EVALUASI PELAYANAN SELAMA PENERBANGAN DARI BATIK AIR MENGGUNAKAN ANALISA KEPENTINGAN DAN KINERJA

EVALUATING IN-FLIGHT SERVICE OF BATIK AIR USING IMPORTANCE AND PERFORMANCE ANALYSIS

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Abstrak: Transportasi adalah hal yang paling penting di era yang serba cepat untuk mendukung aktivitas sehari-hari masyarakat. Batik Air sebagai maskapai penyedia layanan penuh harus fokus pada kualitas layanan. Tujuan dari penelitian ini adalah untuk mengevaluasi tingkat kepentingan dan kinerja layanan selama penerbangan dari Batik Air. Variabel yang digunakan dalam penelitian ini adalah suasana kabin, layanan makan selama penerbangan, layanan hiburan selama penerbangan dan layanan awak kabin. Populasi penelitian ini adalah seluruh pelanggan Batik Air di Manado dan sampel dari penelitian ini adalah 100 pelanggan Batik Air di Manado yang pernah merasakan layanan selama penerbangan. Metode analisis yang digunakan dalam penelitian ini adalah Importance and Performance Analysis (IPA). Berdasarkan hasil dari IPA, makanan lezat, bahan berkualitas, suasana tenang di dalam kabin berada di kuadran I. Makanan higienis, aromatik di dalam kabin, suhu udara, pramugara/i terlihat menarik, pramugara/i sabar dan pengertian, pramugara/i memberikan informasi dengan benar, perilaku pramugara/i yang ramah, layanan yang ramah dari pramugara/i berada di kuadran II. Majalah, porsi yang masuk akal, penampilan makanan yang menarik, dekorasi yang menarik, layar TV menarik, musik bagus untuk didengar, dan berbagai program TV berada di Kuadran III. Fasilitas TV tidak sulit untuk digunakan dan pencahayaan berada pada kuadran IV.

Kata Kunci: Industri penerbangan, Batik Air, Layanan Selama Penerbangan, Analisa Tingkat Kepentingan dan Kinerja.

Abstract : Transportation is the most necessary things in fast-paced era for supporting people's daily activities. Batik Air as full service airlines should be focus on the quality of service. The aim of this study is to evaluate the importance and performance of Batik Air in-flight service. The variable used in this research are ambience of cabin, in-flight meal service, in-flight entertainment service and cabin crew service. The population of this research is all the customer of Batik Air in Manado and the sample of this research is 100 customer of Batik Air in Manado who have ever experience its in-flight service. The analysis method that used in this research is Importance and Performance Analysis (IPA). Based on the result of IPA, tasty food, top quality ingredients, calm ambience inside cabin are plotted in quadrant I. Hygienics food, aromatic inside cabin, air temperature, flight attendant look attractive, flight attendant is patient and understanding, flight attendant provide information correctly, the polite behavior of flight attendant, friendly service from flight attendant are plotted in quadrant II, well read magazine, reasonable portion, interesting food appearance, interesting decoration, TV screen attract passenger, nice music to hear, various TV programs are plotted in quadrant III. TV facilities not difficult to use and lighting are plotted in quadrant IV.

Keywords: Airline industry, Batik Air, In-flight Service, Importance and Performance Analysis.

INTRODUCTION

Research Background

The airline industry has evolved rapidly in recent decades because now airplane is not a luxurious transportation anymore. Since there are many airlines offering tickets at the lower price so as to give an opportunity to all people. As the number of airlines has increasing so the business has become more competitive. The consumer usually has a wide range of options to choose from. Customers select the travel providers based on how well the travel providers meet their service expectation (Parasuraman, Zeithmal and Berry 1996). Therefore, Batik Air as one of airlines in Indonesia should be focus on delivering good service. Since customer is one of important asset for the development of a company. Batik Air should be able to design a right strategy for their company in order to attract and retain the passenger to purchase the services.

There are few achievement receive by Batik Air. Batik Air has been listed on the IATA Operational Safety Audit (IOSA). Batik Air successfully completed an international audit of aviation safety. With this certificate, Batik Air has passed running international flight safety standards. Batik Air also try to make international expansion, in May 2017, Lion Group joint venture airline in Malaysia now plans to complete its rebranding into Batik Air Malaysia in the second half of the year. Batik Air also opened a number of new flight routes from and to Soekarno-Hatta International Airport on April 28, 2017. The routes are Cengkareng-Pontianak, Cengkareng-Jambi, and Cengkareng-Manokwari.. The new routes and the addition of flight frequencies can give flyers the option of flying for loyal customers. The convenience and ease of choosing the flying hours will also be given Batik Air to loyal customers to keep flying with the airline. Despite these, there are problems if examined more specific. The increasing number of achievement receive by Batik Air and the international expansion not synchronize with the percentage of Top Brand Index of Batik Air which is fall in 2017. Top Brand Index percentage of Batik Air decrease from 3.2% in phase I 2016 to 3.1%. in phase I in 2017.

And yet, the evaluation of in-flight service of airline is an on-going process that requires continuous monitoring to maintain high levels of in-flight service quality across a number of different service criteria. Prior studies examined that in-flight service have positive relationship with customer perception, satisfaction, value and loyalty. So it is important to evaluate the importance and performance of in-flight service.

Research Objective

The purpose of this research is to analyze the importance and performance of Batik Air in-flight service in Manado.

THEORETICAL FRAMEWORK

Marketing

According to Kotler and Amstrong (2012) The simplest definition of Marketing is managing profitable customer relationships. Marketing is a societal process by which individuals and groups obtain what they need and want through creating, offering, and freely exchanging products and services of value with others.

Customer satisfaction

According to Kotler and Amstrong (2012) A person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to customer expectations.

Service

According to Lavelock and wirtz (2011) Service **is** the action of serving, helping, or benefiting; conduct tending to the welfare or advantage of another.

Service Quality

According to Kleynhans and Zhou (2012) Service quality is defined as the consumer's rating of the overall excellence or superiority of the service offered. Five service quality dimensions are: Tangibles, Reliability, Responsiveness, Assurance, Empathy.

In-flight Services

According to Tulandi (2014) In-flight service is a service provided by airlines for passengers during the flight. In-flight service include in-flight physical environmental, food and beverages, in-flight entertainment

service, cabin crew service, in-flight seat comfort, in-flight shopping and aircraft, in-flight reading service, and in-flight safety demonstration.

Previous Research

Medabesh and Ali (2014) with the title: *Customer Services in Saudi Arabian Airlines: A Case Study of Jazan Province*. The aim of this study is to evaluate experiences of vacation travelers as well as investigates their levels of satisfaction towards Saudi airline's services. The data were collected by administering questionnaire. The findings of this study revealed that customers are satisfied with the reservation, boarding, cabin crew, food & beverages, and in- flight entertainment services. and it is found that majority of passengers are satisfied with services mostly with cabin crew services.

Chen Yuan Ho, Tseng Ming Lang and Lin Ruden (2011) with the title: *Evaluating the Customer Perceptions on in-flight Service Quality.* The aim of this study is to deal with domestic airline in-flight service quality with uncertainty. This study applies fuzzy-grey method based to deal with the vagueness and uncertainty. The results are as follows, (i) the weights of criteria and alternatives are described in linguistic preferences; (ii) using a grey possibility degree to result the ranking order for all alternatives; (iii) an empirical example of in-flight service quality ranking problem in customer perspective.

Munusamy Jayaraman, Chelliah Shankar, Pandian Sivamurugan (2011) with the title: *Customer Satisfaction Delivery in Airline Industry in Malaysia: A Case of Low Cost Carrier.* This paper investigates the level of customer satisfaction among the customers who fly with Air Asia, a budget airline in Malaysia. A quantitative approach with Pearson correlation and Multiple Regression Analysis. The findings reveal that there is no relationship between the price offered by Air Asia and the satisfaction level of the customers. And proved that the factors such as the pre-flight services, customer relationship management, cabin environment and in-flight services on Air Asia have shown positive significant relationship with customer satisfaction.

Conceptual Framework

Figure 1.Conceptual Framework

Source: Data processed, 2017

RESEARCH METHOD

Type of Research

This research is a type of descriptive study with quantitative research by using Importance and Performance Analysis (IPA) approach as analytical tool.

Place and Time of Research

The study was conducted in Manado and the research took three months around March until May 2017.

Research Procedure

1. Choose the research topic
2. Compose the statement
3. Find journals, articles, and books that related to this research in order to complete the theoretical framework
4. Design the questionnaire
5. Distribute the questionnaire to the correspondent
6. Collect the questionnaire from the correspondent
7. Doing analysis the data

8. Writing result

Population and Sample

According to Sekaran and Bougie (2009) population is the entire group of people, events, or things of interest that the researcher wishes to investigate. The population of this research is Batik air customers in Manado who have ever experience its in-flight service. The sample of this research is 100 batik air customers in Manado who have ever experienced its in-flight service.

Data Collection Method

The source of data for this research was fom primary sources and secondary sources. Primary sources obtained through a questionnaire that researcher given directly to the respondents in order to get the data or information. And secondary sources obtained through theory, definitions, facts, statistics, reports and opinions from the previous research that have been conducted.

Operational Definition of Research Variables

1. Ambience of Cabin Environmental conditions of surrounding area, including temperature, lighting, noise, music, and scent.
2. In-flight Meal Service Food and beverages provided for passengers during the flight.
3. In-flight Entertainment Capabilities such as listening to audio program, watching films and TV channel, and read magazine.
4. Cabin Crew Service by flight attendant during the flight include, responsiveness, grooming and friendliness of cabin crew.

Data Analysis Method

Validity test

Validity was the level of which a review accurately reflects the specific idea that it attempts to determine (Creswell, 2002). Validity test is a testing the connection or relationship between the item in question in one variable. Pearson correlation is used to measure the validity of research indicators.

Reliability Test

According to Riduwan and Kuncoro (2012) reliability test done to get the level of accuracy data collection toll (instrument is used). Cronbach's alpha is used to measure reliability.

Importance Performance Analysis (IPA)

IPA was created by Martilla and James (1977), to evaluate the automobile dealer's service to measure the relationship between the priorities of improving the quality of products/services which is also known as a quadrant analysis. IPA uniting factor measurement level of performance (performance) and the level of importance (importance). The interpretation of the IPA is graphically presented on a grid divided into four quadrant. The four quadrants are: Concentrate Here, Keep up the Good work, Low Priority and Possible Overkill. (1) Concentrate Here quadrant indicates that the customers consider service attributes important but not satisfied with the service they perceived; (2) Keep Up with the Good Work quadrant indicates that the customers consider service attributes important and they are happy with the service perceived: (3) Low Priority quadrant indicates that the customers care less about the attributes and they are not satisfied with the service; (4) Possible Overkill quadrant indicates that the customers care less about the attributes but the service provider has good performance.

Figure 2.Importance – Performance Grid
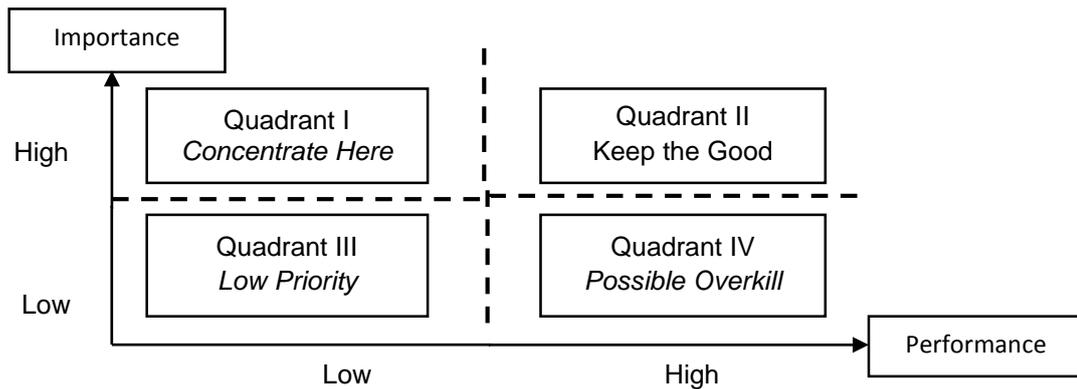
Source: Adopted Martila and James , 1997

Quadrant I: Attributes are perceived to be very important to respondents, but performance levels are fairly low. The message here is Concentrate Here.

Quadrant II: Attributes are perceived to be very important to respondents, and at the same time, the organization seems to have high levels of performance on these activities. The message here is To Keep up the Good work.

Quadrant III: Attributes are with low importance and low performance. Although performance levels may be low in this cell, company should not be overly concerned since the attribute in this cell is not perceived to be very important. The message here is Low Priority.

Quadrant IV: This cell contains attributes of low importance, but relatively high performance. Respondents are satisfied with the performance of the organizations, but managers should consider present efforts on the attributes of this cell as being over utilized. The message here is Possible Overkill

RESULT AND DISCUSSION

Validity and Reliability Result

The result of validity test shows that Pearson Correlation of every indicators >5. So it can be concluded that all indicators are valid. The result of reliability test shows that value of Cronbach's Alpha of 20 indicators is above minimum value which is 0.6. Therefore the research indicators is reliable.

Importance and Performance Result

Table 1.Indicators, Mean Importance, Mean Performance, Quadrant

Indicators Each Variables	Mean Importance (Y)	Mean Performance (X)	Quadrant
Air temperature	4.36	3.99	II
Lighting	4.06	3.99	IV
Interesting decoration	3.85	3.6	III
Aromatic inside cabin	4.40	3.9	II
Calm ambience inside cabin	4.35	3.79	I
Interesting food appearance	3.89	3.45	III
Hygienic food	4.44	3.89	II
Tasty food	4.24	3.53	I
Reasonable portion	3.97	3.41	III
Top quality ingredients	4.29	3.64	I
TV screen attract passenger	3.95	3.64	III
TV facilities not difficult to use	4.14	3.83	IV

Various TV programs	4.11	3.48	III
Well read magazine	3.71	3.39	III
Nice music to hear	4.13	3.7	III
The polite behavior of flight attendant	4.55	4.22	II
Flight attendant look attractive	4.33	4.18	II
Friendly service from flight attendant	4.52	4.22	II
Flight attendant is patient and understanding in handling passengers	4.53	4.11	II
Flight attendant provide information correctly	4.6	4.2	II
AVERAGE	4.22	3.8	

Source: Data processed, 2017

Table 1 shows that the importance of flight attendant provide information correctly have the highest mean (y=4.6). Followed by the polite behavior of flight attendant (y=4.55), flight attendant is patient and understanding in handling passengers (y=4.53), friendly service from flight attendant (y=4.52), aromatic inside cabin (y=4.40), air Temperature (y=4.36), calm ambience inside cabin (y=4.35),flight attendant look attractive (y=4.33), top quality ingredients (y=4.29), tasty food TV (y=4.24), TV facilities not difficult to use (y=4.14), Nice music to hear (y=4.13), various TV programs (y=4.11), lighting (y=4.06), Reasonable portion (y=3.97), screen attract passenger (y=3.95), Interesting food appearance (y=3.89), Interesting decoration (y=3.85), Well read magazine (y=3.71). Meanwhile, the performance of the polite behavior of flight attendant & friendly service from flight attendant have the highest mean (x=4.22), followed by flight attendant provide information correctly (x=4.2), flight attendant look attractive (x=4.18), flight attendant is patient and understanding in handling passengers (x=4.11), Air Temperature and Lighting (x=3.99), Aromatic inside cabin (x=3.9), Hygienic food (x=3.89), TV facilities not difficult to use (x=3.83), Calm ambience inside cabin (x=3.79), Nice music to hear (x=3.7), Interesting decoration (x=3.6), Top quality ingredients & TV screen attract passenger (x=3.64), Tasty food (x=3.53), Various TV programs (x=3.48), Interesting food appearance (x=3.45), Reasonable portion (x=3.41), Well read magazine (x=3.39). As the result, flight attendant provide information correctly is in the highest value for importance. On the other hand, the polite behavior of flight attendant & Friendly service from flight attendant is in the highest value for performance. It means flight attendant provide information correctly was considered important toward the customers and the polite behavior of flight attendant & Friendly service from flight attendant have a high level of performance. After getting the point of in the quadrant division axis where, x=3.8 and y=4.22, the next step is to plot the point (x and y) of each indicators into Cartesians Graph as shown in figure 3.

Figure 3.Data Plotting of In-flight Service Indicators
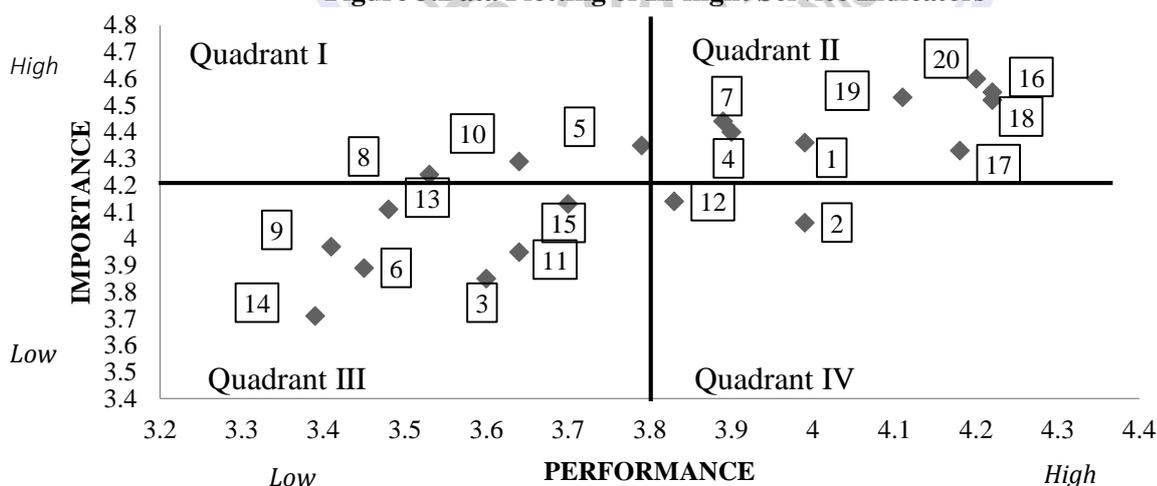
Source: Data Processed, 2017

Description

1. Air Temperature	TV screen attract passenger .11
2. Lighting	TV facilities not difficult to use .12
3. Interesting decoration	Various TV programs .13
4. Aromatic inside cabin	Well read magazine .14
5. Calm ambience inside cabin	Nice music to hear .15
6. Interesting food appearance	The polite behavior of flight attendant .16
7. Hygienic food	Flight attendant looks attractive .17
8. Tasty food	Friendly service from flight attendant.18
9. Reasonable portion	Flight attendant is patient and understanding .19
10. Top quality ingredients	Flight attendant provide information correctly .20

Figure 3 shows that tasty food, top quality ingredients, nice music to hear is located in this quadrant. It means tasty food, top quality ingredients, nice music to hear highly important for customers, but Batik Air has low performance while they provide the service. This suggest that improvement efforts should be concentrated here and need to be prioritized. This suggest that improvement efforts should be "Concentrate Here".

Quadrant II indicates a high importance and high performance, namely "Keep Up the Good Work" has the most indicators plotted. hygienic food, aromatic inside cabin, air temperature, flight attendant look attractive, flight attendant is patient and understanding in handling passengers, flight attendant provide information correctly, the polite behavior of flight attendant, friendly service from flight attendant are located in this quadrant. That means these indicators were perceived to be very important to customer and at the same time, Batik Air have a high level of performance in performing those indicators. All the indicators should be maintained by Batik Air because these kinds of service are very important and also has a good performance, so the message here is to keep up the good work.

Quadrant III indicates a low importance and low performance is called as " Low Priority". well read magazine, reasonable portion, interesting food appearance, interesting decoration, TV screen attract passenger, nice music to hear, various TV programs are located in this quadrant. These seven indicators were assessed as low priority. It means that those indicators are not really important to the customers and at the same time, those attributes have low performance in delivering those indicators. Therefore, Batik Air should not be overly concerned, since the indicators were not perceived to be very important.

Quadrant IV indicates a low importance but the performance is in the highest level, namely "Possible Overkill". TV facilities not difficult to use and lighting are located in quadrant IV. In this quadrant, the indicators are not really important to the customers, but the performance of Batik Air is relatively high. The customers of Batik air are satisfied with the performance of employee, but Batik Air should consider present efforts in the indicators of this quadrant as being unnecessary to customers.

Discussion

In this research researcher distributed questionnaire to consumer of Batik Air in Manado with the total of respondents are 100 people. The sampling technique that used in this research is convenience sampling method. The majority of respondents of Batik Air in Manado are female with percentage 62%, age classification 21 – 30 years old as the most group of respondent with percentage 76%, level of education is Senior High School/below with 58%, the occupation is student/college student with percentage 72%, monthly income or allowance less then IDR 1.000.000 with percentage 43%, most of respondents using Batik Air $\geq$ 3 times with percentage 42%, Java is the most flight route with percentage 59% and the most flight destination is vacation with percentage 53%.

The identified indicators of in-flight service are ambience of cabin, in-flight meal service, in-flight entertainment service and cabin crew service. Researcher has considered all variables which are from theories, books, and journal in constructing the whole research. Questionnaire is used to collect data and Likert Scale is used to score data. The data is then tabulated analyzed with Importance and Performance Analysis Method.

Ambience of Cabin consist of air temperature, lighting, interesting decoration, aromatic inside cabin, calm ambience inside cabin. Based on customer assessment, lighting and interesting decoration not so important compare with air temperature, aromatic inside cabin and calm ambience inside cabin. So its not necessary to increase performance of lighting and interesting decoration. It means customer care with air temperature,

aromatic inside cabin and calm ambience inside cabin. But based on cartesians graph among these indicators air temperature and aromatic inside cabin has high performance. While calm ambience inside cabin has low performance so its necessary to increase performance. Munusamy, Chelliah and Pandian (2011) support this findings that ambience of cabin have a positive relationship with customer satisfaction. Bitner (1992) sub-divided the components of the physical environment into ambient factors that would affect the five senses of humans in the surrounding environment such as temperature, noise, light, background music, method of arranging office furniture, supplies, equipment, service sites and passageways and spatial relationships and arrangements (space/function) between these components, signs, symbols and artifacts to form first impressions as to the places and services for customers.

In-flight Meal Service consist of food appearance, hygienic food, tasty food, reasonable portion and top quality ingredients. Based on customer perception food appearance and reasonable portion not so important for customers compare with hygienic food, tasty food, and top quality ingredients. So its not necessary to increase the performance of food appearance and reasonable portion. It means customer care with hygienic food, tasty food, and top quality ingredients. But based on cartesians graph among these indicators only hygienic food that has high level of performance. So it is necessary to increase performance of tasty food and quality ingredients. Lee and Ko (2016) support this finding that an effort should be made to improve meal service in order to enhance customer value and loyalty. Besides, the fundamental factors that influence customer satisfaction in flights include the hygiene and healthiness of food, physical prevision such as furnishing, cleanliness and the speed, friendliness and care services received during the meal experiences (Johns and Pine, 2002). Moreover, high quality service, furniture and ornament as well as various choices of food and beverage should be provided to fulfill different customer expectations and requirements (Schall, 2003).

In-flight Entertainment Service consist of TV screen attract passenger TV facilities not difficult to use, Various TV programs, well read magazine, nice music to hear. Based on customer assessment all the indicators in in-flight entertainment service is not so important or have low importance. So its not necessary to increase the performance. Batik Air only need to focus on indicators that has high importance but has low performance. But based on cartesians graph among all indicators in in-flight entertainment service only TV facilities not difficult to use has high performance. Medabesh and Ali (2014) support this finding that customer careless about in-flight entertainment service.

Cabin Crew Service consist of the polite behavior of flight attendant, flight attendant looks attractive, friendly service from flight attendant, flight attendant is patient and understanding, flight attendant provide information correctly. Based on customer perception all the indicators in cabin crew service are important and Batik Air offer good service performance. So it can be concluded that service offer by Batik Air meet customer expectation and make customer satisfied. Medabesh and Ali (2014) support this findings that customer satisfied with service offers by airlines. Based on An and Noh (2009), flight Attendant play a crucial role for passengers in choosing the airlines company. A certain airlines company is most likely to be represented by the flight attendant.

CONCLUSION AND RECOMMENDATION

Conclusions

This research will attempt to answer the research problem that has been stated earlier. And again will be mentioned as followed:

1. Result showed that the importance of Batik Air in-flight service are, air temperature, aromatic inside cabin, calm ambience inside cabin, hygienic food, tasty food, top quality ingredients, the polite behavior of flight attendant, flight attendant look attractive, friendly service from flight attendant, flight attendant is patient and understanding in handling passengers, flight attendant provide information correctly are very important to passenger compare to other indicators. And based on data plotting lighting, interesting decoration, interesting food appearance, reasonable portion, TV facilities not difficult to use, various TV programs, well read magazine and nice music to hear have a low level of importance to passenger compare to other indicators.

2. Result showed that the performance of Batik Air in-flight serivce are, air temperature, lighting, aromatic inside cabin, hygienic food, TV facilities not difficult to use, the polite behavior of flight attendant, flight attendant look attractive, friendly service from flight attendant, flight attendant is patient and understanding

in handling passengers, flight attendant provide information correctly have a high level of performance compare to the other indicator. But based on data plotting interesting decoration, calm ambience inside cabin, interesting food appearance, tasty food, reasonable portion, top quality ingredients, TV screen attract passenger, various TV programs, well read magazine, nice music to hear have low level of performance.

Recommendations

Based on the conclusion, the recommendation can be proposed. The researcher recommended to managers or owners of Batik Air and hopefully these inputs will be beneficial to the company. Based on the data tabulation that gathered from questionnaire there are three indicators that need to be improve because these indicators indicates in quadrant I called as "Concentrate Here" and the recommendations are explained below:

1. Tasty food, is a part of in-flight meal service. Based on this research tasty food have a high level of importance or passengers deserve more attention to taste of food but the problem is Batik Air was not able to meet customer expectations by offering tasty food. People concern with taste of food, it is better not to give meals than to give meals with a bad taste. So it is important for Batik Air to improve performance by offering meals with a good taste so passengers will satisfy with the service perceived.

2. Top quality ingredients is a part of in-flight meal service. Based on this research top quality ingredients have a high level of importance or passengers deserve more attention to the quality of ingredients but the problem is Batik Air was not able to meet customer expectations by offering top quality ingredients. Ingredients of meals play a role in overall meals appearance. If the ingredients have low quality of course will influence the taste of meals. That is why Batik Air should improve performance by delivering food with top quality ingredients so passengers will satisfy.

3. Calm ambience inside cabin is a part of ambience of cabin. Based on this research calm ambience inside cabin have a high level of importance or passengers deserve more attention to the ambience inside cabin but the problem is Batik Air was not able to meet customer expectations by offering calm ambience inside cabin. People expect a calm ambience inside the cabin so for passenger that want to take a nap not disturbing by noise ambience. That is why Batik Air should concentrate to improve performance by provides calm ambience inside cabin so passengers will satisfy.

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