

The Effect of Service Officer Performance on Passenger Satisfaction at the South Sulawesi Railway Management Center

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ABSTRACT

This study aims to find out how the performance of service officers affects passenger satisfaction at the South Sulawesi Railway Management Center. In this research, a quantitative method with an associative approach is used. The data collection technique was through a questionnaire distributed to 100 respondents. Data analysis using simple linear regression with the help of spss 10.0 software. This study shows that all question items are declared valid and reliable with a Cronbach's Alpha value of 0.896. The results of the regression analysis showed that Officer Performance had a positive and significant influence on Passenger Satisfaction with a significance value of $0.000 < 0.05$. The value of the determination coefficient (R^2) obtained was 0.662 indicating that the effect of officer performance on passenger satisfaction was 66.2%, while the rest was influenced by other variables outside this study. Thus, the better the performance of the officers, the higher the level of passenger satisfaction.

Keywords: Officer Performance, Passenger Satisfaction, Service

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INTRODUCTION

Based on Law Number 23 of 2007 concerning Railways, it is a system consisting of infrastructure, facilities and human resources as well as norms, criteria, requirements, procedures for the implementation of railway transportation. Rail transportation is one of the modes that is part of the national public transportation system with the characteristics and advantages of mass transportation, inseparable from other modes of public transportation. The law states that rail transportation must be safe, orderly, comfortable, reliable, and punctual. Referring to the Law of the Republic of Indonesia Number 25 of 2009 concerning Public Services, the definition of Public Service is an activity or series of activities in order to meet the service needs of every citizen and resident for goods, services, and/or administrative services. According to the Regulation of the Minister of Transportation Number 63 of 2019 concerning Minimum Service Standards (SPM) for Transportation of People by Train, the fulfillment of standards in serving passenger needs must meet several indicators, namely; services in booking tickets, travel information services, cleanliness, security, and officer response to passenger needs.

The Makassar, Parepare via Mandai, Garungkong train line is the only transportation service that has been operating in Eastern Indonesia. This transportation can be said to be a new means of transportation, so quite a lot of people from Makassar to Barru and its surroundings want to use it. According to some passengers, this train has become a need for many people, in addition to its safe and comfortable means of transportation, the train is also one of the means of transportation that is quite popular for most people, not only that, some passengers also pay attention to the performance of the officer when serving passengers, how the officer responds to passengers with all their needs, because of the good performance of the officer, Friendly and polite will provide a separate service image for means of transportation, especially trains.

However, this is not always in line, based on the results of the author's observations in the field, service reports and *Feedback* passengers submitted through the complaint service, there are several real phenomena regarding the quality of service performance that can be of concern, such as: 1) The friendly attitude of service officers who are not always consistent in serving; 2) The response of officers in serving is sometimes fast, sometimes also slow; 3) There are different quality of communication between officers; 4) The attitude and empathy of the

officers are not always the same; 5) The response of service officers is not optimal. Meanwhile, according to several opinions obtained by the author at the time of the research that some people responded positively to the train service, they felt comfortable and safe with the facilities provided. For this reason, there needs to be an effort to evaluate service performance on a regular basis, in order to create a sense of satisfaction for passengers and will increase the use of trains. According to (Pramudita and Rozamuri 2025) Service can be said to be successful if the quality of service is also easy starting from ticket access, cleanliness, comfort, security, and a responsive attitude.

Good performance of the officer during service will affect passenger satisfaction, on the other hand, if the service provided is not as expected, passengers will be more likely to switch to other means of transportation that they think is better. Based on the Community Satisfaction Index (IKM), there is a change in the value of passenger satisfaction from time to time, which may be influenced by the performance of officers when performing services in the field. According to (Wibowo and Nuryanto 2022) There are several applications in providing service satisfaction for train passengers, namely: 1) Dimensions *Tangible* (provision of facilities and equipment); 2) Dimensions *Reliability* (reliable and punctual); 3) Dimensions *Responsiveness* (fast and responsive); 4) Dimensions *Insurance* (trust and security), and 5) Dimensions *Empathy* (responsive service). According to Wardhana (2021:289) explained that customer satisfaction refers to the positive feelings felt by customers towards the products or services they buy or use from a Company or Organization.

(BPKAS (South Sulawesi Railway Management Center) said that there are several tasks that must be carried out by service officers, namely as 1) Security officers (*Security Officer*), 2) Customer service (*Customer Service Officer*), 3) Ticket service (*Ticketing Officer*), 4) Health workers (*Medical*), 5) Technicians and 6) Facility maintenance officers (*Facility Care*). Based on the above background, the author formulates the problem in this study, namely whether the performance of officers has an influence on community satisfaction. As for the purpose of this study, it is important to analyze the influence on the performance of service officers on community satisfaction. The results of this research are expected to contribute to improving service quality and become evaluation material for the South Sulawesi Railway Management Center

as a railway transportation operator in increasing service user satisfaction.

According to Subarling, Pananrangi, and Bahri (2021:3), officer performance is the actions and results of work shown by officers when carrying out service duties to passengers. Performance can be understood as the level of success of a person in carrying out his or her duties for a certain period of time according to the responsibilities given. In the journal Syahmaulana, Wahyudi & Zuhrofi (2024), officer performance is how officers provide services to the community, both from punctuality, alertness, to accurate service. According to Simarmata & Hodi (2024), officer performance is the ability of employees to carry out tasks according to existing performance standards, including technical competence, accuracy, and attitude when interacting with customers.

From the above understanding, it can be concluded that the performance of the officer is the result of the work of the officer carried out when performing the service, where the service in question must include: punctuality, friendly attitude, professionalism, the ability of the officer to communicate and alertness in accordance with the tasks given by the organization or the Company. In this study, the author uses performance indicators, which are as follows: accuracy and speed when serving, polite and friendly attitude to passengers, providing clear information, neat and professional appearance, responsive and dexterous to passenger complaints. "Customer satisfaction refers to the positive feelings felt by customers towards the products or services they buy or use from a Company or organization' (Wardhana, 2021:289). According to (Meo, Tamba, and Gunadi 2023) Customer satisfaction is a measure of the extent to which a product and service is able to meet or exceed customer expectations. (Scott, Scott, and Scott, 2024) Customer satisfaction is an important measure of how satisfied customers are with a company's products, services, and performance. Information about customer satisfaction, including survey results and ratings, can help companies determine the best strategies to improve or change their products and services.

From some of the opinions above, it can be concluded that customer satisfaction is a feeling of pleasure that arises from a product or service that is able to meet customer expectations both in terms of service and information. In train services, comfort, safety as well as, ease and punctuality in travel management, greatly affect the feeling of satisfaction

of a passenger. Passengers will tend to feel happy if they receive service that is appropriate or even exceeds their expectations. This study measures passenger satisfaction through indicators of the suitability of expectations, overall service experience and satisfaction with the services provided by the officers. In this study, the indicators of passenger satisfaction include: the speed of the service provided, the service according to the needs of the passengers, the service process is easy and not convoluted, the feeling of comfort and well served while in the service area, and willingness to return to use the services provided. Based on the conceptual framework in the study, Peugas Performance (X) can be assumed to have an influence on passenger satisfaction (Y), so the hypothesis proposed is that there is a significant influence between officer performance on passenger satisfaction.

METHOD

In this study, an associative quantitative method will be used to determine the influence between the free variable (officer performance) and the bound variable (passenger satisfaction). The quantitative method was chosen because the research data was in the form of numbers, obtained statistically and produced objective conclusions. For this study, a simple regression liner is used, which is an analysis technique to find out the extent to which variable X affects variable Y. This approach is relevant to the research used because it uses one free variable and one bound variable. Through simple regression, it can be known and measured the influence of officer performance on passenger satisfaction. The data collection technique was carried out by distributing a Likert scale questionnaire 1-5 as primary data that was distributed to railway passengers in the work area of the South Sulawesi Railway Management Center containing officer performance indicators (punctuality, friendliness, communication and responsiveness). Data analysis was carried out by testing the validity and reliability of the instrument, then followed by a Pearson correlation test and simple linear regression with the model: $Y = a + bX$. Hypothesis testing uses a significance level of 5%.

The object of the study was passengers who used train transportation services in the South Sulawesi Railway Management Center Working Area. The research sample was taken using the

Accidental Sampling Technique, which is the passengers who were met and willing to fill out a questionnaire at the time of the research. The research population was all service users, with a sample of 100 respondents using the Slovin formula with an error rate of 10%. The validity of the instrument was tested using Pearson correlation, while reliability was tested using Cronbach's Alpha. The instrument is declared reliable if the Alpha value > 0.70 .

RESULTS AND DISCUSSION

This study aimed to analyze the effect of service officer performance on passenger satisfaction at the South Sulawesi Railway Management Center (Balai Pengelola Kereta Api Sulawesi Selatan/BPKAS). The analysis was conducted using quantitative methods involving validity testing, reliability testing, simple linear regression analysis, t-test analysis, coefficient of determination analysis, and correlation coefficient analysis. The findings indicate that all questionnaire items used to measure the variables of service officer performance and passenger satisfaction met the validity requirements, as the calculated correlation coefficients exceeded the critical value of the correlation table. This result confirms that the research instrument was able to accurately measure the intended constructs and could be used as a reliable tool for data collection.

The reliability test further demonstrated that the research instrument had a Cronbach's Alpha value of 0.896, which is significantly higher than the minimum acceptable threshold of 0.70. This finding indicates that the instrument possesses a high level of internal consistency and reliability. Therefore, the responses provided by participants can be considered stable and dependable in reflecting their perceptions regarding officer performance and passenger satisfaction. A reliable instrument is essential because it ensures that the collected data accurately represent the actual conditions experienced by passengers while using railway services.

The results of the simple linear regression analysis produced the regression equation $Y = 11.811 + 1.940X$, where Y represents passenger satisfaction and X represents service officer performance. The positive regression coefficient indicates that improvements in service officer performance are associated with increases in passenger satisfaction

levels. Specifically, every one-unit increase in officer performance contributes to a 1.940-unit increase in passenger satisfaction. This result suggests that service officer performance is an important determinant of passenger satisfaction and plays a significant role in shaping passengers' perceptions of railway services.

The t-test results revealed a calculated t-value of 13.857 with a significance level of 0.000, which is lower than the significance threshold of 0.05. These findings indicate that the effect of service officer performance on passenger satisfaction is statistically significant. Therefore, the hypothesis stating that service officer performance positively influences passenger satisfaction is accepted. This outcome confirms that passengers place considerable importance on the quality of interactions and services provided by railway personnel.

Furthermore, the coefficient of determination analysis yielded an R Square value of 0.662, indicating that service officer performance explains 66.2% of the variation in passenger satisfaction. The remaining 33.8% is influenced by other factors not included in the model, such as station facilities, train punctuality, safety, comfort, ticketing systems, and travel experience. In addition, the correlation coefficient (R) value of 0.814 demonstrates a very strong relationship between service officer performance and passenger satisfaction. This result reinforces the conclusion that improving officer performance can substantially enhance passenger satisfaction levels.

The findings of this study highlight the crucial role of service officer performance in determining passenger satisfaction within railway transportation services. The significant positive relationship identified between these variables is consistent with service quality theories, which emphasize that employee behavior and service delivery are key factors influencing customer evaluations of service experiences. According to service quality frameworks, customers often assess the quality of a service based on dimensions such as responsiveness, assurance, empathy, reliability, and communication. In the context of railway transportation, service officers serve as the primary point of contact between passengers and the organization, making their performance a critical determinant of customer satisfaction.

The strong influence of officer performance on passenger satisfaction can be attributed to several aspects of service delivery. First, the responsiveness of service officers plays an important role in

addressing passenger needs and concerns. Passengers often require assistance regarding ticket information, departure schedules, boarding procedures, and travel-related inquiries. When officers respond promptly and effectively, passengers feel valued and supported, which contributes positively to their overall satisfaction. Conversely, delays or inadequate responses may create frustration and negatively affect perceptions of service quality.

Second, professionalism and competence are essential characteristics that influence passenger satisfaction. Service officers who demonstrate a thorough understanding of railway procedures and regulations are more capable of providing accurate information and resolving passenger issues efficiently. Professional behavior also fosters trust and confidence among passengers, reducing uncertainty and enhancing the travel experience. This finding aligns with previous studies indicating that employee competence significantly contributes to customer satisfaction in transportation and public service sectors. Another important factor is the communication skills of service officers. Effective communication enables officers to convey information clearly, politely, and accurately. Good communication helps passengers understand service procedures and reduces misunderstandings that may lead to dissatisfaction. Furthermore, courteous and respectful interactions create positive emotional experiences, which are often remembered by passengers even after their journey has ended. Therefore, communication skills represent a valuable component of service performance that directly affects customer perceptions.

The study also emphasizes the importance of empathy and friendliness in service encounters. Railway passengers come from diverse backgrounds and may have different expectations, needs, and levels of familiarity with railway services. Officers who display empathy and a willingness to assist can create a welcoming environment that enhances passenger comfort. Friendly behavior contributes to positive service experiences and strengthens the emotional connection between passengers and the service provider. As a result, passengers are more likely to express satisfaction and maintain positive attitudes toward railway services. The coefficient of determination result indicates that although officer performance is a dominant factor influencing passenger satisfaction, other variables also contribute significantly. Factors such as station cleanliness, waiting room comfort, accessibility, train punctuality,

safety standards, ticket affordability, and technological convenience may affect passenger evaluations of railway services. Therefore, railway management should adopt a comprehensive approach to service improvement by addressing both human resource performance and operational service quality. Focusing solely on employee performance may not fully maximize passenger satisfaction if supporting facilities and service systems remain inadequate.

From a managerial perspective, the findings suggest that the South Sulawesi Railway Management Center should continue investing in employee training and development programs. Training initiatives can focus on customer service excellence, communication skills, problem-solving abilities, conflict management, and passenger safety awareness. Continuous professional development enables service officers to adapt to changing passenger expectations and maintain high standards of service quality. In addition, performance evaluation systems should be implemented regularly to monitor employee effectiveness and identify areas requiring improvement.

Regular passenger satisfaction surveys can also serve as an important management tool. Through systematic feedback collection, management can identify specific aspects of service that require attention and develop targeted improvement strategies. Passenger feedback provides valuable insights into customer expectations and helps organizations align their services with user needs. By continuously evaluating both employee performance and passenger satisfaction, railway operators can establish a cycle of continuous improvement that supports long-term service excellence.

Overall, the findings demonstrate that service officer performance is a significant predictor of passenger satisfaction at the South Sulawesi Railway Management Center. The strong positive relationship observed in this study confirms that passengers highly value professional, responsive, communicative, and customer-oriented service. Consequently, maintaining and enhancing officer performance should remain a strategic priority for railway management. By combining improvements in employee performance with enhancements in facilities and operational systems, the South Sulawesi Railway Management Center can strengthen passenger satisfaction, improve service quality, and foster greater public confidence in railway transportation services.

Based on the results of data processing using *Software SPSS 16.0* It shows that the results of the validity test with the number of samples $n = 100$ obtained a table r value of 0.196. The results of the analysis showed that all question items with a total of 22 had a calculated r of more than 0.196, so that all question grains were declared valid. Then the results of the validity test are continued to the reliability test. Based on the statistical reliability table, Cronbach's alpha value of 0.896 was obtained for the 22 questions. Because the value of 0.896 is greater than 0.70, this research instrument is declared reliable (very reliable).

Table 1. Results of the Questionnaire Validity Test

Variable	Indicator	Item	r count	r Table	Remarks
Officer Performance (X)	Service	X1	0,530	0,196	VALID
		X2	0,689	0,196	VALID
	Officer Hospitality Communication Skills Professional Responsiveness	X3	0,405	0,196	VALID
		X4	0,410	0,196	VALID
		X5	0,503	0,196	VALID
		X6	0,507	0,196	VALID
		X7	0,670	0,196	VALID
		X8	0,632	0,196	VALID
		X9	0,548	0,196	VALID
		X10	0,592	0,196	VALID
		X11	0,575	0,196	VALID
		X12	0,517	0,196	VALID
		X13	0,419	0,196	VALID
		X14	0,600	0,196	VALID
Passenger Satisfaction (Y)	Service	Y15	0,847	0,196	VALID
		Y16	0,600	0,196	VALID
	Ease of Service	Y17	0,414	0,196	VALID
		Y18	0,537	0,196	VALID
	Expectations Fit	Y19	0,640	0,196	VALID
	Overall	Y20	0,424	0,196	VALID
	Satisfaction				
	User Loyalty	Y21	0,568	0,196	VALID
	Y22	0,572	0,196	VALID	

Data Source: Processed by the Author, 2026

This research is presented in the form of data presentation in accordance with the results of measurements carried out previously. The

questionnaire was distributed for 2 weeks, starting from May 1 – May 14, 2026 with a sample of 100 people consisting of 22 questions.

Table 2. Regression Analysis

Models	B	Std Error	t	Sig
Constant	11,811	3,456	3,417	0,001
Officer Performance	1,940	0,140	13,857	0,000

Data Source: Processed by the Author, 2026

Based on the table above, in column B in constant (a) is 11,811, while the value of Officer Performance (b) is 1,940 so that the regression equation can be written:

$$Y = a + Bx \text{ then } Y = 11,811 + 1,940x.$$

Based on this equation, it can be interpreted that the Constant is 11.811, which means that the consistent value of the dependent variable (Y) or the Passenger Satisfaction Variable is 11.811 and the regression coefficient of X is 0 or has no change. Meanwhile, the regression coefficient of X of 1.940 states that every time the value of Officer Performance is added, the value of participation increases by 1.940. The regression coefficient has a positive value, so it can be said that the direction of influence of variable X on Variable Y is positive (unidirectional) between Officer Performance and Passenger Satisfaction. In addition to describing the regression equation in table 3, it also displays a significance test with a t-test with a calculated t-value of 13.857 with a significance level of 0.000. Because the significance value is $0.000 < 0.05$, it can be concluded that the performance of the officer has a significant effect on passenger satisfaction.

Table 3. Interpretation of Correlation Coefficients

0,80 – 1,000	Very powerful
0,600 – 0,799	Strong
0,400 – 0,599	Medium
0,200 – 0,399	Low
0,000 – 0,199	Very Low

Data Source: Processed by the Author, 2026

From the table above, it can be seen that the magnitude of the correlation/relationship value of 'R' which is 0.814 indicates that the level of relationship between the two variables is "Very Strong" and explained

the large percentage of influence of the independent variable on the bound variable called the determination coefficient which is the result of the reinforcement of R. From these results, it will be possible to obtain the Determination Coefficient (R^2) which is 0.662 which means that the influence of the independent variable of the bound variable is as much as 66.2% while the remaining 33.8% were influenced by other variables. In several similar studies, the results have been very good so that the performance of service officers at the South Sulawesi Railway Management Center has a positive and significant influence on passenger satisfaction.

CONCLUSION

The results of this study demonstrate that officer performance has a significant and positive influence on passenger satisfaction at the South Sulawesi Railway Management Center. The research instruments were proven to be both valid and highly reliable, ensuring the accuracy of the findings. Statistical analyses revealed a strong relationship between officer performance and passenger satisfaction, with officer performance contributing 66.2% to the variation in passenger satisfaction levels. The regression and hypothesis testing results further confirmed that improvements in officer performance lead to higher levels of passenger satisfaction. These findings highlight the importance of maintaining and enhancing service quality through professionalism, responsiveness, communication skills, friendliness, and service accuracy. Therefore, the South Sulawesi Railway Management Center should continue to evaluate and improve employee performance while regularly assessing passenger satisfaction to identify areas for service enhancement. Future studies are recommended to examine additional factors, such as service facilities, safety, comfort, and infrastructure quality, to provide a more comprehensive understanding of the determinants of passenger satisfaction.

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