

EVALUATE THE SERVICE QUALITY OF SAM RATULANGI INTERNATIONAL AIRPORT USING IMPORTANCE AND PERFORMANCE ANALYSIS (IPA)

EVALUASI KUALITAS LAYANAN BANDAR UDARA INTERNASIONAL SAM RATULANGI MENGGUNAKAN ANALISA TINGKAT KEPENTINGAN DAN KINERJA

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Abstract: Aviation is one of the most fundamental aspect that affect the global development significantly in the new century and it is considered as an important inputs into wider economic, political, and social processes. Lately, airport in Indonesia shows significantly improvement from their building until the service and noted there are three airport in Indonesia considered to be overcapacity. This fact indicating the economic in Indonesia grew rapidly by increasing the amount of visitor. To support air travel industry, airport needs to provide a good service quality and adequate facility in order to satisfy customer. This research aims to evaluate the service quality of Sam Ratulangi International Airport. The type of this research is a Quantitative Descriptive Research by using Importance and Performance Analysis (IPA). The sample of this research is 100 respondents who already experience the service quality of Sam Ratulangi International Airport. The sample was taken by simple random sampling. This research suggests that Sam Ratulangi International Airport needs to their performance in some attributes in order to satisfy the user.

Keywords: *Service Quality, Customer Satisfaction, Airport, Importance and Performance Analysis*

Abstrak: Penerbangan adalah salah satu aspek yang paling mendasar yang mempengaruhi perkembangan global secara signifikan di abad ini dan dianggap sebagai masukan penting dalam perluasan ekonomi, politik, dan sosial. Akhir-akhir ini, bandara di Indonesia menunjukkan perbaikan yang signifikan dari bangunan sampai layanan mereka dan tercatat ada tiga Bandar udara di Indonesia yang kelebihan kapasitas. Fakta ini menunjukkan ekonomi di Indonesia tumbuh pesat dengan meningkatkan jumlah pengunjung. Untuk mendukung industri perjalanan udara, bandara perlu memberikan kualitas pelayanan yang baik dan fasilitas yang memadai untuk memuaskan pelanggan. Penelitian ini bertujuan untuk mengevaluasi kualitas pelayanan Bandara Internasional Sam Ratulangi. Jenis penelitian ini adalah kuantitatif deskriptif dengan menggunakan Importance dan Performance Analysis (IPA). Sampel dari penelitian ini adalah 100 responden yang sudah merasakan kualitas pelayanan Bandara Internasional Sam Ratulangi. Sampel diambil secara simple random sampling. Penelitian ini menunjukkan bahwa Bandara Internasional Sam Ratulangi perlu meningkatkan kinerja mereka di beberapa atribut untuk memuaskan pengguna.

Kata kunci: *Kualitas Pelayanan, Kepuasan Pelanggan, Bandar Udara, Analisa Kepentingan dan Kinerja*

INTRODUCTION

Research Background

Aviation is one of the most fundamental aspects that affect the global development especially in economic, politic and social in a region. To support air travel industry in an area or country, airport need to provide good service quality and good facilities in order to satisfy the user. More than that, because the rapidly frequency of departure, many visitor and passenger come to the airport, therefore the good service quality is needed.

The main service of airport comes from their employee, airport operator, airline companies and ground handling firms and several importance factors for passenger satisfaction such as flight timelines, information convenience, efficient security, check-in procedure, baggage access, signage and orientation. However, all these players serve to create one common goal; passenger satisfaction.

Most of the airports in the world are owned by a local, regional, or national government bodies who then lease the airport to private corporations who oversee the airport's operation. Sam Ratulangi International Airport in Manado is an airport that serves international and domestic services managed by state owned enterprises PT. Angkasa Pura I (Persero). PT. Angkasa Pura I (Persero) also has a role in pre-flight, in-flight and post-flight. They provide services like baggage access, check-in procedure, boarding, until they gets to the waiting room. While for in-flight, they responsible to has a communication with the pilot and co-pilot regarding the networking of airplane. And for post-flight, they prove the service from arrival to the terminal building.

Although we find significantly improvement shown by Sam Ratulang International Aiport, it still has weaknesses and few things to be considered by PT. Angkasa Pura. For example like taxi drivers and porters are crowded and lack of chair while waiting outside of the terminal building. Overall, it's disturbing the comfortable of users. Therefore, the researcher wants to evaluate how the service quality of Sam Ratulangi International Airport in Manado.

Research Objective

The purpose of this research is to evaluate how the service quality of Sam Ratulangi International Airport viewed by the user using Importance Performance Analysis (IPA).

THEORETICAL FRAMEWORK

Marketing

Marketing is one of the activities in the company and assist in creating economic value. While the economic value it will determine the price of goods and service for individual. According to Kotler (2009), "one of the shortest definitions of marketing is meeting needs profitability". The American Marketing Association, in Kotler (2005), offers the following formal definition of marketing: "Marketing is an organization function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationship in ways that benefit the organization and its stakeholders".

Service

Service according to Kotler (2003), "service as any behavior or act based on contact between two parties the provider and the receiver, and the essence of this reciprocal process is intangible". Meanwhile, according to Beer (2003) service as a set of characteristic and overall properties of the service which aim to satisfy the clients and meet their needs.

Service Quality

According to Parasuraman et al (1985), "Service Quality can thus be defines as the difference between customer expectations of service and perceived service. A business organization procedures goods and services are to meet customer's needs. Quality has become a major factor in a customer's choice of products and services. Parasuraman et al in Kotler and Keller (2013) simplified the ten service quality dimensions into five dimensions; Tangibles, Reliability, Responsiveness, Assurance, and Empathy.

Customer Satisfaction

To get customer satisfied is a main purpose of all company. According to Oliver (1981) in Mohammad and Alhamdani (2011:61), saw the point of view of customer satisfaction as "the evaluation a customer makes to

a certain exchange, which reflects the relation of the customer's expectation and their real perception to products and services they receive". Customer satisfaction is the overall evaluation to service. It is the reflection customer make to their previous purchase. If it always exceeds their expectation, their satisfaction increases".

Previous Research

Vanja Bogicevic, Wan Yang, Anil Bilgihan and Milos Bujisic (2013) "*Airport Service Quality Drivers of Passenger Satisfaction*". The data collected from 1,095 traveler comments posted between 2010 and 2013 on an airport review website in order to identify satisfied/dissatisfied. The research result reflects that passenger satisfaction would depend on the performance of these attributes. In other words, passengers tend to appreciate friendly, welcoming and helpful staff.

Mai Ngoc Khuong, Le Truc Mai Uyen (2014) "*The Factors Affecting Vietnam Airlines Service Quality and Passenger Satisfaction – A Mediation Analysis of Service Quality*". There are 300 questionnaire distributed to passenger at Tan Son Nhat Airport in Ho Chi Minh City, Vietnam who used to travel by plane with Vietnam Airline. The result indicated that better employee's services, facilities, image, timeliness, ground service, safety, baggage service, and satisfaction. In addition, this study showed that employee's service, image, and timeliness played the most important roles predicting passenger satisfaction.

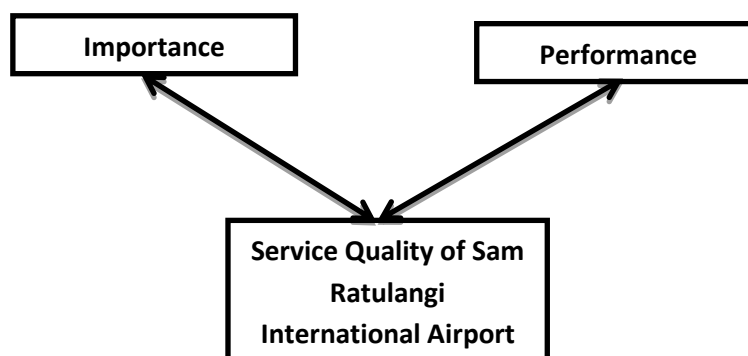
Dr. Ruta Kharpade, Prof. Jiger Manek "*Customer Satisfaction Study Of Mumbai International Airport Ltd. (Mial) Passangers On Airport Services*". This questionnaire was spread to 100 respondents by using self-completing questionnaires covering all aspects of passenger on the day experience so that survey service rating reflects passengers actual experience on the airport and the data was collected by using Primary Research Methodology. The result of this article are the customer satisfaction study on MIAL passenger possesses good potential for explaining passenger view and expectation towards airport services but in general high percentage of passengers are dissatisfied with quality of service being provided by airport in order to increase the passengers satisfaction level more concentration on airport facilities and services is needed.

Arnoldina Pabedinskait, Viktorija Akstinait (2014) "*Assessment of the Airport Service Quality*". The quality of airport services in this article were applied the comparative analysis of the scientific literature, Servqual Method, survey and data analysis. Based on the literature and expert assessment, the author propose a system of criteria designed for measuring the quality of airport services provided by airports. Using the criteria system quality the level of airport services provided to airline has assessed.

Bengu Sevil Oflac, Isik Ozge Yumurtaci (2014) "*Improving Passenger Satisfaction at Airports: An Analysis for Shortening Baggage Access Time*". This article investigates the performance indicator that needs to improve by airport manager in order to achieve high levels of passenger satisfaction. In this article described how important baggage access time to passenger, because sometime baggage access time can reduce passenger satisfaction levels at airport. And as discussed, by interviewing 5 senior students resulted baggage access time (after arrival) is a significant factor in overall passenger satisfaction. Therefore, long waiting times for the baggage can create a negatively effect on the perception of the overall airport service quality.

Conceptual Framework

Figure 2.1. Conceptual Framework



Source: Data Prprocessed, 2016

RESEARCH METHOD

Type of Research

This research is descriptive study with a quantitative approach to describe and explain about the service quality of Sam Ratulangi International Airport using Importance Performance Analysis (IPA).

Place and Time of Research

The place of this research will be conducted in Manado. The research started from August to October 2016.

Research Procedures

1. Determination factors
2. List indicators in questionnaire
3. Survey by questionnaires
4. Collecting questionnaires
5. Tabulation and data processing
6. Analyze level of satisfaction and priority handling
7. IPA chart
8. Evaluate correspondent factors in quadrant

Population and Sample

Population is a collection of individuals with a quality and character that has been established by researcher. The population in this research is visitors and passengers who has experienced the service and facilities that provided by Sam Ratulangi International Airport Manado. The sample of this research is 100 people who experience the service of Sam Ratulangi International Airport. This research will be conducted using Simple Random Sampling.

Data Collection Method

The source of data used in this research are taken from primary and secondary data. Primary data is the data obtained directly from the original source. Primary data was used questionnaire by providing a list of question to be filled out by the customer. Secondary data is the data that have been already collected by and readily available from other sources. Secondary data obtained from relevant literature and previous research.

Operational Definition of Research Variable

1. **Tangible** Representing the service physically.
2. **Reliability** Delivering promised service dependably and accurately.
3. **Responsiveness** Being willing to help customer and provide prompt service.
4. **Assurance** Employee knowledge and courtesy and the ability of the firm and its employee to inspire trust and confidence.
5. **Empathy** Ease of doing relationships, good communication personalized attention, and understanding of customer needs.

Data Analysis Method

Validity and Reliability

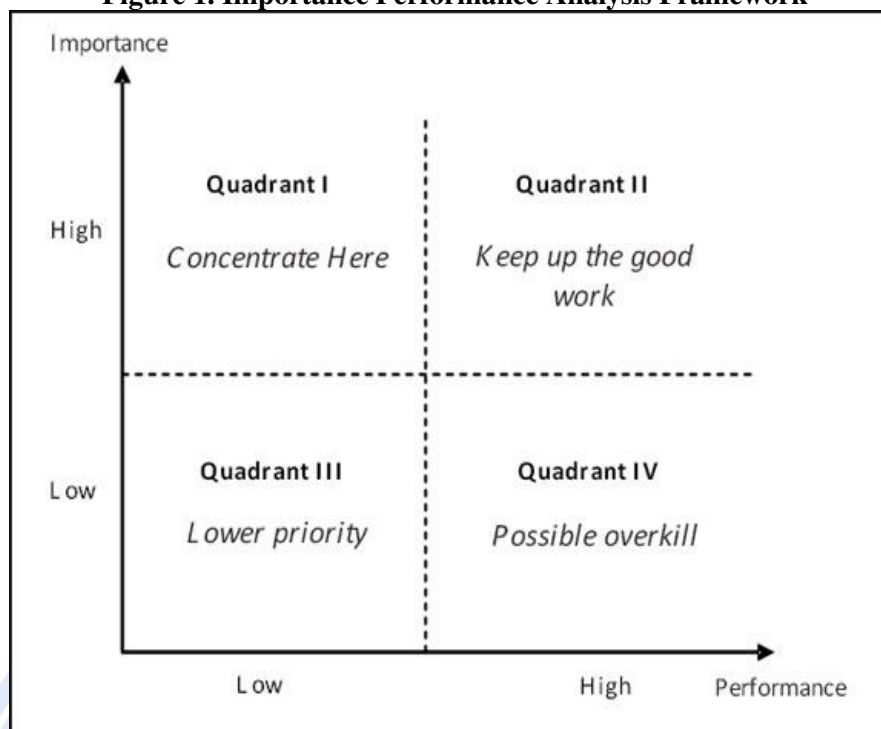
To analyze the validity of questionnaire, Pearson Product Moment was used. An instrument measure is valid if the instrument measure what ought to be measured. If probability of correlation is less than 0.05 (5%) then the research instrument is considered valid. Reliability test is established by testing for both consistency and stability of the answer of questions. The reliability test in this research used Alpha Cronbach. If Alpha is less than 0.6 then it is unreliable.

Importance Performance Analysis (IPA)

Important Performance Analysis (IPA) according to Supranto (2001) is a method for analyzing the level of satisfaction with performance of a company based on the results of the assessment and valuation of the appearance of work will produce a calculation about the level of implementation in a company.

The data are then mapped into four quadrants (Bacon, 2003; Martilla and James, 1997)

Figure 1. Importance Performance Analysis Framework



Source: Martilla And James (1977)

- Quadrant I** : Indicating the existing systems require urgent corrective action and thus should be given top priority.
- Quadrant II** : Indicates that existing system, have strengths and should continue being maintained.
- Quadrant III** : At this quadrant there are factors that are considered to have the level of perception or the actual performance is low and not too important or less expected by consumers so that companies do not need to prioritize or give more attention to these factors.
- Quadrant IV** : Suggest insignificant strengths and a possibility that the resources invested may better be diverted elsewhere.

RESULTS AND DISCUSSIONS

Validity and Reliability Result

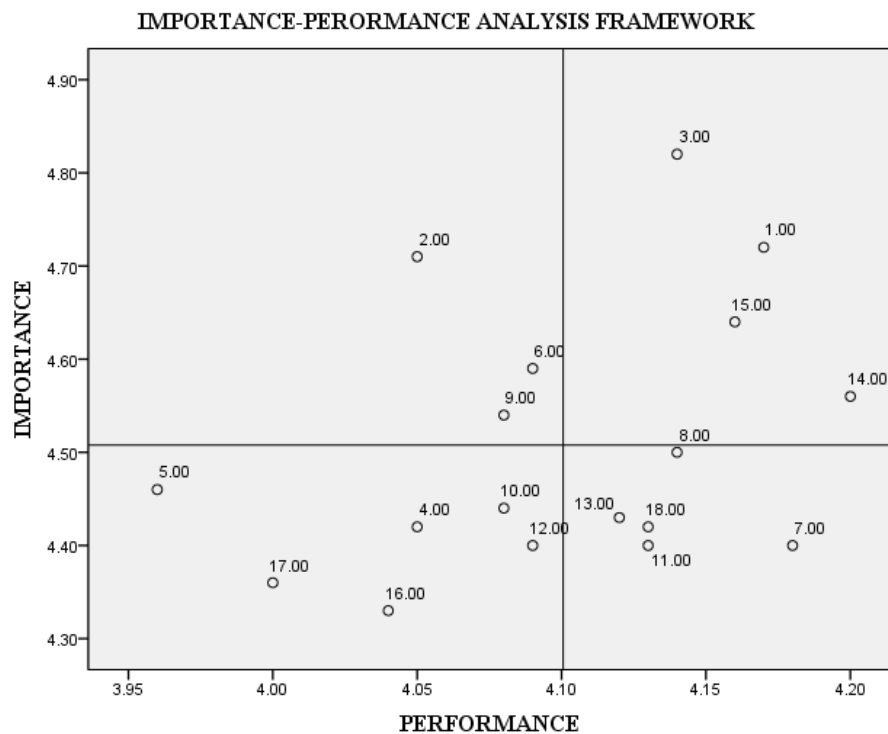
The result of reliability test shows that Alpha Cronbach is 0.917 which is above the acceptance limit of 0.6. therefore, the research instrument is reliable. Total attributes are 18, however each attribute consists of 2 questions resulting number of items of 36. By comparing correlation index in Pearson Product Moment with significance level of 5% it can be seen whether research instruments are valid or not. If probability of correlation is less than 0.05 (5%) then the research instrument is considered valid. The result of validity test shows that the correlation index is higher than 0.3 and below the significance level of 5%. Therefore, the data is considered valid.

Importance-Performance Analysis Result**Table 1. Attributes, Importance Mean, Performance Mean, Quadrant**

Service Quality Attributes	Importance Mean (Y)	Performance Mean (X)	Quadrant
Waiting Room Facilities	4,72	4,17	II
Building Condition	4,71	4,05	I
Restroom Services	4,82	4,14	II
Airport Equipment	4,42	4,05	III
Room Attribute	4,46	3,96	III
Employees Appearance	4,59	4,09	I
Reliable and Appropriate Service	4,40	4,18	IV
Administration Process	4,50	4,14	IV
Information Services	4,54	4,08	I
Claim Baggage	4,44	4,08	III
Ability to Resolve Customer Problems	4,40	4,13	IV
Service Meets Customer Expectations	4,40	4,09	III
Trustworthiness of Employees	4,43	4,12	IV
User Comfort	4,56	4,20	II
Environment Security Guarantees	4,64	4,16	II
Understanding Special Needs of Customers or Visitors	4,33	4,04	III
Prioritization of Customer	4,36	4,00	III
Same Service to Customers or Visitors	4,42	4,13	IV
AVERAGE	4,51	4,10	

Source: Data Processed, 2016

Table 4.3 shows that the importance of Restroom Services have the highest mean ($y=4.82$) followed by Waiting Room Facilities ($y=4.72$), Building Condition ($y=4.71$), Environment Security Guarantees ($y=4.64$), Employees Appearance ($y=4.59$), User Comfort ($y=4.56$), Information Services ($y=4.54$), Administration Process ($y=4.50$), Room Attribute ($y=4.46$), Claim Baggage ($y=4.44$), Trustworthiness of Employees ($y=4.43$), Airport Equipment and Same Service to Customers or Visitors have an equal mean values which is ($y=4.42$), then the Reliable and Appropriate Service, Ability to Resolve Customer Problems, Service Meets Customer Expectations have an equal mean values which is ($y=4.40$), Prioritization of Customer ($y=4.36$) and Understanding Special Needs of Customers or Visitors ($y=4.33$). Meanwhile, the performance of User Comfort have the highest mean ($x=4.20$) followed by Reliable and Appropriate Service ($x=4.18$), Waiting Room Facilities ($x=4.17$), Environment Security Guarantees ($x=4.16$), Restroom Services and Administration Process have an equal mean values which is ($x=4.14$), Ability to Resolve Customer Problems and Same Service to Customers or Visitors have an equal mean values which is ($x=4.13$), Trustworthiness of Employees ($x=4.12$), Employees Appearance and Service Meets Customer Expectations have an equal mean values which is ($x=4.09$), Information Services and Claim Baggage have an equal mean values which is ($x=4.08$), than the Building Condition and Airport Equipment have an equal mean values which is ($x=4.05$), Understanding Special Needs of Customers or Visitors ($x=4.04$), Prioritization of Customer ($x=4.00$) and Room Attribute ($x=3.96$). The average of Importance's attributes ($y=4.51$) and Performance's attributes ($x=4.10$) created the meet point and four quadrants in Cartesians graph as shown in Figure 4.3.

Figure 2. Data Plottibg of Service Quality Attributes

Source: SPSS Output, 2016

Description:

1.00-Waiting Room Facilities	Claim Baggage-10.00
2.00-Building Condition	Ability to Resolve Customer Problems-11.00
3.00-Restroom Services	Service Meets Customer Expectations-12.00
4.00-Airport Equipment	Trustworthiness of Employees-13.00
5.00-Room Attribute	User Comfort-14.00
6.00-Employees Appearance	Environment Security Guarantees-15.00
7.00-Reliable and Appropriate Services	Understanding Special Needs of Customers or Visitors-16.00
8.00-Administration Process	Prioritization of Customer-17.00
9.00-Information Services	Same Service to Customers or Visitors-18.00

Figure 2 shows that Building Condition, Employee Appearance, and Information Services are plotted around in quadrant I labeled “Concentrate Here” that marked a high importance by the customers however the performance does not meet the expectation of customers.

Quadrant II that labeled “Keep Up The Good Work” has 4 attributes plotted. Waiting Room Facilities, Restroom Services, User Comfort, and Environment Security Guarantees are spread over the area of quadrant II. The customers perceived that attributes in this quadrant are important and company afford a good performance in delivering those service quality.

Quadrant III indicates a low importance and low performance, labeled "Low Priority". Attributes located in the area of quadrant III which are Airport Equipment, Claim Baggage, Service Meets Customer Expectations, Understanding Special Needs of Customers or Visitors, Prioritization of Customer, and Room Attributes have a low performance level compared to others but it is not a problem because customers attached low level of importance to the attributes in this quadrant.

Quadrant IV indicates a low importance but the performance is in the high level. Reliable and Appropriate Service, Ability to Resolve Customer Problems, Trustworthiness of Employees, Administration Service and Same Service to Customer are around quadrant IV means those attributes have a high performance level however it is have a low importance level according to customers.

Discussion

This research attempts to answer the problem statements as has been expounded earlier in this thesis. The result in Quadrant I shows that Building Condition which are the first attributes, it is very important attributes according to customer because it is related to how the airport can accommodate the passenger and visitors in large amount, but the performance of this attributes assessed low, customer perceived that the terminal building too small for airport which provided flight for Domestic and International. The second attributes that are located in this quadrant are Employee Appearance. It is perceived to be very important to the customer because the appearance of employee is one of the factors that supporting the customer to satisfy with the service, but the customer perceived the performance of this attributes in the low level in other word the employee not satisfy customer and the employee did not handle the visitor properly. The third attribute that placed in this quadrant are Information Services. These attributes are considered to be important because the customer think that clearly information about the flight, departure and arrival time is needed but the performance of this attribute assessed by the customer did not perform well by the company. These attributes that are located in this Quadrant I considered important but the performance in low level.

In Quadrant II there are Waiting Room Facilities that considered important to customer. The customer wants airport to provide comfortable facilities while waiting the flight and customer find that the performance has delivered well by the airport. Other attributes that placed in this quadrant and considered important by the customer are Restroom Service. Customer wants the restroom stay clean before and after customer enters and all facilities like hand wash and tissue also room for disable are available. And customer perceived the performance of this attributes is high and customer find this attribute has delivered well. The third attributed that located in this quadrant are User Comfort. Customer perceived that this attributes are very important factor for customer to being satisfy and customer find that this attribute has delivered well by the airport. And the last attributes that located in this quadrant are Environmental Security Guarantees. These attributes were perceived important to customer, because customer think being safe and secure around the terminal building are important and securities officer are available. Based on the result, these attributes that placed in this quadrant means the service provided by Sam Ratulangi International Airport met the customer expectation, in other word the company has delivered good performance for this attributes.

The first attributes that located in this quadrant III are Airport Equipment. These attributes means that supporting facilities like trolley and chair for visitor are available but customer find that the equipment of the airport in low level and perceive this attributes are not too important for them. Claim Baggage is the second attributes that place in this quadrant, means the procedure to get the baggage is easy and fast but it is not too important to customer because sometimes we find that passenger only put their belonging in the cabin. The third attributes are Service Meets Customer Expectation means the service and facility must be able to satisfy the customer and understand what they need, but customer perceived this attributes does not delivered a good performance and customer not really important does the service meet their expectation or not, because customer think that to get to their destination are the most important to them. Other attributes in this quadrant is Understanding Special Needs of Customer and Prioritization of Customer means the employee are able to recognize the needs of customer and give priority to them. This attributes have low performance but it does not matter to the customer, because customer perceived that they did not have special need in airport and being prioritize is not important thing to them as long as the main service delivered well by the employee. The last attributes that placed in this quadrant is Room Attributes. Room attributes means the room sign like toilet, gates, waiting room, baggage access, check-in counter are shown clearly. Those attributes that placed in this Quadrant III have a low performance in deliver their service to the customer at the same time customer perceived that attributes not really important to them and did not have any big influence to them.

In Quadrant IV, there are five attributes that placed in this quadrant considered have high performance but not too important to the customer. Attributes that placed in this quadrant are Ability to Resolve the Customer problem and Reliable and Appropriate Services means that the service suit with the needs of customer and the employee can find out the customer problem and able to solve it. Although the performance that show by the employee is high, but the customer did not find it important. Other attributes that located in this quadrant are Trustworthiness of Employee. It means that the employee must be able to be trusted by the customer because it is consider as the key for them to being satisfy, but the research shows that these attributes are perceived not too important according to the customer because it does not have any influence with their business in airport. The next attributes are Administration Process. Although we find the administration process in Sam Ratulangi International Airport is easy and fast enough in other word has deliver good performance from the check in, baggage access, boarding, get through the gate until get to the waiting room, but the research shows that customer do not find it very important to them. And the last attributes are Same Service to Customer. This attributes considered has delivered well with a good performance, in other word the employee are able to give the service without differentiation, but the customer perceived that these attributes not too important and does not any influence to them.

The result of this research shows that the importance higher than performance. The perception of the customer is hgiher than their expectation. So, service quality has a big influence to the customer satisfaction. The hospital need to evaluate more about their service quality, which attributes of service quality is the most important to customer and how is the hospital performance in that attributes.

CONCLUSION AND RECOMMENDATION

Conclusions

The conclusions drawn from this research are as follows:

1. According to customer, Building Condition, Employee Appearance and Information Service are important service quality to customer but the performance is in below average it means company or Sam Ratulangi International Airport did not delivered well these attributes to customer and needs to develop the performance in these attributes.
2. According to customer Waiting Room Facilities, Restroom Service, User Comfort and Environment Security Guarantees are important to customer and company delivered a good performance in this attributes which means these attributes met customer expectation.
3. According to customer are Airport Equipment, Claim Baggage, Service Meets Customer Expectation, Understanding Special Needs of Customer, Prioritization of Customer, and Room Attributes are low priority for customer and this attributes not important to customer at the same time the importance and performance values are in low level.
4. According to customer Reliable and Appropriate Service, Ability to Resolve Customer Problem, Trustworthiness of Employee, Administration Process and Same Service to Customer already delivered a good performance by the company but these attributes are unimportant things to customer.

Recommendations

Some recommendations are considered important to address those results. They are as follows:

1. Building Condition, Employee Appearance and information Service. The customer perceived that the attributes are very important but the performance in the below average. It means company needs to pay more attention in this attributes for example the terminal building too small for airport which provide domestic and International route so company needs to develop to accommodate the passenger because lately the amount of departure and arrival rapidly increase so the company needs to renovation the terminal building, room attributes has to be complete facilities to fulfill customer needs, and the information service need to be more clearly so the passenger and visitor are able to understand.
2. Although the company already deliver a good service, company has to keep its usual performance or company can improve the service quality from Waiting Room Facilities, Restroom Service, User Comfort, and Environment.
3. Airport Equipment, Claim Baggage, Service Meets Customer Expectation, Understanding Special Needs of Customer, Prioritization of Customer and Room Attributes are placed in quadrant III and customer

considered these attributes as low priority because the importance and performance values are in low level. The attributes in this quadrant are not important to customer so the company does not have to pay too much attention in this attributes.

4. Reliable and Appropriate Services, Ability to Resolve Customer Problem, Trustworthiness of Employee, Administration Process, and Same Service to Customer are placed in quadrant IV. Although company has delivered good service, customer considered this attributes are unimportant things for them so company have to pay more attention to important attributes in quadrant I than the attributes in quadrant IV which does not have influence in customer's satisfaction.

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