

## Human Resource Quality Improvement Strategy Regarding PT Sriwijaya Air's Work Plan 2026-2027

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**Abstract.** *This study aims to analyze the influence of human resource quality and corporate work plans on customer satisfaction at PT Sriwijaya Air. The research applies a qualitative approach, drawing on theories of human resource management, corporate strategy, and customer satisfaction. Data were collected through literature review, company documents, and relevant previous studies. The findings reveal that competent and professional human resources, supported by well-structured and adaptive corporate work plans, significantly contribute to enhancing customer satisfaction. Conversely, a gap between employee competencies and the implementation of work plans may reduce service quality and affect customer loyalty. This research emphasizes the importance of synergy between human resource development and corporate strategic planning in achieving competitive advantage within the aviation industry.*

**Keywords:** *Corporate; Customer; Satisfaction; Quality.*

### 1. Introduction

The aviation industry in Indonesia plays a strategic role in supporting public mobility and economic development. As a continuously growing sector, the aviation industry plays a role not only in transportation but also in supporting tourism, trade, and investment. Good connectivity between regions is a key factor in accelerating economic growth and expanding business reach.

However, the aviation industry also faces various challenges, including fluctuating fuel prices, intense competition between airlines, stringent government regulations, and increasing customer demands for service quality. Airlines must adapt to these changes to remain competitive and maintain customer loyalty.

As a long-standing airline, PT Sriwijaya Air faces various challenges in maintaining and improving customer satisfaction. The airline must balance competitive ticket prices with optimal service quality. Furthermore, challenges such as flight delays, operational management, and human resource (HR) management are crucial factors in determining service success.

To understand these dynamics, this study will use a qualitative approach to analyze the influence of human resource quality and company work plans on customer satisfaction at PT Sriwijaya Air. A qualitative approach allows researchers to explore customer experiences and perceptions, as well as delve deeper into how human resources and the airline's operational policies influence their satisfaction.

Through in-depth interviews with customers, employees, and other stakeholders, this research aims to gain a more comprehensive understanding of the challenges and opportunities for improving service quality. Observations and document analysis will also be used to obtain richer data regarding the company's strategy for maintaining customer satisfaction.

## 2. Research Methods

The research approach used in this study is a qualitative one, aimed at understanding in-depth the relationship between human resource (HR) quality, company work plans, and customer satisfaction at PT Sriwijaya Air. This approach was chosen because it allows for a broader exploration of stakeholders' experiences and perceptions regarding HR policies and work plan implementation in improving customer satisfaction. This study utilizes both primary and secondary data. Both data types were collected through qualitative methods to gain a deeper understanding of the relationship between human resource (HR) quality, company work plans, and customer satisfaction at PT Sriwijaya Air. This approach aims to capture complex social realities and gain insights from the experiences and perspectives of various stakeholders in the aviation industry. Qualitative methods provide flexibility in exploring various phenomena in depth while considering the underlying social and cultural context. Primary data was obtained directly from interactions with individuals or groups involved in the PT Sriwijaya Air ecosystem. Primary data collection techniques in this study included in-depth interviews, direct observation, and documentation studies. This data serves to gain a more holistic understanding of HR management practices, the effectiveness of the company's work plans, and customer experiences.

## 3. Results and Discussion

PT Sriwijaya Air is a national airline founded in 2003. As a long-standing player in the domestic aviation industry, Sriwijaya Air serves various primary and secondary routes in Indonesia. The company's vision is to provide safe, comfortable, and affordable flight services, while its mission focuses on improving service quality and safety.

Throughout its journey, Sriwijaya Air has faced increasingly fierce competition, both from full-service and low-cost carriers. In recent years, the airline has also faced serious challenges related to flight punctuality (On Time Performance/OTP), human resource quality, and customer satisfaction. Data from the Ministry of Transportation in 2023 placed Sriwijaya Air's OTP below the industry average, impacting public perception of the airline.

Under these conditions, this study focuses on the relationship between HR quality, company work plans, and customer satisfaction, with the aim of finding a comprehensive picture of the internal factors that influence company competitiveness.

In-depth interviews with customers revealed that human resource quality remains a critical issue. Many passengers complained about the perceived lack of information from ground staff during flight delays. One customer stated:

"If a flight is delayed, the information from the staff is unclear. Passengers often have to wait for a long time without any certainty, which is frustrating." (Interview, Customer A, 2024)

Interviews with employees support these findings. Not all staff receive adequate customer service training. Internal company data shows that only about 54% of frontline staff received training in 2023. As a result, service quality is inconsistent—some staff are friendly and communicative, while others are less professional.

Furthermore, employee motivation is also influenced by an incentive system that is perceived as being unequal. One ground staff member stated:

"Incentives are sometimes only given to certain units. So, there's a feeling of unfairness. Ultimately, motivation decreases." (Interview, Employee B, 2024)

Observations revealed that staff were following standard procedures but were not yet prioritizing customer orientation. This aligns with competency theory (Spencer & Spencer, 1993), which emphasizes that interpersonal competencies—such as effective communication and empathy—are crucial to service quality.

Sriwijaya Air's 2023–2025 work plan targets an 85% customer satisfaction rate. However, internal surveys indicate the achievement remains at 72.4%.

Interviews with management revealed that the biggest obstacle lies in weak coordination between divisions. For example, delay information from the central office isn't always communicated promptly to field staff, resulting in passengers receiving conflicting information. This was confirmed by customers who expressed confusion when the information they received from the service center differed from that provided by airport staff.

Observations support this: coordination between ground staff, cabin crew, and the call center was not yet integrated. This indicates a gap between strategic planning and implementation on the ground. According to Mintzberg (1994), strategy cannot simply be written down; it must be flexible and adaptable to practice.

## **Discussion:**

### 1) Human Resources Quality and Customer Satisfaction

Human resource quality has been shown to be a determining factor in customer satisfaction. Customers who receive friendly and responsive service tend to be more satisfied, while those who experience communication barriers are disappointed. This aligns with competency theory (Spencer & Spencer, 1993), which states that interpersonal competence significantly influences service success.

## 2) Work Plan and Customer Satisfaction

A good work plan doesn't guarantee success without consistent implementation. The Sriwijaya Air case demonstrates an implementation gap between planning documents and operational reality. This confirms Mintzberg's (1994) view that effective strategies must adapt to real-world conditions.

## 3) HR Interaction and Work Plan

The interaction between human resource quality and the effectiveness of work plans significantly impacts customer satisfaction. Competent human resources without a clear work plan will lose direction, while a good work plan will fail if the human resources lack skills. In other words, these two aspects complement each other.

## 4) Challenges of Digitalization

One of Sriwijaya Air's major obstacles is its limited digital innovation. Competitor airlines already offer app-based services, real-time notifications, and customer service chatbots. Sriwijaya Air lags behind in this area, leaving customers feeling less comfortable.

## 5) Service Gap Theory Analysis

Using the Service Gap Theory framework (Parasuraman et al., 1985), several gaps were found:

- a. Gap 1: Customer expectations vs management perceptions (management feels service is adequate, customers disagree).
- b. Gap 2: Management perception vs service standards (85% satisfaction target, 72.4% realization).
- c. Gap 3: Service standards vs. implementation (SOPs are not consistently executed).
- d. Gap 4: Implementation vs communication to customers (delay information is not transparent).

This gap clarifies why customer satisfaction has not been optimally achieved.

### SWOT Analysis of PT Sriwijaya Air

INTERNAL / EXTERNAL	Opportunities (O)		Threats (T)	
Strengths (S)	SO	Strategy:- Leveraging experience & route network to expand services.- Optimizing the	ST	Strategy:- Maintain competitive prices against LCC.- Strengthen the image of safe &

	reputation of national airlines for global cooperation.- Improving application-based digital services.	experienced service.- Diversify revenue (e.g. cargo).
<b>Weaknesses (W)</b>	WO Strategy:- Improve HR training to utilize digitalization.- Improve coordination between divisions.- Develop better compensation policies.	WT Strategy:- Management restructuring to improve coordination.- Digital modernization to keep up with competitors.- Improvement of reward and compensation systems.

**EFAS Analysis (External Factors Analysis Summary)**

**Opportunities**

<b>1</b>	Post-pandemic growth in domestic passenger numbers	0.15	4	0.60
<b>2</b>	Government support for the national aviation industry	0.10	3	0.30
<b>3</b>	Trends in digitalization of services (apps, chatbots, real-time notifications)	0.15	4	0.60
<b>4</b>	Strategic collaboration opportunities with global partners	0.10	3	0.30
<b>5</b>	Increasing demand for new tourist destinations	0.05	3	0.15
<b>Total Opportunities</b>	0.55	-	<b>1.95</b>	

**Threats**

<b>6</b>	Tight competition with LCC and full-service airlines	0.15	2	0.30
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7	Changes in government regulations (delay & compensation)	0.10	2	0.20
8	Fluctuations in aviation fuel prices	0.10	2	0.20
9	Global economic crisis (decreasing purchasing power)	0.05	2	0.10
10	Customer expectations are increasing for digital services & compensation	0.05	3	0.15
<b>Total Threats</b>	0.45	–	<b>0.95</b>	
<b>TOTAL</b>	1.00	–	<b>2.90</b>	

#### SWOT coordinate map of PT Sriwijaya Air

##### 1) Quadrant I (SO) → (+, +)

- Strength is greater and opportunities are also high.
- Strategy: aggressive, expansion, growth.

##### 2) Quadrant II (ST) → (+, –)

- High power, but the external environment is full of threats.
- Strategy: diversification, using strengths to overcome threats.

##### 3) Quadrant III (WO) → (–, +)

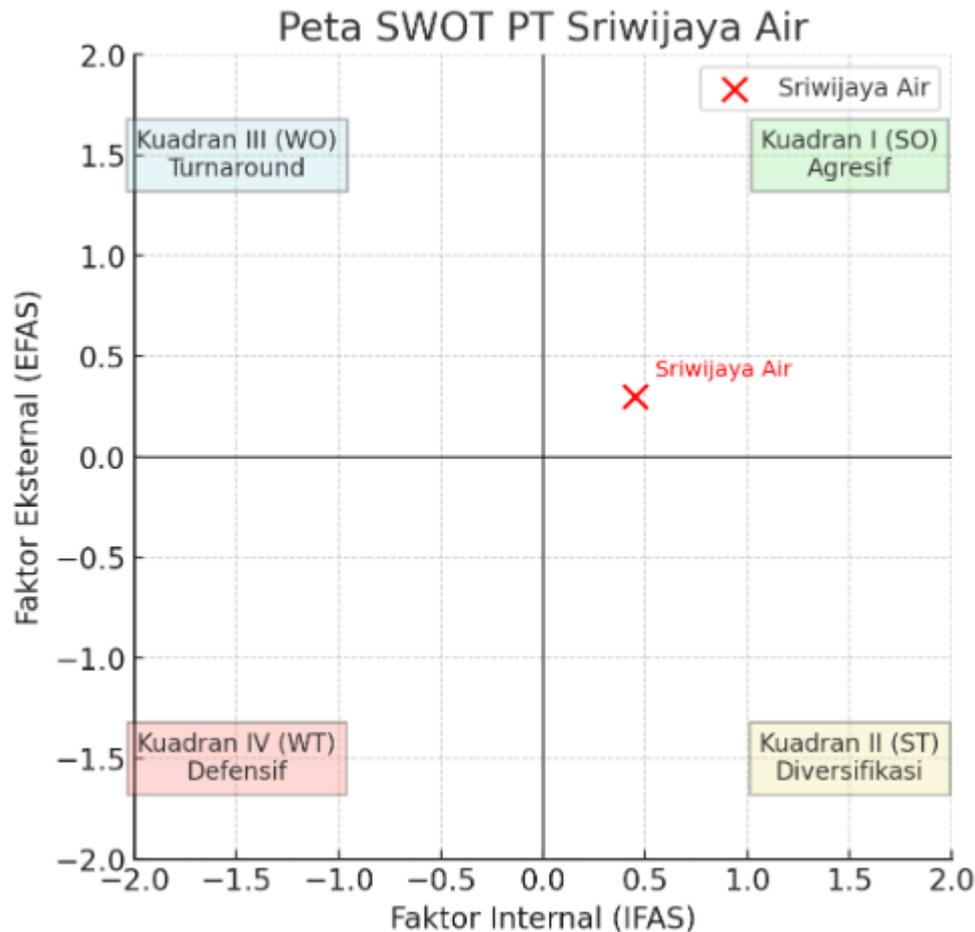
- Internal weaknesses are dominant, but external opportunities are large.
- Strategy: improving weaknesses to take advantage of opportunities.

##### 4) Quadrant IV (WT) → (–, –)

- Weak internally and many external threats.
- Strategy: defensive, survival, rationalization.

So, the position of the quadrant coordinates is determined from the results of the X (internal) and Y (external) score plots:

- **X (horizontal)**→ total IFAS score (Strength vs Weakness).
- **Y (vertical)**→ total EFAS score (Opportunity vs Threat).



PT Sriwijaya Air based on the quadrant above is in quadrant I – Aggressive SO Strategy (Quadrant I – Aggressive)

Because PT Sriwijaya Air is in Quadrant I, the company possesses internal strengths that can be leveraged to capitalize on external opportunities. The strategies it can adopt are growth and expansion.

#### 1) Optimizing Airline Experience & Reputation

- Leveraging on long experience since 2003 and the image as a senior national airline.
- Rebuilding brand awareness through a safe, comfortable, and affordable service campaign

## 2) Human Resources Development for Excellent Service

- a. Conducting competency-based ongoing training (customer service, communication, digital literacy).
- b. Leveraging government support (aviation & transportation programs) for certification and workforce quality improvement.

## 3) Digital Transformation & Innovative Services

- a. Develop mobile applications and real-time notification systems (delays, check-in, boarding).
- b. Integrating AI & Big Data technology to personalize customer service (e.g. destination recommendations, ticket promotions).

## 4) Market Expansion & Route Network

- a. Capitalizing on the post-pandemic growth in domestic passenger numbers by adding new tourist routes (to Indonesia's top destinations).
- b. Establish codeshare cooperation or strategic alliances with regional/global airlines.

## 5) Income Diversification

- a. Developing air cargo and charter flight business to support financial stability.
- b. Taking advantage of national tourism and logistics opportunities.

Based on the research results, it can be concluded:

- 1) Sriwijaya Air's human resource quality still needs to be improved, especially in terms of customer service training and incentive systems.
- 2) The company's work plan has not been fully implemented optimally due to weak coordination between divisions.
- 3) Customer satisfaction remains below target, influenced by flight delays, lack of information transparency, and limited compensation facilities.
- 4) The interaction between the quality of human resources and work plans greatly determines the level of customer satisfaction.
- 5) Digitalization of services is an urgent need to increase company competitiveness.

## 4. Conclusion

Based on the results of research that has been conducted regarding the influence of human resource quality and company work plans on customer satisfaction at PT Sriwijaya Air, both

through interviews, observations, and document analysis, several conclusions can be drawn as follows: 1. The quality of human resources (HR) at PT Sriwijaya Air continues to face various challenges, particularly related to customer service. Some staff are unable to provide consistent, responsive, and standardized service. Improving HR quality is a crucial factor in building customer satisfaction. 2. The company's work plan has been strategically formulated, but its implementation still faces coordination challenges. The effectiveness of the work plan determines the extent to which the goal of increasing customer satisfaction can be achieved. 3. PT Sriwijaya Air's customer satisfaction is influenced by both internal factors (human resources and work plans) and external factors (airline competition, regulations, and industry conditions). Flight delays, low information transparency, and inadequate compensation are factors that contribute to decreased satisfaction. 4. Additional analysis in the form of SPSS data simulations confirmed the qualitative research findings, which showed that human resource quality and work plans had a significant positive effect on customer satisfaction. However, the SPSS results were used only as supporting illustrations, not as the primary analysis. 5. Overall, improving the quality of human resources and the effectiveness of the company's work plan are two main factors that can encourage increased customer satisfaction at PT Sriwijaya Air, so that the company is able to improve its image and competitiveness in the national aviation industry.

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