

Performance Analysis of Yayasan Jasa Aviasi Indonesia as One of The Pioneer Flight Operators in Papua Province

Sendy Widya Nugroho^a, Suharto Abdul Madjid^b, Suparwan Cecep Kosasih^c

^{a,b,c}Trisakti Institute of Transportation and Logistic
sendy_nugroho@yahoo.org,^{a*}, Sam@gmail.com^b, Suparwan@gmail.com^c

ABSTRACT

This study discusses YAJASI's Operational Performance as one of the pioneer flight operators in Papua, as a basis for supporting pioneer aviation operations in the rural areas of Papua. This research uses qualitative method with descriptive analytic technique. The presence of YAJASI supports the community development program as one of the providers of air transportation services to provide convenience and fluency in community development efforts in the rural areas of Papua. YAJASI's aviation performance effort outlines the needs of air transportation and conducts medical help to evacuate people in the depths. To achieve the objectives expected by Yayasan Jasa Aviasi Indonesia (YAJASI), it is necessary to pay attention to the recruitment of prospective national candidates for aviators, aircraft maintenance technicians and avionics. This can be supported by training programs for national personnel who have met the screening and recruitment requirements. In addition, it is necessary to provide aircraft as an operational support to meet the demand for air transport services

Keywords : Aircraft; Maintenance; Performance, Pioneer Flight

A. Introduction

In the eastern part of Indonesia, especially Papua which has an area of 420,000 Km² with a population of 4,247,758 people (data DinSosDuk and CaPil Prov.Papua June 2017) consisting mostly of valleys and mountains, it is not feasible to build land transportation infrastructure to connect one inland area of Papua with the other. In its implementation, this pioneering air transport activity is carried out by non-commercial and private private air transport business entities based on its operational agreements with local governments. Yayasan Jasa Aviation Indonesia (YAJASI) as one of the pioneering national private aviation operators operating in Papua, with a homebase in Sentani operates five units of pioneer aircraft with two types of types namely four Pilatus Porter PC-6 and one Pilatus PC-12/47 with Operating Certificate (OC-91) that is non-commercial and uncodule operating flights.

Conditions of pioneering air transport still encounter obstacles, namely frequently changing weather conditions and geographical conditions of Papua's land nominated by mountains and the presence of pioneering flight routes that are not / less effective because the airfield that can only be used to land for aircraft with small size and limited routes to the interior with very simple ground conditions (airstrip) as aircraft landing. Pioneering flight routes serve to improve accessibility and encourage regional growth and development, so that development outcomes can be evenly distributed and to realize the stability of the country's defense and security. Pioneering flight routes have low demand and are stimulating the economic development of the region concerned.

Including some inland areas of Papua such as the Milkyway Mountains, Langda, Tiom and Wamena mountains dominated by mountains above 14,000 feet (4,267.2 meters), where aircraft must fly lower than

9,000 feet (2,743.2 meters). so that it must cross the sidelines of the mountains. With such natural conditions, a fleet of pioneering aircraft with a maximum passenger capacity of 10 people is required in one flight. The increase in the number of pioneering flight requests will certainly be marked by an increase in the number of pioneer aircraft in the Papua Indonesia region.

Over time and increasing demand for flight routes that must be met, aircraft maintenance and aircraft rejuvenation become the main capital in terms of supporting the quality of pioneering aviation safety, and improving performance and timeliness in its operations. So now YAJASI has difficulty to meet the demand for routes, with limited aircraft fleets, and no pioneering routes requested by inland communities, affecting the limited pilots.

Technical constraints both from the condition of the airfield in the interior that is still in the form of soil and not asphalt, often occur and most potentially influential in conducting the whole process to condition the improvement of the performance of pioneering aviation operations in the Papua region, and not with a short time and not easy in realizing the quality of safety with one of them the addition of aircraft that are part of the procurement of aircraft fleet in operations at the Indonesian Aviation Services Foundation (YAJASI).

Based on the research questions that have been presented above, the objectives achieved in writing this thesis are:

To find out an overview of the operational performance of Yayasan Jasa Aviation Indonesia as a pioneering flight in Papua, to find out yajasi flight performance strategy in supporting pioneering aviation services in Papua.

B. Literature Review

Pioneering flight performance (operational work achievement) is the result of quality and quantity work achieved by an airline operator in carrying out its duties in accordance with its operational responsibilities. The success rate of a

performance includes quantitative and qualitative aspects. Meanwhile, According to (Sedarmayanti, 2011) revealed that: "Performance is a translation of performance which means the work of a worker, a management process or an organization as a whole, where the results of the work must be shown concretely and measurable evidence (compared to a predetermined standard)." Operational performance is an achievement achieved by an airline operator in carrying out its flight duties and operations. Understanding performance according to Stephen Robbins translated by (Pasolong, 2012): "Performance is the result of evaluation of operations and work carried out by an operational organization and employees compared to the criteria that have been set before, "(Pasolong, 2010) . Performance is a situation related to the success of the organization in carrying out its mission that can be measured from the level of productivity, quality of service, responsiveness, responsibility, and accountability. Performance indicators are quantitative or qualitative measures that describe the level of achievement of a target or goal that has been set (Abdullah, 2014). Meanwhile, according to Lohman (2003) in (Abdullah, 2014) performance indicators are a variable used to quantitatively express the effectiveness and efficiency of processes or operations based on the targets and objectives of the organization. In another view, (Moehariono, 2012) defines performance indicators as follows: a) Performance indicators are certain values or characteristics used to measure the output or outcome of an activity. b) Performance indicators are measuring instruments used to determine the degree of success of an organization in achieving its goals. To know the level of success achieved by employees, it is necessary to measure the performance of almost all performance measurements considering the following: 1) Quantity, relating to the amount to be completed or achieved. 2) Quality, related to the quality produced either in the form of neatness of work and thoroughness of work or the level

of mistakes made by employees. 3) Punctuality, that is, according to what is not with the planned time. According to Moeheriono (Abdullah, 2014), there are six measures of performance indicators, but each organization may develop them in accordance with the mission of the organization. The six categories are: a) Effectively, measuring the degree of conformity produced in achieving something is desirable. b) Efficiently, measure the degree of conformity of the process of producing output by using the lowest possible cost. c) Quality, measuring the degree of conformity between the quality of products or services produced with the needs and expectations of consumers. d) Punctuality, measuring whether the work has been completed correctly and in a timely manner. e) Productivity, measuring the effectiveness of an organization. f) Safety, measuring the overall health of the organization and the working environment of employees are reviewed from the health aspect.

To measure the success or performance of the air transport operating system, several indicators can be seen. The first indicator concerns quantitative measures expressed with the level of service, and the second is more qualitative and expressed with the quality of service (Nasution, 2010). Two aspects of operations that are usually of interest to team management in assessing operations are effectiveness in achieving objectives and efficiency in carrying out operations. Effective operation is an operation that can obtain or exceed the specified objectives of the operation. Effective operation is essential to a successful strategy. Ineffective operations result in disappointing results in spending cash and other resources and can result in an organization failing. Efficient operation is not a waste of resources for free in carrying out its operations. An operation is inefficient if the company uses more resources than the required amount. Separate effective determination with the determination of efektivitas A company can be effective in

achieving the goals set by its operations but still not efficiently. On the contrary, an efficient company may not be effective if it fails to achieve its operating objectives. In determining the route is sought considering: a) Types of pioneering air transport services, with the majority in rural areas in mountainous areas. b) Types of airfields that must match the type of aircraft used. c) Opening new routes, increasing optimization of service frequency and integrating with pioneering transportation subsidy providers. d) The number of passengers transported by one transport in one day, with routes that adjust the weather conditions and conditions. e) Prioritizing the public or passengers for Medical Evacuation. Pioneer air transportation is the provision of transportation services domestic commercial air transportation activities that serve the network and flight routes to connect remote and disadvantaged areas or areas that have not been served by other modes of transportation and are commercially unprofitable (Law No.1 of 2009). Based on the provisions in Law No. 1 of 2009 on Aviation, non-commercial air transport activities only transport passengers or goods to support the basic activities of pioneering flight operators. The Minister of Transportation may grant licenses for non-commercial air transport activities (OC 91) to carry out passenger and goods transportation activities by charging payments to certain areas by meeting the requirements. YAJASI in its operations does not apply the tariffs stated in PM 18 of 2017 on the formulation of pioneering air transport operating costs and pioneering air transport passenger fares in 2017. (Sumber: wikipedia.org/wiki/Angkutan_udara_perintis). Activities carried out by either a person or a business entity aimed at profiting, adjusting the demand from tenants who have business interests in the destination area as needed, and how to publish the purpose and purpose of its commercial activities by advertising to offer goods and services. Commercial can also be interpreted as profit oriented something related to the purchase, sale of

goods and services that covers all activities related to the trading industry. Referring to the great Dictionary of The Indonesian language everything related to trade, high trade value so that sometimes sacrifice social and cultural values. Activities carried out by either personal or airline business entities that are not intended to make a profit, or non profit oriented. As for how to publish not with advertising, but more oriented to members of its own business entity. Based on the hierarchy of service, the flight route itself is divided into: a) Main Route, which is a flight route that connects between airports which serves as a center of deployment. b) Feeder Route, which is the flight route that is supporting the main route. Feeder Route connects between the airport that serves as the center of distribution with the airport is not as the center of distribution. c) Pioneer Routes, which are flight routes that connect remote, isolated, border or underdeveloped areas or locations that are difficult to contact by other modes of transportation. In its implementation, flights on pioneer flight routes receive subsidies.

C. Research Methodology

Data analysis used in this research is descriptive qualitative. Qualitative data analysis according to Bogdan & Biklen (Moleong Lexy, 2011) is an effort made by working with data, organizing data, sorting it into manageable units, disintensive it, finding and finding patterns, finding what is important and what is learned, and deciding what can be told to others. Techniques carried out in this study with SWOT analysis.

D. Result and Discussion

1. SWOT Analysis

Based on the results obtained from internal and external analysis in the Table as written above, the results can be summarized

as follows: (1) Total Strength Score = 2,84 (2) Total Weakness Score = - 1,66 (3) Total Odds Score = 3,00 (4) Total Threat Score = -2,32

From the results of the calculation above, in the calculation of the strategy requires affirmation of the position in the X,Y axis that is between strengths and weaknesses, as well as opportunities and threats all described in positive and negative lines. This resulted in a total strength score of 2.84, a total weakness score of -1.66 while the total odds score was 3.00, and the total threat score was -2.32.

From the analysis above, the strength factor is greater than the weakness factor and the influence of the opportunity factor is slightly greater than the threat factor. Therefore, the position of Yayasan Jasa Aviation Indonesia is in quadrant 1 which means in the position of growth, which indicates the strong internal condition of YAJASI, with a slightly threatening environment.

To find the coordinates, you can search in the following ways:

(1) Internal Analysis Coordinates (Total Strength Score – Total Weakness Score) : 2 = (2.84 – 1.66) : 2 = 0.59 (2) Coordinates of External Analysis **Figure 1. SWOT Matrix Diagram**

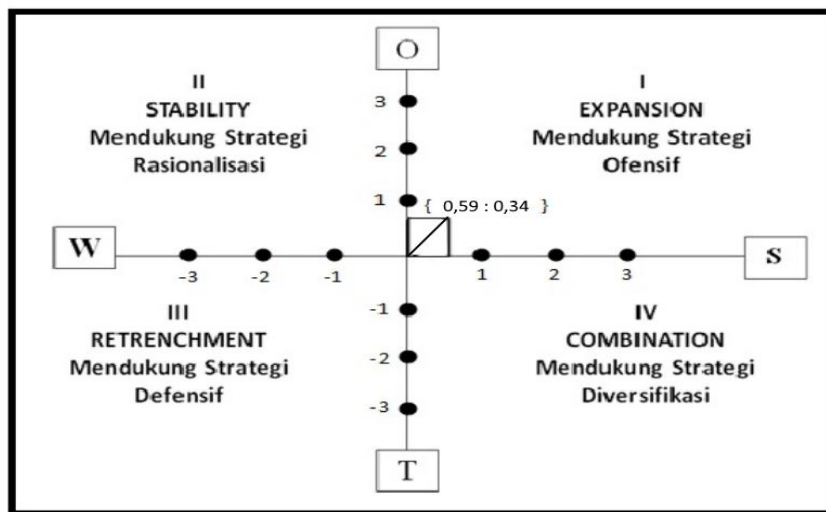
Total Odds Score – Total Threat Score) : 2 = (3.00 – 2.32) : 2 = 0.34 (3) So the coordinate point is located at (0.59 ; 0.34) next, the result of the coordinates is presented in the matrix diagram swot to find out the position of the company

Once it is known that the diagonal meeting point(X), then the position of the business unit is known in quadrant I.

The calculation result of each quadrant can be described in the following table:

Table 1. Calculation of Each Quadrant

Quadrant	Position Point	Area of the Matrix	Ranking	Strategic Priorities
I	2,84 : 3,00	8,52	1	Growth
II	1,66 : 3,00	4,98	3	Stability
III	1,66 : 2,32	3,85	4	Shrinkage



IV	2,84 : 2,32	6,57	2	Combination
----	-------------	------	---	-------------

Description :

1) In quadrant I (S O Strategy) the general strategy that YAJASI can do is to maximize the power it has to take every opportunity at the opportunity. 2) In quadrant II (W O Strategy) YAJASI can create opportunities on occasions as a reference to focus activities by avoiding weaknesses. 3) In quadrant III (W T Strategy) Minimize all weaknesses to face any threat. 4) In quadrant IV (S T Strategy) make every force to face each threat by creating diversification to create opportunities.

2. An overview of the performance that became the operation of Yayasan Jasa Aviasi Indonesia as a pioneering flight in Papua

YAJASI operates Pilatus Porter PC-6 B2/H4 aircraft with a total of 4 units (and Pilatus PC12-47 type of 1 unit, so the total fleet of pioneer aircraft operated as many as 5 units of aircraft. The entire fleet of aircraft operated by YAJASI has been registered as a civilian aircraft registered in Indonesia and the ownership of the aircraft belongs to

YAJASI not leasing. The operation of each aircraft is tailored to the needs of the payload and airfield, for pc6 can land on airstrips that have ground and grass runways, while for PC12 can only be on asphalt and with short runways.

3. YAJASI's aviation performance strategy in support of pioneering aviation services in Papua.

In supporting community development programs, YAJASI is one of the providers of air transportation services to provide convenience and smoothness in village community development efforts, through the services of professional volunteers and organizations in its programs that help communities in the interior of Papua. The ease and smoothness is meant to reach the destination with flight routes that have not been served by other pioneering flights. In the event of an emergency in villages that are not reachable by land transportation such as: evacuation of residents affected by natural disasters, famine (malnutrition) of sick people with critical conditions or disease

outbreaks can be served quickly and adequately by cooperating with the local government of Papua province.

E. Conclusion

Yayasan Jasa Aviation Indonesia (YAJASI) is one of several pioneering flight operators operating in the interior of Papua Province, with its head office in Sentani, Jayapura. YAJASI opened an airstrip in the interior to reach areas of Papua that have not been reached, and can only be accessed by air transportation. Yajasi fleet of five aircraft with two types of aircraft are Pilatus Porter PC6 B2-H4 and Pilatus PC12/47. To meet the demand for services flying inland, the same type of aircraft type is needed to be more effective in its maintenance. YAJASI's performance priority is to serve individuals as well as organizations that help remote communities in Papua Province, namely serving the needs of air transportation, therefore it is necessary to add aircraft units in accordance with YAJASI's capabilities.

To support pioneering flight operations, there is a need for pilots, mechanics who are able to work in Papua today, the number is still very limited. Airstrip or airfield conditions are still in the form of rocky soil and grass, which requires the maintenance of the runway by working with the local inland community. YAJASI

internally conducts recruitment and provides training for prospective YAJASI flight operational personnel, due to the limited national experts. Based on YAJASI SWOT analysis is in quadrant I (S O Strategy). What YAJASI can do is maximize the power it has to take every opportunity at the opportunity.

F. References

- Abdullah, M. (2014). *Manajemen dan evaluasi kinerja karyawan*. Aswaja Pressindo.
- Moehariono, P. (2012). *aplikasi dan pengembangan indikator Kinerja Utama*. Jakarta, Rajawali Pers.
- Moleong Lexy, J. (2011). *Metode Penelitian Kualitatif*.
- Nasution, M. N. (2010). *Manajemen Mutu Terpadu*. Ghalia Indonesia. Jakarta, 3.
- Pasolong, H. (2010). *Public Administration Theory*. Alfabeta, Bandung.
- Pasolong, H. (2012). *Metode penelitian administrasi publik*. Bandung: Alfabeta.
- Sedarmayanti, A. (2011). *Manajemen Sumber Daya Manusia, Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. Bandung: PT Refika Aditama, 5.
- wikipedia.org/wiki/Angkutan_udara_perintis