Enhancing The Service Quality of The Tour and Travel SME By Integrating Servqual Dimensions, Kano Model, and Fishbone Diagram

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Abstract

Transportation services are one of the prominent sectors in the movement of the economy. The current transportation system should be arranged in an integrated manner in a single national-scale system to balance the readiness of transportation services and public needs. A proper transportation system can lead to the realization of the goal of building a firm infrastructure and sustainable-inclusive industrialization in the future. Qualitative case study of an SME in Indonesia using the Servqual, Kano, and Fishbone diagram. These three methods can analyze the relationship between quality attributes and determine the factors that influence the quality of a product or service. This study obtained analysis results using the Servqual method that six attributes have the highest gap between reality and expectations. Based on the results using the Kano Model, three classification categories include ten attributes, namely (1) Category O (One Dimensional), (2) Category R (Reverse), and (3) Category Q (Questionable). In addition, analysis of 10 service attributes that are priorities for improvement using the Fishbone diagram produces four main factors (Man, Machine, Environment, and Method) that influence the quality of SME services. This study enriches reference material for considerations in improvement efforts of service attribute weaknesses for transportation service SMEs.

Keywords: Quality improvement, Tour and travel, small and medium enterprise, Kano model, Fishbone diagram, Servqual dimension

JEL Classification: L32, L84, L90

1 Introduction

The industry currently carried out a lot as it strengthens the country's economy is the transportation industry sector (Kreger et al., 2007). Transportation services are a promising industry amidst the increasing volume of vehicles on the roads. The current transportation system should be arranged in an integrated manner in a single national-scale system to balance the readiness of transportation services and public needs. A proper transportation system can lead to the realization of the goal of building a firm infrastructure and sustainable-inclusive industrialization in the future. If examined further, the land transportation services industry is divided into several sectors according to existing needs, such as logistics, public transportation, and special transportation that serves particular needs (one of which is tourism).

Tourism is a prominent sector for Indonesia and is currently one of the highest contributors to Indonesia's foreign exchange after palm oil, coal, and oil and gas (oil and gas). Based on data from the Central Statistics Agency (BPS), in 2019, the total number of Indonesian tourist trips was 722,158,733 people(BPS, n.d.-a). Still, according to BPS data, foreign tourist visits were recorded at 3,089,659 from January to June 2020 (BPS, n.d.-b). Based on that, it shows that the travel business is a very promising industry and the main service providing travel accommodation and tourist guides to prevalent destinations visited by many tourists. Travel businesses provide many types and choices of services, including travel accommodation only, travel accommodation with lodging, and travel accommodation with lodging and tourist attractions that include a tour guide.

One of the SMEs that operates and serves the transportation sector for tourism needs is CV Absan Tour & Travel, which started its business operations in 2008. So far, this company has served customers smoothly and has gained the trust of its customers. The customers' trust gained by the SME must be maintained considering the increasing number of new operators in this sector who offer complete facilities, more systematic and well-organized services, and the relatively new age of the vehicle. The reason is that CV Absan Tour & Travel is one of the operators that still maintains vehicles that tend to be old. Based on customer reviews who have used the SME's services, there is still dissatisfaction with the information and service by the crew and dissatisfaction with the vehicles used. In general, this condition can occur considering that the costs of training crew to serve passengers and the costs of rejuvenating and procuring a vehicle with younger vehicles are still relatively high. Coupled with the emergence of the pandemic in the last three years, which has resulted in a lack of consumers, operational expenses continue to increase, while income is little or non-existent.

According to Lukman (in Wahyudin, 2018), quality is everything regarding meeting the needs or desires of customers. Measuring service quality is difficult as it contains a perception between customer expectations and actual service performance (Hasan et al., 2013). Martin (in Yuliardie, 2018) stated that in long-term business, important factors used to determine success, namely service quality and customer satisfaction. Service quality must be in line with the goals desired by each consumer. The higher the level of match between expectations and the quality of service by the company, the maximum level of customer satisfaction will increase (Permata in Yuliardie, 2018).

The discovery of customer dissatisfaction with this SME caused the author to be interested in conducting research related to service quality using a combination of the Servqual Method, Kano Model, and Fishbone Diagram. The combination of three methods as a broad analysis tool is intended to find out the problems in the company in more detail so that the SME can easily implement improvements to its services. The combined methods are used for analyzing the relationship between quality attributes and how these attributes can later be used as factors that influence consumer quality. This research is significant in increasing understanding of the quality of land transportation services that can provide consumer satisfaction. The understanding obtained from this research are

expected to improve transaction flows and service quality in the land transportation services industry, especially in the tourism transportation sector.

2 Literature Review

2.1 Service Quality

Service quality is an advantage required by consumers and controlling excellence in meeting customer expectations and desires (Wyckoff, 2001). This advantage can be used as a benchmark for consumers regarding whether the service meets consumer expectations and needs for a product or service. When the service that consumers receive is in sync with expectations, then the quality of the service is perceived as good and satisfying. If the service received exceeds customer expectations, then the quality of the service is perceived as ideal. On the other hand, service quality is claimed to be poor if the service received is lower than what the customer expected (Tjiptono, 2005). The quality of a service or service is more difficult to define than the quality of a product. Although services and production have their respective attributes, a service has more diverse quality attributes than a product. It's often due to the wide variety created by high customer involvement. Previous research discussing the Service Quality perspective focused on analyzing service quality weaknesses to develop service improvement proposals using the Servqual method (Gathoni & Van der Walt, 2019; Hossain & Ahmed, 2013; Utami, 2013) and the Kano model (Choi et al., 2015; Soedjono, 2012; Yang et al., 2011). According to Parasuraman in Foster (2017), the five dimensions of service quality are widely used by many service companies to measure quality levels, namely:

1. Tangibles are the company's capability to demonstrate its existence to external parties, which means that the physical appearance and capability of the company's facilities and infrastructure, company personnel, and communication materials with the surrounding environmental conditions are concrete evidence of the services provided.
2. Service Reliability is the company's capability or reliability in providing reliable, accurate, fast, and precise services. This reliability discusses two topics: the consistency of service performance (performance) and the capability to continue to be trusted (dependability).
3. Responsiveness is the service provider's willingness to help and provide fast-responsive services and information that customers can understand and capture.
4. Assurance refers to the knowledge, politeness, and capability to create and foster a sense of customers' trust in the company.
5. Emphaty is the attitude of all elements of the company that gives sincere attention and is individualized to each customer or individual by showing enthusiasm in trying to understand the customer's desires.

2.2 Servqual Method

Zeithaml, et al. (1990) stated that the gap in service quality and consumer expectations is a potential problem that will later lead to dissatisfaction from consumers and problems in quality felt by consumers, which is called the Servqual (Service Quality) model. The Servqual method aims to help managers see and analyze the sources and factors of problems in the quality of services provided and find solutions to improve them. The expectations component in Servqual is general measures related to normative standards from customers, namely, the best level of service that customers think the company can provide.

The perception component in Servqual uses customer perceptions regarding the services and services provided by certain companies in the sector in which the company operates. The final impact is that there is no standard conceptual reason for customer assessments to be correlated with specific

assessments of their companies (Berry, 1995). According to Parasuraman, Zeithaml, and Berry (in Lupiyoadi & Hamdani, 2011), five gaps cause failure in service delivery, namely:

1. The gap between consumer expectations and company perceptions (knowledge gap).
2. The gap between the company's perception of consumer expectations and service quality specifications (standard gap).
3. The gap between the specifications of service quality and service delivery to customers (delivery gap).
4. The gap between service delivery to customers and external communication to customers (communication gap).
5. The gap between the services expected by consumers and the services perceived by consumers (service gap).

Based on the explanation of this gap, Zeithaml, et al. (1990) compiled the Servqual measurement scale from the formula perceive quality (Q) of perception (P) and expectations (E) as follows: $Q = P - E$. Perception is defined as consumer beliefs related to how the service or product is received, while expectations are explained as the desire or desire of the consumer (Zeithaml et al., 1990). The quality of services perceived by consumers is the output of a comparison between the services that consumers expect and the services obtained when consumers buy these services. The relative importance of the five factors in consumers' views regarding expectations of services causes this to happen. This perception of consumer expectations will be different when compared with consumer perceptions regarding the services by consumers.

2.3 Kano Model

The Kano model is a model that uses effective and efficient tools in grouping consumer needs and knowing the characteristics of these groupings (Matzler & Hinterhuber, 1998). Kano classified consumer needs into three groups (Bergman & Klefsjö, 2010; Kano et al., 1984):

1. Must-be (basic) needs
   This group of needs includes basic needs for individuals and is characterized as not being expressed directly by consumers. But it's this need that product or service producers should be able to identify very well because this need is very important for consumers. The problem occurs when a product or service cannot meet consumer needs, so customers will certainly feel very dissatisfied. Companies can learn these needs from complaints by customers.
2. One dimensional (performance) needs
   If the company can meet satisfaction needs by increasing performance, then increased customer satisfaction will occur. Increasing performance will have an impact on customer happiness, which will also increase, and vice versa. This need can identified by conducting surveys.
3. Attractive (excitement) needs
   Product criteria have a big influence on customer satisfaction with the product. This requirement by the customer is not explicitly disclosed or expected. If the company can meet this need, then customers will be satisfied, and it can increase the competitive advantage for service operators compared to other competitors.

Apart from the main categories described above, there are three other categories, namely:

1. Indifferent (don't care)
   This category doesn't produce satisfaction or dissatisfaction (Le & Karlsson, 2017). In other words, this category doesn't influence the level of customer satisfaction, which means that customers don't care about the existence of this attribute and aren't very interested in whether this attribute is present or not in a product or service they receive.
2. Questionable (doubtful)

This situation arises when there is a contradiction in the customer's answer to a partner's question. It indicates an error in presenting a question, a misunderstanding of a question, or an incorrect response.

3. Reverse (setback)
    It means that respondents' satisfaction decreased with this question, but they also expected the opposite.

2.4 Fishbone Diagram

The Ishikawa diagram is better known as the Fishbone diagram because its shape is very similar to a fishbone. Each fishbone represents sources of error that may occur in the company. The function of the fishbone diagram is so that companies can find out what factors influence the quality of a service and how to improve it. Some of the benefits of fishbone diagrams include helping identify the root cause of a problem, helping find ideas for solutions to a problem, and helping in investigations or searches. These main causal factors can be grouped as (1.) Material, (2.) Machine, (3.) Man, (4.) Method, and (5.) Environment.

3 Data and Methodology

This research is a case study with a qualitative approach. Qualitative research can be interpreted as research conducted with certain existing procedures by identifying phenomena in understanding the problems that occur, why they occur, and how to solve them (Moleong, 2018). This research used a saturated sampling technique (the sample is all members of the population) that is done if the population is relatively small, less than 30, or the researcher wants to make generalizations with very small errors (Sugiyono, 2019). The sample in this study was 25 respondents who were CV Absan Tour & Travel customers. The data used in this study comes from customers (2020-2021) and management from CV Absan Tour & Travel. Customers were selected as respondents with the criteria of having used services at least twice in approximately one year as validation to see the services provided by the company. Meanwhile, the management selected with the criteria has worked for more than four years and knows and can understand all business activities carried out so that the data obtained is concrete.

This study uses semi-structured interviews (Sugiyono, 2019). Interviews were conducted with SME management to minimize misinformation and obtain accurate, honest, comprehensive, and more in-depth information. The interview aims to obtain opinions and ideas for proposed improvements. Data will be analyzed using Servqual gap analysis and the Kano model, and then using a Fishbone diagram to determine priority attributes as well as possible causes and consequences for improvements in providing services to customers so that attributes identified in the service quality dimensions including tangibles, reliability, responsiveness, assurance, and empathy (that used in the questionnaire survey).

4 Results and Discussion

Analysis of service quality in the SME is measured using 5 Servqual dimensions, which include 18 service attributes, including three attributes of Reliability, five attributes of Responsiveness, three attributes of Assurance, two attributes of Empathy, and five attributes of Tangible. Next, each attribute will be calculated according to the customer's importance level and satisfaction level to find the difference or gap value (the gap between the level of importance and level of satisfaction) between the two. This research found that the overall results of each service importance attribute that 45% said very important, 29% said important, 20% said quite important, 5% said unimportant, and 1% said very unimportant. These results show that the majority of respondents have positive statements on all

important attributes. The overall results of each service satisfaction attribute were that 23% were very satisfied, 44% were satisfied, 20% were quite satisfied, 10% were dissatisfied, and 3% were very dissatisfied. These results show that the majority of respondents have a positive level of satisfaction with all attributes. The score measurement of the importance level of service attributes produces an overall average score (Grand Mean) of 4.11, which means the customers' importance level is in the important category. It means that respondents stated that providing services following service attributes is important and must be owned by service providers. Meanwhile, the score measurement of the satisfaction level of service attribute shows that the overall average score (Grand Mean) is 3.74, which means that the customer satisfaction level is in the quite satisfied (CP) category. It means that respondents stated that they were quite satisfied with the service provision provided by the service provider.

The gap calculation between respondents' level of importance and level of satisfaction produces an average value of importance level greater than the average value of satisfaction level (the SERVQUAL Gap has a negative value), which means that customer satisfaction is considered less compared to their interests (expectations), or that the quality of service provided by company employees doesn't meet the expectations desired by customers. Gap Analysis aims to find which attributes have large gap values and need more serious attention. Through this analysis, it resulted in six attributes with the highest Gap values (above the average value) as follows:

1. Reliability 1, with a Gap value of -0.88, is the driver's skill in driving a vehicle that provides comfort.
2. Reliability 2, with a Gap value of - 0.88, is the driver's skill in providing a sense of safety when driving a vehicle.
3. Empathy 2, with a Gap value of -0.76, is the friendliness of the bus crew towards passengers.
4. Empathy 1, with a Gap value of -0.72, is the politeness of the bus crew towards passengers.
5. Responsiveness 1, with a Gap value of -0.60, is the driver's responsiveness when encountering traffic jams.
6. Tangible 5, with a Gap value of -0.44, is the passenger seat used in each vehicle that makes passengers comfortable.

The Servqual analysis shows that six attributes need attention for corrective and improvement actions. Therefore, analyzing with other methods is needed to ensure certainty that these attributes are truly worthy of improvement and increased efficiency. The Kano Model analysis aims to group weak attributes that need improvement to increase customer satisfaction. This analysis was carried out by giving respondents a questionnaire containing positive (functional) and negative (dysfunctional) statements regarding service attributes previously measured using Servqual. The questionnaire results will be crosstabulated and then analyzed using the Kano Evaluation Model. This analysis produces four category classifications, namely categories O (One Dimensional), I (Indifferent), R (Reverse), and Q (Questionable). In this study, the category 'I' existence doesn't affect consumer satisfaction, so the category 'I' can be ignored. The combined analysis of the Servqual method and the Kano Model is complementary. Kano Model can cover the weaknesses of the linear assumptions in the Servqual. Meanwhile, the Servqual method can provide an explanation of the performance of a service attribute and the discovery of gaps in each service attribute. The combined analysis resulted in improvement strategy targets and target achievements for each identified service attribute (see Table 1).

Table 1. Combined Analysis of Servqual Method and KANO Model

No	Attribute	KANO category	Gap Score	Improvement Strategy	Target
1	Reliability 1	O	-0,88	Memperbaiki dan meningkatkan	P > K
2	Reliability 2	O	-0,88	Memperbaiki dan meningkatkan	P > K
3	Reliability 3	R	-0,36	Memperbaiki dan mempertahankan	P = K
4	Responsiveness 1	I	-0,60	-	-
5	Responsiveness 2	Q	-0,32	Memperbaiki dan mempertahankan	P = K
6	Responsiveness 3	Q	0,08	Memperbaiki dan mempertahankan	P = K
7	Responsiveness 4	R	-0,32	Memperbaiki dan mempertahankan	P = K
8	Responsiveness 5	I	-0,24	-	-
9	Assurance 1	O	-0,24	Memperbaiki dan meningkatkan	P > K
10	Assurance 2	Q	-0,16	Memperbaiki dan mempertahankan	P = K
11	Assurance 3	I	-0,24	-	-
12	Emphaty 1	R	-0,72	Memperbaiki dan mempertahankan	P = K
13	Emphaty 2	Q	-0,76	Memperbaiki dan mempertahankan	P = K
14	Tangible 1	I	-0,36	-	-
15	Tangible 2	I	0,00	-	-
16	Tangible 3	I	-0,08	-	-
17	Tangible 4	I	-0,24	-	-
18	Tangible 5	I	-0,44	-	-

The combined analysis of the Servqual Method and Kano Model provide information that there are ten attributes that can be used as a priority reference for companies to increase customer satisfaction, namely the driver's skills in driving a vehicle to provide a sense of comfort, the driver's skills in providing a sense of security when driving the vehicle, the tour guide's skills in serving customers (passengers) well, the tour guide's responsiveness in dealing with passenger problems, the tour guide's speed in responding to passenger complaints, passengers' criticism and suggestions being responded to quickly, guarantee that passenger goods are safe, suitability of the rates given with tour or tourist packages, the politeness of the bus crew towards passengers, and the friendliness of the bus crew towards passengers. The Fishbone diagram aims to help find the main causes of weaknesses in service attributes previously identified. The ten attributes that are priorities for improvement and their causes and propose improvements is presented in Table 2.

Table 2. Results of Fishbone Diagram Analysis of 10 Priority Attributes

Factor	Cause	Solusi
Attribute 1		
Man	(1) The driver experiences fatigue due to traveling a long route, so that his physical condition decreases. Thus, the driver's concentration will decrease and disrupt the stability of the vehicle's speed. (2) The driver does not know the ins and outs of the vehicle he is driving, so that driving the vehicle feels inappropriate and uncomfortable. It shows that the driver lacks flying hours.	(1) Drivers should prepare themselves physically before going on duty, especially when taking passengers to long-distance destinations. Apart from that, the management can also provide regular (continuous) health test facilities. (2) Give the driver a longer opportunity to find out the vehicle type (information about assignments that are not sudden) so that there is an opportunity for the driver to try and understand the characteristics of the vehicle first, especially to drivers who are new and don't have enough flying hours.
Machine	(1) The engine condition isn't good due to lack of maintenance, which can cause damage or problems in the middle of the road and make the vehicle's speed uncomfortable. (2) The condition of an old engine will have an impact on decreasing performance and potentially cause engine problems while traveling.	(1) Carry out regular engine maintenance and check the engine first before operating it (vehicle fitness test). (2) Carrying out vehicle rejuvenation, especially for old and frequently damaged vehicles.
Environment	(1) Difficult terrain, where the road has a lot of damage so that the vehicle's speed becomes uncomfortable, busy roads (frequent traffic jams) will disrupt travel and cause boredom for passengers. (2) Competition between vehicles, where drivers will feel provoked to overtake other vehicles and carry out speeding actions, will make passengers anxious and uncomfortable.	(1) The management provides information to the driver before departure about the condition of the terrain to avoid congested or damaged routes so that they can look for other alternative routes or roads. (2) The management should frequently guide drivers so that they are not provoked into speeding and prioritize the comfort and safety of passengers during the trip.

Factor	Cause	Solusi
Method	(1) The driver's work lacks discipline, where the driver does not leave on time or take him to his destination with a travel time that is too long. (2) The management's lack of attention to the driver's rights can result in poor performance by the driver, such as carrying out reckless actions and acting as he pleases while on duty without caring about passenger comfort.	(1) Increase employee discipline, especially regarding punctuality for drivers when departing and arriving at their destination. (2) The management pays more attention to and fulfills the rights of drivers and provides rewards for drivers who have good performance.
Attribute 2		
Man	(1) The driver is elderly, so his dexterity and eyesight are declining, which is very dangerous for the safety of passengers. (2) The driver has bad habits, such as smoking or playing with his cell phone while on duty. So, the impact can be dangerous for passenger safety.	(1) Do not assign an elderly driver, especially for long distances. (2) Make stricter regulations and impose heavy sanctions, especially for drivers who smoke or play with cell phones while on duty.
Machine	(1) The condition of the vehicle engine isn't good due to lack of maintenance. A poorly maintained engine can cause damage, such as fuel hose leaks and peeling cables in the vehicle's electrical installation, which potentially cause a fire and seriously endanger the safety of passengers' lives. (2) The condition of an engine whose performance decreases will have the potential for engine problems to arise in the middle of a journey, such as the brakes failing (not functioning), the clutch lining worn out so that the transmission lever cannot optimally operating that may damage the engine and lead to a collision.	(1) Carry out regular machine maintenance. (2) Check the vehicle after and before it is put back into operation (vehicle fitness test).
Method	Drivers lack discipline in obeying traffic signs.	(1) Increase the discipline of drivers, especially regarding awareness of driving by obeying traffic rules and laws. (2) The management can give strict sanctions to drivers who are often caught by police for violating traffic regulations.

Factor	Cause	Solusi
Attribute 3		
Man	The low quality of human resource in the tour guides as the management is not careful in recruiting employees, especially tour guides.	Be more thorough in the process of recruiting new tour guides, as well as providing training for all tour guides and bus crews in serving passengers.
Environment	(1) The number of passengers is large, disrupting service performance and hampering the service process. (2) The number of accompanying crew or officers is limited, so service delivery does not run optimally.	Limit the number of passengers according to standard vehicle capacity and increase the number of service personnel.
Method	Management lacks clarity in the division of tasks and services. Also, employees' lack of insight regarding service is due to a lack of previous training related to service.	Provide provision of service materials to tour guides and bus crew.
Attribute 4		
Man	The low quality of the human resources as the management is not careful in recruiting employees, especially tour guides.	Provide training for tour guides and bus crew to respond more quickly to passenger problems.
Environment	(1) The number of passengers is large, disrupting service performance and hampering the service process. (2) The number of accompanying crew or officers is limited, so service delivery does not run optimally.	Limit the number of passengers according to vehicle capacity standards and increase the number of service personnel.
Method	Management lacks clarity in the division of tasks and services. Also, the employees lack insight in dealing with problems because they have not given prior training regarding services.	Provide evident service material to the tour guide.
Attribute 5		
Man	The low quality of human resources (HR) in the tour guides as the management is not careful in recruiting employees, especially tour guides.	Provide training for all tour guides, especially in dealing with passenger complaints.

Factor	Cause	Solusi
Environment	(1) The number of passengers is large, disrupting service performance and hampering the service process. (2) The number of accompanying crew or officers is limited, so service delivery does not run optimally.	Limit the number of passengers according to standard vehicle capacity and increase the number of service personnel.
Method	Management lacks clarity in the division of tasks and services. Also, the tour guides lack insight in dealing with passenger complaints because they have not given prior briefings regarding services.	Provide evident service material to tour guides.
Attribute 6		
Man	The low quality of human resources, where management is less careful in recruiting employees, especially tour guides.	Provide training for tour guides, especially in dealing with criticism and suggestions from passengers.
Environment	(1) The number of passengers is large, disrupting service performance and hampering the service process. (2) The number of accompanying crew or officers is limited, so responses to passenger criticism and suggestions do not run optimally.	Set the limit number of passengers according to standard vehicle capacity and increase the number of service personnel.
Method	Management lacks clarity in the division of tasks and services. Also, the crew lacks insight in dealing with passenger complaints because they have not given prior training regarding services.	Provide evident service material to crews so they can respond well to any criticism and suggestions that arise.
Attribute 7		
Man	The vehicle crew's level of alertness is low regarding the possibility of losing passenger belongings.	Providing training for all bus crews, especially in securing passenger luggage.
Environment	(1) The number of passengers is too many caused a lot of luggage too. Conditions like this make passengers' belongings messy and prone to loss. (2) The number of accompanying crew is limited, so they are unable to handle passenger baggage arrangements.	(1) Limiting passenger luggage so that monitoring and managing passenger luggage becomes easier. (2) Provide understanding to passengers that luggage is the personal responsibility of each passenger. (3) Increasing the number of bus crews accompanied by a clear division of duties and responsibilities for each crew.

Factor	Cause	Solusi
Method	There is no clear division of duties for the vehicle crew, and the crew lacks insight into the security of passenger goods.	Provide material for managing passenger goods to the crew as well as establishing a clear division of duties and responsibilities for each crew, especially regarding ensuring the safety of passenger goods.
Attribute 8		
Man	Some unscrupulous employees play with prices without the knowledge of management.	Provide strict sanctions for unscrupulous employees who are found to have made price (tariff) agreements outside the terms of the tour package.
Method	Lack of control and supervision system from management.	Improve the monitoring system and prohibit employees from receiving payments directly without going through administrative staff.
Attribute 9		
Man	The low quality of human resources (HR) in the bus crews as the process of recruiting employees, especially bus crews, does not require a certain level of education.	Provide direction to all bus crews, especially regarding politeness towards passengers.
Method	(1) The bus crew isn't given prior briefing regarding services to passengers. (2) Unclear work rules or regulations from the management or manager.	(1) Providing service materials to crew so that they can carry out their duties well and maintain ethics and politeness with passengers. (2) Make clear rules and regulations with strict sanctions for employees who violate them intentionally
Attribute 10		
Man	The low quality of human resources (HR) in the bus crews as the process of recruiting employees, especially bus crews, does not require a certain level of education.	Provide direction to all bus crews, especially in terms of hospitality to passengers.
Method	(1) The bus crew is not given prior briefing regarding services to passengers. (2) Unclear work rules or regulations from the management or manager.	(1) Providing service materials to crews so they can carry out their duties well and maintain ethics and politeness with passengers. (2) Make clear rules and regulations with strict sanctions for employees who violate them intentionally.

Quoting customer reviews of the services provided by the company and the results of follow-up interviews with the company, suggestions for attributes that are still lacking for the company based on factors as follows:

1. Man Factor, namely providing regular (continuous) health test facilities for drivers, limiting the use of older drivers, and providing training in serving passengers for tour guides and bus crew. In addition, drivers are expected to pay more attention to physical readiness before duty, increase discipline, and obey traffic rules and laws.
2. Machine Factor, namely carrying out regular machine maintenance, checking the machine before it is operated (vehicle fitness test), and rejuvenating the old vehicle fleet.
3. Environment Factors, namely limiting the number of passengers according to vehicle capacity standards, providing information to the driver about the conditions of the terrain to avoid congested or damaged routes and looking for other alternative road routes, directing drivers to be not provoked into speeding, and prioritize passenger comfort and safety.
4. Method Factor, namely increasing employee discipline while on duty, establishing a clear division of duties and responsibilities for each bus crew, paying more attention to and fulfilling the driver's rights, as well as providing awards or rewards for drivers, tour guides, and bus crews who has good performance. Apart from that, be more thorough in the recruitment process of tour guides and provide training for all tour guides and bus crews in serving passengers.

5 Conclusion

Six attributes have the largest gap between reality and expectations (above average), namely the Reliability 1 attribute (the driver's skill in driving the vehicle to provide a sense of comfort), the Reliability 2 attribute (the driver's skill in providing a sense of security when driving the bus), Empathy attribute 2 (friendliness of the bus crew towards passengers), Empathy attribute 1 (politeness of the bus crew towards passengers), Responsiveness attribute 1 (responsiveness of the driver when encountering traffic jams on the road), and Tangible attribute 5 (passenger seats used make passengers comfortable). The results of the analysis of consumer needs categories show three category classifications which include ten attributes, namely three attributes (Reliability 1, Reliability 2, and Assurance 1) in category O, three attributes (Reliability 3, Responsiveness 4, and Emphaty 1) in category R, and four attributes (Responsiveness 2, Responsiveness 3, Assurance 2, and Emphaty 2) in category Q. A lack of facilities and services provided by the company in meeting customer satisfaction and comfort. Using fishbone diagram analysis, ten service attributes identified as priorities for improvement, namely, the driver did not provide a sense of comfort (service attribute 1), the driver did not provide a sense of security (service attribute 2), the tour guide is not good at serving, responding to problems, responding to complaints, criticism, and suggestions, as well as guaranteeing the safety of goods (service attributes 3-7), incompatibility of rates with the tour or tour package (service attribute 8), as well as a lack of politeness and friendliness of the bus crew (service attributes 9-10). Of the ten service attributes that are priorities for improvement, four main factors that influence the service quality are Man, Machine, Environment, and Method.

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