STRATEGY OF DEVELOPMENT FREE SCHOOL BUS SERVICES

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ABSTRACT

Makassar as a metropolitan city, transportation is still a problem, especially public transportation for students. To reduce congestion and minimize the use of private vehicles by students, the Makassar City Transportation Service provides free school buses for students. This study aims to determine the quality of service and strategies for developing free school bus services in Makassar City. Data was collected through observation and distributing questionnaires with simple random sampling technique. The analytical method used is descriptive qualitative analysis and SWOT analysis. The results showed the quality of free school bus services with tangible variables (62% in the low category), reliability (54% in the medium category), responses (73% in the high category), assurance (81% in the medium category). very high category) and empathy (77% in high category). Based on the SWOT results, the strategy for developing free school bus services is in quadrant I, namely a rapid growth strategy, by further optimizing the strengths and opportunities of free school buses in Makassar City by increasing the discipline and responsibility of officers through coaching and training, paying attention to the punctuality of leaving and returning home. schools, maintaining the validity of service information to students, maintaining free subsidies from the city government, reducing the use of private vehicles by students by increasing the fleet and school bus routes, increasing efforts to prevent congestion and orderly on roads and school areas as well as equipping facilities and infrastructure for comfort and convenience. school bus safety.

Keywords: Strategy, service quality, school bus

1) INTRODUCTION

Makassar City with an area of 175.77 km2, with a population of 1,543,373 people is a metropolitan city and a center for educational activities [1]. Transportation for students is very important and as a necessity for every day to school. The Makassar City Transportation Agency as a regional apparatus organization within the Makassar City Government has a school bus transportation service program for students [2]. The purpose of the school bus is to help shuttle students to school, reduce congestion on the road, maintain safety and reduce student accidents, and reduce private vehicles driven by students. In addition, it saves costs, and makes it easier for parents to not need to be tired of taking their children to school [3].

Referring to the student data in Makassar City, there are 329,747 students with a total of 1,630 school units, not balanced with the existing 5 school bus units [1] [2]. The limited school transportation in Makassar City causes students to be unable to get to their destination on time.

Sometimes students use private vehicles or have to take public transportation several times with crowded transportation and irregular schedules [4]. This can make students late for school.

Likewise, public transportation, especially during peak hours, namely in the morning (going to school) and afternoon (after school), is reluctant to transport students because the fares are relatively cheaper than general passenger fares. This causes students to often arrive late at school to take part in the teaching and learning process, as well as often return home late. Until finally it can interfere with improving the quality of education [5].

Although this school bus is free of charge, the number of students who use transportation services to school is very minimal from the existing students. The students do not yet have a great interest in using the school bus and there are still some complaints about the service problem. Therefore, it is necessary to examine the strategy for developing free school bus services in Makassar City so that later it can help improve services to students.

Based on the description of the background above, the formulation of the research problem is

1. What is the perception of the quality of the free school bus service in Makassar City?

2. What is the strategy for developing a free school bus service in Makassar City?

   Based on the formulation of the problem, the objectives of this research are:

1. To find out the perception of the quality of free school bus services in Makassar City.

2. To find out the strategy for developing free school bus services in Makassar City.

2) METHODS

The type of research used is descriptive qualitative research. The research location is in Makassar City. Data collection techniques used are observation and questionnaires. The research population was all students who used the Makassar City Transportation Service school bus. Sampling in this study used simple random sampling, setting 100 samples by selecting 20 students each served from 5 existing school bus units. The analytical method used is descriptive qualitative analysis and SWOT analysis [6].

3) RESULT

3.1. Characteristics of Respondents

Before discussing the free school bus service, it will be conveyed first about the respondents. Research subjects or respondents are the parties used as samples in a study [7]. Respondents in this study were students who used the free school bus. The characteristics of students who become research respondents, as shown in table 1 below:

Table 1. Characteristics of Respondents

Gender	a. Man	39	39 %
	b. Woman	61	61 %
	Total	100	100 %
Age	a.< 12 year	1	1 %
	b.12 - 15 year	25	25 %
	c. 16 - 18 year	70	70 %
	d. > 18 year	4	4 %

	Total	100	100%
Education	a. High Junior School	29	29 %
	b.Senior High School	71	71 %
	Total	100	100%
Parent's Job	a.Government Employees	23	23 %
	b. Soldier/Police	16	16 %
	c. Enterpreneur	47	47 %
	d. Etc	14	14 %
	Total	100	100%
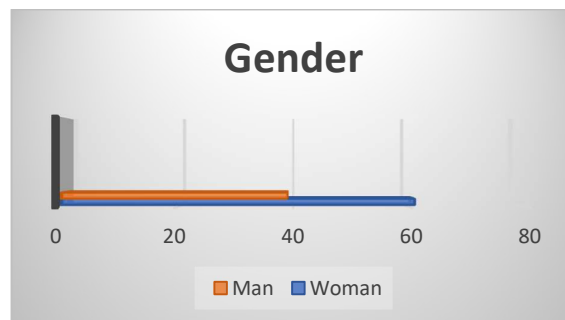
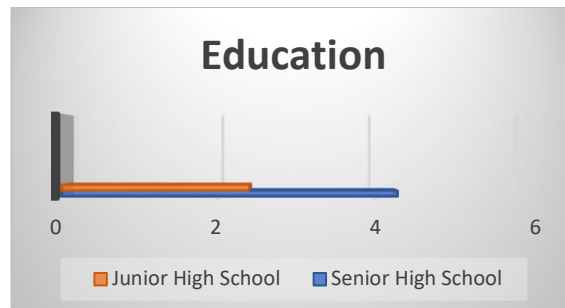**Figure 1. Gender**
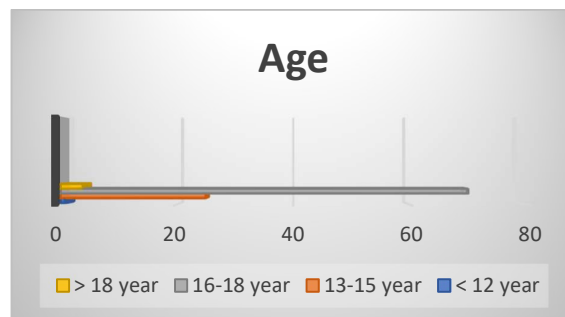
Figure 2. Age
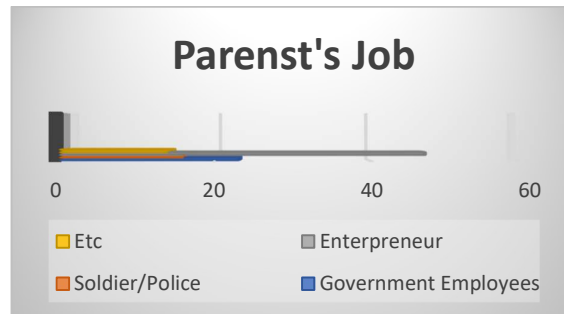

Figure 3. Education

Figure 4. Parent's Job

Based on Table 1 and figures 1-4 above, the characteristics of students as respondents can be explained as follows: Generally, students are female with a percentage of 61%, productive age 16-18 years with a percentage of 70%, and there are 71% of students with an equivalent high school education. The occupations of parents of students are mostly entrepreneurs by 47%.

3.2. School Bus Service Quality

Service quality is a measure of how well the level of service provided [8]. SERVQUAL is an empirically derived method that can be used to improve service quality [9] [11]. The SERVQUAL dimension (quality of service) includes tangible, reliability, responsiveness, assurance and empathy [10 [12].

The following will describe the quality of free school bus services in Makassar City. The focus of service quality uses five variables as shown in Table 2-6 below.

Tangible

Tangible in this study is the availability of facilities and infrastructure, comfort, cleanliness and appearance of officers. The students' perceptions regarding tangibles are as shown in table 2 and figure 5 below.

Table 2. Tangible

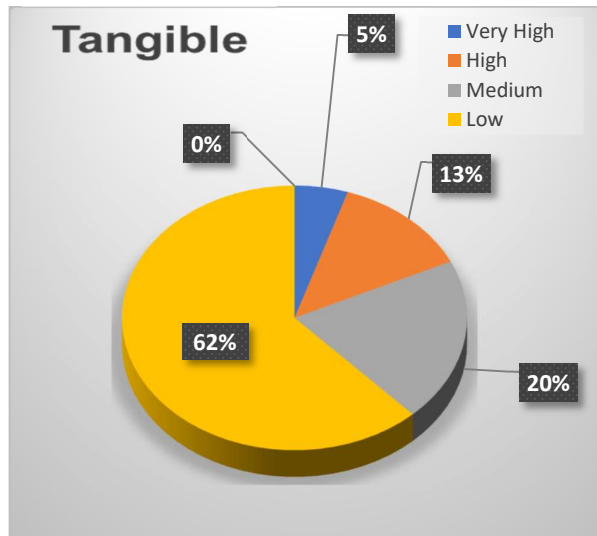| Category	Indicator	Percentage %
Very High	0.81-1.00	5
High	0.61-0.80	13
Medium	0.41-0.60	20
Low	0.21-040	62
Very Low	0.00-0.20	0

Figure 5. Tangible

Reliability

Reliability in this study is the discipline and responsibility of officers to provide services to students, including the ability to socialize school buses. Student perceptions related to reliability are as shown in table 3 and figure 6 below.

Table. 3 Reliability

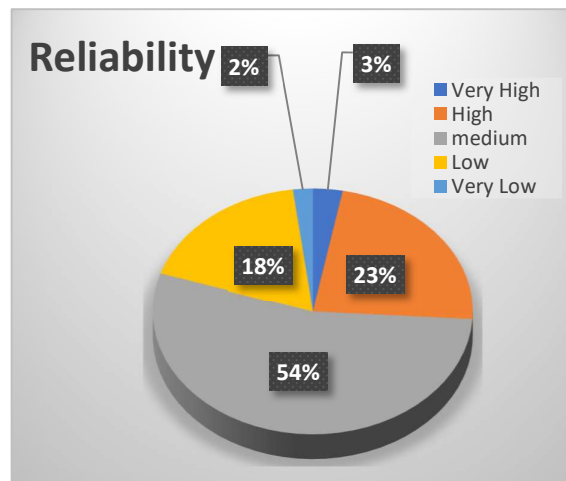| Categori	Indicator	Percentage %
Very High	0.81-1.00	3
High	0.61-0.80	23
Medium	0.41-0.60	54
Low	0.21-040	18
Very Low	0.00-0.20	2

Figure 6. Reliability

Responsiveness

The response in this study is the response and handling of officers in dealing with a problem that occurs as well as complaints from students. The student perceptions related to responses are as shown in table 4 and figure 7 below.

Table 4. Responsiveness

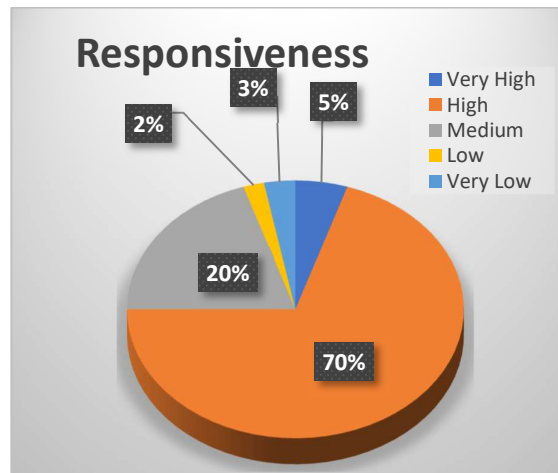| Categori	Indicator	Percentage %
Very High	0.81-1.00	5
High	0.61-0.80	70
Medium	0.41-0.60	20
Low	0.21-040	2
Very Low	0.00-0.20	3

Figure 7. Responsiveness

Assurance

Assurance in this study is the ease of using school buses and the government's certainty to make it free. The students' perceptions regarding the responses are as shown in table 5 and figure 8 below.

Table 5. Assurance

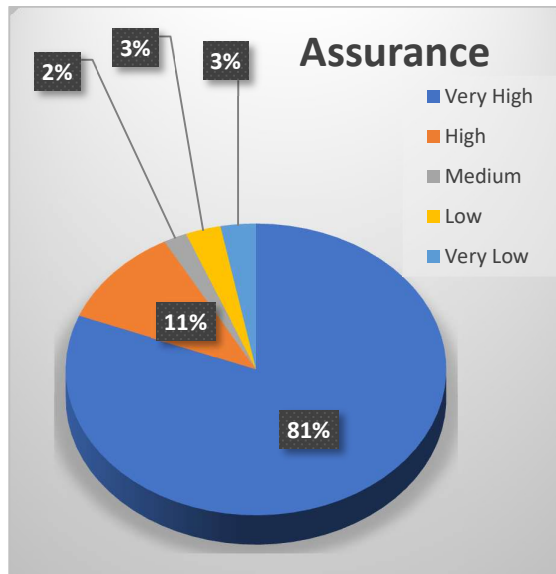| Categori	Indicator	Percentage %
Very High	0.81-1.00	81
High	0.61-0.80	11
Medium	0.41-0.60	2
Low	0.21-040	3
Very Low	0.00-0.20	3

Figure 8. Assurance

5. Empathy

Empathy in this study is the friendly attitude of the officers and does not discriminate between one student and another. The students' perceptions regarding empathy are as shown in figure 9 and table 6 below:
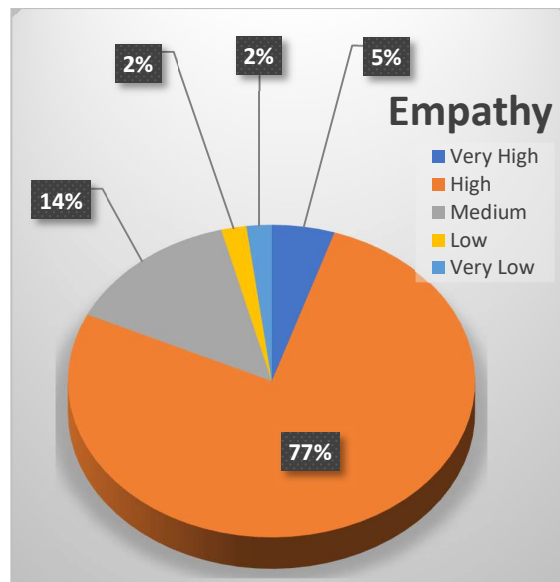

Figure 9. Empathy

Table 6. Empathy

Category	Indicator	Percentage %
Very High	0.81-1.00	5
High	0.61-0.80	77
Medium	0.41-0.60	14
Low	0.21-040	2

Very Low	0.00-0.20	2

4) DISCUSSION

Service quality is the level of service provided by service providers to meet customer expectations which can be known by comparing customer perceptions of what is expected and felt [7] [12]. If the free school bus service is in accordance with what is felt, the quality of the service will be perceived as good and positive. With good service quality, what students feel using school buses will be in accordance with what they expect. If the perceived service exceeds expectations, then the service quality is ideal [13]. And vice versa, so whether or not a school bus service is good depends on the ability to serve students so that their expectations can be fulfilled and consistent.

Based on the perception of the quality of free school bus services in Makassar City, it shows the tangible dimensions, generally students feel that the facilities and infrastructure, comfort, cleanliness, appearance of officers are not optimal. This can be seen where the officer has not used identification. Physically the vehicle is old, air-conditioning facilities have not been fulfilled, the seats are not comfortable and there are no trash cans and fire gas cylinders making students feel less comfortable and safe. For the dimensions of reliability, discipline and responsibility, officers are always punctual in serving students, so that students are not late to go to school and return home. However, socialization of school bus services is still minimal, so it is necessary to clarify more massive information using social media.

Aspect of responsiveness, officers understand the needs of students by playing the media player so that students can relax on the way on the school bus. However, there is a complaint that the problem of returning home is sometimes difficult to adjust the time. But this is understood by students because the hours to go home to school are not the same. And the officers always provide clear information and respond quickly and provide solutions to any existing complaints. As for the assurance aspect, the officer makes it easy to use the school bus service by just waiting on the side of the road and showing the student's identity by wearing school uniform. In addition, school bus officers apply free service procedures so that students feel happy using this school bus service. Overall, in terms of assurance for this school bus, it has been able to provide confidence for students and many parties have found it helpful. Furthermore, the empathy aspect illustrates that the friendly attitude of the officers in providing service is good. If there are items left behind, the officers always provide information directly to students through the WhatsApp group. The student's cellphone number is also saved by the students. Service officers really help by not discriminating treatment for one student with another student.

Based on the description above, it shows that 81% of the assurance dimension is the main variable for students using school buses in Makassar City. However, other research shows the perception of school bus users where reliability is the most important factor influencing students' choices to use the Halokes bus. 30% of passengers chose reliability as the most important variable among other variables [14]. This can happen considering that the character of student behavior is influenced by the knowledge and attitudes that shape the character of using a school bus.

Furthermore, the perception of school bus services can be categorized as strengths, weaknesses, opportunities and threats. SWOT analysis is one of the important steps in formulating strategy. The goal is to develop good strategies that exploit opportunities and strengths, neutralize threats and avoid weaknesses [15].

The results of the SWOT identification include:

Strength

- Discipline and responsibility of officers
- Punctuality to go to and home from school
- Valid information via WhatsApp group

Weakness

- Little Route trajectory
- Inadequate vehicle infrastructure
- Go up and down not at the stop

Opportunity

- No charge (free)
- Reducing the use of private vehicles
- Get used to being orderly and not jammed

Threat

- The number of school buses is limited or still few
- There is no special lane for school buses
- There is a conflict with public transportation if there is an additional route

Based on the categories above, it can be developed using a SWOT analysis calculation [16]. The SWOT questionnaire data which was distributed to 100 students on 5 school buses, received a number of assessments that were answered personally as shown in the figure 10 quadrants of the following SWOT strategy.
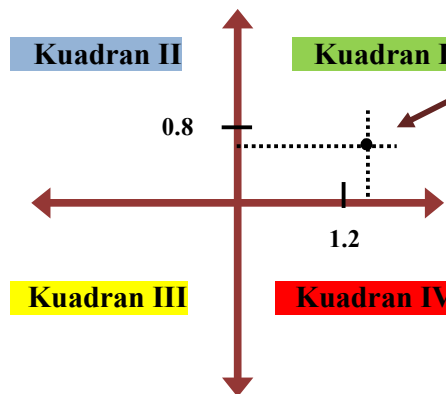
Figure 10. SWOT Quadrant

The SWOT strategy quadrant above shows the results of free school bus services in Makassar City. Based on the graph obtained the values of X and Y, each of which represents the value of internal factors and external factors. The value of X = 1.2 and the value of Y = 0.8, if a straight line is drawn between the two points, then the point is in quadrant 1, namely the rapid growth strategy by further optimizing the strengths and opportunities of free school buses in Makassar City. The efforts that can be made are:

1. Improving the discipline and responsibility of officers.

2. Pay attention to the punctuality of leaving and coming home from school.

3. Maintain the validity of service information to students.

4. Maintain free subsidies from the city government.

5. Reducing the use of private vehicles by students by increasing the fleet and school bus routes.

6. Increase efforts to prevent congestion and orderly on roads and school areas.

7. Equip facilities and infrastructure for the comfort and safety of school buses.

5) CONCLUSION

Based on the results of the discussion above, it can be concluded as follows:

1. The quality of school bus services is tangible (62% in the low category), reliability (54% in the medium category), responses (73% in the high category), assurance (81% in the very high category) and empathy (77% in the high category).

2. The strategy for developing free school bus services is in Quadrant 1 of SWOT, namely the rapid growth strategy by optimizing existing strengths and opportunities.

3. The rapid growth strategy is carried out by increasing the discipline and responsibility of officers through coaching and training, paying attention to the punctuality of leaving and returning from school, maintaining the validity of service information to students, maintaining free subsidies from the city government, reducing the use of private vehicles by students by increasing fleet and school bus routes and increase efforts to prevent traffic jams and orderliness on school roads and areas as well as complete facilities and infrastructure for the comfort and safety of school buses.

Recommendation

To support and continue this research, the recommendations that can be given are:

1. Efforts to improve free school bus services through increasing tangible dimensions, namely comfort, cleanliness, security and appearance of officers.

2. Further research is needed regarding the opportunity to transfer the use of private vehicles to school buses in terms of measurable changes in service quality attributes. Judging from the attributes of comfort, security, cost, access, and travel time according to the resulting preferences. So that this research can provide an overview of improving service quality that increases the behavior of choosing school buses as transportation to school.

3. The strategy that has been formulated must be implemented to improve school bus transportation services as a strategy to increase students' willingness to use school buses as transportation to schools in Makassar City.

Acknowledgement

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