

ANALYSIS OF THE OPERATIONAL PERFORMANCE OF CUSTOMER SERVICE OFFICERS, CHECK IN COUNTERS, BOARDING GATES, AND AVIATION SECURITY IN INCREASING PASSENGER SATISFACTION AT TERMINAL 3 ULTIMATE OF SOEKARNO HATTA INTERNATIONAL AIRPORT

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Abstract: Passenger satisfaction is one of the important aspects that must be fulfilled by a company. The main objective of this study is to determine the effect of the performance of Ground Handling section officers on passenger satisfaction from at Terminal 3 Ultimate Soekarno Hatta International Airport. This study uses a quantitative method with questionnaire data processing and weighting using a Likert scale, then continued by processing the data using Smart-PLS 3.0 software. The results showed that the performance of Ground Handling officers in the Customer Service Officer, Check In Counter, and Boarding gate sections had a significant influence on passenger satisfaction, and the performance of Aviation Security officers (AVSEC) contributed the most to passenger satisfaction. This finding shows the importance of AVSEC's role in providing satisfaction to passengers, while other sectors need more attention to increase their impact on passenger satisfaction at Terminal 3 Ultimate of Soekarno Hatta International Airport.

Keywords: *Customer Service Officer, Check In Counter, Boarding Gate Aviation Security, Passenger Satisfaction.*

a. Introduction

Soekarno Hatta International Airport has become one of the busiest and largest airports in Indonesia. Named after two of Indonesia's independence proclamators, Ir. Soekarno and Drs. Mohammad Hatta, the airport is located in the suburbs of Jakarta, specifically in the city of Tangerang, Banten. The airport consists of three main terminals, namely Terminal 1 (A, B, C), Terminal 2 (D, E, F), and Terminal 3 Ultimate. Soekarno Hatta Airport is the airport with the highest number of passengers and flights in Indonesia (Shobirin & Ali, 2019). Managed by state-owned enterprise Angkasa Pura II, the airport is not only the main gate for aviation activities, but also supports economic growth, economic stability, and the harmony of national and international development. Airports will have several Benefits include; (1) Minimizing flight delays; (2) Increase the accuracy of predictions for something incident or event; (3) Optimize utilization of existing resources. (Binsar Reynold, 2023)

The airport area, by virtue of its location and size, acts as a place for the transportation of goods and people which has an impact on economic activity. Intermodal connections at intersections are

intended to accommodate improved service quality. Starting from the check-in counter to the departure gate. The terminal has an important role in Ground Handling, Transportation Officers, as part of Ground Handling, are responsible for passenger services in the departure and arrival areas. Passenger demand for premium services, also known as service excellence, is an unavoidable challenge for service providers. Therefore, fulfilling these needs is considered as one of the ways to ensure passenger satisfaction.

In the era of globalization, the development of air transportation provides significant benefits in various aspects of life. Air travel has become the main choice of the upper and middle class, which is known for its advantages. Airports, as the center of changing modes of transportation, must provide services that are in line with the increasing number of passengers. These services include Customer Service Officer (CSO), Check-in counter, Boarding gate, and Aviation Security (AVSEC). All departments at the airport must provide friendly and excellent service, considering that service as an airport facility is highly dependent on the attitude of each airport officer.

Terminal 3 Ultimate of Soekarno Hatta Airport, as the new and largest terminal at Soekarno Hatta International Airport, features a modern concept and international standards. This terminal serves as an operational center for domestic and international flights. Fully operational on August 9, 2016, Ultimate Terminal 3 has a passenger handling capacity of 25 million people per year. Located in the northeast of Soekarno Hatta Airport, this terminal has a unique design that is different from Terminals 1 and 2 (Jessica & Ilfandi, 2018). With a sleek and contemporary design, Terminal 3 Ultimate creates a traditional and eco-friendly atmosphere. Previously, this facility was known as Terminal 3 Ultimate before it was merged with other facilities. As the busiest terminal at Soekarno Hatta International Airport, Terminal 3 Ultimate faces a number of shortcomings that require improvement to increase passenger comfort. Based on information from sindonews.com, on April 20, 2023, this terminal experienced technical problems with the baggage counter check-in machine, which caused long passenger queues at Terminal 3 Ultimate. On H-2 before Eid al-Fitr 1444 H, the situation was further complicated by the accumulation of passengers at the check-in counter and baggage counters. These problems not only affect airport operations but also impact passenger satisfaction. Although Garuda Indonesia managed to depart 34 thousand passengers out of a total of 63 thousand on H-2, the overall number of airplane passenger movements decreased

on H-2 Lebaran. The inconvenience caused by technical problems is a central point in the context of the problems faced by Terminal 3 Ultimate. Customer satisfaction, which is the main focus of the research, becomes vulnerable to disruptions such as delays and long queues.

Research Problem

The problem in this research is whether customer service officer services, check-in counter services, boarding gate services, and aviation security services at Terminal 3 Ultimate affect passenger satisfaction at Soekarno Hatta International Airport?

Research Objectives

The main objective of this research is to find out how much contribution direct inventory control of quality of service, next for know how much the direct contribution is delivery waiting time on quality service, then to find out how big is the direct contribution of quality service on employee performance. (Lisva Monang Hutabarat, 2023)

This research aims to evaluate and analyze the performance of customer service officer services, check-in counter services, boarding gate services, and aviation security services at Terminal 3 Ultimate affecting passenger satisfaction at Soekarno Hatta International Airport.

b. Literature Review

Aviation

According to Dharasta & Turnado (2016), aviation is one of the means of transportation that can provide very diverse services to its passengers. Passengers often receive one of two types of services from airlines, First, the service provided at the airport which is often referred to as ground handling service, and the second service provided in the aircraft which is commonly referred to as inflight service. In terms of airport services, several factors need to be considered:

1. Check-in Process: In general, passengers expect check-in procedures to be smooth, fast, courteous, and highly efficient. Passengers are checked in at the check-in counter by providing baggage tags to passengers before being placed in baggage handling. This includes transfer arrangements, seat allocation, as well as baggage processing.
2. Transfer of Passengers and Baggage: For passengers who will take a connecting flight to continue their journey, timeliness, speed and accuracy in the transfer of passengers and baggage are very important. Passengers must report to the airport airline staff at the transfer or transit desk.
3. Lounge: Airlines run lounges at airports to serve customers. Airlines strive to create comfortable lounges, specialty foods and beverages, first-class service, and offer complete facilities to attract passengers.
4. Baggage Delivery: Airlines are responsible for ensuring that passengers receive their baggage as soon as they arrive at their final destination.

Officer Performance

Performance is a work achievement that has been completed by a person or group in a relationship, in an effort to achieve the objectives concerned in a legal way, and does not violate the law and in accordance with the rules, norms and ethics (Emron et al., 2016). Performance refers to the amount of income earned based on training programs that have been implemented or based on contracts that outline the goals, vision and mission of the business (Moehariono, 2014).

Service quality is a form of consumer assessment of the level of service received (perceived service) with the expected level of service (expected service). The research aims to determine the influence of service quality, price, promotion and brand image on service purchasing decisions. (Yosi Pahala, 2023)

Service Quality is a measure of the quality of service provided by Air Asia on the flight route. Factors such as cabin crew politeness, punctuality, cabin comfort and adequate facilities are included in this variable. (Charles. An, 2023)

Ground Handling

Ground handling plays a key role as a liaison in ensuring a seamless continuity of service at the airport. Ground handling is not only the expertise and skills in handling aircraft on the apron, but also the ability to manage passengers and their luggage while on the land side of the airport. The airlines as service providers must design quality strategies to ensure passenger satisfaction, and ground handling personnel, as staff assigned by the airlines, have a central role in carrying out these responsibilities. The responsibilities of ground handling personnel include all flight activities, from take-off to landing, as well as preparation for the next take-off. With a focus on the passengers and their luggage, ground handling personnel are responsible for carrying out good service during the passengers' stay at the airport landside (Oya & Suprapti, 2022). In this way, ground handling personnel not only manage the operational aspects of the aircraft but also create a satisfying experience for passengers, which is the result of close cooperation between the Customer Service Officer, Check-in counter, Boarding gate, and Aviation Security.

Check-In Counter

As stated in the Regulation of the Minister of Transportation of the Republic of Indonesia PM No. 185 of 2015, checking in at the counter is a procedure for providing information to prospective passengers regarding flight availability. The check-in counter is one of the units that provide services to passengers at the airport. Check-in is the initial reporting process carried out by prospective airplane passengers where later prospective passengers will confirm to the crew before participating in a flight to obtain tickets and luggage (Yonathan & Yudianto, 2022).

Boarding Gate

The boarding gate officer or waiting room is a place where people wait for passengers who will board the plane who have gone through regression interactions or methods involving traveler confirmation to come to the airline before boarding the plane. While in the waiting room, all boarding gate officers will notify, authorize and check passenger data before entering the plane (Safitri & Yudianto, 2023).

Aviation Safety

In the context of the aviation industry, safety and security are considered top priorities that cannot be ignored. In accordance with Law No. 15 of 1992, the government has made a commitment that "safety is number one." However, along with focusing on safety, airlines are also required to pay attention to customer satisfaction and service quality. One important aspect that contributes to passenger satisfaction is the role of AVSEC officers (Lubis & Bunahri, 2022). The function of AVSEC officers in assessing the threat posed by dangerous goods is very important. AVSEC officers often find prohibited or dangerous objects carried by passengers as cabin baggage, such as knives, scissors, razor blades, water jugs, and more.

Customer Service Officer

Customer Service at the airport is the department responsible for providing the best service to consumers and maintaining a positive working relationship with customers. Their duties include answering passenger questions, providing as much information as possible in a polite, friendly, interesting and pleasant manner. Officers in the Customer Service section must always pay attention, speak in a low, clear voice, and use terminology that is easily understood by visitors or passengers. Quality service will have an impact on satisfaction for customers as service users (Ramadhan, 2021).

Passenger Satisfaction

According to Aritonang (2022), passenger satisfaction can be explained as a person's positive or negative feelings arising from a comparison between his experience with the service or results received from an aviation service and his expectations. When the experience received matches or exceeds expectations, passengers will feel satisfied. Passenger satisfaction can be measured through various indicators, including:

- a. Expectation conformity, this indicator reflects the level of conformity between the performance or service expected by passengers and what they actually feel. If the experience is above or in accordance with expectations, then passengers will tend to feel satisfied.
- b. Interest in revisiting, this indicator reflects the extent to which passengers are willing to use flight services again or travel again with the same airline. This level of interest is a significant indicator of satisfaction.
- c. The willingness of passengers to recommend the airline services they experience to friends and family is also an important indicator. If passengers are satisfied, they are more likely to recommend to others.

Customer satisfaction can be explained as a customer reaction after using the services or assistance of a company. Customer satisfaction can lead to feelings of pleasure or disappointment from customer that appears after comparing the service they get and what they expect. (Rizkiyah Ulfah, 2020)

Previous Research

A number of previous studies have been conducted in the context of analyzing operational performance at airports, focusing on certain aspects that contribute to passenger satisfaction.. Astuti & Yudianto (2022) explored the effect of performance and service quality at check-in counters on passenger satisfaction at Yogyakarta International Airport. The multiple regression

results show that the service quality variable has a multiple regression coefficient of 0.644 and the performance variable has a multiple regression coefficient of 0.731, indicating that there is a positive influence between performance characteristics and service quality at the check-in counter on passengers. The t count value of the service quality variable is 6.081 with a significance value of $0.011 < 0.05$, while the t count value of the performance variable is 8.332 with a significance value of $0.000 < 0.05$. This means that performance and service quality have a big effect on passenger satisfaction.

Furthermore, research conducted by Aritionang (2022), the results of hypothesis testing in his research show that the coefficient of determination is 0.763. This value means that the magnitude of the influence given by the service of Aviation Security unit officers on passenger satisfaction at APT Pranoto Samarinda Airport is 76.3%. The magnitude of this influence shows that 76.3% of passenger satisfaction at APT Pranoto Samarinda Airport results from the variable service of Aviation Security officers (AVSEC) and 23.7% of passenger satisfaction is influenced by other variables not examined in this study. Ahmad Ferdy Ramadhan's research in 2021 explored "The Role of PT Sriwijaya Air Customer Service in Improving Services at Soekarno-Hatta Airport". The focus of this research is on the performance of Boarding gate officers, who are considered the liaison between airlines and customers regarding flight safety and comfort. When customers have concerns or questions about a flight, customer service acts as a liaison between the airline and the customer.

Another study was conducted by in the year on "Analysis of the Performance of PT Kokapura Boarding gate Officers in Achieving On Time Performance (OTP) at Jenderal Ahmad Yani Semarang International Airport." The results showed that the performance of boarding gate officers at Jenderal Ahmad Yani Semarang International Airport was considered quite good. Boarding gate officers also always anticipate before flight delays occur because boarding gate officers lack personnel, but officers are able to complete tasks in accordance with the SOP provided by the airline handled by PT Kokapura.

Conceptual Framework

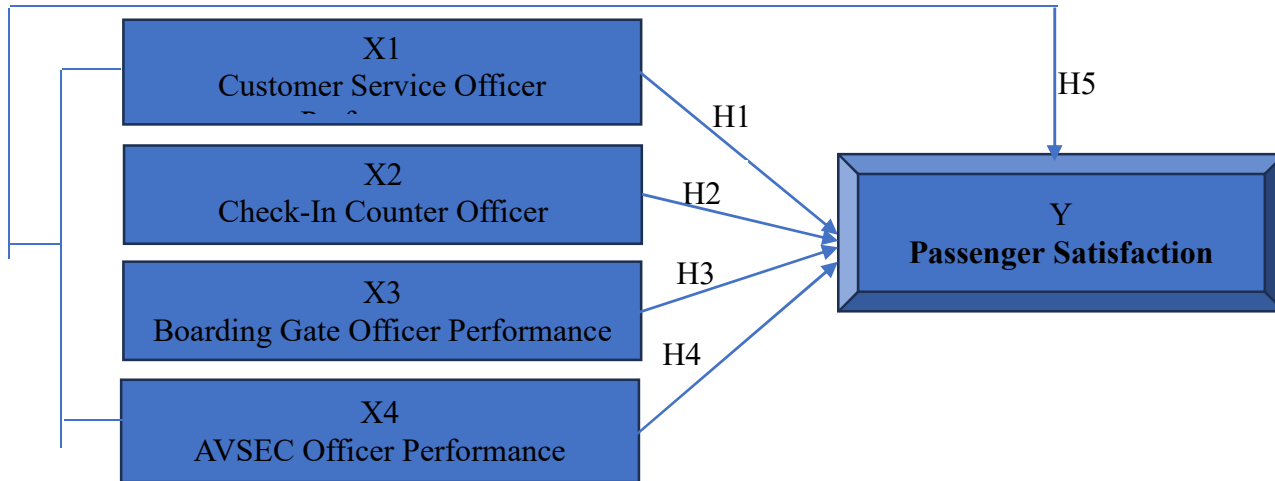


Figure 1. Conceptual Framework.

Hypothesis

- H1 = There is a positive influence between Customer Service Officer Service (X1) and Passenger Satisfaction (Y)
- H2 = There is a positive influence between Check-in counter service (X2) and Passenger satisfaction (Y)
- H3 = There is a positive influence between Boarding gate service (X3) and Passenger Satisfaction (Y)
- H4 = There is a positive influence between Aviation Security (AVSEC) Services (X4) and Passenger Satisfaction (Y)
- H5 = There is a positive influence between Customer Service Officer Services (X1), Check-in counter services (X2), Boarding gate services (X3), and Aviation Security Services (X4) on Passenger Satisfaction (Y).

c. Research Method

The approach in this study adopts quantitative methods to identify all concepts that are the focus of research. The research method used is quantitative with various types of descriptive quantitative. The main focus of this research is to process statistical data and explain the analysis of the relationship between variables, while recording as much data as possible from a wide population. This research was conducted by collecting data through a survey using a questionnaire. The sampling method used in this research is the saturated sampling method, in which all elements that meet the research criteria are taken as samples. The criteria for respondents involved passengers in Terminal 3 of Soekarno Hatta Airport, customer service officers, check-in counters, boarding gates, and flight security at Terminal 3 Ultimate of Soekarno Hatta Airport, as well as individuals who have used Soekarno Hatta Terminal 3. The number of respondents who were successfully interviewed and filled out the questionnaire was 75 people.

Data collection was carried out through questionnaire distribution using Google Forms, both directly at the terminal and online. The questions in the questionnaire used a Likert scale to assign a value to each variable. The Likert scale used consisted of strongly agree, agree, neutral, disagree, and strongly disagree. After data collection, the analysis was conducted using Smart-PLS 3.0 software to obtain reliable and relevant results to the research objectives. This approach allows for a more in-depth understanding of the effect of service on customer satisfaction from multiple perspectives, involving the direct experience of passengers, terminal workers, and individuals who have used Soekarno Hatta Terminal 3.

Table 1. Variable Operationalization

Variable	Indicator	Scale
Customer Service Officer (CSO)	1. Understanding of the role of CSOs as a bridge between airports and service users.	Ordinal
	2. Friendly and communicative attitude.	Ordinal
	3. Consistency of greeting by CSO with service users.	Ordinal
	4. CSO's ability to provide information on aviation, airport, and tourism.	Ordinal
	5. CSO's ability to control service facilities and respond to service user complaints.	Ordinal
	6. Procedures for handling complaints by the CSO.	Ordinal
	7. Understanding of service by CSOs and fulfillment of satisfaction through service.	Ordinal
	8. Expectations for the realization of satisfactory service by CSOs.	Ordinal
	9. Good relations fostered by CSOs with the public.	Ordinal
	10. Level of importance of CSOs at airports.	Ordinal
<i>Check-in counter</i>	11. Implementation of check-in counter duties in accordance with Standard Operating Procedures (SOP).	Ordinal
	12. On time performance (OTP) compliance of check-in counters.	Ordinal
	13. Types of services provided at the check-in counter unit.	Ordinal
	14. Preparation of check-in counter staff to serve passengers.	Ordinal

	15. The suitability of the check-in counter officer's duties with the applicable SOP.	Ordinal
	16. Special services provided by the check-in counter.	Ordinal
	17. Detailed explanation by the check-in counter officer.	Ordinal
	18. Service capability by check-in counter staff.	Ordinal
	19. The adequacy of check-in counters in serving passengers.	Ordinal
	20. Checking the suitability of passenger data with tickets.	Ordinal
<i>Boarding Gate</i>	21. The suitability of the boarding gate officer's duties in passenger service.	Ordinal
	22. Anticipation of boarding gate officers for flight delays.	Ordinal
	23. Coordination of boarding gate staff with operations staff before boarding.	Ordinal
	24. Service quality and appearance of boarding gate officers.	Ordinal
	25. The effect of boarding gate service quality on passenger satisfaction.	Ordinal
	26. Individualized attention by boarding gate officers.	Ordinal
	27. Information provided by the boarding gate officer.	Ordinal
	28. Improved facilities by the boarding gate service.	Ordinal
	29. Suitability of the number of gates at terminal 3.	Ordinal
	30. Good service received by passengers.	Ordinal
AVSEC Service	31. AVSEC officers' response to passengers.	Ordinal
	32. Good and friendly service by AVSEC officers.	Ordinal
	33. AVSEC officers' responsibility for security and safety.	Ordinal
	34. Education by AVSEC officers on security.	Ordinal
	35. Document completeness check by AVSEC officers.	Ordinal
	36. Examination of luggage with x-ray machines by AVSEC officers.	Ordinal
	37. Ensuring passengers do not carry prohibited items.	Ordinal

	38. Equipment carried by AVSEC officers.	Ordinal
	39. Appearance and sop of AVSEC officers.	Ordinal
	40. Friendly behavior by AVSEC officers.	Ordinal

d. Results and Discussion

Profile of Respondents

The respondent profile in this study includes a number of groups that have direct experience or involvement with Terminal 3 Ultimate of Soekarno-Hatta Airport. Firstly, passengers residing at Terminal 3 Ultimate were one of the respondent groups. They are individuals who actively use Terminal 3 Ultimate facilities for air travel, providing valuable insight into the flight experience and services at the terminal.

Furthermore, customer service officers, check-in counters, boarding gates, and flight security at Terminal 3 Ultimate became a group of respondents who focused on the internal perspective of airport workers. They have a deep understanding of the various aspects of operations and services at Terminal 3 Ultimate, and play a key role in providing direct services to passengers. With their experience and knowledge, these internal views can provide valuable insights to improve efficiency and passenger satisfaction.

Last, individuals who have used Soekarno-Hatta Terminal 3 Ultimate form a group of respondents who provide views from a user experience perspective. While they may not be routinely involved in airport operations, their experience as previous users can provide valuable perspectives regarding satisfaction and differences in service between Terminal 3 Ultimate and other terminals at the airport.

Validity Test and Reliability Test

The validity test value will be known based on the Average Variance Extracted (AVE) value and the factor loading value. The reliability value will be known through the Cronbach's Alpha (CA) and Composite Reliability (CR) values.

Table 2. Validity and Reliability Test Results

Variable	Cronbach Alfa	Composite Reliability	Path
Boarding Gate	0,822	0,880	0,648
Check in Counter	0,820	0,880	0,648
Customer service	0,734	0,848	0,650
AVSEC Officer	0,884	0,909	0,588
Passenger Satisfaction	0,851	0,899	0,691

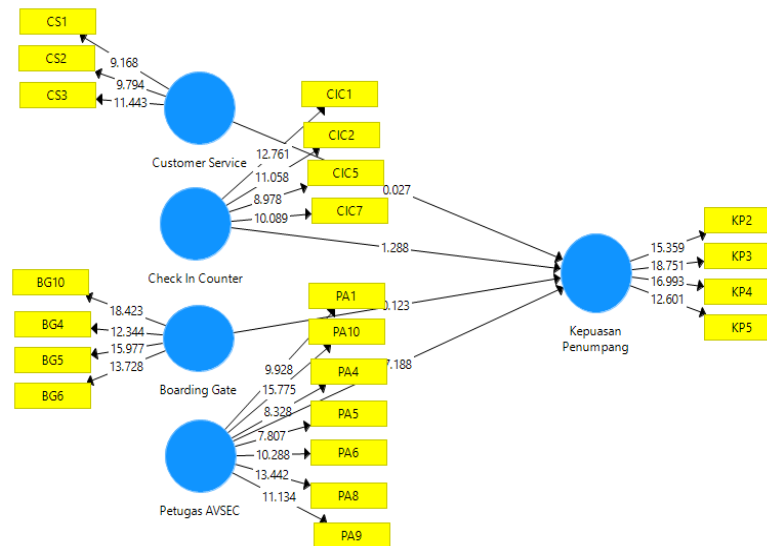


Figure 2. PLS Algorithm.

Table 2 and Figure 2 above are the results of the validity and reliability test, namely the outer model test in which there is factor loading, Cronbach's alpha (CA), Composite Reliability (CR), and AVE, Average Variance Extracted. (AVE) are some of the measurement criteria included. In this first section, the table listed above is the result of reliability testing. This reliability test can be measured based on Cronbach's alpha and Composite Reliability values. The table above also shows that each value between CA and CR exceeds 0.7. This means that all indications of research can be said to be reliable.

Then validity testing can also be measured based on the AVE value and also the outer loading value. It can be seen in the AVE value table and in figure 2 (two) which are the results of the outer loading test that all AVE values have exceeded 0.5 and the outer loading value has exceeded 0.7 even though there are several items in the indicator that were deleted because they were below the outer loading value criteria. This means that this study also has accurate validity.

Discriminant Validity

Table 3. Fornell-Larcker Analysis Results

	BG	CiC	CS	PS	AO
Boarding Gate	0,805				
Check in Counter	0,560	0,805			
Customer service	0,576	0,626	0,806		
AVSEC Officer	0,560	0,609	0,479	0,831	
Passenger Satisfaction	0,622	0,597	0,501	0,833	0,767

*BG : Boarding gate, CiC : Check in Counter, CS : Customer Service, KP : Passenger Satisfaction, AO : AVSEC Officer

Table 3 previously presented is the result of the discriminant validity analysis conducted using the Fornell-Larcker method. This discriminant validity analysis can also help in evaluating the extent to which each construct or variable in this study can be distinguished from one another. The results seen in the table show that each variable has a higher correlation with itself than with other variables and than with itself and other variables. In other words, each of these variables has a stronger correlation with each other than with other variables. This shows that the items or constructs used in this study meet the criteria of discriminant validity, which is able to measure how well various well-defined constructs can be distinguished from each other.

Correlation Between Constructs

Table 4. Inter-Construct Correlation Results

	BG	CiC	CS	PS	AO
Boarding Gate		0,560	0,576	0,560	0,622
Check in Counter	0,560		0,626	0,609	0,597
Customer service	0,576	0,626		0,479	0,501
AVSEC Officer	0,560	0,609	0,479		0,833
Passenger Satisfaction	0,622	0,597	0,501	0,833	

Table 4 above shows that there is no strong correlation between latent variables. This means that there is no multicollinearity problem. It can be seen in the table that none of the numbers listed exceed 0.9 or are smaller than -0.9, so it can be concluded that in this inner model there is no problem of violating the multicollinearity assumption.

Structural Model Analysis

The structural model is a method that can measure the coefficient of determination (R^2), predictive relevance (Q^2), effect size (f^2), and path analysis to identify the quality of the research model in its ability to predict the independent variable (Rambut et al., 2019). Furthermore, calculating the Goodness of Fit (GoF) value in structural model analysis is needed to determine the adequacy of the research model (Garson, 2016).

Table 5. Structural Model Analysis Results

Construct	Path	R^2	Q^2
Boarding Gate	0,648		
Check in Counter	0,648		
Customer service	0,650		
Passenger Satisfaction	0,588	0,714	0,469
AVSEC Officer	0,691		
Average	0,645		
$AVE \times R^2$	0,460		
$Gof\sqrt{(AVE \times R^2)}$	0,678		

Table 5 which has been presented above shows the GoF value of 0.600, this is based on the standard GoF criteria which is significantly large, and considering that the GoF criteria set a value of more than 0.36 as an indicator of the goodness of fit. So that the GoF value can reach the significant category, and it is also concluded that this research model is an adequate and suitable model to describe the proposed hypothesis.

In addition to the GoF value, Table 5 (five) also provides information about the R^2 value, this measures the extent to which the independent variables in this study affect the dependent variable. The R^2 values of the three categories are 0.67, 0.33, and 0.19, respectively, which have strong, moderate, and weak influences. It can be seen that the passenger satisfaction variable has an R^2 value of 0.714, which means that the passenger satisfaction variable in this study can be influenced by the boarding gate, check in counter, customer service and aviation security officer (AVSEC) variables by 71.4%, while the rest is influenced by additional factors not explained in this study. This assessment places the R^2 value in the substantial category, which shows a strong influence

Last, in Table 5 there is also a predictive relevance (Q^2) of more than 0 which indicates that the current research model has reasonable predictive potential and is also in accordance with the assumptions that have been put forward.

Path Analysis

Path analysis is also used to evaluate the relevance of the relationship between variables and research hypotheses. In this path analysis, the significance of the relationship between variables is determined if the t value exceeds the value of 1.96, and also the hypothesis is accepted if the p value is less than 0.05 (Garson, 2016).

Table 6. Direct Effect Results

Hypothesis	Path/Relationship	β	T-Value	P-Value	Result
H1	Variable BG $\rightarrow$ Variable PS	0,016	0,123	0,902	Rejected
H2	Variable CiC $\rightarrow$ Variable PS	0,168	1.288	0,199	Rejected
H3	Variable CS $\rightarrow$ Variable PS	0,003	0,027	0,979	Rejected
H4	Variable AO $\rightarrow$ Variable PS	0,722	7.188	0,000	Accepted

Table 6 above can show that based on path analysis, there are 3 (three) rejected hypotheses and one accepted hypothesis. Departure door ($\beta = 0.016$, $t = 0.123$), Check in Counter ($\beta = 0.168$, $t = 1.288$), and Customer Service ($\beta = 0.003$, $t = 0.027$) have no significant impact on passenger satisfaction. And while the Aviation Security Officer (AVSEC) variable ($\beta = 0.722$, $t = 7.188$) has a great influence on how satisfied passengers are with the largest initial sample value, so it can also be said that this variable has the greatest influence and significance.

e. Closing

Conclusion

In research on analyzing the operational performance of officers in various sectors of Soekarno-Hatta Terminal 3 Ultimate Airport to increase passenger satisfaction, very significant main findings can be found. The results showed that the performance of officers in sectors such as Boarding gate, Check In Counter, and Customer Service Officer did not have a strong influence on passenger satisfaction. However, this finding highlights that there are several other factors that may have a greater influence than these three variables. On the other hand, the performance of Aviation Security officers (AVSEC) was shown to contribute positively to passenger satisfaction. This confirms the importance of the security aspect in the passenger experience at Terminal 3 Ultimate of Soekarno-Hatta Airport and marks the success of this study in identifying factors that play a role in increasing passenger satisfaction. This finding is in line with the results of research conducted by Aritonang (2022). This research also provides a very clear and valuable view of the aspects that need to be improved to increase passenger satisfaction at Terminal 3 Ultimate Soekarno-Hatta Airport. The results provide a foundation for service improvement in key sectors, indicating that service quality and safety aspects both play an important role in creating a positive experience for passengers.

Implications

The results of this research present a number of important implications that can guide further research and steps in improving officer operational performance and passenger satisfaction at Terminal 3 Ultimate of Soekarno-Hatta Airport, with a focus on the research results per variable. First, related to the Boarding gate, Check-in counter, and Customer Service Officer variables, the research findings show that the performance of officers in these sectors does not have a significant influence on passenger satisfaction. Therefore, the implications include the need for aspects of improvement and training focused on officers in these three sectors. Training and development programs can be implemented to improve the skills, knowledge, and attitudes of officers so that they can provide better service to passengers. Second, related to the Aviation Security (AVSEC)

variable, the study found that the performance of officers in this security sector has a positive impact on passenger satisfaction. The implication is the need to develop a special training program for officers in Aviation Security to maintain and improve their positive contribution to passenger satisfaction. Finally, this study confirms the importance of structured and continuous measurement of passenger satisfaction. The implications include recommendations for the implementation of periodic surveys and feedback mechanisms that can help airport management to continuously monitor changes in passenger perceptions and satisfaction. Thus, improvement measures can be directed appropriately to achieve better passenger satisfaction at Terminal 3 Ultimate of Soekarno-Hatta Airport.

Research Limitations

This research, in addition to its valuable findings, also has limitations that need to be recognized in the context of the research. First, this research is limited to one location, namely Terminal 3 Ultimate of Soekarno-Hatta Airport. The results found may not be directly applicable to other airports with very different operational dynamics and demographics. Variability between airports can be significant, so caution should be exercised in generalizing these findings. Secondly, data collection methods may be prone to bias. Third, this study represents the circumstances at the time of data collection. The situation and context of airport operations may change over time. Changes in management, regulations, or even external situations such as changes in economic conditions or pandemics, and may also affect passenger satisfaction in the future. Fourth, the number of respondents in this study may also be very limited, and this may also affect the overall level of data representativeness. Future research may require more data from a larger sample to validate and measure the extent of the findings of this study, so that they can be applied more generally. By understanding these limitations, future research can also take other steps to overcome or minimize them. Awareness of these limitations can make and assist in interpreting the results of future research more precisely and open up opportunities for other researchers who want to conduct further research to be more comprehensive.

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