

Analysis of A Government – Owned Airline’s Organizational Culture in Improving Flight Services

Diana Prihadini ^{1*}, Ricky Marjuan ², Krishantoro ³

¹ Institut Ilmu Sosial dan Manajemen STIAMI, Jakarta, Indonesia

¹ diana.prihandini@stiami.ac.id

*Corresponding Author : Diana Prihadini

ARTICLE INFO

Article history:

Received : September, 05 2024

Revised : October, 07 2024

Accepted : October, 10 2024

Keywords:

Organizational culture ;

Aircrew ;

Service;

Garuda Indonesia;



This is an open access article under the CC-BY-SA license.
Copyright (c) 2024
Majalah Ilmiah Bijak

ABSTRACT

This research aims to determine and analyze organizational culture at PT Garuda Indonesia. This was motivated by several problems related to the services provided during flights by passengers up to the Ombudsman. This research used qualitative methods and was conducted with several informants in positions as Aircrew, management and expert informants. This research was conducted at PT Garuda Indonesia for 5 months, namely from November to March. The results of this research are that the organizational culture at Garuda Indonesia airline has been implemented quite well. This shows that the organizational culture at Garuda Indonesia has provided or provided a sense of identity for the Aircrew. The organizational culture also creates an Aircrew commitment to remain committed to the organization's mission, particularly to high standards of safety and customer-oriented service delivered by professional and dedicated employees. Garuda Indonesia's organizational culture is also capable of guiding the words and actions of its employees, as well as making it clear what they should do and say in certain situations. However, there are two organizational culture factors that become obstacles in improving the quality of Aircrew services at Garuda Indonesia, namely: a) dynamic regulations in the Flight Attendant Service Guide Book (FASGB); b) Employees who find it difficult to adapt to regulatory updates. The solution to facing obstacles in improving the quality of aircrew services at Garuda Indonesia through organizational culture is: a) Regular socialization; and, b) Enforce more strictly regarding rewards and punishment.

1. INTRODUCTION

Aviation services in Indonesia are a vital aspect in the development of the air transportation sector. Although there have been significant improvements in aviation infrastructure, there are several challenges that need to be overcome to improve service quality. Improvements in aviation safety, compliance with international standards, and increased operational efficiency are the main focuses to ensure the sustainability of the aviation industry. Organizational culture in the aviation industry has special characteristics that differentiate it from organizational culture in other sectors. Organizational culture reflects the values, norms, and behaviors espoused and promoted by the organization. In the world of aviation, some of the most common characteristics of organizational culture are aviation safety as a top priority. Good service from flight crew or aircrew is based on a strong organizational culture, because basically organizational culture influences the attitudes and behavior of flight crew in providing safe, friendly and professional service to passengers. This is because aviation organizational culture refers to the norms, values and habits that shape the way of working and interacting in the aviation industry, one of which is Garuda Indonesia. One of the state-owned national airlines, namely Garuda Indonesia. Garuda Indonesia is one of the largest and most well-known national airlines in Indonesia. Garuda Indonesia, which was founded in 1949 has operates 202 aircraft and operates 144 of the newest aircraft, while the Citilink airlines subsidiary operates 58 aircraft. Apart from that, Garuda Indonesia has flight routes to 69 domestic destinations and 22 international destinations. Garuda Indonesia has joined the largest airline network in the world, namely SkyTeam. Garuda Indonesia's commitment to serving customers in terms of safety, punctuality, friendliness and professionalism is the best advantage

compared to other airlines. PT Garuda Indonesia Tbk. is the first and largest airline in Indonesia with a "serve" oriented approach, Garuda Indonesia aims to be a leading service provider for domestic and international tourists while providing goods delivery services by air. The development experienced by Garuda Indonesia is reflected in the company obtaining the title of most improved airline (the airline that has experienced the most improvements) from Skytrax, the world's aviation research institute. Garuda Indonesia Apart from being one of the main airlines in Indonesia, is also known for its high-quality service, including good food and drinks on board as well as various flight classes, including Economy, Premium Economy, Business and First Class.

However, Garuda Indonesia has several problems related to the services provided during flights. One of them was criticized by a member of the Ombudsman for Transportation and Infrastructure, that the service provided by Garuda Indonesia in business class, namely the menu served to passengers written in handwriting, as well as the management of handling a problem carried out by Garuda Indonesia was considered very bad (Ombudsman, 2019). This assessment is a form of quite harsh criticism of the services provided by Garuda Indonesia. Apart from that, passenger reviews submitted via one of the online travel agencies from the United States, Trip Advisor, are not very satisfactory. Of the 8084 reviews provided, 463 of them provided reviews where the service provided by Garuda Indonesia was very poor (Trip Advisor, 2023). Although this review does not only discuss the quality of Aircrew service in flights, the service from Aircrew is also often mentioned by Garuda Indonesia passengers where there is no entertainment (TV is on to play films and music), but the flight attendants are not responsive in handling passenger complaints. unsatisfactory meal service, and officers who are sometimes noisy.

It can be seen that the service to passengers which is the basis of the goal of good Garuda Indonesia flight quality is still not implemented optimally. Service by Aircrew is considered a form of organizational culture that prioritizes the comfort and safety of passenger flights, but it seems that the organizational culture that prioritizes good service has not been fully attached to Aircrew based on the data written above. Meanwhile, organizational culture is a reflection of the airline's vision and mission Garuda Indonesia, whose mission is "To Become a Sustainable Aviation Group by Connecting Indonesia and Beyond While Delivering Indonesian Hospitality". More specifically, the organizational culture is also based on the mission of the Garuda Indonesia airline, namely "Strengthening Business Fundamental Through Strong Revenue Growth, Cost Leadership Implementation, Organization Effectiveness and Group Synergy Reinforcement While Focusing on High Standard Of Safety And Customer-Oriented Services Delivered by Professional & Passionate Employees".

The aviation industry still faces challenges in achieving greater diversity and inclusion. An organizational culture that does not support diversity can hinder the development of employees from different backgrounds and also have an impact on the company's image. Excessive bureaucracy in some aviation organizations can hinder flexibility and the ability to resolve problems quickly. This can result in slow decision making and response to emergency situations. This phenomenon illustrates the incompatibility of service felt by passengers with the organization's vision and mission which is the basis of the organization's culture, where service and safety are customer-oriented. So, it is assumed that the implementation of organizational culture has not been implemented optimally for all Garuda Indonesia employees who provide services during flights

LITERATURE REVIEW

1. Organizational Culture

Organizational culture refers to a set of shared beliefs, attitudes and relationship arrangements as well as assumptions that are explicitly or implicitly accepted and used by all members of an organization to deal with the external environment in achieving organizational goals ,Hari Sulaksono (2019:3-4). So, organizational culture is considered to have an important influence on motivation. Greenberg & Baron in Bernhard Tewal, et al (2017:24-25) say that every organization has its own specific cultural values. Culture plays an important role in organizations, namely: 1) Culture provides a sense of identity. The more clearly an organization's values and perceptions are defined, the more strongly people can associate with the organization's mission and feel a vital part of it.2)

Culture generates commitment to the organization's mission. People no longer think for their own interests, but feel that they are part of the organization and involve themselves in the overall work of the organization. 3) Culture clarifies and reinforces standards of behavior. Culture guides the words and actions of its employees, making it clear what they should do and say in certain situations, which is especially useful for newcomers to the organization.

The purpose of the existence of an organizational culture is to equip members with a sense (identity) of the organization and create commitment to the values espoused by the organization (Kasali, 2016: 285). Organizational culture consists of two layers. The first layer is the layer that is generally easy to see and is often considered to represent the company's overall culture. This first layer is called Visible Artifacts. This layer that can be seen with the naked eye consists of the way people behave, talk, dress up, as well as symbols such as company logos, brand symbols, slogans, rituals, figures and language as well as stories that are often talked about by members. That second, deeper layer is what is actually called culture. It consists of the core values, philosophy, assumptions, beliefs, corporate history, and thought processes within the organization. (Kasali, 2016: 286)

2. Service Quality

Supervisor Service quality is related to efforts to fulfill the needs and desires of service users (consumers) as well as accuracy in producers' efforts to meet the expectations of service users, Salim Al Idrus (2019:29). According to Zeitham et al in Ismail Nurdin (2019:57-59), there are several measures of service quality which are dimensions of this concept, namely: 1. Tangible (Tangible), with the following indicators: a) Officers have a good appearance and comply with company regulations in customer service activities. b) A comfortable place for customers (and workers) in service activities. c) Easy service process for customers and workers in the process. d) Service officers have good discipline in service activities. e) Easy access for users when requesting services. f) Reliable tools when performing services. 2. Reliability, with the following signs: a) Officers have good accuracy in service activities. b) The organization has clear and transparent service standards. c) Service officers have good abilities in using service tools so that the service process becomes efficient and effective. d) Officers have good skills when using service aids. 3. Responsiveness, with the following signs: a) Good response from service officers when service applicants need help or information. b) Speed in carrying out services by service officers. c) Accuracy in carrying out services by service officers. d) Accuracy in carrying out services carried out by service officers. e) Punctuality in carrying out services carried out by service officers. f) Good response by service officers to complaints or problems from customers or applicants. 4. Assurance (Guarantee), with the following indicators: a) There is a service guarantee that the service will be carried out on time provided by the company, system or service officer. b) Guarantee regarding costs provided by the company, system or service officer. c) Guarantee of the legality of services provided by the company, system or service officer. d) Guarantee of certainty of service costs provided by service officers. 5. Empathy with the following indicators: a) The interests of service recipients are the main priority of service officers. b) Friendliness of service staff in service activities. c) Politeness as the attitude shown by service officers towards service users. d) Not being discriminatory in providing services. e) Services carried out with respect for all existing service users. Aircrew is a part of aviation that provides services directly to passengers while flying in the air, so that the organizational culture attached to Aircrew indirectly becomes a representation of how service is defined or prioritized by the aviation organization concerned. This can be assessed from the concept of organizational culture defined by Greenberg & Baron in Bernhard Tewal, et al (2017:24-25), that organizational culture is: 1) Culture provides a sense of identity, where when Aircrew having a sense of ownership of identity as part of Garuda Indonesia, employees will associate themselves as implementing the airline's vision and mission in achieving its goals; 2) Culture generates commitment to the organization's mission, where employees who follow the organizational culture will have a work commitment in accordance with the principles and vision and mission of the organization; 3) Culture clarifies and reinforces standards of behavior (Culture explains and strengthens standards of behavior), where organizational culture will provide direction and limits according to their standards regarding employee work activities, apart from that, this also makes employees adaptive to their work.

2. METHOD

This study uses a qualitative approach. The type of research is descriptive research, Data collection used was interviews, observation and documentation studies. Interviews involve direct interaction between researchers and respondents, while observations involve direct observation of certain behaviors or situations, while documentation studies include analysis of relevant documents and records. Choosing the right data collection technique is critical to ensuring the accuracy and success of the research, and can influence the interpretation of the results obtained.

Researchers choose informants based on their expertise, experience, or understanding of the situation or event being studied. The selection of informants was carried out purposively to ensure that the data obtained could provide rich and in-depth insight into the research topic. Criteria such as in-depth knowledge, direct experience, or unique perspectives are often the main considerations in selecting informants.

Table 1. Informants

| No | Informants | Positions |
|----|--------------|-----------------------------------|
| 1. | Informants 1 | Pilot |
| 2. | Informants 2 | Steawrd/Stewardess |
| 3. | Informants 3 | Employees in a managerial setting |
| 4. | Informants 4 | Akademics |

3. RESULTS

Organizational culture can be said to be written and unwritten rules that shape and guide employees at Garuda Indonesia in their work and activities within the scope of their work.

1. Aircrew Organizational Culture in Improving Service Quality at Garuda Indonesia

Aircrew is an important part of providing services to passengers who use the services of the Garuda Indonesia airline, this is because the Aircrew has to come into contact or deal directly with passengers. Therefore, internalizing Garuda Indonesia's organizational cultural values which focus on service quality is very important in Aircrew work activities. According to expert informant, Krishantoro, SH, MA, organizational culture plays a very important role in creating smooth running in all aspects of the company and is a foundation that contains norms, values, employee work methods and habits that lead to the quality of company performance/ organization. Organizational culture will become the identity attached to the company image.

According to Greenberg & Baron in Bernhard Tewel, et al (2017:24-25), every organization has its own specific cultural values. Even so, organizational culture has a function the same important role. This important role is divided into three by Greenberg & Baron, namely as follows:

a) Culture provides a sense of identity

Which means that the more clearly the values and perceptions of an organization are defined, the more strongly people can associate with the mission of the organization and feel a vital part of it. The values in organizational culture that must be understood by Garuda Indonesia Aircrew are The Garuda Way and Guestcentric. The Garuda Way in question is an organizational value in service which reads "Living life THE GARUDA WAY means that we care deeply and give our best every day, to our company, to our customers, and to our people." (Living THE GARUDA WAY means we really care and give our best every day, to our company, to our customers and to our employees).

So, The Garuda Way encompasses the organization's concern for the company, customers and employees. So, Aircrew can see this value in focusing on themselves and the people around them who have responsibilities as Garuda Indonesia employees so that there is synergy in prioritizing the goal of safe and comfortable flights. Garuda Indonesia airline management has outlined the organizational culture and values that Aircrew must have through FASGB (Flight Attendant Service Guide Book) regulations and material in SRT (Service Recurrent Training).

The way Garuda Indonesia associates Aircrew with the organization's mission so that Aircrew employees feel like they are a vital part of the organization is through the Aircrew Association with the organization's mission through doctrinalization through manuals, training, coaching, reminders, and so on. Aircrew employees learn about the organizational culture at Garuda Indonesia starting from the first time they join the airline, and through socialization carried out by Garuda Indonesia management. Since working at Garuda Indonesia airline, the organizational values are quite clear to follow and employees have not experienced significant changes to the airline's organizational values or culture. However, changes that are difficult to adapt to quickly are changes related to Standard Operation Procedures (SOP).

New employees can adapt quickly and precisely to the existing organizational culture, several strategies that can be implemented include: introducing new employees to the culture, values, history and structure of the organization. The program may include orientation sessions, written materials, and practical training. This has happened carried out by the Garuda Indonesia airline in the first stage of Aircrew's entry into the company. Aircrew employees feel that the organizational culture of the Garuda Indonesia airline is in accordance with employees' personal principles in interpreting good service, because Garuda Indonesia's value principles are oriented towards safe and comfortable service. So that employees easily associate themselves with the airline, and identify themselves as part of the airline.

b) Culture generates commitment to the organization's mission

This dimension explains that organizational culture will be successful if people no longer think of their own interests, but feel that they are part of the organization and involve themselves in the overall work of the organization.

Garuda Indonesia's way of increasing organizational commitment is through coaching forms which are filled in by Aircrew during training, as well as evaluation through Performance Management System (SMK) tools. Garuda Indonesia's way of involving CrewAir employees or receiving their opinions in terms of service to passengers is through several platforms, for example email platforms, printed and electronic forms, etc.

Through organizational culture written in Standard Operation Procedures (SOP) and unwritten ones, employees work according to the instructions given. Aircrew always try to put aside their personal interests by acting professionally. Employees also feel part of the organization, because Aircrew employees always feel heard by the organization and feel involved in discussions surrounding their work area.

In accordance with the facilities provided to Aircrew by management, Aircrew always provides input or information to management regarding flights. By placing structural positions, some Aircrew can also provide direction to their co-workers. Aircrew also provides structured input via facilitated company email. So that the sense of belonging felt by the Aircrew can make them committed to maintaining good quality service to passengers.

C) Culture clarifies and reinforces standards of behavior

This third dimension can be interpreted as meaning that culture guides the words and actions of its employees, making it clear what they should do and say in certain situations, which is especially useful for newcomers to the organization. So the way Garuda Indonesia helps employees in the adaptation process is to carry out work evaluations, form co-workers who are supportive of each other, and the most important thing is to have a doctrine and culture that is directly applied in work activities. In short, Garuda Indonesia's way of making employees adapt quickly is by implementing the rules and responsibilities contained in the manual which they must download, master, study and carry out at work. Specifically, Garuda Indonesia airline guides the words and actions of Aircrew starting from the aspect of words and actions within the scope of work activities. Apart from what is stated in the service regulations, briefings are also one of Garuda Indonesia's ways of maintaining the thoughts and actions of Aircrew when providing services to passengers. The organization also strictly implements its rules regarding rewards and punishment. Rewards and punishment are also always recorded in the Performance

Management System (SMK). So, in terms of regulations and implementation, the organizational culture at Garuda Indonesia airlines has clearly guided the words and actions of the Aircrew.

This Research is in line with I Wayan Arthabawan's research in 2022, that organizational culture provides identity of members organization, because it has shared values in organization and members Organizations have a direction the same regarding the mission, vision and company goals, culture organizations can generate commitment to the mission organization, besides Organizational culture can clarify and strengthen standards of member behavior organization with what expectations carried out by employees can support the program company.

2. Organizational Culture Factors That Become Barriers to Improving the Quality of Aircrew Services at Garuda Indonesia

In accordance with the data described in the previous subchapters, organizational culture factors have been found to be obstacles in improving service quality in Garuda Indonesia. However, the obstacles encountered are felt more by management in implementing an organizational culture that is based on existing rules in the organization.

a) Dynamic Regulations

The company outlines the values carried out by the company in the manual. Especially in the Cabin Management Unit (JKTCC), the values adhered to are stated in the Flight Attendant Service Guide Book (FASGB). However, regulations containing various organizational values regarding the attitudes and actions of Aircrew (especially Flight Attendants) tend to be dynamic or changing. Changes in the flight guide book can occur two to three times a year. So Aircrew, especially Flight Attendants, have to learn it again. Although not significant, this dynamic regulation must be socialized to Flight Attendants by management.

b) Employees Who Have Difficulty Adapting to Updated Rules All active Flight Attendants are required to download Flight

Attendant Service Guide Book (FASGB) and management must ensure that Flight Attendants as Aircrew download the FASGB with the Flight Attendant Manual Evidence Monitoring tool. As has been written, the organizational cultural values contained in the vision, mission and culture of Garuda Indonesia as part of a State-Owned Enterprise (BUMN) are also used as the main material in every Service Recurrent Training (SRT) which must be obtained by every active Aircrew. times a year.

However, in reality studying FASGB is limited to training needs, so that as the company culture changes through updated regulations, it is difficult for employees to adapt. So the values and rules contained in the FASGB cannot be implemented optimally in the services provided during flights. Meanwhile, Greenberg and Baron in Betty Arli Sonti Pakpahan (2022:35) state that organizational culture as a framework cognitive which consists of attitudes, values, behavioral norms and expectations that are mutually accepted by members of the organization. So provide regular feedback to new employees regarding their performance and the extent to which they have adapted to the organizational culture. By providing constructive feedback, new employees can improve themselves and continue to develop.

One of the problems found in the field by Aircrew was that the organizational obstacle to getting its employees to commit was an individual perspective. So employees must remind each other and share views in providing services to passengers. This also happens to the Performance Management System (SMK) or what is often referred to as the Performance Management System as the basis for Aircrew assessment. The changes to the FASGB made the Aircrew seem neglected and not committed to its SMK. The risk is that management's assessment of Aircrew's work commitment will be low. So it can be said that FASGB as a medium for disseminating this cognitive framework is still not fully adhered to by Aircrew.

c) Solutions for Facing Obstacles in Improving the Quality of Aircrew Services at Garuda

Indonesia Through Organizational Culture

In accordance with the existing problems, the solutions or efforts that can be taken are as follows:

1) Conduct regular outreach. Efforts made by the management include conveying it repeatedly during coaching regarding the organizational culture of the Garuda Indonesia airline and existing changes to service rules, especially the rules stated in the FASGB. Every Deputy Chief has stress points in coaching sessions. Usually the Deputy Chief will include material related to company culture in the coaching material that must be received by cabin crew at least twice a year. However, this must be done more frequently and more optimally by adapting to changes in the rules in the FASGB and evaluation results. Apart from that, management must provide more frequent reminders to Aircrew through agreed media, for example WhatsApp Group Unit, email, or personally to Aircrew.

2) Enforce more firmly regarding rewards and punishment. The problem of employees having difficulty adapting begins with the changing rules of values and actions that must be taken by the Aircrew. However, this was also caused by the Aircrew's negligence in not being alert in studying changes related to updating service rules, work rules and organizational culture that had to be formed. So, after the reminder was carried out optimally, the management tried to impose stricter rewards and punishments on the Aircrew. The implementation of organizational culture that can help employees associate themselves with the organization's vision and mission includes several things, namely good leadership, inspirational, open and clear communication, recognition of employee performance and rewards, inviting employees to participate, providing training to develop employee skills. By implementing a combination of these elements, organizations can create an environment where employees feel connected to the organization's vision and mission, and feel motivated to actively contribute to achieving it.

4. CONCLUSION and SUGGESTIONS

The re In accordance with the research results and discussions described in the previous chapter, there are several research conclusions which are divided into three parts as follows:

1. The organizational culture at Garuda Indonesia airline has been implemented quite well. This shows that the organizational culture at Garuda Indonesia has provided or provided a sense of identity for the Aircrew. The organizational culture also creates an Aircrew commitment to remain committed to the organization's mission, particularly to high standards of safety and customer-oriented service delivered by professional and dedicated employees. Garuda Indonesia's organizational culture is also capable of guiding the words and actions of its employees, as well as making it clear what they should do and say in certain situations.
2. However, there are two organizational culture factors that become obstacles in improving the quality of Aircrew services at Garuda Indonesia, namely: a) dynamic regulations in the Flight Attendant Service Guide Book (FASGB); b) Employees who find it difficult to adapt to regulatory updates.
3. The solution to facing obstacles in improving the quality of aircrew services at Garuda Indonesia through organizational culture is: a) Regular socialization; and, b) Enforce more strictly regarding rewards and punishment.

REFERENCES

- Al Idrus, Salim. 2019. *Kualitas Pelayanan dan Keputusan Pembelian*. Malang: Medua Nusa Creative.
- I Wayan Arthabawan, 2022, *Budaya Organisasi Menjadi Faktor Penting Dalam Mengelola Perusahaan*; *Jurnal Kajian Ekonomi dan Bisnis* Vol.11No.2.1Desember 2022
- Nashar, H. 2020. *Kualitas Pelayanan akan Meningkatkan Kepercayaan Masyarakat*. Pamekasan: Duta Media Publishing.

- Nurakhim, Bambang, *et al.* *Budaya Organisasi*. Tangerang Selatan: CV.Mitra Cendikia.
- Nurdin, Ismail. 2019. *Kualitas Pelayanan Publik (Perilaku Aparatur dan Komunikasi Birokrasi dalam Pelayanan Publik)*. Surabaya: Media Sahabat Cendikia.
- Pakpahan, Betty Arli Sonti Pakpahan. 2022. *Budaya Organisasi, Manajemen Konflik, Keadilan Prosedural dan Kepuasan pada Pekerjaan*. Jakarta: Publica Indonesia Utama.
- Sulaksono, Hari. 2019. *Budaya Organisasi dan Kinerja*. Sleman: Deepublish Publisher.
- Sutrisno, Edy. 2018. *Budaya Organisasi*. Jakarta: Prenadamedia Group.
- Damanik, Iin Elfrista, *et al.*, (2020), Analisis Budaya Organisasi di Universitas Negeri Manado, Vol 5, No. 9.
- Jr, Wilson Gilliam, (2019), Mindspace and Development of Organizational Culture in Aviation Safety Management, dalam *International Journal of Aviation, Aeronautics, and Aerospace*, Volume 6, Issue 1, Article 6
- Leliana, Intan, *et al.*, (2020), Respon Krisis PT Garuda Indonesia Pada Kasus Postingan Menu Rius Verandes, dalam *Cakrawala*, Vol. 20 No. 1 Maret 2020.
- Mumek, Leinda *et al.*, (2020), Kualitas Pelayanan Terhadap Kepuasan Konsumen PT. Garuda Indonesia Airlinws Kelas Ekonomi Rute Manado-Jakarta, dalam *Productivity*, Vol. 1 No. 4: 306-311.
- Nurchahyo, Yanuar B., (2023), Pendekatan Non Parametrik: Apakah Industri Penerbangan Indonesia Sudah Efisien?, dalam *Jurnal Ilmu Ekonomi* Volume 4 Nomor 1 (Mei 2023).
- Setyorini, Alberta Dwi, *et al.*, (2021), Pengaruh Budaya Organisasi dan Komitmen Organisasi terhadap Kinerja Pegawai di PT Garuda Indonesia Tbk, dalam *E-Jurnal Akuntansi*, 31(2), 427-437.
- Sukoco, Iwan dan Rosana Dewi, (2018), Analisis Budaya Organisasi pada Level Manajemen Puncak di PT X Medan Sumatera Utara, dalam *Jurnal Pemikiran dan Penelitian Administrasi Bisnis dan Kewirausahaan*, Vol. 3, No. 2.

Websites

- Kementerian Perhubungan Republik Indonesia, 2021, "Kemenhub Luncurkan Year of Security Culture 2021", diakses pada 25 Desember 2023 melalui <https://dephub.go.id/post/read/kemenhub-luncurkan-year-of-security-culture-2021?language=id>
- Ombudsman Republik Indonesia, 2019, "Alvin Lie: Komunikasi Pada Publik Garuda Indonesia Sangat Buruk", diakses pada 30 September 2023 melalui <https://ombudsman.go.id/pengumuman/r/alvin-lie-komunikasi-pada-publik-garuda-indonesia-sangat-buruk>
- TripAdvisor, 2023, "Garuda Indonesia: Flights and Reviews", diakses pada September melalui https://www.tripadvisor.com/Airline_Review-d8729079-Reviews-Garuda-Indonesia