could easily identify the driver or search for the vehicle if there are some belongings left. [11].

The attention and the participation of local government to increase the satisfaction level of mass transportation users and to maintain the sustainable development for the drivers and the mass transportation providers are needed. For instance, local government can provide the drivers who still stay on the route even not in rush hour an incentive to keep their motivation and maintain the service quality of mass transportaion in South Pesisir Region.

In order to conduct the positive work culture among the drivers, the local government in charge of land transportation have to provide guidance in the form of counseling and

workshops, including training in vehicle maintenance to improve the service quality of mass transportation. For instance, friendly driver work culture, maintain the vehicle and environment clean by providing garbage bin in the vehicle and comfortable seat to provide comfortable experience of mass transportation for the passengers. The drivers also need to pay attention to not carry passengers beyond the capacity because it will make passengers uncomfortable. The drivers also need to be controlled about their schedules and routes, thus people can access them anytime.

The local government should regulate the identity of the drivers in every vehicle, for instance the name, address, and phone number to facilitate the passenger to notify the drivers if they left their belongings in the vehicle and contribute to the improvement of service quality. It could help the government to build positive work culture and relationship between the driver and the passenger. In addition, the government and law enforcement officer need to continuously check the implementation of the rules about the system of mass transportation, particularly in creating the positive work culture among the drivers and providing the service quality for the citizen.

In conclusion, building a positive driver work culture in attempting to increase the service quality and citizen satisfaction with mass transportation, need full contribution from the citizen (as the driver, owner, passenger) and local government.

IV. CONCLUSION

Based on the explanation of the result, it can be concluded that work culture (both in operator and driver) and service quality significantly influenced the citizen satisfaction over mass transportation in South Pesisir Region for 62.6% and 58% respectively and the remaining 37.4% and 42% are affected by other factors.

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