

Airport Management to Improve the Quality of Public Services in the Perspective of Good Corporate Governance (Study in Passenger Terminals at Soekarno-Hatta Airport)

Sunarno¹, Soesilo Zauhar² Mardiyono³ Suryadi⁴

¹ Authors : Sunarno 157030102112010 Doctor of Administrative Sciences, Brawijaya University
^{2,3,4} Promotors, Co-Promotor 1 & Co-Promotor 2 Doctor of Administrative Sciences, Brawijaya University

Abstract:- This study aims of analyze "Airport Management to Improve the Quality of Public Services in the Perspective of Good Corporate Governance." So that it can provide solutions and innovations to overcome the problems faced. This study uses a type of qualitative research (Qualitative Research), primary data collected using structured interviews and supported documentation, with informants in accordance with the research objectives. Analysis of research data uses the "Components of Data Analysis Interactive Model" taken from the thoughts of Miles, Huberman and Saldana, (2014). The results of this study prove in public services; The principles of Transparency, Accountability, Responsibility, Independence and Equality and fairness that have been implemented. The leadership applied is democratic, the internal control system is quite good, the public service strategy is appropriate. Public services carried out manually and online have been supported by adequate infrastructure and quite sophisticated facilities. The service model found needs to be developed so that it can realize the concept of "Good Corporate Governance", by building a "Conditional Structured Professional Bureaucracy" which will spearhead in realizing "Excellent Service" in accordance with the concept of Good Corporate Governance which can be implied by the term 3S + 1C namely : "Safety, Security, Services and Compliances". Thus it is very supportive of the achievement of services that provide more guarantees for Safety, Security, Satisfaction and Compliance. The next step is with the support of delegated Structured Professional Bureaucracy, where a decision does not always depend on the top level of management, so that things that are low-level operational can be decided by the lower management level.

Keywords:- Governance, Public Service, Good Corporate Governance.

I. INTRODUCTION

➤ Background

Public service is an aspect that needs attention because it involves the public interest, even the interests of the people as a whole. Public service is one of the keys to success in various efforts to achieve a goal. This thinking cannot be separated from the meaning of public service. As said :

"Service assisting or benefiting individuals through making useful things available to them. Whereas public service is given meaning as something made available to the whole of population, and it involves things which people cannot normally provide for themselves. people must pact collectively," (Lonsdale and Enyedi, 1991 in Zauhar, 2007).

Thus it can be said that public service is an effort to help or benefit the public through the provision of goods and or services needed. Attention to public services is not new, but to realize quality services requires continuous study. Public services have long been experiencing various developments that are not only seasonal or cyclical, but also structural, with increasing intensity", (Frederickson, 2002). As the awareness of the state and society has increased, service has increased its position in the eyes of the community to become a right, as said that :

"The right to service so that in life people are never separated from various forms and types of services. Quality of service is an important discussion in the delivery of services, including in government organizations or institutions as public service providers. The state and the government system become the foundation for the service of citizens in obtaining guarantees for their rights, therefore improving the quality of services will be important", (Zauhar, 2007).

There are public services provided by an agency that have reached the quality that is confronted and those that are still far from what the public expects. "In an effort to improve the quality of public services comprehensively, it is very important to use the principle of Good Corporate Governance (GCG) as a perspective". So as to provide a holistic view and provide appropriate solutions, to a variety of public service problems. Good Corporate Governance (GCG) has a very close relationship with public services,

where good governance will certainly be very responsive to the demands of the public who want to obtain a quantity of service”, (Aktan, 2018).

The link between the two was also stated by Leautier, Vice President of the World Bank that : "poor governance leads to weak delivery of vital public services and unwelcome outcomes for access to public services by the poor and other disadvantaged members of the society such as women, children, and minorities. "So that good institutions and companies are able to provide quality public services, including in this case the services of PT Angkasa Pura II, the manager of Soekarno-Hatta Airport in Jakarta”, (Shah, 2005).

This needs to be examined considering the traffic and services at the airport have increased every year, even in 2010 to 2017 the number of passengers at these proved to exceed the capacity or airport capacity which is quite significant and have an impact on public services.

➤ *Problem Formulation*

Based on the description of the background which has been described above, the formulation of the problem of this research are:

1. How is Soekarno-Hatta Airport's governance based on Good Corporate Governance in meeting public services ?
2. What is a quality public service strategy based on Good Corporate Governance in meeting public services ?
3. What factors support and hinder the realization of quality public services based on Good Corporate Governance at Soekarno Hatta Airport ?
4. What is the quality public service model based on Good Corporate Governance (GCG) at Soekarno Hatta Airport ?

➤ *Research Purposes*

In order to answer the problem formulation, the purpose of this study is to:

1. Analyzing Soekarno-Hatta airport governance based on Good Corporate Governance in meeting public services.
2. Analyzing quality public service strategies based on Good Corporate Governance in meeting public services.
3. Analyze what factors support and hinder the realization of quality public services based on Good Corporate Governance at Soekarno Hatta Airport.
4. Finding a quality public service model based on Good Corporate Governance (GCG) at Soekarno Hatta Airport.

II. LITERATURE REVIEW

Public administration as an instrument of the state is expected to provide a fundamental basis for human development, security, individual freedom, protection of human rights, ownership, justice, stability, peaceful resolution of conflicts”, (Wilson, 1997). "Administration is the most obvious part of government, it is government in action; it is the executive, the operative, the most visible side of government, and it is of course as old as government itself."

Then in 1900, Goodnow, wrote "Politics and Administration", dividing the two functions of government, namely the political function to make policies, and the administration that carries out these policies. Tylor wrote "Scientific Management" in 1912 which emphasized the ways of scientific management to create efficiency and effectiveness. In 1922, Weber wrote about "Bureaucracy" which emphasized the importance of organizational hierarchy, specialization, expertise, legality, and impersonal relationships in achieving organizational goals. Finally in 1920, the first textbook on public administration was written by White, entitled "Introduction to The Study of Public Administration". Over time, the writings in the study of public administration continued to develop until the 1990s, (Shafritz and Hyde, 1997).

Argues that the administration of the classical model has principles that are still quite inherent, namely : “(1) The government organizes based on Max Weber's bureaucratic principles namely hierarchical principles, legalization, specialization, competence, written and impersonal documents. (2) The government will directly involve providing various needs and services. (3) There is a separation of politics and administration, where administration is a tool to carry out instructions, strategies and policies set by political leaders. (4) Public administration is seen as a special form of administration, which etymologically attaches the meaning of devotion to the authorities (politics)”, (Huges, 2006).

The development of the paradigm of public administration, according to Henry (2007) in his work entitled : "Public Administration and Public Affairs, has revealed the arising paradigm of public administration science from time to time. The development of the public administration paradigm can be described as follows”, (Henry, 2007).

Service is any act or performance one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product”, (Denhardt, 2003).

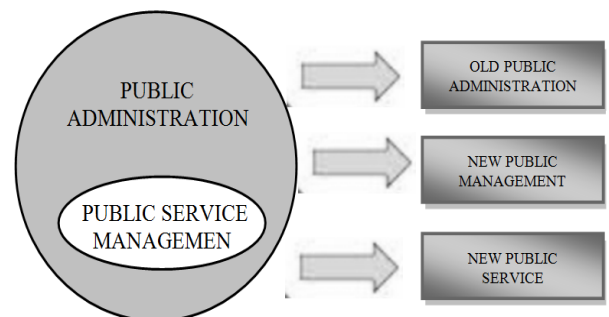


Fig 1:- Administration Public Paradigm
Source : (Arifin, 2017).

In general, public services are identical to the representation of the existence of government bureaucracy, “because it is directly related to one of the functions of government, namely providing services. Therefore, a quality of public service is a reflection of a quality of government

bureaucracy. In the past, the paradigm of public service gave a very large role to the government as the sole provider. The role of parties outside the government has never been given a place or marginalized”, (Denhardt, 2003).

The community and the private world have a slight role in the delivery of public services. The following figure explains the basic concept of the role of government as a public service provider and the role of citizens as users or recipients of services as well as the role of assisting the delivery of public services (co-producer)”, (Sutopo and Suryanto, 2012).

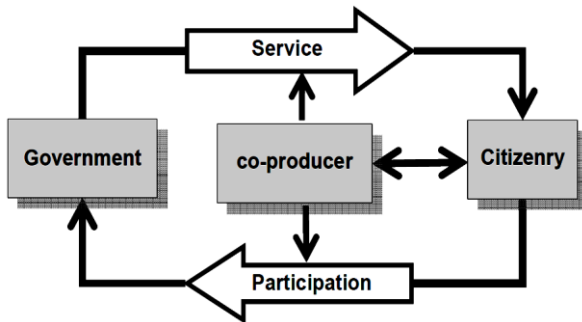


Fig 2:- Partisipasi Dalam Pelayanan Publik
Source : (Suwarno and Yogi, 2005).

Thus, it is clear that changes towards better GCG practices must include changes in the : “technical dimensions (systems and structures) and psychosocial aspects (paradigms, visions, and values) of the organization, changes in psychosocial dimensions, the role of leadership is very important. Leadership in this case plays a major role in fostering aspirations, instilling value and fostering idealism and awareness of the goals (sense of purpose) in company members, (Indrawan (2017: 14).

Implementation of Good Corporate Governance (GCG) : “requires good input so that the implementation of management runs according to plan, aspects, from the input it can be hardware and software both of which will be interconnected with each other so as to create the foundation of Good Corporate Governance. Hard component aspects include changes in the system, structure, and organizational strategy, the system is a step taken by management in the organization to achieve organizational or corporate goals”, (Aktan, 2018). Then the company structure will respond to the system, how to respond to this system will produce a strategy in the form of organizational design in utilizing resources to achieve goals.

The principles of corporate governance (CG) : “in accordance with article 3 of the Regulation of the Minister of State Enterprises No. Per-01 / MBU / 2011 dated 1 August 2011 concerning the Implementation of Good Corporate Governance in SOEs”, it was stated that :

1. Transparency, is the openness of these characteristics in accordance with the spirit of the era that is completely open due to the information revolution. This openness covers all aspects of activities that concern the interests of the company and the public, starting from the decision making process, the use of public funds and the disclosure of relevant material information about the company”, (Shah, 2005).
2. Accountability (accountability) every activity related to the public interest needs to be accounted for by the company's management, so that the management of the company is carried out effectively and economically, also carried out by the stakeholders, including the wider community. Theoretically, accountability itself can be divided into five types, namely: organizational accountability, legal accountability, public accountability, professional accountability, and moral accountability”, (Shah, 2005).
3. Responsibility, i.e. the suitability of company management with the applicable laws and regulations and sound corporate principles, as well as being able to capture the height and usefulness of the shareholders. The effort to increase responsiveness is mainly aimed at the public sector which has tended to be closed, arrogant and power oriented. To determine public satisfaction with the services provided by the public sector, periodically a survey is needed to determine the level of customer satisfaction”, (Shah, 2005).
4. Independence, which is a situation where changes are managed professionally without conflicts of interest and influence or pressure from any party that is not in accordance with applicable laws and regulations and sound corporate principles”, (Shah, 2005).
5. Fairness (fairness), namely the application of a system of justice and equality in fulfilling the rights of stakeholders that arise as a result of agreements and applicable laws and regulations”, (Shah, 2005).

In order for Good Governance (GG) to be implemented well and to provide welfare to the community, “it is necessary prerequisites to make it happen. If you examine the understanding of CG itself from UNDP (1997) that governance is the exercise of economic, political and administrative authority to manage the state affairs at all levels and means by which states promote social cohesion, integration and ensure the well being of their population”, (Shah, 2005).

The principle of “governance based on a functional perspective is also often applied to other organizations, such as educational institutions, social institutions, and even religious institutions”. This efficiency-oriented functional approach is often referred to as a disciplined approach because in order to keep efficiency efficient so that high economic benefits can be achieved, discipline and supervision are needed”, (Aktan, 2018).

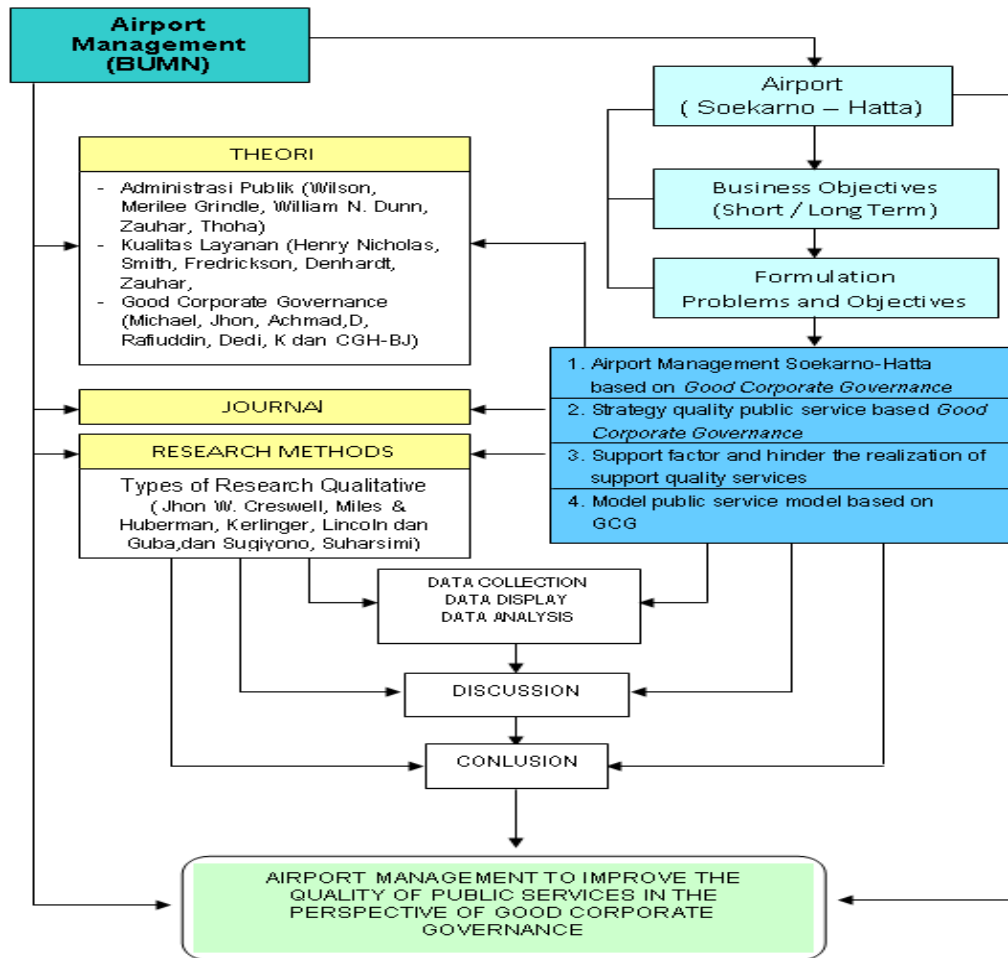


Fig 3:- Research Conceptual Framework
Source : (Researcher Processed, 2019)

III. RESEARCH METHOD

The type of research used is qualitative research, "developing concepts that help understand social phenomena in natural settings, emphasizing understanding, experience and looking at participants", (Miles, Huberman dan Saldana, 2014).

No	Research focus	Description of Research Focus
1	Airport Management of Soekarno-Hatta airport is based on Good Corporate Governance	1. Transparency Principle 2. The Principle of Accountability 3. The Principle of Responsibility 4. Principle of Independence 5. Principle of Equality and Fairness
2	Strategy Quality public service based on Good Corporate Governance	1. Leadership in GCG Implementation at Soekarno Hatta Airport 2. Internal Control System 3. Public Service Strategies based on GCG
3	Supporting and inhibiting factors to realize quality public services based on Good Corporate Governance	1. Supporting Factors 2. Inhibiting factors
4	Model a quality public service model based on Good Corporate Governance (GCG)	Model a quality public service model based on GCG

Table 1:-Focus and Description of Focus
Source : (Researcher Processed, 2019)

To obtain the data needed in this study, “the researchers used three techniques in collecting data according to the type of research, namely interviews, observation and documentation. The qualitative data

analysis in the study used the thinking model of Miles, Huberman and Saldana (2014)” in which the analysis was known as an interactive analysis model as presented in the following figure 4.

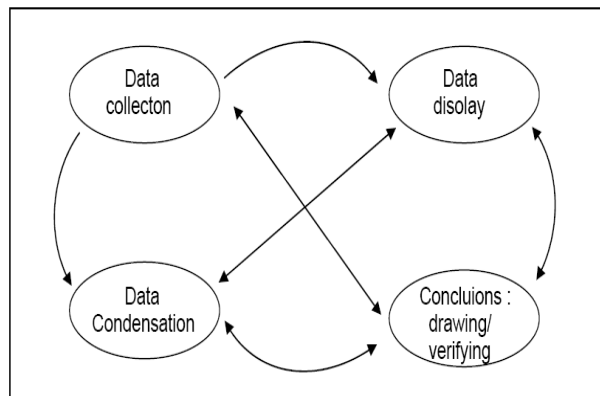


Fig 4:- Componen of data analysis Interactive
Source : (Miles, Huberman dan Saldana, 2014)

IV. RESULTS AND DISCUSSION

When looking into the number of complaints from airport service users under the handling of PT Angkasa Pura

II, the number is still relatively large. As is known, PT Angkasa Pura II provides Contact Center 1500138 and Twitter @ contactap2 Social Media services to connect with airport users”, (Angkasapura, 2017).

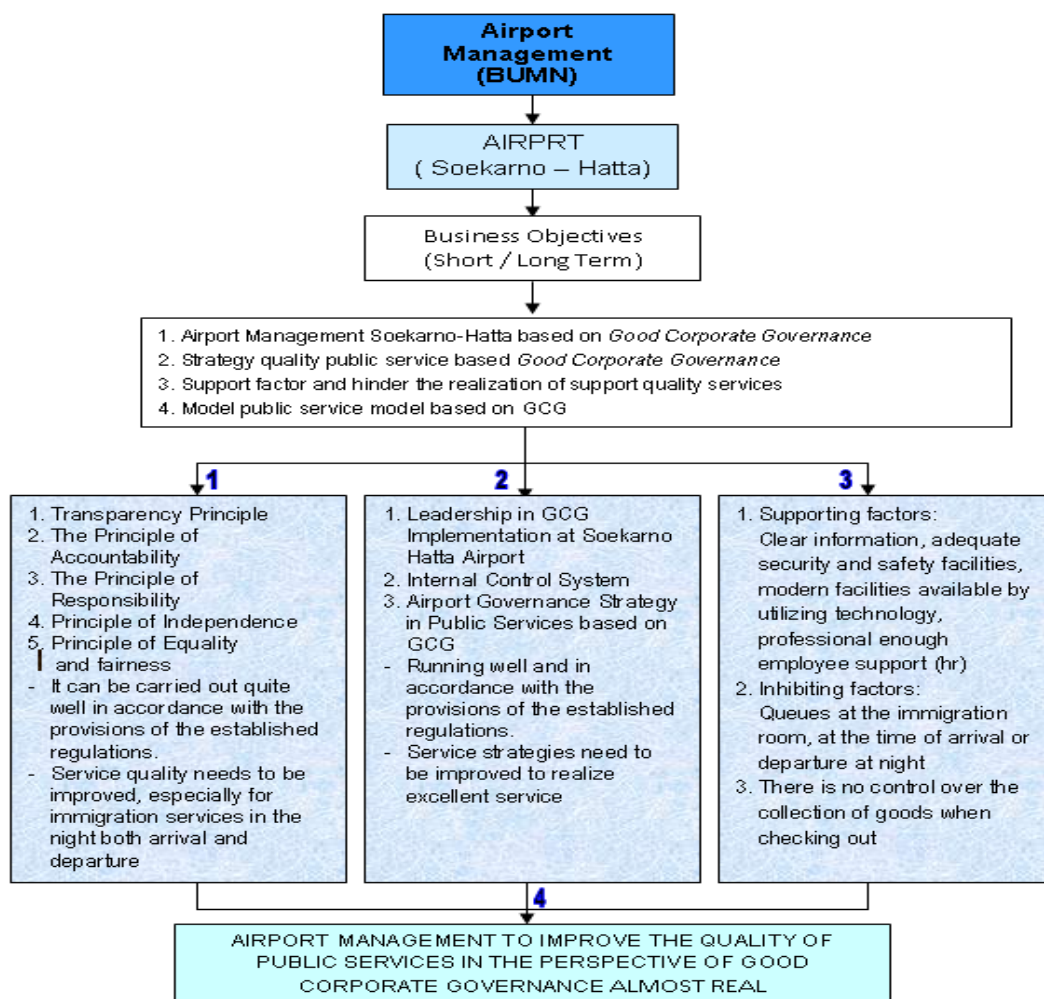


Fig 5:- Research Conceptual Framework
Source : (Researcher Processed, 2019).

The governance of Soekarno-Hatta airport is based on Good Corporate Governance;

➤ *Transparency Principle :*

Easy access to information that is supported by modern technology that is online and ontime.

➤ *The Principle of Accountability :*

Duties and responsibilities of employees have been carried out to the fullest

➤ *Responsibility Principle:*

Employees are responsible for the tasks and providing services

➤ *Principle of Independence:*

Siding is rarely found

➤ *Principle of Equality and Fairness*

Better treatment in fulfilling stakeholder rights in accordance with applicable laws and regulations, leads to rights and obligations.

A. Minor Proposition 1:

“If airport management is based on Good Corporate Governance, namely equality and fairness have not been fully achieved. Then the impact on the lower quality of services provided”.

Quality public service strategy based on Good Corporate Governance :

1. Leadership in GCG Implementation at Soekarno Hatta Airport There is openness in leadership with democratic leadership styles internally and externally
2. Internal Control System Supervision and advice related to the process of adequacy and fairness in the preparation of the overall report and the service sector is also considered
3. Public Service Strategy based on GCG Transformation (Change Management) public services support good service based on GCG

B. Minor Proposition 2 :

“If a quality public service strategy based on Good Corporate Governance, namely Internal and Public Service

Strategy based on GCG, has not been achieved. Then the more negative impact on the low quality of services provided”.

Supporting and inhibiting factors to realize quality public services based on Good Corporate Governance :

➤ *Supporting factors:*

Clear information, adequate security and safety facilities, modern facilities available by utilizing technology, professional employee support.

➤ *Inhibiting factors:*

- Queues at the immigration room, at the time of arrival or departure at night
- There is no control over taking items when checking out.

C. Minor Proposition 3:

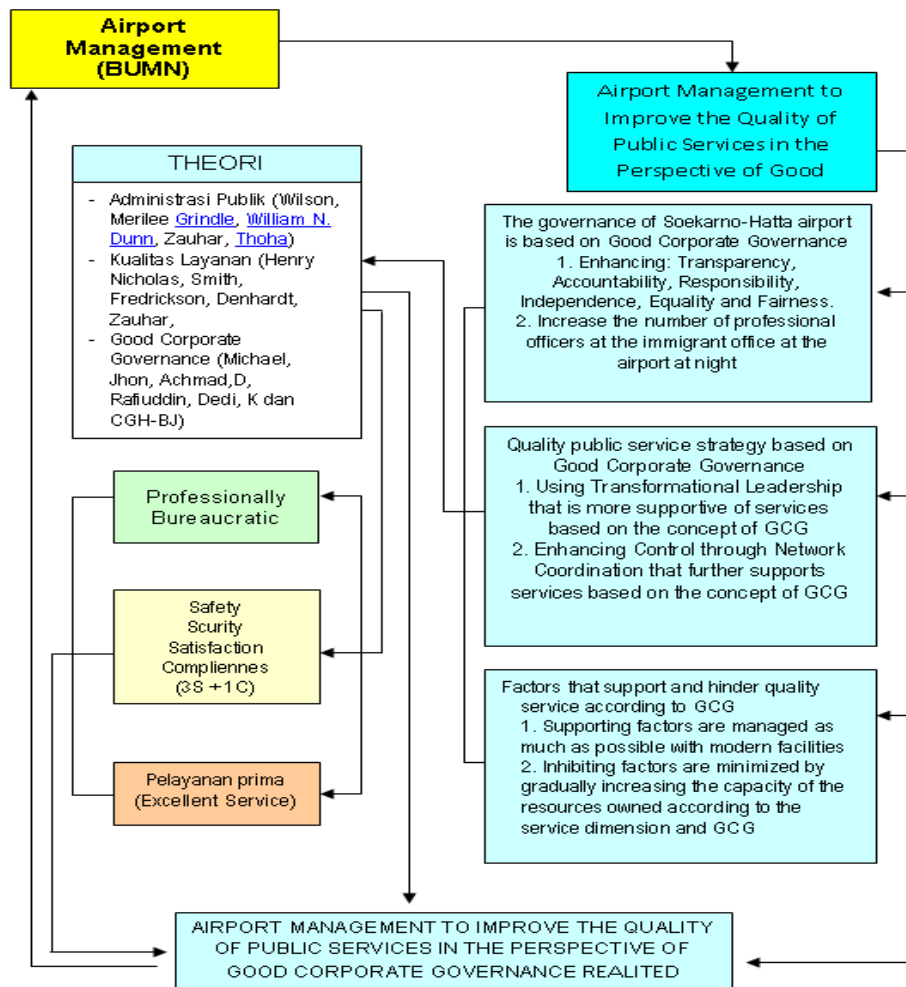
“If the supporting and hindering factors to realize quality public services based on Good Corporate Governance have not been able to be overcome properly. Then the contribution of quality services according to public expectations is increasingly difficult to realize ”.

A quality public service model based on Good Corporate Governance (GCG) A quality public service model based on Good Corporate Governance (GCG) is almost fulfilled by implementation ;

1. Principles of Transparency, accountability, responsibility, Independence and Equality and fairness.
2. Democratic leadership that considers internal and external
3. Quantitatively reduced complaints from public service users at the airport
4. Improved public service management supports good service based on GCG

D. Major Proposition 4:

“Airport Governance Has a Significant Contribution to the Quality of Public Services in the Perspective of Good Corporate Governance at the Airport Passenger Terminal. So that quality services can realize excellent service according to the principles of Good Corporate Governance.”



Fi 6:-Recommended Model Penelitian
 Source : (Researcher Processed, 2019).

V. CONCLUSION

After conducting a study of : “the govern-ance of Soekarno Hatta Airport in the perspec-tive of Good Corporate Governance to improve service quality, the conclusions that can be drawn are as follows” is the :

A. *Soekarno-Hatta airport governance based on Good Corporate Governance that :*

- *Transparency Principle:*
 Easy access to information that is supported by modern technology that is online and ontime
- *Principle of Accountability:*
 Duties and responsibilities of employees have been carried out to the fullest
- *Responsibility Principle:*
 Employees are responsible for the tasks and providing services
- *Principle of Independence:*
 Siding is rarely found

➤ *Principle of Equality and Fairness*

Better treatment in fulfilling stakeholder rights in accordance with applicable laws and regulations, leads to rights and obligations.

These five principles of: “Good Corporate Governance serve as a guideline for evaluating whether or not the company is successful in realizing good corporate governance. The company is said to be good if it has improved quality of service as well. And in realizing Good Corporate Governance, PT Angkasa Pura II has supporting factors in the form of high employee morale in carrying out its duties which remain in accordance with applicable regulations”.

B. *A quality public service strategy based on Good Corporate Governance, that:*

- Leadership in GCG Implementation at Soekarno Hatta Airport There is openness in leadership with democratic leadership styles internally and externally
- Internal Control System Supervision and advice related to the process of adequacy and fairness in the preparation of the overall report and the service sector is also considered

- Public Service Strategy based on GCG Transformation (Change Management) of public services supports good services based on GCG

The strategy in conducting : “public service policies carried out by PT Angkasa Pura II (Persero) views that customers or users of airport services are the main stakeholders that support the Company's business sustainability. For this reason, the Company always optimizes service performance and quality and facilitates access to airport information to meet customer expectations”. The Company prioritizes the provision of all airport service needs and facilities to facilitate customers in using all types of Company-owned services. Angkasa Pura II implements strategic service measures, namely : “providing security guarantees for airport service users by giving special places to certain areas for consumers, improving the quality of services provided to customers, increasing the ease of access to information and airport services, and providing customer complaints centers such as website, telephone complaints and the availability of customer complaint reporting places”.

C. Supporting and inhibiting factors to realize quality public services based on Good Corporate Governance, that :

- *Supporting factors :*

“Clear information, adequate security and safety facilities, modern facilities available by utilizing technology, professional employee support”.

- *Obstacle factor :*

“Queues at the immigration room, at the time of arrival or departure at night - There is no control over taking items when checking out PT. Angkasa Pura II as a state company is one of the economic actors that has a very important function and role in economic development for the welfare of the people”.

In the current global financial crisis, PT. Angkasa Pura II is also expected to generate profits or funds that are needed by the state. So that this role can be implemented, PT. Angkasa Pura II must be managed well, based on the principles of good corporate governance (GCG) in order to become an effective, efficient, professional, and able to compete in the business world at the national, regional and international levels. “The regulation does not only cover internal balance that regulates the relationship between PT. Angkasa Pura II in a corporate structure, but also an external balance that emphasizes PT. Angkasa Pura II to pay attention to the relationship with all stakeholders as an embodiment of fulfilling the company's responsibilities”. In the external balance, the external relations between PT. Angkasa Pura II with secondary stakeholders including corporate social responsibility (CSR). However, the implementation of CSR must also consider the principles of sound company management so that PT. Angkasa Pura II

can run its business well and generate profits / funds that are needed by the state.

D. A quality public service model based on Good Corporate Governance (GCG), that : “A quality public service model based on Good Corporate Governance (GCG) is almost fulfilled by implementation; Principles of Transparency, accountability, responsibility, Independence and Equality and fairness”. Democratic leadership that considers internal and external. In terms of reduced number of complaints from public service users at the airport, “improved public service management supports good service based on GCG. The public service model implemented at the airport as the main entry point for air transport service users is an organic design model emphasizing decentralization, so that public sector organizations are located as non-monolithic regulators, namely as framers and implement services by giving authority to units executive apparatus, while the position of the community as subjects who jointly organize services”.

VI. SUGGESTIONS

1. Soekarno-Hatta airport governance based on Good Corporate Governance, that;
 - a. The aspect of transparency, “guarantees access or freedom for everyone to obtain information about the administration of government, namely information about policies, the process of making and implementing them, as well as the results achieved. Transparency is an open policy for supervision”.
 - b. Accountability aspect, “refers to the obligations of each individual, group or institution to fulfill the responsibilities that are mandated. This mandate guarantees the realization of public values”.
 - c. Responsibility aspect, “makes the company aware that in its operational activities, the company also has a role to be accountable to shareholders as well as to other stakeholders”.
 - d. The independent aspect, “is very important in public services. In essence, being neutral is a very difficult thing, where when faced with two choices, namely between right and wrong, between the interests of many people or business interests, between government policies/regulations or company policies, between corporate interests or interests of parties outside the company, and others. Then partisanship is something that cannot be avoided, in the sense of whether or not partisanship must occur”.

This aspect of : “equality and fairness requires fair treatment in fulfilling stakeholder rights in accordance with applicable laws and regulations. It is expected that fairness can be a motivating factor that can monitor and guarantee fair treatment among various interests within the company”. The application of this principle in the company will prohibit insulting practices carried out by insiders that harm other parties.

2. A quality public service strategy based on Good Corporate Governance, that:
 - a. Attention to “achieve a balance between strength and authority of the company (leadership) in providing accountability to shareholders in particular, and stakeholders in general. Of course this is intended to regulate the authority of directors, managers, shareholders, and other related parties, transformational leadership is better applied to achieve quality services based on Good Corporate Governance”.
 - b. Internal control “while maintaining super-vision related to the process of adequacy and fairness in the preparation of financial statements, risk management by observing the precautionary principle”. Implement an internal control system through the implementation of “company policies and procedures consistently and meet compliance with applicable regulations, including those related to company business activities and risk management, strategic plans, division of tasks, delegation of authority and adequate accounting policies”.
 - c. The public service strategy adopted is maintained and can be developed by taking into account the aspects of weaknesses and strengths of ; “the principles of transparency, accountability, responsibility, independence and equality and fairness that have been implemented. Efforts that can be made are evaluating the results achieved, measuring the performance that has been produced in the perspective of the organization employees and consumers public”.
3. Supporting and inhibiting factors to realize quality public services based on Good Corporate Governance, that :
 - a. Supporting factors, “providing improved services by presenting clear information, adequate security and safety facilities, modern facilities available by utilizing technology, professional employee support”.
 - b. Inhibiting factors, “overcoming the smallest possible queues in the immigration room, at the time of arrival or departure at night by adding officers from immigrants who are really able to carry out the work as well as possible. Arranging plans and policies to control the collection of goods at check-out so as not to bring negative impacts so that the safety of passengers can be better guaranteed”.
4. A quality public service model based on Good Corporate Governance (GCG), that : ”To achieve quality services based on the concept of Good Corporate Governance. The thinking from here suggests that the next step is to build a Conditional Structured Professional Bureaucracy which will spearhead in realizing Excellent Service in accordance with the Good Corporate Governance Concept which can be implied by the term 3S + 1C”, namely "Safety, Security, Services and Compliances". Namely the achievement of services that provide more guarantees for Safety, Security, Satisfaction and

Compliance. Therefore; "It needs the support of delegated structured professional bureaucracy". The understanding is that a decision does not always depend on the top level of management, so that things that are low-level operational can be decided by the middle level down.

5. Theoretical Implications

➤ Bureaucratic Theory

The point of view of the bureaucracy, Weber (1978) and Wilson (1989) that public service as a bridge that connects the government with the community, so that Professionally Bureaucratic or professional bureaucracy that is conditional can support two dimensions to see the meaning of closeness between public organizations and community, namely : “ a). Normative closeness, means the extent to which policies or rules are made that voice the wishes, interests of the community, and closeness in the area, which means that for that closeness there needs to be organizational units that can be easily reached by the community; b). Bureaucracy must be able and willing to make changes to the system and work procedures that are more oriented to the characteristics of modern organizations, among others, namely fast, precise, accurate, open service while maintaining the quality of service”.

➤ Public Service Theory

As a blade developed the theory of public service from Henry, (2004), Fredrickson, (2003), and Denhardt, (2007). “As much as possible public services as an activity to provide convenience to the community in order to meet their needs according to the paradigm of reinventing government and good governance, by maximizing the principles of quality service, namely through Excellent Services according to the Concept of Good Corporate Governance "which can be implied by the term (3S + 1C) namely "Safety, Security, Satisfaction and Comfortable" which is the achievement of services that provide more guarantees for Safety, Security, Satisfaction and Comfort”.

➤ Theory of Good Corporate Governance As the development of good corporate governance thought Aldridge, E. John (2005) that GCG is a set of rules, “practices and processes of corporate control by involving the balancing of the interests of corporate stakeholders, such as shareholders, management, consumers, the suppliers, financiers, the government, and the community. So Good Corporate Governance (GCG) requires good input so that the implementation of management runs according to plan, aspects, from the input can be in the form of hardware (hardware) and software (software) both will be related to each other so as to create the foundation of Good Corporate Governance”.

REFERENCES

- [1]. Achmad D. Mas. 2005. Good Corporate Governance : Konsep Dan Penerapannya Dalam Konteks Indonesia Ed.2. Penerbit, Jagad Prima Mandiri. Jakarta.
- [2]. Adeniyi, O. 2019. Perception of Airport security and safety of international passengers' a study Murtala Mohammed International Airport in Nigeria. American Journal of Transportation and Logistics (ISSN:2637-6172).
- [3]. Adeniran, A. 2019. Gap Analysis Of Service Quality Delivery In The Murtala Muhammed International Airport (Mmia), Lagos, Nigeria. SSRG International Journal of Industrial Engineering (SSRG-IJIE) – Volume 6 Issue 2–May - Aug 2019.
- [4]. Aktan B. Turen. 2018. Corporate Governance And Performance Of The Financial Firms In Bahrain. DOI: 10.17512/pjms.2018. University of Bahrain.
- [5]. Armstrong & Kotler. 2015. Marketing an Introducing. Prentice Hall Twelfth Edition, Pearson Education, England.Inc.
- [6]. Ana, Brochado. 2019. Airline passengers' perceptions of service quality: themes in online reviews. International Journal of Contemporary Hospitality Management. DOI: 10.1108/IJCHM-09-2017-0572. institution ISCTE – Instituto Universitario de Lisboa.
- [7]. Arief, D. Sulistya. 2014. Profesionalisme Aparatur Pemerintah Dalam Pelayanan Publik. Penerbit, Universitas Diponegoro, Press. Semarang.
- [8]. Arikunto, Suharsimi. 2015. Prosedur Penelitian Suatu Pendekatan Praktik. Penerbit, Rineka Cipta. Jakarta.
- [9]. Barata, Atep Adya. 2013. Dimensi Pelayanan Prima. PT Gramedia Pustaka. Jakarta.
- [10]. Basuki, Johannes. 2012. Budaya Pelayanan Publik. Hartomo Media Pustaka. Jakarta.
- [11]. Batinggi, Achmad dan Badu Ahmad. 2007. Manajemen Pelayanan Umum. Universitas Terbuka. Jakarta.
- [12]. Bellingier, Gene. 2001. Organizational Citizenship Behavior. Virtual Library on Management. San Fransisco: Berret-Koehler Publishers, Inc.
- [13]. Bode, ingo. 2010. Toward Disorganized Governance in Public Service Provision? The Case of German Sickness Funds, International Journal of Public Administration. 33 : 61-72.
- [14]. Creswell, John. W. 2012. Research Design : Qualitative, Quantitative, and Mixed Methods Approaches. Third Edition. SAGE Publications India Pvt. Ltd.
- [15]. Creswell, John. W. 2015. Research Design : Qualitative, Quantitative, and Mixed Methods Approaches. Fifteen Edition. SAGE Publications India Pvt. Ltd.
- [16]. Dedy, W. 2017. Assessment of Airport Service Performance : A Passenger-centred Model. Queensland University.
- [17]. Denhardt, Janet V. and Robert B. Denhardt. 2007. The New Public Service: Serving, not Steering. Expanded Edition. Armon, New York: M.E. Sharpe.
- [18]. Denhardt, Robert B., Denhardt. Janet V., and Blanc, Tara A. 2014. Public Administration: An Action Orientation. Seventh Edition. Wadsworth, Cengage Learning. Boston. USA.
- [19]. Djedje, Abdul Aziz. 2007. Paradigma Pelayanan Publik. Pusat Pendidikan dan Pelatihan Pengawasan BPKP. Jakarta.
- [20]. Dwiyanto, Agus. 2011. Reformasi Birokrasi Publik. Gajah Mada University Press. Yogyakarta.
- [21]. Ferry, Indrawan. 2017. Pengertian, Tujuan, Prinsip Good Corporate Governance (GCG). Artikel, <https://admpublik.undip.ac.id>
- [22]. Ferdinand, Ferry. 2015. Metode Penelitian Kualitatif dan Kuantitatif. Penerbit Bumi Aksara, Jakarta
- [23]. Fredericksan, George H and Smith B. Kevin. 2002. The Public Administration Theory Primer, Westview Press, USA.
- [24]. Ibrahim, Rose. 2017. Inflight Service Quality of Malaysia Airlines: Validation Using SEM and AMOS. International Journal of Academic Research in Business and Social Sciences.
- [25]. John, Aldridge, E Siswanto Sutojo. 2008. Good Corporate Governance. Penerbit, PT. Damarmulia. Jakarta.
- [26]. Mardiyono dan Siti Rochmah. 2009. Manajemen Pelayanan Publik. Bahan Ajar Program Doktor Ilmu Administrasi Universitas Brawijaya Malang.
- [27]. M.B. Miles., A.M. Huberman and J. Saldana. 2014. Qualitative Data Analysis. A Methods Sourcebook. Third edition. SAGE Publications, Inc.
- [28]. McLaverty, Peter. 2012. Public Participation and Innovations in Community Governance. Ashgate. England.
- [29]. Michael, Lemons and Karl Lins. 2001. Ownership Structure, Corporate Governanace, and Firm Value”, William Davidson Working Paper, 393.
- [30]. Mulgan, Richard. 2012. Transparency and Public Sector Performance. Occasional Paper No. 1, The Australia and New Zealand School of Government.
- [31]. Musa, Kasuwar. 2016. Service Quality And Customer Satisfaction Among Domestic Air Passengers In Nigeria. International journal of business and management studies. Vol 8, No 2, 2016 ISSN: 1309-8047 (Online)
- [32]. Nicola, Cucari. 2019. Qualitative comparative analysis in corporate governance research: a systematic literature review of applications. Corporate Governance International Journal of Business in Society. DOI: 10.1108/CG-04-2018-0161. University Degli Studi Salerno.
- [33]. Nurmandi, Achmad, 2010, Manajemen Pelayanan Publik. PT Sinergi Visi Utama. Yogyakarta.
- [34]. Rafiuddin, Mochamad. 2009. Aspek Hukum Good Corporate Governance Menurut Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas. Fakultas Hukum Universitas Indonesia, Press. Jakarta.
- [35]. Rini, Lestari. 2018. The Implementation of Good Corporate Governance : Required Quality of Management Accounting Information System” (Empirical Evidence on Sharia Banking Institutions in

- Bandung City, Indonesia). Fakultas Ekonomi Dan Bisnis, Universitas Islam Bandung.
- [36]. Sarocha, K. 2018. Analysis of Key Factors for Airport Service Quality: A Case Study of Three Regional Airports in Thailand. International Conference on Industrial Engineering and Operations Management Bandung, Indonesia, March 6-8, 2018. Chiang Mai University.
- [37]. Sedarmayanti 2010. Reformasi Administrasi Publik, Reformasi Birokrasi dan Kepemimpinan Masa Depan: Mewujudkan Pelayanan Prima dan Kepemerintahan yang Baik. PT Refika Aditama, Bandung.
- [38]. Sinan, Keiyinci. 2016. Measurement Of Service Quality In Air Transportation. International journal of economics and finance studies. Vol 8, No 2, 2016 ISSN: 1309-8055 (Online).
- [39]. Sittichai, s. 2018. Service quality improvement of ground staff at Don Mueang International Airport. Kasetsart Journal of Social Sciences 39 (2018) 15e21. National Institute of Development Administration, Bangkok 10240, Thailand
- [40]. Syaifuddin, Burhan. 2017. Kamus Besar Basaha Indonesia dan Penjelasannya. Penerbit Bumi Aksara, Jakarta
- [41]. Safri dan Dwiyanto, Agus. 2014. Manajemen Pelayanan Publik: Peduli, Inklusif, dan Kolaboratif. Edisi kedua. Gajah Mada university Press.
- [42]. Sugiyono. 2014. Memahami Penelitian Kualitatif dan Kuantitatif. Dilengkapi Contoh Proposal dan Laporan Penelitian. Penerbit, Alfa Beta. Bandung
- [43]. Supriatna, Tjahya. 2010. Administrasi Birokrasi dan Pelayanan Publik. Nimas Multima. Jakarta.
- [44]. Suryadi. 2010. Penanganan Keluhan Publik pada Birokrasi Dinas Perijinan. Volume 23, Nomor 4. Hal: 293-303. Fakultas Ilmu Administrasi, Universitas Brawijaya, Malang
- [45]. Sutopo dan Suryanto Adi. 2012. Pelayanan Prima. Konsep dan Implementasi. Lembaga Administrasi Negara, Jakarta.
- [46]. Thoha, Miftah. 2008. Birokrasi Pemerintah Indonesia di Era Reformasi. Kencana Prenada Media Group, Jakarta.
- [47]. Tjiptono, Fandi. 2010. Strategi Meningkatkan Kualitas Pelayanan. Penerbit Andi Offset, Yogyakarta.
- [48]. Warella, Y. 2015. Kualitas Pelayanan Publik Dalam Kajian Administrasi Pemerintahan. Penerbit Apollo, Surabaya.
- [49]. Walanchalee, W. 2019. The Airport Experience (Airport, experience, management, tourism, destination). DOI: 10.1016/B978-0-12-812857-2.00013-0. Mahidol University
- [50]. Wijaya, Tony. 2018. Manajemen Kualitas Jasa : Desain Servqual, QFD, dan Kano. Penerbit, Indeks. Jakarta.
- [51]. Zakki, ZE. 2016. Customer Satisfaction As An Improvement Tool In Airports (A Case Study of Sharm El Sheikh Airport). DOI: 10.13140/RG.2.1. Suez Canal University.
- [52]. Zaenal Mukarom, 2015: Manajemen Pelayanan Publik, Pengantar Pustaka Setia. Bandung.
- [53]. Zeithami, Valarie A, A. Parasuraman dan Leonard L Berry. 1990. Delivering Quality Service: Balancing Customer Perceptions and Expectations. The Free Press. New York.
- [54]. Zauhar, Soesilo. 2007. Reformasi Administrasi. Konsep, Dimensi dan Strategi, Bumi Aksara, Jakarta.