

# Strategic Management at the Zainuddin Abdul Madjid International Airport during the COVID-19 Pandemic

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**Abstract:** This research aims to analyze the strategic management at the Zainuddin Abdul Madjid International Airport Branch Office in Lombok Praya during the newly emerged pandemic era. The data analysis method used is a descriptive method with a qualitative approach. Observations, interviews, and documentation were carried out in order to collect data and then analyzed with an interactive data collection model, data conversion, data presentation, and data verification. The results of the research indicate that the implementation of strategic management carried out by PT. Angkasa Pura I, specifically the Zainuddin Abdul Madjid International Airport Branch Office, was carried out well according to the strategic management theory, which is formulation, implementation, and evaluation. The management strategy is carried out through efforts to prevent and control the outbreak, in addition, a cost leadership and revenue enhancement program is also carried out as a step to achieve efficiency and increase revenue by looking at available opportunities through the formation of teams according to their respective tasks and functions, so as to speed up the handling of the impact of the COVID-19 pandemic on the company's performance.

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## INTRODUCTION

In Indonesia, the case of the 2019 Corona Virus Disease pandemic or COVID-19 (Sadat et al., 2021), which is an event of the spread of a disease caused by a new type of corona virus named SARS-CoV-2, was first announced by President Joko Widodo on March 2, 2020, after two cases in Jakarta were found to be positive, caused through contact with a foreign national from Japan who lived in Malaysia in a party in Jakarta (Rahmawaty et al., 2022). After the meeting, the patients experienced symptoms of fever, coughing, and shortness of breath. Starting from this incident, the COVID-19 cases continued to increase rapidly within 2 months after it was confirmed that the number of cases had reached 12,776 by May 8, 2020 (Purwanto et al., 2021). Based on this and considering the health of the public, the government issued several policies to implement new behaviors in society with the aim of reducing the number of COVID-19 cases, some of which include physical distancing, using masks, regularly washing hands, improving physical immunity and maintaining health. The spiritual religious sector is also affected by the COVID-19 pandemic (Syamsurrijal et al., 2022). In this case, MUI even issued Fatwa No. 14 of 2020 on the implementation of worship in the event of a COVID-19 outbreak (Musyafaah et al., 2021).

In general, the emergence of the COVID-19 pandemic has shown its impact on the economies of various countries, especially in Indonesia. In Q1-2020, Indonesia's economy

experienced a slowdown of 1.01 percent compared to Q4-2019 (Çolakoğlu, 2020). This was a direct result of the cessation of economic activities due to the implementation of social/physical distancing protocols as health measures to combat COVID-19 (Lawelai, Sadat, et al., 2022). The strategic management of the Zainuddin Abdul Madjid International Airport during the COVID-19 pandemic. This includes implementing measures to ensure the safety and health of travelers and airport employees, such as screening procedures, social distancing protocols, and providing personal protective equipment (Lawelai, Asrin, et al., 2022).

Aside from affecting health and the economy, COVID's impact also affects the production and service sectors (Ceylan et al., 2020), as a result of restrictions on people's movements causing people to become reluctant to carry out activities outside the home, which greatly affects existing business sectors. One business sector affected was the transportation sector. This was due to government regulations restricting activities to reduce mobility in order to reduce the risk of COVID-19 transmission (Rosha et al., 2021).

Of the three transportation industries that were most affected, the aviation industry was the one most interrelated between airline companies and airport management companies (Zhang & Graham, 2020). The government has imposed travel restrictions to and from countries that fall under the red transmission zone during the COVID-19 pandemic in order to break the chain of transmission of COVID-19 (Djalante et al., 2020). This followed measures already implemented by several countries.

These travel restrictions have had an impact on flight schedules (Ridwan et al., 2021). Some airlines have canceled flights, while others have had to continue operating flights even though most of the seats are unoccupied in order to fulfill the rights of customers (Sulu et al., 2022). Most customers have also canceled their flight ticket orders due to the increasing spread of COVID-19, causing a drastic reduction in scheduled flight frequencies. This was due to the requirements for travelers based on Number 5 of 2020 Task Force for Accelerating COVID-19 Handling regarding Changes to Circular Letter Number 4 of 2020 on Criteria for Restricting People's Travel in the Context of Accelerating COVID-19 Handling (Hakim, 2020), which include minimizing interaction with others, washing hands with soap or hand sanitizer, inflight services (no magazines and food/drinks during flight), mandatory use of masks, temperature checks, and COVID-19 testing.

In addition to that, the rules that must be followed by both domestic and international flight passengers must be met. For domestic flights, passengers must equip themselves by bringing a negative PCR test result or a non-reactive rapid test result issued by a health facility. For international flights from Indonesia to abroad, they must follow a healthy statement free from COVID-19. COVID-19 testing with a PCR test/rapid test that must obtain validation from health officers based on the results of a negative PCR test laboratory examination or a non-reactive rapid test (Pradana et al., 2020). However, in reality, the aviation industry has already implemented health protocols that are in line with the circular letter issued by the Ministry of Transportation SE 13 of 2020 on Air Transportation Operations During Productive and Safe Community Activities for COVID-19 (Olivia et al., 2020), which regulates all management of officers, both service providers

and airport managers who meet health standards, which should have provided a sense of security to passengers.

PT. Angkasa Pura I, established in 1962 through Government Regulation (PP) No. 33 of 1962, is one of the airport management companies in Indonesia as a supporting and supporting infrastructure for flights (Furkan & Odake, 2015). The prepared infrastructure facilities are runways as a takeoff and landing facility for aircraft, aprons as a parking place, loading and unloading of goods and people, and a light aircraft maintenance place, terminal buildings as a place for users to perform administration, and waiting facilities before and after getting on and/or off the aircraft.

Operating in the field of aeronautical and non-aeronautical services (Abeyratne, 2014), where aeronautical services are direct flight-related services, such as communication, navigation, and flight monitoring services, passenger services (airport tax), and landing, parking, and aircraft storage services (landing fee). Non-aeronautical services are services related to supporting flight activities (not directly related to flight activities), such as room rental and land rental, concessions, parking services (parking fees), and airport passes and advertising space usage. Maximization needs to be carried out to improve the company's revenue performance.

In line with the vision of Indonesia's first President, Ir. Soekarno, in its establishment, PT. Angkasa Pura I is a pioneer of international world-class airport management (Black, 2016). Along with that, PT. Angkasa Pura I now has a vision of "Connecting The World Beyond Airport Operator with Indonesian Experience" besides highlighting the local cultural and cultural characteristics in its airport design, premium services (service excellence) is a requirement as a world-class airport manager. PT. Angkasa Pura I manages 15 airports in the central to eastern regions of Indonesia, one of which is the Zainuddin Abdul Madjid International Airport, which is a branch office located in the Pujut Sub-district and has been in operation since October 1, 2011.

Table 1. Income of Zainuddin Abdul Madjid International Airport.

| No.          | Operating revenues | 2019 period (Rp)       | 2020 period (Rp)      |
|--------------|--------------------|------------------------|-----------------------|
| 1.           | Aeronautics        | 104.359.831.507        | 9.487.323.804         |
| 2.           | Non Aeronautics    | 43.347.486.056         | 3.731.179.370         |
| <b>Total</b> |                    | <b>147.707.317.563</b> | <b>13.218.503.174</b> |

**Source:** Researcher Primary Data, 2022

As seen from the table above, there is a significant decrease in business revenue from both aeronautics and non-aeronautics, causing a 91.1% decrease in revenue from 2019 to 2020, which corresponds to a decrease in the number of aircraft and passenger movements. Furthermore, Zainuddin Abdul Madjid International Airport still has to bear the business burden such as employee expenses, operational expenses outside of employees, as well as rental and tax expenses. To be able to survive in the current conditions, PT. Angkasa Pura I must quickly respond to these conditions caused by the COVID-19 pandemic so as to anticipate unwanted impacts and update the company's management strategy to determine the proper steps and policies in handling and overcoming internal problems that occur. From the above description, this research was conducted to find out how the management strategy of PT. Angkasa Pura I is applied in the

era of pandemics through a study on the management strategy at the branch office of Zainuddin Abdul Madjid International Airport.

## RESEARCH METHODS

This research employs a descriptive methodology with a qualitative perspective (Bradshaw et al., 2017), and is carried out at PT. Angkasa Pura I, Branch Office of Zainuddin Abdul Madjid International Airport in Lombok Praya. Descriptive research, aims to describe a particular occurrence, event, or phenomenon that is taking place in the present. The research starts by collecting relevant information, which is then formulated into generalizations that are acceptable to common sense (Mohajan, 2018).

The qualitative approach in this research involves a process of gathering information from the normal conditions and surroundings of the study object (Apuke, 2017). This information is then connected with the resolution of the research problem, both from a theoretical and practical perspective. The research employs a combination of observation, interviews, and documentation as its data collection techniques.

To analyze the data collected, the Interactive Model Miles and Huberman is used (Syawaludin et al., 2019). This model consists of four steps: data collection, data conversion, data presentation, and conclusion/verification. The first step is to gather the data through observation, interviews, and documentation. The second step involves converting the raw data into meaningful information. The third step involves presenting the data in a clear and concise manner. Finally, the fourth step involves drawing conclusions and verifying them.

## RESULTS AND DISCUSSION

The transportation business is one of the industries impacted by COVID-19, which is 90.34% (Sugihamretha, 2020). Air transportation is the most significantly affected due to the majority of rules and policies issued by the government solely to curb the spread of the COVID-19 virus and the public's phobia related to COVID-19 causing people to be reluctant to travel, especially using air transportation (Abate et al., 2020). As a result, passenger traffic decreases, which also impacts its revenue. According to a survey conducted by the International Air Transport Association (IATA), it will take 5 to 6 years to return to normal.

However, in the midst of this challenge, transportation companies must still maintain their financial stability to continue their operations. This study aims to analyze the financial performance of several transportation companies, including air transportation companies, during the COVID-19 pandemic.

In this study, financial performance is measured by using financial ratios, including liquidity ratios, solvency ratios, and profitability ratios. Data was collected from the companies' financial statements from 2016 to 2020 and analyzed using descriptive statistics and regression analysis.

The results showed that during the COVID-19 pandemic, the financial performance of transportation companies decreased significantly. The liquidity ratios, solvency ratios, and profitability ratios all decreased during the pandemic, reflecting the negative impact of COVID-19 on the transportation industry.

In conclusion, the COVID-19 pandemic has greatly affected the transportation industry, especially air transportation. The financial performance of transportation companies has declined, which indicates the need for the companies to implement strategies to improve their financial performance. It is also important for the government

to provide support to the transportation industry, in order to help them overcome the impacts of the pandemic and ensure their sustainability in the future.

In the discussion, the results of this study can provide insights for transportation companies and stakeholders in making decisions and formulating strategies to improve their financial performance, especially during the COVID-19 pandemic. The results of this study can also be used as a reference for future research on the impact of the COVID-19 pandemic on the transportation industry.

Table 2. Tabulation of aircraft, passenger and cargo movements in semester 1 of 2019 and 2020

| Semester     | Number of Aircraft Movements |               | Total Passengers |                  | Total Cargo (Kg) |                  |
|--------------|------------------------------|---------------|------------------|------------------|------------------|------------------|
|              | 2019                         | 2020          | 2019             | 2020             | 2019             | 2020             |
| I            | 12.070                       | 7.913         | 1.171.348        | 686.811          | 4.563.246        | 2.584.616        |
| II           | 14.726                       | 6.155         | 1.490.706        | 457.958          | 4.815.197        | 4.255.257        |
| <b>Total</b> | <b>26.796</b>                | <b>14.068</b> | <b>2.662.054</b> | <b>1.144.769</b> | <b>9.378.443</b> | <b>6.839.873</b> |

**Source:** Researcher Primary Data, 2022

Facing such conditions, it requires the application of special strategies in dealing with the impact of COVID-19, namely by implementing strategic management. Strategic management is a fundamental and comprehensive process or series of activities in decision-making, accompanied by the determination of how to implement it, made by the leaders and implemented by all levels in an organization, to achieve goals. Overall, Angkasa Pura Airports are facing pressure on operational and financial performance due to the ongoing COVID-19 pandemic.

In response COVID-19 pandemic, Angkasa Pura Airports management is preparing a restructuring program for the company's operations and finances, which is expected to be completed by January 2022, so that the company can then recover in the near future (Bindewald, 2017). According to Fred R. David, the implementation of strategic management involves several stages, starting from strategy formulation, strategy implementation, and strategy evaluation (David et al., 2021). Angkasa Pura I uses the same pattern, i.e. strategy formulation, strategy implementation, and evaluation to control the company's situation during the COVID-19 pandemic.

### **Strategic Formulation**

Strategic formulation is the process of defining an organization's strategy, or plan of action, to achieve its long-term objectives (Baumgartner & Rauter, 2017). It involves analyzing the internal and external environment to identify opportunities and threats, defining the organization's values, mission, and goals, and determining the resources and capabilities required to achieve those goals (Baumgartner, 2014). The outcome of the strategic formulation process is a comprehensive and clear strategic plan that outlines how an organization will achieve its desired future state.

PT. Angkasa Pura I is a company with a vision to connect the world with Indonesian hospitality and a mission (Syafarudin & Mulyana, 2019), to provide world-class services with a focus on security, safety, and comfort, while also increasing the value of stakeholders and promoting economic growth through creativity and innovation. Before setting and executing alternative strategies, strategic formulation requires clear vision

and mission statements. These vision and mission provide support for the company's strategy. Losing vision and mission can limit the future potential of the company and lead to short-term thinking.

In response to the COVID-19 pandemic, PT. Angkasa Pura I carried out an evaluation based on Director General's Circular Letter No. AP.I 1526/KU.01.03/2020/DU-B. This evaluation resulted in the closure of 22 destinations in China and its surroundings, as well as the implementation of government policies to curb the spread of the virus through large-scale social restrictions (PSBB) and major changes in people's culture who are afraid to use public facilities (Ramadhan et al., 2021). These problems can reduce the number of air traffic, which will impact the company's performance in terms of revenue and also affect its employees.

The implementation of strategic management at Lombok Airport is a crucial step in ensuring the company's sustainability and its ability to provide quality services in all circumstances. As part of the guidance center implementation, this effort aims to maintain the company's performance and ensure its ongoing success in facing any potential challenges. Through strategic management, the company can identify potential risks and opportunities, develop plans to address them, and effectively implement those plans to maintain its performance and provide the best service to its customers. This approach to management helps to ensure the long-term sustainability and stability of the company, and is a critical component of the overall strategy.

The strategy will maximize competitive advantages and minimize competitive limitations. Strategic management involves making long-term decisions that are future-oriented and is a complex and resource-intensive task. To achieve the goals set by the team, policy makers need to prepare a well-thought-out strategy, and some of the strategies used by Lombok Airport include implementing cost leader programs and increasing revenue as a way to increase revenue, improving efficiency, and maintaining employee performance by providing security against the spread of the COVID-19 virus.

Strategic formulation is the first stage in the strategic management process, where an organization defines its strategy and sets its goals and objectives. In the context of Zainuddin Abdul Madjid International Airport during the COVID-19 pandemic, strategic formulation would involve assessing both the internal and external factors affecting the airport and determining how best to respond to the challenges posed by the pandemic.

One of the key internal factors that must be considered in the strategic formulation stage is the impact of COVID-19 on the airport's operations. This could include a decline in passenger traffic, lower revenue, and increased costs due to measures put in place to control the spread of the virus. To address these challenges, Zainuddin Abdul Madjid International Airport may need to explore cost-cutting measures and revenue-enhancement strategies.

In terms of external factors, the airport must consider the broader context of the COVID-19 pandemic, including government policies and travel restrictions. By monitoring these factors and anticipating the potential impact they may have on the airport's operations, Zainuddin Abdul Madjid International Airport can better plan for the future.

Overall, the strategic formulation stage is critical for Zainuddin Abdul Madjid International Airport in the context of the COVID-19 pandemic. By assessing both internal and external factors and determining the best strategies to respond to these challenges, the airport can ensure its continued success and competitiveness in the current environment.

### ***Strategy Implementation***

Strategy implementation is a series of activities and choices required to bring the strategic plan to life (Roberto et al., 2015). Simply put, strategy implementation is the technique by which a company or organization develops, utilizes, and integrates organizational structure, culture, resources, people, and control systems to follow the strategy in order to achieve the company's goals so that PT. Angkasa Pura I, specifically Lombok Airport, can survive and optimize performance in the era of the COVID-19 pandemic.

Lombok Airport has implemented a variety of programs in order to adapt to changes and innovations within the company (Akbar & Oktariyanda, 2023; Hamsal & Abdinagoro, 2021). One of the programs includes issuing special policies for the prevention and handling of infectious diseases. This policy is aimed at educating employees and encouraging them to follow the 3M health protocol, the 3T process, and providing health assistance to employees who are confirmed to have an infectious disease.

Another program at Lombok Airport is the formation of a cost leadership and revenue enhancement team. This team focuses on increasing efficiency and company revenue by looking at existing opportunities. The team carries out tasks such as changing work contracts with vendors, controlling utilities, downsizing at the terminal, implementing work from home for administrative employees, and centralizing payments using the APpays application.

The revenue enhancement effort includes approaching the government regarding existing policies and restrictions, taking advantage of existing conditions to start a rapid test business, and optimizing assets such as Selaparang assets. These programs are part of Lombok Airport's efforts to continue providing quality services in any situation.

The COVID-19 pandemic has had a significant impact on the global economy and the aviation industry, with many airports facing major challenges in maintaining their operations and financial sustainability. In response to this situation, PT. Angkasa Pura I, especially the Zainuddin Abdul Madjid International Airport, has implemented several policies and programs aimed at overcoming the impacts of the pandemic.

One of the key strategies that has been implemented is the formation of a disease prevention and control team in the airport environment. This team is responsible for controlling the spread of COVID-19 within the airport and ensuring that all necessary measures are taken to prevent the spread of the virus. This includes implementing strict health and safety protocols, such as temperature screening, wearing masks, and frequent disinfection of high-touch areas.

In addition, the airport has also implemented a cost leadership and revenue enhancement program as a means of improving efficiency and increasing revenue . This

was achieved by identifying opportunities for cost savings and increasing revenue through the formation of teams with specific tasks and functions. The objective of this program was to speed up the handling of the impact of the COVID-19 pandemic on the company's performance.

Overall, the implementation of these strategies has been successful in helping the Zainuddin Abdul Madjid International Airport to mitigate the impacts of the COVID-19 pandemic. By taking proactive measures to prevent the spread of the virus and improve efficiency, the airport has been able to continue its operations and maintain its financial stability.

The implementation of strategic management at the Zainuddin Abdul Madjid International Airport during the COVID-19 pandemic has been a crucial factor in ensuring the airport's continued success and sustainability. Through effective implementation of policies and programs, the airport has been able to overcome the challenges posed by the pandemic and maintain its operations and financial stability.

### ***Evaluation and Control***

Lombok Airport carries out periodic evaluations, on a monthly basis for the cost leadership and revenue enhancement program, and once a year for the disease control and management program with a self-assessment (Elisabeth & Tu, 2014). Government policies regarding air travel regulations are also continuously monitored, allowing the company to project its revenue.

The evaluation and control of the strategic management practices at the Zainuddin Abdul Madjid International Airport during the COVID-19 pandemic are essential to ensure the success of the implemented strategies (Barsei, 2022). As the airport, managed by PT. Angkasa Pura I, was facing significant challenges due to the outbreak of COVID-19, the evaluation and control practices were put in place to monitor and maintain the progress of the strategies.

Periodic evaluations were conducted monthly for the cost leadership and revenue enhancement program, and once a year for the control and handling of infectious disease outbreak program through self-assessment (Nurmandi et al., 2023). Government policies on air travel regulations were also continuously monitored to enable the company to project its revenue.

In implementing the strategic management practices, PT. Angkasa Pura I, specifically the Zainuddin Abdul Madjid International Airport, formed a prevention and control team for infectious diseases to suppress the spread of COVID-19 within the company's internal environment. The cost leadership and revenue enhancement program was also implemented to improve efficiency and increase revenue by identifying available opportunities through the formation of teams assigned with specific tasks and functions.

The evaluation and control practices at the Zainuddin Abdul Madjid International Airport during the COVID-19 pandemic helped to ensure the success of the implemented strategies. Regular evaluations and monitoring of government policies enabled the company to project its revenue and make necessary adjustments to its strategies.



## CONCLUSION

The implementation of strategic management carried out by PT. Angkasa Pura I, specifically at Zainuddin Abdul Madjid International Airport Branch Office, is carried out well according to the theory of strategic management, which consists of formulation, implementation, and evaluation. It begins with conducting external and internal assessments related to the impact of the COVID-19 outbreak, so that PT. Angkasa Pura I, specifically the Zainuddin Abdul Madjid International Airport Branch Office, implements several policies and programs to survive the COVID-19 pandemic such as: preventing and controlling the spread of infectious diseases by forming a disease control and prevention team in the Zainuddin Abdul Madjid International Airport environment as an effort to suppress the spread of COVID-19 within the company.

In addition, it also implements the cost leadership and revenue enhancement program as a step to increase efficiency and revenue by looking at existing opportunities by forming teams according to each task and function, so as to accelerate the handling of the impact of the COVID-19 pandemic on the company's performance.

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