

THE EFFECTS OF THE FLIGHT SECURITY AND SAFETY FACTORS TOWARD THE EMPLOYEES' PERFORMANCES OF LOW COST CARRIER (LCC) AIRLINE THAT DETERMINE THE CUSTOMER SATISFACTION (Case Study of Air Asia Airlines)

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Abstract. The transportation continues to rise following the increase of national development. The kinds of air transportation are also increasing. *Low Cost Carrier* (LCC) is the airlines company that offers cost, lower than *Full Service Carrier airlines*. One of the airline in *Low Cost Carrier* group is Air Asia This research used primary data with 100 respondents who ever took Air Asia airlines. The method applied is quantitative research. and The data analysis is path analysis technique (*path analysis*) with data management used SPSS 26.0. The analysis result shows that in Air Asia 1.) The flight security and safety have significant effects toward the employees' performances. 2) The flight security and safety have significant effects directly toward customer satisfaction 3) The flight security and safety have significant effects toward customer satisfaction through the employees' performances.

Keyword: The flight security and safety, the employee's performance, customer satisfaction, path analysis

Introduction

Indonesian people needs toward the transportation service continues to rise following the increase of national development. The kinds of air transportation are also increasing. Low Cost Carrier (LCC) is the airlines company that is offering low cost, lower than Full Service Carrier company. Low Cost Carrier is pressing the operational cost and reach wider segment of low market. The flight companies in Low Cost Carrier group are Sriwijaya Air, Citilink Indonesia, Lion Air including Air Asia (Lakshmidewy 2018).

Air Asia is the flight company with low cost in Asia. Currently, Air Asia is having headquarter in Malaysia with subsidiaries in Thailand, Indonesia, Philippine, India and Japan.

In 2007, The New York Times mentioned that Air Asia was the 'pioneer' of cheap trip in Asia. Air Asia has consistently been crowned as the best airlines with low cost in the world for 10 years in a row in trip. It has also achieved airlines international award by World Airline Awards.

Penumpang dan kapasitas kursi Air Asia Indonesia, 2015-2019



Source: Passenger and seat capacity of Air Asia Indonesia, 2015-2019

Figure 1. Chart of Passenger Numbers and Air Asia seat capacity

From the graphics above, the total number of Indonesian passengers taking Air Asia flight has increased for the last five years. Meanwhile, the total of the seat are increasing since 2016. In 2019, Air Asia noted that the total number of the passengers was 7,97 million passengers. This total increased significantly until 52% than the year before. Meanwhile, the capacity of the seat had reached 9,53 million seats. The capacity also increased significantly about 48,6%.

Mostly, people use Air Asia airline because the cost is cheap and affordable. Moreover Air Asia uses the tagline "*Now Everyone can fly (sekarang semua orang bisa terbang)*". However, there are so many people still doubting the quality of Air Asia, especially in term of security case. The fact has shown so many accident cases on Air Asia airlines and other LCC airlines that makes customers doubting the LCC airlines service.

The purpose of this research is to know the direct or indirect effects of the security and safety in Air Asia Airlines toward the customer satisfaction through the employees' performances.

Literature Review and Framework

The Flight security and safety

The basic concept of the security and safety is related to someone's ability in avoiding the danger that can be determined from her/ his knowledge, awareness and also his/ her own motivation to do prevention action. Security is the safe and peace condition, free from threat and disease. While safety is the condition when someone, group or people are away from all kind of threat and danger (**Made et al. 2017**)

The Government Rules No. 3 Year 2001 in Article 1 Paragraph 1 states that "The flight security and safety is the condition for creating the flight that secure and safe as the flight plan" (**Perhubungan 2011**)

As mentioned on ICAO document, the flight security is defined as the country where the damage possibility on people or property reduced and maintained on or under the level which is acceptable through the identification process of danger and the sustainable risk management (**Manual 2017**)

The Employee's Performance

The performance is the result or success level of someone during certain period of time in doing assignment compared to any possibility of the standard of work result, target or the criteria determined before". The Performance assessment is the process of making decision about the result of work reached by the employee in current period (**Hamid 2017**).

Performance means the work result or work achievement. Performance is the implementation of the planning that have been arranged. Work implementation is performed by human resource who has an ability, competence, motivation and interest. Almost all of the measurement of the performance considers many things as follow: Quantity, the total of work that has to be finished and reached. Quantitative measurement involves output calculation from the process or the activities. Quality, the value of quantity that has to be generated (the good or not). Qualitative measurement reflects "satisfaction level" measurement that covers how good the settlement is, how accurate the time is, in accordance to the predetermined time (**Suwati 2013**).

The Customer Satisfaction

The satisfaction is the response from the customers about the fullfulness of their needs. The satisfaction is the assessment about characteristics or the privileges of the products or the

services, that provide the customers' happiness level by fulfilling the their needs. **(Kurniawan and Sugiharto 2017)**.

The customer satisfaction is considered as one of the important results of the marketing activities. The requirement to make the customer satisfied is expanding the business, getting higher marketing target, and getting recurring business that leads to the profitability enhancement. **(Kandampully and Suhartanto 2000)**.

The Customers satisfaction is the satisfied or disappointed feeling that appears after comparing their perception and experience toward the performance (result),the product with the expectation. *Customer satisfaction (kepuasan pelanggan)* is also a short term for emotional reaction. It means, if the customer feels satisfied, so it can be confirmed that customer will be satisfying in a long term. Customer satisfaction is about the feeling and the time is relatively short. That is why every Business entity has to make the customer satisfied continuously to win the business competition. **(Linawati dan Tri Mulyani S 2015)**.

The Effect of The Flight Security and Safety toward the Employees' Satisfaction

The Flight safety is the condition in which the safety requirement is fullfilled in utilizing air zone, air plane, airport, air transporation, flight navigation and other facilities. The safety aspect in the flight has become main priority and the most crucial aspect in airplane operation. Other important aspects is the concern on the safety and accident in the flight airlines. This is important, since the low security and safety level will give impact toward the increasing number of accidents. **(Arubusman, Jusnibilna, and Setiawan 2019)**.

The relevance of work behavior with the safety can be conceptualized with the same way as the other work behavior. With this way, the performance type can be applied to the safety performance in the work environment.The type of performance used in this research makes differences between performance component, performance determinant and performance antesenden **(Griffin and Neal 2000)**.

H¹ : There are significant effect between The flight security and safety (X) toward the employees' performances (Y) in Air Asia.

The Effect of The Employees' Performances toward The Customers' Satisfaction

The high presence of the employees involvement increases the work performance, assignment performance and the behavior of the organization, productivity and discretion effort, affective commitment, continuing commintent, psychological climate level, and the customer service. Since the impact of the employees involvement toward their performances have been showed in the previous research, this research is intended to learn the power of impact from the employees' involvement toward the employees' performances **(J. 2014)**.

The customer satisfaction is something effected by the value of a *service* provided by the employee towar the customer. The customer value is created by satisfaction level, loyalty and productivity provided by the employee. The work satisfaction of the employees is the effort that supports the good service quality. Then, the policy of the company will make the employees give the best service to the customer. **(Kaihatu and Siwalankerto 2008)**.

H² : There are significant effect of the employees' performance (Y) toward the customers' satisfaction (Z) in Air Asia.

The Effect of the flight security and safety toward the customers' satisfaction.
The passenger satisfaction in airlines operation is very important and the competition created by deregulation becomes more intense. The service quality in flight industry also gets the more attention. (Singaravelu and Amuthanayaki 2017).

The customer satisfaction is the satisfied or disappointed feeling after comparing between product performance or reality feeling with the expectation. So to reach the satisfaction level, the customers have their expectation toward the company that offers the product and the service. (Hertias 2015).

H³ : There are direct and indirect effects of the flight security and safety (X) through the employees' performances (Y) toward the customers' satisfaction (Z) in Air Asia.

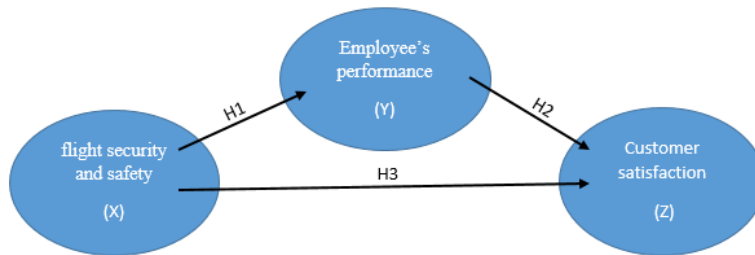


Figure 2. Framework

The Research Method

This research used quantitative data collected from the population of the service users of Air Asia Airlines. Quantitative research is the approach toward empirical study to collect, analyze and show the data in numeric form than narrative (Prajitno 2008). The research used in this journal is the primary data obtained directly from the subject of the research through the questionnaire filling. Primary data is the data which directly taken from the source by distributing questionnaire to the respondents. Sample collecting technique in this research is *non probability sampling*. This technique is to collect the sample with the total population not recorded. The *non probability sampling* used in this research is the *purposive sampling*. In this sampling the researcher made an assessment to choose the most appropriate population group as the accurate information source. The criteria of the samplings used in this research is the respondents who have known and used Air Asia airlines. It is used to avoid the invalid data. Therefore, to decide the scope of the data used in this research, this research used the calculation stated by Slovin. In this research, the researcher uses error level 10% so the sample of the research consists of 100 respondents. Data analysis technique used in this research is the (*path analysis*) technique with data management SPSS 26.0.

THE RESULT AND DISCUSSION

Data Quality Test

Data Validity Test

To get the data validity of the research, the writer used analysis of *pearson correlation*. If the total of r calculation value > r table value, the data of the research is stated valid. The result of the data validity test can be seen from the following table:

Table 1

Source: Primary data proceed, 2020

Correlations				
		The security and safety	The employee performance	The customer satisfaction
The security and safety	Pearson Correlation	1	.716**	.664**
	Sig. (2-tailed)		.000	.000
	N	100	100	100
The employee performance	Pearson Correlation	.716**	1	.800**
	Sig. (2-tailed)	.000		.000
	N	100	100	100
The Customer Satisfaction	Pearson Correlation	.664**	.800**	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Data Validity Test

Table 1 shows that by using *pearson correlation* test, all variables, the security and safety, the employees’ performances and the customers’ satisfaction are valid. It can be seen from the value of r-calculation (*pearson*) for all the variables above are bigger than the value of r-table 0,1946 with the significant level 5 % by using (*two tail test*).

Data Reliability Test

The reliability level of a variable or construct of the research can be seen from the statistics test result Cronbach Alpha (α). Variable or construct can be said reliable if the value of Cronbach Alpha > 0,6. If the alpha value is approaching one, so the value of the data reliability is more trusted. The reliability result of the test can be seen from the following tables.

Table 2
Reliability Test Result
Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded ^a	0	.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.887	.889	3

Source: Primary data proceed, 2020

From the table 2 above, all variables can be seen., the security and the safety, the employees’ performances and the customers’ satisfaction are consistent. This can be seen from the value of cronbach alpha. All variables have values above 0,6.

Hypotheses Test

The Analysis of Multiple Linear Regression

Hypotheses test in this research used Multiple regression analysis. The result of the hypothesis 1, 2 dan 3 can be seen in following table:

Table 3
Regression Test Result X toward Y
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
1(Constant)	4.265	3.497		1.219	.226	-2.675	11.206
The security and safety	.846	.083	.716	10.167	.000	.681	1.011

a. Dependent Variable: the employee’s performance

Source: Primary data proceed, 2020

Coefficient path 1

It is signification value of variable (X) =0,000 < 0,05. Regression model 1 shows the security and safety factors have significant effects toward the employees’ performances. The value of R square is about 0,513 showing that The fight security and safety toward the employee’s performance variable contribution is about 51% and the rest 49% contribution is from other variable out of this research.

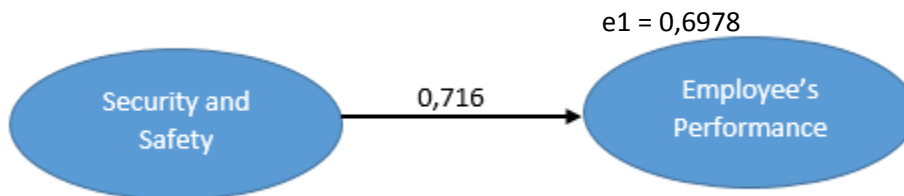


Table 4
Regression test result X and Y toward Z
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
1(Constant)	1.385	3.084		.449	.654	-4.736	7.507
The security and safety	.229	.104	.187	2.188	.031	.021	.436
The employee’s performance	.691	.088	.666	7.814	.000	.515	.866

a. Dependent Variable: Customer Satisfaction

Source: Primary data proceed, 2020
Coefficient path 2

Significant value of the variable $X = 0,031 < 0,05$ shows that the flight security and safety variables have significant effects toward the customers' satisfaction. While the employees' performance variable with significant value $Y = 0,000 < 0,05$ shows that the employee's performance have a significant effect toward the customer satisfaction. Based on the value of R square 0,657, it shows that the flight security and safety and the employee's performance toward the customer satisfaction contribution is about 66% and the rest contribution 34% is from other variable out of the research.

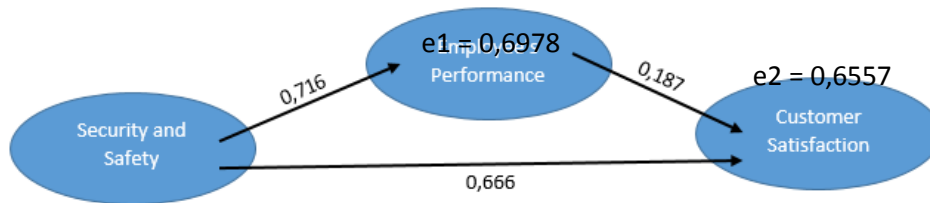


Table 5
Direct Effect

Variable Relation	Direct Effect
The Security and Safety – The Employee's Performance	0,716
The Employee's Performance – The Customer Satisfaction	0,187
The Security and Safety – The Customer Satisfaction	0,666

Table 6
Indirect Effect

Variable Relation	Effect	The sobel test result
The Security and safety – The Employee's performance – The Customer satisfaction	$(0,716) \times (0,187) = 0,133$	7,03

Table 7
Total effects

Variable	direct	Indirect	Total
The Security and Safety – The Employee's Performance	0,716	0	0,723
The Employee's Performance – The Customer Satisfaction	0,666	0	0,670
The Security and Safety – The Customer Satisfaction	0,187	0,133	0,320

Table 8
Hypotheses Result

Variable	Original Sample (O)	T Statistic	P values	R square
The Security and Safety – The Employee’s Performance	0,716	10,167	0,000	0,513
The Employee’s Performance – The Customer Satisfaction	0,666	7,814	0,000	0,657
The Security and Safety – The Customer Satisfaction	0,187	2,188	0,031	

Conclusion

From the data analyzing in this research, the conclusion shows that

- 1 This research proves that flight security and safety have a significant effects toward the employee $0,000 < 0,05$. It means that the employees’ performances have fulfilled the standard and criteria of flight security and safety.
- 2 This research proves that the flight security and safety have asignificant effect toward customers satisfaction $0,031 < 0,05$, it means that the flight security and safety become a parameter or measurement of customer satisfaction
- 3 This research proves that employees’ performances have a significant effect toward customers’ satisfaction about $0,000 < 00,5$ It means that employees’ performance is the main factor that gives an effect toward the customers’ satisfaction.
- 4 This research proves that the flight security and safety through the employees’ performances toward the customers’ satisfaction have a direct effect about 0,187, while the indirect effect is about 0,133 The total of the flight security and safety is $0,187 + 0,133 = 0,320$. Therefore, it can be said that the security and safety through the employees ‘performance have a significant effect toward the customers’ satisfaction. This is proven by indirect effect which is bigger than the direct effect ($0.320 > 0.187$). As well uses Sobel Test by calculating Z, the test result is Z calculate $7,03 > Z$ tabel 1,96, it proves that the flight security and safety through the employee’s performance toward the customer satisfaction is valid.

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