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## ANALYSIS OF THE LEVEL OF SUITABILITY OF SERVICE QUALITY DIMENSIONS FOR PASSENGER SATISFACTION ON GARUDA INDONESIA AIRLINE MAKASSAR – JAKARTA ROUTE

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### Abstract

Garuda Indonesia is currently included in the 24 airlines in the world for the category four stars (four stars airlines). For the initial steps of priority Garuda Indonesia is reorganized operations and management of Garuda flights to be on time with excellent service quality. As part of the service improvement program, Garuda charted 28 service touch points, ranging from pre to post-journey journeys for passenger comfort. The 28 touch points will be analyzed in this study. This study aims to analyze the suitability of the dimensions of quality services to the satisfaction of Garuda Indonesia airline passenger route Makassar - Jakarta, as well as analyze the quality dimension of the Garuda service to give satisfaction to passengers Garuda route Makassar - Jakarta. Analytical methods used are Level Conformity and Cartesian Diagrams. The results showed that: 1) Garuda service quality dimensions have not been able to give satisfaction to the passenger routes Garuda Indonesia Makassar - Jakarta, 2) Among the five Garuda service quality dimensions, the tangible dimension that has the greatest fitness levels of passenger satisfaction levels Garuda route Makassar - Jakarta.

**Keywords:** *passenger satisfaction, perception, expectation*

### A. INTRODUCTION

The more modern a civilization, the more modern facilities it needs. One of the modern facilities that is needed by a modern society with high mobility is representative flight services. In Indonesia, several airlines serving domestic and international routes are Garuda Indonesia, Lion Air, Batavia Air, Sriwijaya Air, Air Asia, and several other flights.

Garuda Indonesia is currently included in 24 airlines in the world for the four star category (four stars airlines). Currently, Garuda controls a market size of 30% in the domestic market. Even though it has won the title of leader in airlines, Garuda is not free from a number of problems related to its service, damage to luggage etc. However, for all its advantages and disadvantages, Garuda Indonesia is currently paying more attention to the development of the Eastern Indonesia (KTI) region. This is inseparable from the promising growth of KTI compared to the western region which is already congested. Sultan Hasanuddin International Airport is a connecting gateway to other cities in Eastern Indonesia with an average passenger growth of 15-30% per year. In the Eastern Indonesia Region, Makassar is designated as Garuda's hub (distribution center). This determination is part of Garuda's network and route development program, especially in the Eastern Indonesia Region.

All of Garuda's strategies above are in accordance with what was revealed by Kotler (2003: 148) which states that in conditions where the level of competition is getting tougher, only companies that are customer-oriented will survive, because they prefer to deliver superior value compared to their competitors. Therefore, in formulating service strategies and programs, companies must be oriented towards customer interests by paying attention to service quality components.

Zeithaml et. al (2006: 35) formulates a model of service quality called "Conceptual Model of Service Quality". This model identifies five gaps that cause failure in providing services to customers. The five gap models are: 1) the gap between customer expectations and management perceptions, 2) the gap between management perceptions of customer expectations and service quality specifications, 3) the gap between service quality specifications and service delivery, 4) the gap between service delivery and external communication, and 5) the gap between the service perceived by the customer and the service expected. This fifth gap is an accumulation of gaps 1 to gap 4. If the service received is better than the service expected, or the service expected is the same as the service received, then the organization will get a positive image. However, if the service received is lower than expected, then this gap will cause problems for the organization. This is in line with what Rangkuti stated.

In this research, the research focus is on Gap 5 that occurs in internal consumers. This study wants to reveal the gap resulting from the difference between the perceived service (perception of Garuda passengers) to the expected service (expectations of Garuda passengers) at PT. Garuda Indonesia for the Makassar - Jakarta route. Garuda Indonesia has received various awards but the quality of services provided is still not suitable for customers.

## **B. METHODS**

### **Research design**

This research was conducted at the Garuda Makassar Branch Office on Jalan Slamet Riyadi Makassar with the consideration that it would be easier and faster to find respondents. The source of the data obtained comes from primary data, namely data regarding service quality which is obtained using an instrument in the form of a questionnaire given to Garuda passengers on the Makassar - Jakarta route. As for the secondary data sources obtained from Garuda Indonesia, from journals, the internet, and other sources that have something to do with this research.

### **Population and Sample**

Determination of the population in this study were consumers who had received service at Garuda Indonesia Airline for the Makassar - Jakarta flight route so that the total population in this study was 14,000 to 15,750 people.

In this study the number of Garuda Indonesia passengers on the Makassar - Jakarta route during the 7 days of research was 14,000 to 15,750 people. The desired error limit is 8%, so that through the calculation above the sample size obtained is a maximum of 155 people.

### **Data analysis techniques**

Analysis of the data used is using the Level of Conformity and Cartesian Diagram. The level of conformity is the result of a comparison of performance/perception scores with expected/importance scores. It is this suitability level that will determine the order of priority for increasing the variables that affect Garuda Indonesia passenger satisfaction.

### **Description of Research Variables**

- a. The independent variable (independent) is the dimension of service quality where the parameters consist of five service dimensions.
- b. The dependent variable is Garuda Indonesia passenger satisfaction, whose standard of assessment is based on a comparison between passenger perceptions and

expectations of the five service dimensions which include reliability, responsiveness, empathy, assurance, and tangible.

**Table 1. Service Quality Dimension Parameters**

Variable	Service Dimension Parameters (X)	Indicators
X1	Measuring the reliability / according to what the company promised in providing services to its customers (Reliability)	<ol style="list-style-type: none"> <li>1. Website Services (<a href="http://www.garuda-indonesia.com">www.garuda-indonesia.com</a>)/Garuda website service</li> <li>2. Loyalty Program (Frequent Flyer Program) / Frequent flyer program for FGG members</li> <li>3. Ticketing Service at Airport / Ticketing service at the airport</li> <li>4. Self Service Check-in (kiosk check-in)/ Kiosk Check-in Service</li> <li>5. Sales Office Service / service in the sales office</li> </ol>
X2	Speed in providing services (Responsiveness)	<ol style="list-style-type: none"> <li>1. Call Center Service</li> <li>2. Check-in Service</li> <li>3. Baggage Service / Baggage Service</li> <li>4. Customer Service / Customer Service Services</li> </ol>
X3	Concern in providing services (Emphaty)	<ol style="list-style-type: none"> <li>1. Cabin Crew Service / Cabin Crew Service</li> <li>2. Arrival Assistance &amp; Transfer Service Desk / Arrival Service &amp; Counter Transfer Service</li> <li>3. Overall Staff Greeting &amp; Announcement / Welcome and Information</li> <li>4. Boarding Management / Service boarding the plane</li> </ol>
X4	The quality dimension relates to the company's ability and front-line staff behavior in instilling trust and confidence in its customers (Assurance)	<ol style="list-style-type: none"> <li>1. Service Recovery (Complain Handling) / Repair Service (Handling Complaints)</li> <li>2. Delay Management (if any delay) / Handling delayed flights (if there is a delay)</li> <li>3. Baggage safety / guarantee the security of goods in the trunk</li> <li>4. In Flight Sales Service / Service sales of souvenirs on the plane</li> <li>5. On Time Performance / flight schedule accuracy</li> </ol>
X5	Physical infrastructure (Tangibles)	<ol style="list-style-type: none"> <li>1. Cabin Condition (Ambience &amp; Cleanliness) / Cabin Condition (Interior and Cabin Cleanliness)</li> <li>2. Seat Comfort / Seating Comfort</li> <li>3. Lavatory (Cleanliness &amp; Function) / Toilet (cleanliness and function)</li> </ol>

		4. Food & Beverage (quality & quantity) / Food and Beverage (serving quality and portion) 5. In Flight Entertainment (Audio Video) / Entertainment (audio video) 6. Reading Materials (Magazines, Newspapers, Tabloids) 7. Cabin Amenity (Blanket, Towel, Pillow, Toilet Kit) / Comfort Equipment
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### C. ANALYSIS RESULTS

To win the competition in the tight competition in the commercial aviation business as it is today, an appropriate management strategy is needed. This strategy must rely on continuous improvement of business processes with an orientation towards customer satisfaction, so that customer loyalty is expected to be formed.

The results of the analysis in this study show that the first hypothesis test is that airline service customers are still dissatisfied with the quality of Garuda Indonesia flight services for the Makassar-Jakarta route. The respondent's dissatisfaction can be seen from the suitability level of all indicators which are still below 100%. This also means answering the question of why the Garuda Indonesia Makassar branch received the title of the worst service among all other Garuda Indonesia branches.

The results obtained in this study are different from the results obtained by Manullang (2008), Seffy (2009) and Assegaf (2009), each of which examined the level of satisfaction of Garuda Indonesia passengers in Medan, Palembang and Semarang. The results of the three studies, using factor analysis and multiple regression, show that Garuda Indonesia's service quality is able to provide satisfaction for passengers.

Although the results of Garuda Indonesia's research in Medan, Palembang and Semarang are not the same as the findings of Garuda Indonesia's service quality in Makassar, this research is similar to the findings conducted by Yulandari (2009). The results of Yulandari's research using the five dimensions of service quality show that there is a difference between the expectations of Garuda Indonesia consumers in Surakarta City and the reality accepted by consumers in general so that it can be said that consumers are still not satisfied with the service quality of Garuda Indonesia Airways.

The findings in this study are also similar to those found in Mahmud (2011) who examined five airlines with the Jakarta - Makassar route. In this research, his party found a number of empirical evidences that were identified based on customer complaints in the field. Among other things, the quality of in-flight customer service (in-flight service quality) on board is still very low.

The most urgent customer complaint found in Mahmud's research is the unavailability of sufficient food and or drinks for +/- 2 hours of flight from Jakarta to Makassar. Another finding, the Jakarta-Makassar flight route, is classified as a fat route connecting two international airports (Soekarno Hatta-Sultan Hasanuddin), where this route has very tight competition. Therefore, airlines should use newer and more modern aircraft, not aircraft that are over 20 years old, where the level of precision, accuracy and safety is starting to be doubted by customers who use aviation services.

Complaints about call center services from airlines are also not optimal, so that information related to flights needed by customers is often slow to respond. In addition, customers often complain about booking places (reservations) through e-ticketing because they are considered ineffective, compared to direct reservations through airline sales offices or via travel agents.

Customers also complain about delays or flight delays (delays), which often occur without prior information about the causes and length of flight waiting time. Meanwhile, complaints about ticket prices which are considered quite high, are not comparable to the quality of service that customers feel is considered not to give satisfaction.

The dissatisfaction of Garuda passengers on the Makassar – Jakarta route in this study was at least caused by three things as follows:

- 1) The dissatisfaction of Garuda Indonesia passengers on the Makassar – Jakarta route is inseparable from the various achievements and awards received by Garuda. These achievements made the respondents' expectations of Garuda Indonesia even higher (their highest expectations were self-service check-in, on-time performance, and sales office service) so that when they found out that the perceptions they received or heard were lower from expectations, they become disappointed and less satisfied.
- 2) Garuda Indonesia is a non-LCC (Low Cost Carrier) aircraft, so it is only natural that passengers demand much better service and physical conditions compared to LCC aircraft.
- 3) The majority of passengers working in the BUMN, government and private sectors use Garuda for the Makassar - Jakarta route. In general, those who depart for business trips are not price sensitive because their trips are paid for by the company. Because they are not sensitive to price, they demand higher quality service, moreover they can be categorized as loyal customers because they have made purchases more than once.

Apart from the first hypothesis, the second hypothesis was also rejected. Of the five dimensions of flight services available at Garuda Indonesia, it turns out that the tangible dimension has the level of conformity that is closest to the ideal level of suitability for users of Garuda Indonesia flight services on the Makassar - Jakarta route.

These findings are in line with Archana (2012) who conducted research on airline passengers in India and found that seat comfort (tangible) is the biggest factor for passengers in choosing an airline. Likewise with the entertainment available on board. The indicators in the in-flight services variable studied showed that seat comfort, air staff concern for young children, staff friendliness, cabin cleanliness, toilet cleanliness, availability of reading materials, availability and quality of food and drink, and availability of pillows/blankets were able to provide satisfaction for customers. This can be seen from a Likert scale of 1 – 5 (very satisfied, satisfied, quite satisfied, dissatisfied, and very dissatisfied) where these indicators are on a scale of 4 and above.

The findings of Yulandari (2009) which show that tangible variables have an effect on Garuda Indonesia Airways customer satisfaction variables in Surakarta City also support this finding. Likewise, the results of Ningsih's research (2007) which examined the level of customer satisfaction of Sriwijaya Air on the Malang - Jakarta route found that the highest satisfaction index value was found in the tangible variable of 77.5, while the lowest satisfaction index was in the reliability variable of 74.75. Analysis of Garuda Indonesia Airline Service Quality Improvement (2007, <https://docs.google.com>) also shows that the tangible dimension is the dimension that is considered the most important and primary by consumers in choosing an airline. If the level of satisfaction obtained by consumers on this tangible dimension is not good,

Different results were actually shown by Huang (2009) who examined 602 Taiwanese passengers in Taoyuan international airport. Huang found tangible elements such as the quality of food and drink, in-flight entertainment facilities, and the cleanliness and comfort of the aircraft interior had a fairly large gap, even though these attributes influenced the behavior of passengers to reuse the same aircraft.

According to Zeithaml et al 1985 (in Aviliani and Wilfridus, 1997 in [www.scribd.com](http://www.scribd.com)) good physical evidence will affect customer perceptions. At the same time this aspect is also one of the sources that influence customer expectations, because with good physical evidence,

consumer expectations are higher. The relationship between physical form and customer satisfaction is that physical form has a positive influence on customer satisfaction. The better the consumer's perception of the physical form, the higher the consumer satisfaction. And if the consumer's perception of the physical form is bad, then consumer satisfaction will also be lower.

If viewed from a tangible perspective, it appears that of the seven indicators contained in the tangible dimension, the food & beverage (quality & quantity) indicator occupies the highest suitability level. The food and beverage menu at least pays attention to things such as the procedure for serving food, taste, type of food, and overall quality. For drinks, taste, quality and variety are also things that must be considered. The richness of the taste from the special herbs and spices Indonesia will be served on the delicacy of food in Garuda Indonesia flights.

On the Makassar-Jakarta route, Garuda Indonesia provides more than one menu on each flight, usually consisting of two types. If customers have special restrictions, management provides but must order beforehand. The drinks provided consist of various types; tea, milk, coffee, various juices and soft drinks. Passengers can request one or two types of drinks either simultaneously or not.

The superior quality and quantity of Garuda Indonesia's food & beverage was also recognized by respondents in a study conducted by Seffy (2009). In this study, it was stated that the majority of Garuda Indonesia respondents in Palembang agreed that the food and drinks provided were of high quality. Even indicators of providing quality food and drink have a significant effect on service quality.

The lowest suitability level on the tangible dimension lies in the in-flight entertainment (audio video) indicator. Entertainment is presented in the form of music (audio channel) and video. The existence of this entertainment is very important, especially for long-haul flights. Starting in 2009, Garuda Indonesia added a new fleet with the latest technology by introducing the Airbus 330-200 and Boeing 737-800 Next Generation. Both are equipped with sophisticated inflight entertainment in the form of "Audio & Video on Demand (AVOD) in every seat which offers a selection of new Indonesian and foreign films, television programs, a selection of music albums, and interactive video games.

The service dimension that has the lowest suitability level lies in the reliability dimension. However, the difference in the level of conformity of other dimensions, such as the dimensions of responsiveness and assurance, only has a difference of 0.1% so that it can be said that the range of the level of conformity between one dimension and the other dimensions is not much different. In addition, the range of the highest and lowest conformity levels is only 1.8%.

On the reliability dimension of Garuda Indonesia Makassar - Jakarta route, the lowest level of conformity can be seen in the sales office service indicator. Garuda Indonesia's sales services are not only carried out via the internet via [www.garuda-indonesia.com](http://www.garuda-indonesia.com), can also be done through the call center by telephone 08041807807 or (021) 23519999. In addition, sales/tour & travel offices in Makassar are scattered in various places. For the scope of South Sulawesi, the number of tours & travels is approximately 700 units. It's just that there are only 175 registered at ASITA South Sulawesi (Association Of The Indonesia Tour And Travel Agencies), and 67 of them are located in Makassar.

The highest conformity level on the reliability dimension is found in the ticketing service at airport indicator. At Sultan Hasanuddin International Airport, ticketing services are provided in the form of check-in, ticket sales, and a service center. Ticket sales and service centers each have their own place, making it easier for customers to interact with Garuda Indonesia ground staff.

Of all the indicators in this study, the highest expectations of PT. Garuda Indonesia Airlines Makassar Branch Makassar-Jakarta route is located on the "Service Website ([www.garuda-indonesia.com](http://www.garuda-indonesia.com))". This is inseparable from the work of the majority of respondents who demand high mobility such as private employees, civil servants, and state-

owned enterprises, so they want flight information as well as purchasing tickets that they can easily access anywhere and anytime.

While the lowest expectation is "In Flight Sales Service". This is supported by the gender of the respondents, who are mostly male, according to the research results of Professor Karen J. Pine from the University of Hertfordshire, behaviorally, have a lower interest in shopping compared to women. According to the results of this study, girls are often asked by their mothers to shop more than boys so that children will emulate this behavior in the future. So, it's no wonder when growing up girls will like shopping too (Psychology Zone, 28 February 2012).

For perception, the highest perception of flight service customers is PT. Garuda Indonesia Airlines Makassar Branch Makassar-Jakarta route is located in "Lavatory (Cleanliness & Function)". This is related to their long time on the plane so it is likely that many passengers will use the lavatory. Besides that, the lavatory minimizes the use of water so that its cleanliness and function is very important for passengers. Garuda Indonesia's lavatory is indeed considered clean and according to its function by passengers. This is also inseparable from the diligence of the flight attendants who often check and ensure the cleanliness of the lavatory.

The lowest perception lies in "Service Recovery (Complain Handling)". For example, the supply of blankets on board is limited so that when the blanket supply runs out service recovery does not work. There is no service recovery to add blankets according to the number of passengers, as is the case in business/executive class. Likewise with complaints about the type of food where passengers can no longer choose because one type of food has run out. There is no service recovery to increase the type of food that passengers feel prefers more than other types of food.

Based on the Cartesian diagram which is calculated from the average value of perception (X) and expectation (Y), it can be seen that there are 10 indicators which contain indicators that are considered important by customers of Garuda Indonesia flight services on the Makassar-Jakarta route and these indicators have been as expected (higher relative satisfaction level). These indicators make the dimensions of the quality of Garuda Indonesia flight services for the Makassar-Jakarta route superior in the eyes of customers.

The final result offered in this study is to equate perceptions based on expectations with consideration of interests and expectations ideally on one line so that if customer expectations are XX, then customer perceptions are also expected to be XX. From these final results it can be seen that in order to equate perceptions with expectations, all indicators need to be improved from the first to the last priority. The first indicator that needs to be improved is service recovery (complain handling), while the last indicator that needs to be improved is the In Flight Sales Service.

#### **D. CONCLUSION**

From the analysis previously described, the following conclusions can be drawn:

1. The dimensions of Garuda's service quality have not been able to provide satisfaction to Garuda Indonesia passengers on the Makassar - Jakarta route. Based on the level of conformity that measures the comparison between perceptions and expectations, the result is that Garuda Indonesia passengers on the Makassar-Jakarta route are not satisfied with the dimensions of Garuda's service quality. All attributes show a suitability level below 100%. This shows that hypothesis 1 is rejected.
2. Among the five dimensions of Garuda's service quality, the tangible dimension has the greatest degree of conformity to the satisfaction level of Garuda passengers on the Makassar - Jakarta route. This shows that hypothesis 2 is rejected.



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