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THE ROLE OF TARIFF, QUALITY, AND SATISFACTION TO INCREASETHE LOYALTY OF PAID SHUTTLE BUS SERVICES USERS AT SOEKARNO-HATTA AIRPORT

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ABSTRACT

This research was triggered by the user dissatisfaction with shuttle bus, including the fares paid which did not match the expectations of shuttle bus users. There were complaints from users regarding the quality of services provided for the paid shuttle bus passengers, including long waiting times for the shuttle bus, buses unable to accommodate passengers, and long and disorderly queues. This research aimed to analyze the role of tariff, quality, and satisfaction in increasing loyalty among the users of paid shuttle bus services at Soekarno-Hatta Airport. Data analysis technique using Structural Equation Modeling was based on Smart Partial Least Square. The sampling technique used an accidental sampling technique. The sample used was 400 respondents who were Paid Shuttle Bus users at Soekarno-Hatta Airport. Furthermore, satisfaction became a connecting variable for the influence of paid shuttle bus rates and service quality on loyalty. Researchers hoped that companies would make various efforts to increase the satisfaction and loyalty of service users, including by evaluating the rates and quality of paid shuttle bus services.

KEYWORDS: airport, passenger loyalty, service quality, passenger satisfaction, paid shuttle bus.

1. INTRODUCTION

One of the airports in Indonesia is Soekarno-Hatta International Airport in which the number of passengers always increases. In line with this, the role of Soekarno-Hatta Airport as the main airport in Indonesia also increases [1]. Today, Soekarno-Hatta Airport has three terminals [2]. To support the operational activities at the airport, there are several building facilities and infrastructures including three passenger terminals as the passenger serving buildings useful for those who will depart and land. Passengers also land at Soekarno-Hatta Airport as the transit place so that there is a flow of passenger movement among terminal 1, 2, and 3 [3]. Soekarno-Hatta Airport offers a facility for the movement

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from terminal to terminal by providing shuttle buses, with the capacity of a shuttle bus for one trip is 25 passengers (Figure 1). The route served by these shuttle buses is quite long, from terminal 1 to terminal 2 and then to terminal 3, and after that return to terminal 1. So, if a passenger from terminal 1 wants to go to terminal 3, that passenger gets on the bus from terminal 1 to terminal 2 and then to the destination terminal, namely terminal 3, except if the bus has been full, the passengers from terminal 1 can go directly to terminal 3 without having to halt in terminal 2. The shuttle buses operate everyday with an interval of 10 to 30 minutes. With such various conditions, passenger movement from terminal to terminal will be long and take uncertain time [4].

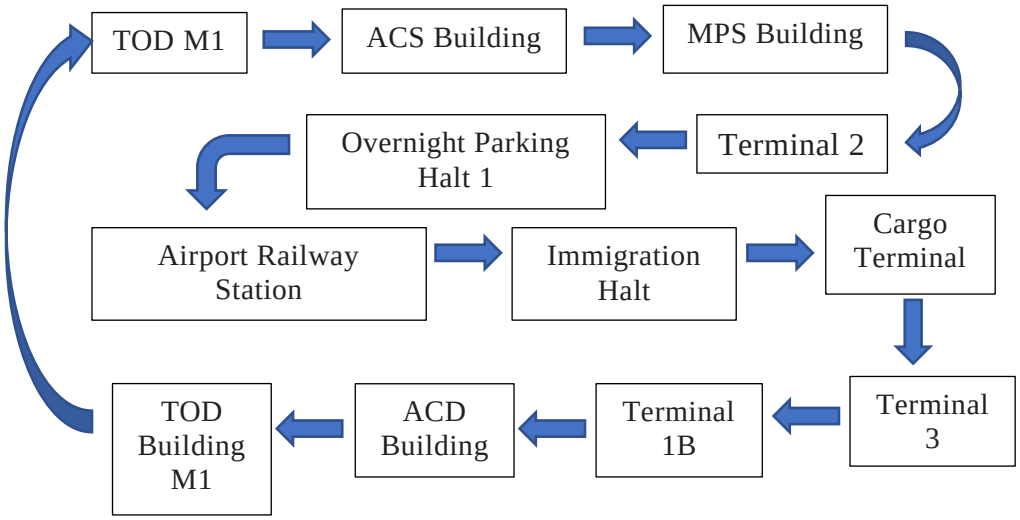

Figure 1: The Route of Paid Shuttle Bus

Beside the movement among terminals that takes a long and uncertain time, there also complaints from the shuttle bus users at Soekarno-Hatta Airport that they feel dissatisfied with the shuttle bus (Figure 1). This is in accordance with the data from PT Angkasa Pura II related to the complaints about the transportation mode of shuttle bus in the period of January-June 2023 as reported by the users. Out of some problems in this research observation, complaints are found from users about the quality of services delivered to the passengers of paid shuttle bus. Long waiting time for the shuttle bus, crowded buses which cannot accomodate more passengers, long and disorderly queues, hot buses, unfriendly bus drivers, and the route where passengers from terminal 1 cannot directly go to terminal 3 but they have to stop first at terminal 2, make the users feel dissatisfied. There are users of paid shuttle bus complaining about the tariff which does not match their expectation. Those complaints make users think once more to reuse the paid shuttle bus in the future when they are at the airport. The need for evaluation to improve the services delivered to the users of paid shuttle bus is to match user

expectation so that they are interested to keep using the paid shuttle bus when they need that transportation. The services delivered to the airport users including shuttle bus are surely a challenge for the airport. This is in line with the opinion of [5] saying that airport faces various challenges when serving passengers, for example, uneven demand, involvement of staff and service providers, and the fragmented passenger segments with various expectations related to the service delivery. Some other researches discuss the shuttle bus at the airport related to service quality, planning, and user experience [6]–[9]. Of course, the services provided for the airport users such as shuttle bus are a challenge for the airport. This is in accordance with the opinion saying that airports face various challenges while serving passengers.

The services can be measured by five indicators, namely tangibility, reliability, responsiveness, empathy, and guarantee [10]. Although there are efforts to standardize some main processes in the service delivery to airport users, they are not similar to those in manufacture, where companies try to make `zero-defect' products. Subsequently, evaluating the transportation system against the improvement of efficient service quality and customer satisfaction is very important. Airport management should evaluate the advantages and disadvantages of the services delivered so that the services become higher in quality as expected by users and finally can generate user satisfaction [11]. The increasing competition in services among airports has triggered a need for measuring the airport quality which is more effective and comprehensive for the last two decades [12]. Tariff usually becomes one of the main considerations for consumers to make a decision, and usually the lower tariff the higher its competitiveness [13]. Descriptive statistics and regression model based on the study by[14] show that all users feel satisfied with the services but also feel that some other aspects must be improved.

Theoretically, tariff according to [15] and [16] is one of the elements in the marketing mix that can generate revenue and is easy to be adjusted. There are six steps that should be taken to set a price, determine an objective price, assure demand, estimate a price, analyze competitor’s cost, price, and offers, ensure the pricing technique, and fix the final price [17]. Tariff is a number of money used as a means of obtaining a product or service [18]–[21]. Tariff usually becomes one of the main considerations for consumers to make a decision, and usually the lower tariff the higher its competitiveness will be [13]. Tariff can be defined as the unit of cost imposed to the passengers of public transportation where it is stated in Rupiah or, on the other word, the price of a service [22]. In service marketing literatures, service quality is generally described as the judgmenet of consumers on the total advantages of an entity [23]. Service quality can be interpreted generally as a service delivery which is excellent or exceeding the expectation of service users [10], [24]. Ghosh et al., (2017) state that service quality reflects the perception and expectation of passengers toward the performance of transportation mode. Airport service quality is a multi-dimension construction representing various

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passenger experiences starting from physical facilities, interactions, and services [12]. The quality of facility service provided by an airport is an important determiner of the impact on airport brand and positive response from passengers [26]. Airport service quality refers to the difference between customer expectation and the perception of the actual service received [27]. Another research shows that service quality is more influential to passenger behavior [28].

Satisfaction with perceived service quality refers to the difference between subjective customer expectation and actual perception to the performance of a service [29]. Theoretically, customer satisfaction is someone's feeling of contentment or disappointment that appears after comparing the perception or performance impression against the expectation [14], [30], [31]. Customer satisfaction is a customer's evaluation based on the experience in purchasing or consuming a product or service [18], [32], [33]. According to Saut, (2022), as in the other industry, passenger satisfaction is very important for the performance of airport service quality. Satisfaction with the existing transportation at an airport is not only influenced by service quality but also by the ticket tariff [35]. Customer loyalty is the loyalty of a customer to buy or use a product or service repeatedly [18], [36]. Loyalty is also defined as a feeling of dedicated attachment, which may manifest as a sense of obligation to keep in good relations through good and bad times [37]. This emotional response may be a committment to service which never changes [38]. Malki et al., (2023) explain that consumer or user loyalty is considered as a construction that includes the components of attitude and behavior. The dimension of loyal behavior is a form of repeat purchase behavior toward a certain product or service. This dimension involves a degree of positive attitude to the typical values related to the product or service. The aim of this research is to know and analyze the direct and indirect influences of the paid shuttle bus tariff and service quality on service user loyalty through service user satisfaction. Based on the underlying theories and the results of previous researches, the framework of this research is as follows:

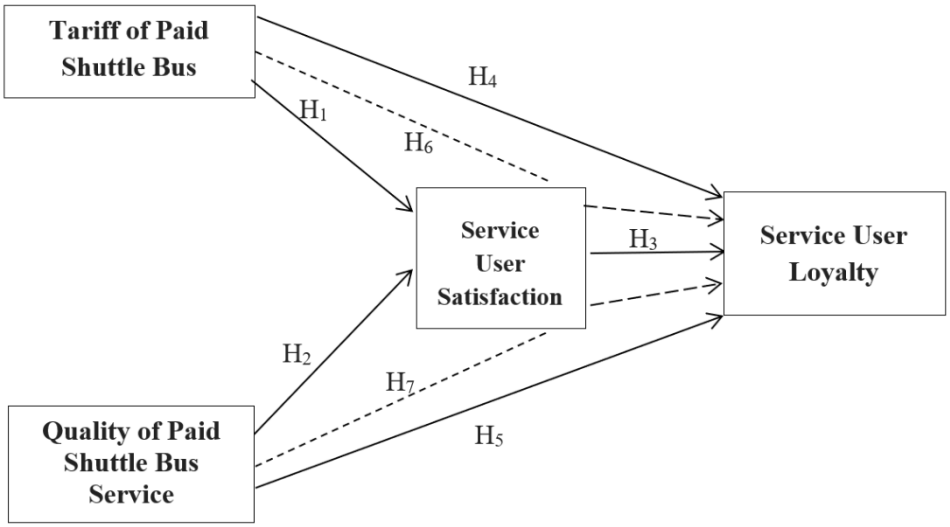

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Figure 2: Research Framework

Research Hypothesis

H_1. Paid shuttle bus tariff directly influences service user satisfaction.
H_2. The quality of paid shuttle bus service directly influences service user satisfaction.
H_3. Service user satisfaction directly influences service user loyalty.
H_4. Paid shuttle bus tariff directly influences service user loyalty.
H_5. The quality of paid shuttle bus service directly influences service user loyalty.
H_6. Paid shuttle bus tariff indirectly influences service user loyalty through service user satisfaction.
H_7. The quality of paid shuttle bus service indirectly influences service user loyalty through service user satisfaction.

2. RESEARCH METHOD

This research was conducted at Soekarno-Hatta Airport on the line passed by the Paid Shuttle Bus and its halts with the route of TOD, Terminal 2, Airport Railway Station, Cargo Terminal, Terminal 3, Terminal 1, TOD. This research was carried out since July until August 2024. The estimated number of provisional populations based on the highest number of passengers in the period of January to October 2024 was as many as 1,767,891 which was the number of passengers at Soekarno-Hatta Airport in July 2024. The sample for this research was as many as 400 people. In this research, researchers used Smart Partial Least Square because the number of samples was quite big and it studied the complex relations among variables. Smart PLS 3.3 was used in the analysis of two submodels, outer model and inner model. Outer model or measurement model in this research was used for validity and reliability tests. Whereas inner model or structure model was used for causality test or hypothesis test. Meanwhile, the formative indicator was an evaluation by substantive content, namely comparing the size of relative weight with the significance of construct indicators.

3. RESULTS AND DISCUSSION

3.1 Results of Discriminant Validity Test, Discriminant Validity Test, and Composite Reliability Test

Discriminant validity test using the software of Smart PLS 3.3 and output cross loading result in a bigger loading value for each addressed construct than the other constructs, so that the statement in the questionnaire is said to have fulfilled the elements of discriminant validity test. The value for the variable of paid shuttle bus tariff ranges from 0.731 to 0.905 and the value for the variable of quality ranges from 0.746 to 0.831. Loyalty as endogenous variable ranges from 0.900 to 0.914, whereas satisfaction as intervening variable ranges from 0.905 to 0.940. Based on the result of reliability test, it is known that the values of cronbach alpha for variable construct, paid shuttle bus tariff, quality of paid shuttle bus services, service user satisfaction, and service user loyalty are bigger than 0.70,

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ranging from 0.952 to 0.980. So, it can be concluded that the research instruments are reliable or consistent. Composite reliability test is a test done to measure the real reliability of indicator variable and the value is said to be good if it is more then 0.70. Based on the result of reliability test, it can be known that the values of composite reliability for the variables of paid shuttle bus tariff, quality of paid shuttle bus services, service user satisfaction, and service user loyalty are bigger than 0.70, ranging from 0.959 to 0.983 so that it can be concluded that the research instruments are reliable.

3.2 Hypotesis Test Results

Hypothesis tests are done to test whether the independent variables, namely paid shuttle bus tariff and the quality of paid shuttle bus services influence the dependent variable of service user loyalty, both directly and through the variable of service user satisfaction. The output of hypothesis tests using the software of Smart PLS 3.3 in the form of path diagram can be seen in Figure 3.

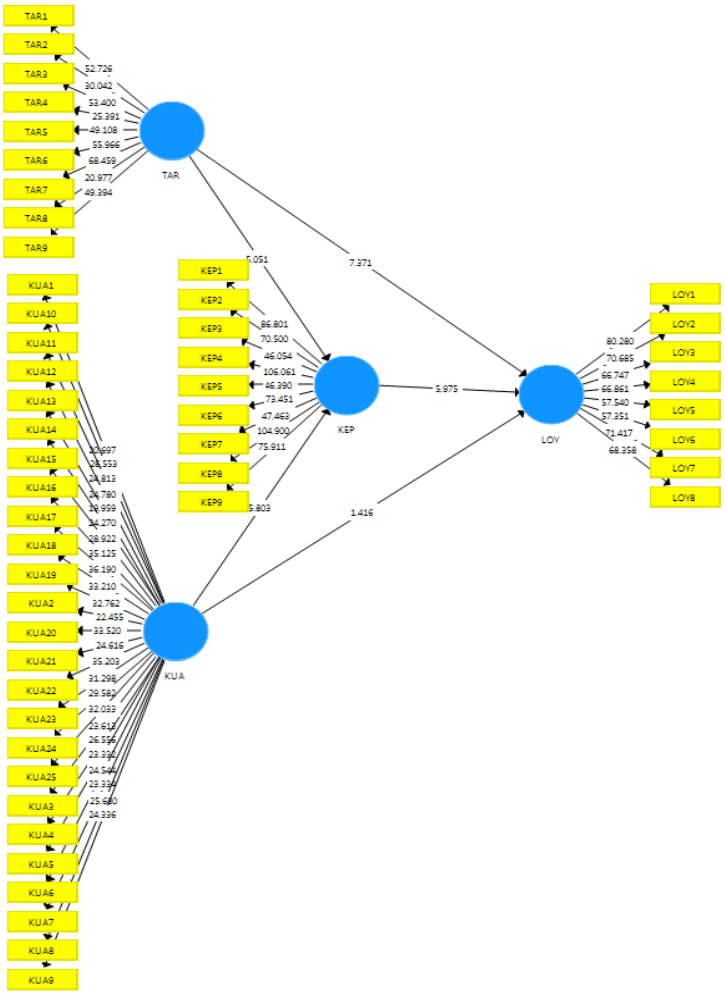

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Figure 3: Path Diagram Resulted from the Output of Hypothesis Tests

Based on the data processing using the software of Smart PLS version 3.3 as shown in the output bootstrapping in Figure 3, the next step is Hypothesis tests. The result of the hypothesis tests can be seen in Table 1 below.

Table 1: Result of Hypothesis Tests: Direct and Indirect Influences

No	Influence	$t_{-statistics}$ (|O/STDEV|)	P_{-Value}	Results
H_1	The influence of paid shuttle bus tariff on service user satisfaction	5.051	0.000	Accepted
H_2	The influence of the quality of paid shuttle bus service on service user satisfaction	5.803	0.000	Accepted
H_3	The influence of service user satisfaction on service user loyalty	5.975	0.000	Accepted
H_4	The influence of paid shuttle bus tariff on service user loyalty	7.371	0.000	Accepted
H_5	The influence of the quality of paid shuttle bus service on service user loyalty	1.416	0.157	Not Accepted
H_6	The influence of paid shuttle bus tariff on service user loyalty through service user satisfaction	3.965	0.000	H6 Accepted
H_7	The influence of the quality of paid shuttle bus service on service user loyalty through service user satisfaction	3.798	0.000	H7 Accepted

3.3 Discussion

3.3.1 Hypothesis 1: The Influence of Paid Shuttle Bus Tariff on Service User Satisfaction

The result of this hypothesis test shows that paid shuttle bus tariff influences service user satisfaction because the value of t statistic is 5.051 or more than 1.98 and the p-value is 0.000 or less than 0.05 which means the hypothesis is supported. Tariff is a value or amount obtained from sales or service delivery. Tariff is an important element of sales, including service sales, from which the company will obtain revenue with the existence of that price tariff. In general, the result of this research is in line with the results of researches by [38] and [40] indicating that in partial price influences customer satisfaction positively and significantly. The result of this first hypothesis test is in line with the results of previous researches carried out by [35] finding that user satisfaction can be influenced by the tariff

of transportation especially electronic-based one. Based on the result of those previous researches and this first hypothesis test, it can be concluded that paid shuttle bus tariff influences service user satisfaction.

3.3.2 Second Hypothesis: The influence of Service Quality on User Satisfaction

The result of the second hypothesis test indicates that the quality of paid shuttle bus services influences service user satisfaction because the value of t-statistic is 5.803 or more than 1.98 and the p-value is 0.000 or less than 0.05 which means the hypothesis is supported. Evaluating the influence of transportation system on the increase of service quality and customer satisfaction is very important. Transportation mode operators can increase the use of their services by improving the passenger perception of the quality of service delivery so that users will be satisfied. The passengers who use the transportation in the airport area are the main object that perceive the service; thus, they must be paid attention by the airport management.

In general, the result of this research is in line with the results of the previous researches carried out by [41], [26] and [38] that service user satisfaction can encourage and improve service quality. Specific research in transportation is in line with the opinion of [25], stating that transportation mode operators can improve the quality of service provided so that users become satisfied. This research is also in line with the study by [42], that the quality of service performance can moderate the relation between passenger satisfaction and commitment. The result of the second hypothesis test supports the researches by [43] and [11], that the services delivered by the airport management related to shuttle bus must be higher in quality to match the service quality with user expectation and finally can generate user satisfaction. Based on the results of those previous researches and the second hypothesis test, it can be concluded that the quality of paid shuttle bus services influences service user satisfaction.

3.3.3 Third Hypothesis: The Influence of Service User Satisfaction on Service User Loyalty

The result of the third hypothesis indicates that service user satisfaction influences service user loyalty because the value of t-statistic is 5.975 or more than 1.98 and the p-value is 0.000 or less than 0.05 which means the hypothesis is supported. The quality of facility services as part of service quality is an important factor which determines the success of some industries. The airport terminal offers various services to the passengers to assure their satisfaction and comfort. As an integral part of airport operation, facility management has a significant impact on user perception, satisfaction, and production. The result of the third hypothesis test supports the opinions of [44], and [18], indicating that increasing customer satisfaction can increase customer loyalty too. The research related to this bus services is in line with the study by [45], and [46] stating there is a close relation in which service user satisfaction influences service user loyalty. Based on the results of those previous researches and this third hypothesis test, it can be concluded that service user satisfaction influences service user

loyalty.

3.3.4 Fourth Hypothesis: The Influence of Paid Shuttle Bus Tariff on Service User Loyalty

The result of the fourth hypothesis test indicates that paid shuttle bus tariff influences service user loyalty because the value of t-statistic is 7.371 or more than 1.98 and the p-value is 0.000 or less than 0.05 which means the hypothesis is supported. Loyalty depends more on the cumulative satisfying experiences with the attributes of product, meaning that satisfied customers will likely become loyal. Very satisfied customers will repurchase and share their experience with others. The result of this fourth hypothesis test is in line with the result of previous research carried out by [35], finding that ticket is one factor that can influence indirectly the loyalty of transportation users. Based on the results of those previous researches and the third hypothesis test, it can be concluded that paid shuttle bus tariff influences service user loyalty.

3.3.5 Fifth Hypothesis: The Influence of Service Quality on Service User Loyalty

The result of the fifth hypothesis test indicates that the quality of paid shuttle bus service does not influence service user loyalty because the value of tstatistic is 1.415 or less than 1.98 and the p-value is 0.157 or more than 0.05 which means the hypothesis is not supported. Service user loyalty is not only influenced by service quality but it can also be influenced by other factors. Service quality in general can be interpreted as service delivery which is excellent or exceeds the expectation of service users. Service quality includes not only action without an object or without having fixed-goods, but it also includes the performance offered by the producer to consumers. Consumer perception on quality is sometimes misinterpreted as something fancy, good, special or valuable.

The result of this hypothesis test is different from that of previous research by [47] that service quality contributes to the loyalty of airport transportation users at Soekarno-Hatta Airport, so that the improved service quality can increase passenger loyalty. When the service quality at Soekarno-Hatta Airport is in a good condition, it impacts passenger loyalty. Then, [5] state differently from the result of the fifth hypothesis test, that the service quality given by service providers can influence indirectly user intention. Based on the results of that previous research and this fifth hypothesis test, it can be concluded that the quality of paid shuttle bus services does not influence service user loyalty, although several previous researches state that service quality contributes to user loyalty.

3.3.6 Sixth Hypothesis: The Influence of Paid Shuttle Bus Tariff on Service User Loyalty through Service User Satisfaction

The result of this hypothesis test indicates that paid shuttle bus tariff influences service user loyalty through service user satisfaction because the value of t-statistic is 3.965 or more than 1.98 and the p-value is 0.000 or less than 0.05 which means the hypothesis is supported. Airport service quality is a

construction of multi-dimensions representing various passenger experiences starting from physical facility, interactions, and services. In many cases, the perception of an airport quality is very subjective and depends on the context. The result of the sixth hypothesis test is in line with that of previous research by [40], indicating that customer satisfaction and loyalty are two important antecedents of price acceptance. Based on the result of that previous research and this sixth hypothesis test, it can be concluded that paid shuttle bus tariff influences service user loyalty through service user satisfaction.

3.3.7 Seventh Hypothesis: The Influence of Service Quality on Service User Loyalty through Service User Satisfaction

The result of this hypothesis test indicates that service quality influences service user loyalty through service user satisfaction because the value of t statistics is 3.798 or than 1.98 and the p-value is 0.000 or less than 0.05. It means the hypothesis is supported. Unlike the efforts to standardize some main processes in the service delivery to airport users, the companies in manufacture try to bring about `zero-defect' production. On the contrary, service failure cannot be avoided at an airport. Although the failure of some service attributes may have a little impact on satisfaction as a whole, but the other impacts may be more significant and subsequently influence user intention, for example, to reuse an airport.

The result of this seventh hypothesis is in line with the statements of [16] and [48], that service quality can be used to increase customer satisfaction, loyalty, and willingness to pay for a higher price. Specifically for public transportation, the result of this research supports the finding by [49], stating that service quality influences service user loyalty through service user satisfaction. Based on the result of those previous researches and the seventh hypothesis test, it can be concluded that the quality of paid shuttle bus services influences service user loyalty through service user satisfaction.

4. CONCLUSION

Based on the results of researches and hypothesis tests explained above, it can be concluded that the tariff of paid shuttle bus and the quality of paid shuttle bus services influence service user satisfaction, service user satisfaction influences service user loyalty, the tariff of paid shuttle bus influences service user loyalty, whereas the quality of paid shuttle bus services does not influence service user loyalty. Subsequently, the tariff of paid shuttle bus and the quality of paid shuttle bus services influence service user loyalty through service user satisfaction. Based on the lowest mean value of all variables studied, it is expected that further research can explore deeply something that can please users to use paid shuttle bus in order to increase user loyalty. Further researches are expected to study some other airports that have not been studied in the previous researches with regard to the characteristics of respondents so that the result of research will be more developing. Based on the value of lowest loading factor in the variable of paid shuttle bus tariff, the determination of tariff being offered must

be adjusted to the user's ability. Based on the value of lowest loading factor in the variable of the quality of paid shuttle bus services, the officers on duty for the paid shuttle bus must deliver quick services to the paid shuttle bus users. Based on the value of lowest loading factor in the variable of service user satisfaction, supporting facilities must be able to adapt to the expectation of paid shuttle bus users. Based on the value of lowest loading factor in the variable of service user loyalty, the management of paid shuttle bus must be able to provide services that create satisfying experiences in using the paid shuttle bus so that users do not forget their experiences while at the airport.

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