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Article

## Analysis of the Influence of Service Quality and Price Perception on Customer Satisfaction of TransJakarta (Case Study: TransJakarta Corridor IX Pinang Ranti – Pluit)

Cika Valencia Hutagalung<sup>1</sup>, Dedy Dewanto<sup>1\*</sup>

<sup>1</sup>Faculty of Economics & Business, Pertamina University Jl. Teuku Nyak Arief, Simprug, Kebayoran Lama, South Jakarta 12220

email: [cikavaleciaht@gmail.com](mailto:cikavaleciaht@gmail.com)

\*Correspondence email: [dedy.dewanto@universitaspertamina.ac.id](mailto:dedy.dewanto@universitaspertamina.ac.id)

**Abstract:** This study aims to analyze the influence of service quality and price perception on customer satisfaction among users of TransJakarta Corridor IX (Pinang Ranti–Pluit). The research uses a quantitative approach with data collected through questionnaires distributed to passengers. Multiple linear regression analysis was applied to examine the partial and simultaneous effects of the independent variables. The results show that service quality has a significant positive effect on customer satisfaction, while price perception does not have a significant individual effect. However, both variables simultaneously have a significant influence on customer satisfaction. The adjusted R<sup>2</sup> value of 0.247 indicates that 24.7% of customer satisfaction can be explained by service quality and price perception. The findings suggest that TransJakarta management should prioritize improvements in service quality, especially in terms of punctuality, comfort, and staff responsiveness, while maintaining affordable fare structures to support public accessibility.

**Keywords:** *Service Quality, Price, Customer Satisfaction, TransJakarta.*

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### 1. Introduction

In the era of rapid technological advancement, the application of information technology plays a vital role in enhancing operational efficiency across various sectors, including public transportation. Information technology serves not only as a tool to support business and organizational operations but also as a strategic element that enhances service quality, data accuracy, decision-making processes, and overall work efficiency. Digital transformation has significantly shifted operational workflows from manual to automated systems, reducing human error and increasing organizational competitiveness.

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\*Corresponding author.

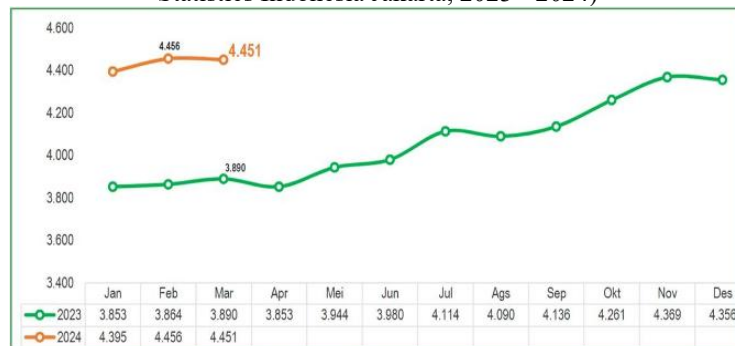
The public transportation sector has experienced a major impact due to these technological improvements.

Modes of transportation ranging from conventional options such as rickshaws and minibuses to modern systems like BRT (Bus Rapid Transit), MRT (Mass Rapid Transit), LRT (Light Rail Transit), commuter trains (KRL), and app-based services have evolved to meet increasing public demand for mobility and convenience. TransJakarta, the BRT system in Jakarta, has incorporated technologies such as non-cash ticketing (e-ticketing), real-time GPS tracking, and integration with digital applications (e.g., Google Maps, JAKI, and Moovit) to improve accessibility and transparency. These advancements are responses to the growing expectations of the public for better, more efficient, and accessible public transportation services. As Indonesia faces growing urban populations, particularly in major cities like Jakarta, the demand for reliable and efficient public transportation systems continues to escalate.

Based on data from the Central Bureau of Statistics (BPS), Jakarta's population is now over 11 million, with East Jakarta being the most densely populated. This demographic pressure adds strain to urban transportation systems and necessitates urgent improvements in service delivery. Despite this, private vehicle usage remains dominant, with more than 21 million registered motor vehicles in Jakarta in 2022, including over 17 million motorcycles. This has led to severe traffic congestion, air pollution, and inefficiencies in urban mobility. The Jakarta government has responded by expanding TransJakarta's bus fleet and service coverage, including Corridor IX (Pinang Ranti – Pluit), one of the busiest and most vital routes serving the east-west axis of the city.

The number of private vehicles in Jakarta increases annually, leading to worsening traffic congestion. To address this, the DKI Jakarta Provincial Government has expanded public transportation, notably through TransJakarta, a Bus Rapid Transit (BRT) system launched in 2004. Designed to be fast, safe, and affordable, TransJakarta plays a key role in urban mobility. As of March 2024, 4,451 buses were in operation slightly down from February (4,456 units), but up 14.42% compared to March 2023. From January to March 2024, a total of 13,302 buses operated, a 14.60% increase from the same period in 2023. This growth reflects ongoing efforts to meet Jakarta's increasing public transport demand (BPS Jakarta, 2024).

**Figure 1.** Monthly Growth of TransJakarta Operating Buses (Based on Data from Statistics Indonesia Jakarta, 2023 - 2024)



**Table 1.** Development of TransJakarta Mode (2023 – 2024)

| Item                        | Jumlah         |                |                |                     |                     | Perubahan (Persen)                                        |                                 |                                                 |
|-----------------------------|----------------|----------------|----------------|---------------------|---------------------|-----------------------------------------------------------|---------------------------------|-------------------------------------------------|
|                             | Mar<br>2023    | Feb<br>2024    | Mar<br>2024    | Jan-<br>Mar<br>2023 | Jan-<br>Mar<br>2024 | Mar'<br>24<br>thd<br>Feb'<br>24<br>( <i>m-<br/>to-m</i> ) | Mar'<br>24<br>thd<br>Mar'<br>23 | Jan-<br>Mar'<br>24<br>thd<br>Jan-<br>Mar'<br>23 |
| Total Bus Beroperasi (Unit) | 3.890          | 4.456          | 4.451          | 11.607              | 13.302              | -0,11                                                     | 14,42                           | 14,60                                           |
| Total Penumpang/<br>Orang   | 21.046.<br>680 | 28.506.<br>393 | 30.085.<br>836 | 59.758.<br>264      | 89.526.<br>720      | 5,54                                                      | 42,95                           | 49,81                                           |

TransJakarta ridership has grown significantly in recent years, reflecting a greater public reliance on mass transit systems. In March 2024, the number of passengers reached 30,085,836 an increase of 5.54% from February and 42.95% compared to March 2023. From January to March 2024, total ridership amounted to 89,526,720, marking a 49.81% rise from the same period in 2023. This surge in usage illustrates the recovery of public mobility following the COVID-19 pandemic and a shift away from private vehicle dependence. Several factors have contributed to this growth, including fleet expansion, the introduction of new routes, multimodal integration (MRT, LRT, KRL), and enhancements in service quality such as improved punctuality, comfort, accessibility, and the implementation of cashless payment systems (Statistics Indonesia Jakarta, 2023–2024).

Despite these improvements, various service-related challenges persist. Passengers frequently report overcrowding during peak hours, delays, inadequate shelter infrastructure, insufficient staffing, and limited access to real-time information. These issues can significantly affect customer satisfaction and discourage commuters from transitioning into public transportation. Two critical factors that directly influence customer satisfaction in public transit are service quality and price perception. Although TransJakarta offers a flat and affordable fare of IDR 3,500 per trip with free transfers between corridors, passenger satisfaction remains highly dependent on the alignment between expectations and actual service experiences. The SERVQUAL model outlines five key dimensions that shape customer perceptions of service quality: reliability, responsiveness, assurance, empathy, and tangibles.

Preliminary field interviews conducted with TransJakarta Corridor IX passengers revealed recurring complaints, including overcrowded buses, delays, a lack of on-site staff, and concerns related to safety and inclusivity particularly for vulnerable groups

such as pregnant women, the elderly, and persons with disabilities. These findings are consistent with existing studies, emphasizing the necessity of evaluating how service quality and price perception jointly influence customer satisfaction in the TransJakarta context. Accordingly, this study aims to analyze the influence of service quality and price perception on customer satisfaction among users of TransJakarta Corridor IX (Pinang Ranti – Pluit). The findings are expected to provide actionable insights and practical recommendations for PT Transportasi Jakarta in its efforts to enhance service performance and better fulfill the needs of daily commuters.

This study is titled: "Analysis of the Influence of Service Quality and Price Perception on Customer Satisfaction of TransJakarta (Case Study: TransJakarta Corridor IX Pinang Ranti – Pluit)."

## **2. Literature**

### **2.1 Operational Management**

In today's rapidly evolving industrial landscape, companies face intense competition, pushing them to adopt various strategies and innovations. Operational management plays a crucial role in ensuring organizational success by focusing on efficiency, product development, and service quality improvement. It encompasses all activities related to the production of goods and service delivery, coordinated by operations managers to optimize resource use. Operational performance is typically measured through several key indicators: quality (producing to standards), cost-efficiency, delivery speed and responsiveness, flexibility (adapting to market needs), and safety (ensuring workers and environmental protection). Continuous improvement across these areas is essential for sustaining competitive advantage. In service industries, customer satisfaction is a vital outcome, heavily influenced by service quality. Management must therefore develop strategies that align with customer expectations, as both goods and services now play equally important roles in industrial success (Rusdiana, 2014). Quality serves as a benchmark for service providers to continuously improve and innovate to meet customer expectations. Therefore, management must develop strategies to ensure sustained customer satisfaction. Today, the industrial world is not only focused on product manufacturing but also on service delivery (Rusdiana, H. A., 2014).

### **2.2 Service Quality**

According to Parasuraman et al. (1988), service quality is defined as the extent to which customer expectations match the actual service received. The smaller the gap, the better the perceived quality. Meanwhile, customer satisfaction refers to the level of contentment felt after comparing service performance with prior expectations (Kotler, 1995). In the highly competitive service industry, quality is a critical factor for providers to retain customers. Continuous improvement and innovation are essential to align services with user expectations. In general, quality refers to the degree to which offerings meet customer needs, which are judged based on real user experiences (Wijaya, 2011). Meanwhile, quality can be defined as a combination of various characteristics of a product or service that demonstrate its ability to meet customer needs both expressed and unexpressed now and, in the future, (Tampubolon, 2010). According to Parasuraman, Berry, and Zeithaml (1998), service quality can be assessed through five core dimensions that form a comprehensive framework for evaluating how well a service is delivered.

These dimensions when fulfilled effectively lead to higher customer satisfaction and an increased likelihood of continued service use. The SERVQUAL model has been widely applied across various sectors such as transportation, hospitality, healthcare, and public services. Each dimension reflects a specific aspect of service quality that significantly shapes customer perceptions. One of the most widely used approaches in service quality research is the SERVQUAL model, developed by Parasuraman, Zeithaml, and Berry (1998). This model identifies key indicators to evaluate service quality, including:

1. Defining the fundamental concepts of service quality.
2. Outlining the core principles of quality in service delivery.
3. And providing examples of customer expectations toward a service.
4. Illustrating customer perceptions of the services they receive.

### 2.3 Price Perception

Price is one of the most crucial elements in business strategy, as it directly influences consumer purchasing decisions and business sustainability. According to Kotler and Armstrong (2012), price is defined as the amount of money a consumer must pay to obtain a product or service. However, beyond its monetary value, price also reflects the sacrifice or effort a consumer makes to gain benefits from the offering. In marketing, price serves as a key indicator of how much value consumers perceive, which in turn shapes their overall impression of the product. Consumers often compare prices between similar products, requiring companies to align pricing with brand image and product quality. A mismatch between price and perceived value can lead to dissatisfaction. Tjiptono (2008) further states that price is the only element in the marketing mix that generates revenue, while the others typically incur costs. Factors Influencing Price Perception (Tjiptono, 2019):

1. Price-Quality Fit: The perceived fairness between the price paid and quality received.
2. Price Affordability: Whether the price is within consumers' purchasing ability.
3. Comparative Price: Comparing prices with those of competitors. Price Transparency: Clarity of pricing and absence of hidden charges.
4. Perceived Value: The perceived benefit and value derived compared to the cost incurred.

### 2.4 Customer Satisfaction

Customer satisfaction refers to the feeling of pleasure or contentment that arises after a customer uses a product or service and compares the expected performance with the actual experience. According to Kotler and Keller (2012), customer satisfaction is the result of a comparison between the customer's initial expectations and the actual performance of the product or service received. If performance meets or exceeds expectations, the customer is likely to feel satisfied; otherwise, dissatisfaction may occur. Hasan (2014) similarly argues that satisfaction occurs when the product or service delivered by a company meets or surpasses customer expectations. When customers experience service that is better than anticipated such as fast, friendly, punctual, and

professional service they are more likely to feel pleased and valued. As a result, customers will feel appreciated and prioritized, which has a positive impact on their overall satisfaction. Conversely, if the service is slow, unfriendly, or fails to meet the promises made by the company, customers may feel uncomfortable and potentially lose trust. In addition to service quality, price perception also plays a significant role in influencing customer satisfaction. When the price is perceived as fair, reasonable, and aligned with the benefits received, customers are more likely to feel that their purchasing decision was justified. If customers believe that the value they receive is worth the amount paid, they are more inclined to feel satisfied. Factors Influencing Customer Satisfaction:

1. Service Quality: Especially responsiveness, assurance, and reliability (Parasuraman et al., 1988).
2. Price Perception: Customers are more likely to be satisfied if they perceive the price as fair and aligned with the service received (Kevin & Mariah, 2022).
3. Customer Expectations and Experience: Prior experiences shaped future expectations and satisfaction.
4. Brand Reputation: Trust in a reputable brand enhances satisfaction.

### **3. Methods**

The data collected in this study are numerical and can be measured and evaluated using statistical criteria, as the research employs a quantitative methodology. Essentially, this final project aims to identify the factors that influence customer satisfaction and to examine the relationships between two or more variables, classifying it as a type of causal- associative research. When customers receive a service that is timely, friendly, and consistent with their expectations, they are more likely to feel valued and prioritized, which positively contributes to their overall satisfaction. Conversely, if the service is slow, unresponsive, or fails to fulfill the company's promises, customers may feel dissatisfied and potentially lose trust. In addition to service quality, price perception also plays a crucial role in shaping customer satisfaction. When the price is perceived as fair, affordable, and proportional to the benefits received, customers are more likely to believe their purchase decision was justified. If customers perceive that the value they receive is equivalent to the price they pay, they are more inclined to feel satisfied (Sugiyono, 2017).

### **4. Results**

This study began with a descriptive analysis to obtain a general overview of the respondents' characteristics. A total of 100 users of the TransJakarta Corridor IX (Pinang Ranti – Pluit) service participated as respondents in the survey. The sampling technique used was non-probability sampling, as the total population was unknown, and respondents were randomly selected from among users who were willing to complete the questionnaire. Data collection took place between May and June 2025 through two methods direct interviews (initial survey) and questionnaire distribution via Google Forms. Before answering the core questions, respondents were first asked to provide personal information such as gender, age, education level, monthly income, reasons for

using TransJakarta, and frequency of use. This stage aimed to gain a basic understanding of the respondents' demographic profiles.

#### 4.1. Descriptive Analysis of Service Quality, Price, Customer Satisfaction Responses

##### 4.1.1. Service Quality

Based on the average score calculation of the Service Quality variable, the highest value was found in indicator X1.3, namely "The service staff's ability to be trustworthy (ensuring the safety of TransJakarta users)" with a score of 4.26. This indicates that most respondents feel confident in the staff's ability to maintain safety during the journey, and this aspect is considered highly satisfactory. On the other hand, the lowest average score was found in indicator X1.4, which is "TransJakarta accepts suggestions for service improvement", with a score of 4.01. This suggests that the suggestion system or customer participation has not been fully optimized. In other words, this aspect still needs to be improved so that users feel more involved in the development of the service. Efforts to open broader channels for feedback will positively contribute to overall customer satisfaction.

##### 4.1.2. Price Perception

Based on the average score table for the Price Perception variable (X2), the statement with the highest value was found in indicator X2.1, namely "TransJakarta fares are affordable for all groups," with a score of 4.54. This indicates that most respondents consider the TransJakarta ticket prices to be inexpensive and accessible to various segments of society. This assessment serves as a key strength in users' perception of price. Meanwhile, the lowest score appeared in indicator X2.3, which states "TransJakarta fares are cheaper than other city transportation," with a score of 4.33. Although this score remains relatively high, it suggests that some users are not entirely convinced that TransJakarta is more affordable compared to other urban transport modes. Therefore, this aspect of price comparison could be further improved through pricing communication strategies or increased transparency about the benefits offered, helping users to better recognize the economic value of TransJakarta services.

##### 4.1.3. Customer Satisfaction

Based on the average score table for the Customer Satisfaction variable (Y), the highest score was found in indicator Y2, namely "TransJakarta constantly innovates in addressing customer complaints," with a score of 4.87. This score reflects that respondents highly appreciate TransJakarta's innovative efforts in improving service quality and responding to customer feedback. Conversely, the lowest score was recorded in indicator Y4, "Choosing TransJakarta as the public transportation used regularly," with a value of 4.14. This indicates that a significant number of respondents have not yet made TransJakarta their primary choice for daily commuting. This finding suggests that although innovation and service improvements are valued, TransJakarta still needs to build greater trust and convenience to encourage consistent usage among its customers.

## 4.2. Hypothesis Testing

### 4.2.1. F test (Simultaneous Significance Test)

The F-test is used to determine whether the independent variables, taken together, have a significant effect on the dependent variable. Based on the ANOVA table, the F-count value is 17.208 with a significant value of 0.000. Since the significance value is less than 0.05 ( $0.000 < 0.05$ ), it can be concluded that the regression model is statistically significant. This means that service quality (X1) and price perception (X2) simultaneously have a significant effect on customer satisfaction (Y) among TransJakarta Corridor IX users. Therefore, hypothesis H3 stating that service quality and price perception simultaneously influence customer satisfaction is accepted.

### 4.2.2. t test

The t-test is conducted to assess the individual effect of each independent variable on the dependent variable:

1. Service Quality (X1) on Customer Satisfaction (Y): The t-count is 5.028 with a significant value of 0.000 ( $< 0.05$ ). This indicates that service quality has a significant partial effect on customer satisfaction. Thus, the better the service quality provided by TransJakarta, the higher customer satisfaction. Hypothesis H1 is accepted.
2. Price Perception (X2) on Customer Satisfaction (Y): The t-count is 1.442 with a significant value of 0.152 ( $> 0.05$ ). This suggests that price perception does not have a significant partial effect on customer satisfaction. Hypothesis H2 is rejected.

## 5. Discussion

Service Quality, t-test results show that service quality significantly affects customer satisfaction ( $p = 0.000 < 0.05$ ,  $t = 5.028 > t\text{-table} = 1.661$ ). This indicates that better service such as punctuality, comfort, and staff performance positively increases satisfaction. The result aligns with the SERVQUAL model and prior studies.

Price perception does not significantly affect customer satisfaction ( $p = 0.152 > 0.05$ ,  $t = 1.442 < t\text{-table} = 1.661$ ). This suggests that passengers view TransJakarta fares as reasonable, focusing more on service quality than pricing.

Simultaneous Influence, F-test results ( $F = 17.208$ ,  $p = 0.000 < 0.05$ ) confirm that service quality and price perception jointly influence customer satisfaction. Although price perception is not significant on its own, both variables contribute to better overall experience.

## 6. Conclusion and Recommendations

After discussing and evaluating the influence of service quality and price perception on customer satisfaction among users of TransJakarta Corridor IX (Pinang Ranti–Pluit), several conclusions can be drawn from the research description as follows:

1. Service quality has a significant and positive influence on customer satisfaction. This means that improvements in aspects such as punctuality, comfort, safety, and staff service directly increase the level of satisfaction among TransJakarta users.
2. Price perception does not have a significant partial effect on customer satisfaction. This indicates that users already perceive TransJakarta fares as reasonable and affordable, making them more focused on the quality of service provided.
3. However, service quality and price perception simultaneously have a significant effect on customer satisfaction. Even though price perception alone is not influential, when combined with service quality, it contributes to shaping a more satisfying overall experience for the customer.
4. The Adjusted R Square value is 0.247, indicating that 24.7% of the variation in customer satisfaction can be explained by the combined influence of service quality and price perception, while the remaining 75.3% is influenced by other factors not included in this research model.

In managing public transport services, the management of the TransJakarta company should take into consideration several points based on the results of the distributed questionnaire, including:

- A. Recommendations for the Company (Based on the Lowest Mean Values) Based on the questionnaire results, several indicators showed the lowest average (mean) scores, indicating areas that require urgent improvement. Therefore, the management of TransJakarta is advised to focus on the following:
  1. Cleanliness and Comfort Inside the Bus (lowest means)  
The company should increase the frequency of bus cleaning and conduct regular inspections to ensure the comfort of seats, air conditioning, and general hygiene to improve passenger experience.
  2. Staff Attitude and Friendliness  
Regular customer service training is recommended for frontline staff to improve communication skills, responsiveness, and professionalism when dealing with passengers.
  3. Punctuality of Bus Arrivals  
TransJakarta should review bus schedules and evaluate causes of delays, such as traffic congestion or operational inefficiencies. The use of real-time tracking technology could help passengers better anticipate bus arrival times.
  4. Availability of Route and Schedule Information  
The company should ensure that route maps and schedules are always updated and clearly visible at bus stops and inside buses. Enhancing the mobile application and integrating real-time service alerts would also improve user satisfaction.
- B. Suggestions for Future Research to enhance the depth and scope of future studies, several suggestions are proposed as follows:
  1. Use of Different Research, objects future researchers are encouraged to examine different objects, such as users of other public transportation services like MRT, LRT, or commuter trains (KRL), to enable a

- comparative analysis of customer satisfaction determinants across various transport modes.
2. Exploration in Other Industries, the research model used in this study can be applied to other service-based industries, such as banking, healthcare, retail, or education. This would help to validate whether service quality and price perception also influence satisfaction in different industrial settings.
  3. The inclusion of Additional Variables, future research should consider including other relevant variables such as trust, brand image, ease of access, perceived value, or technology-related factors (e.g., mobile app usability), which may provide a more comprehensive view of what drives customer satisfaction.
  4. Application of Mixed Methods, a mixed-methods approach that combines quantitative (e.g., surveys) and qualitative (e.g., interviews or focus groups) techniques may offer richer insights into customer experiences, motivations, and expectations.

**Author Contributions:** Concept making, CV., DD.; Preliminary data collecting, CV.; Root Cause Finding, CV., DD.; Literature Review, CV.; Data Analysis, CV.; Problem Solving and Recommendation, CV., DD.; Writing-correcting, improving, CV.

**Conflicts of Interest:** The authors declare no conflict of interest.

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