

INTISARI

Sepanjang tahun 2022, Contact Center PT Angkasa Pura II (PT AP II) mencatat bahwa terdapat 626 keluhan yang masuk ke Layanan Contact Center 138. Keramahan petugas bandara menjadi peringkat ketiga teratas yang paling banyak dikeluhkan oleh pelanggan dimana petugas bandara dinilai kurang ramah. Sejalan dengan telah dibentuknya Holding Ekosistem Pariwisata dan Pendukung atau Injourney, PT AP II sebagai anggota Holding melakukan suatu transformasi budaya pelayanan (*service culture transformation*) yang menonjolkan *Hospitality* sebagai ciri khas budaya Indonesia.

Sejalan dengan Visi Injourney yaitu “*To be the leading tourism ecosystem in the region, providing memorable experience through Indonesian hospitality*”, PT AP II berkomitmen untuk mentransformasikan budaya pelayanan. Penelitian ini mengeksplorasi strategi transformasi budaya pelayanan yang tengah dilakukan perusahaan yang dipengaruhi oleh faktor budaya perusahaan/*corporate culture*, strategi pelayanan/*service strategy* dan kepemimpinan pelayanan/*service leadership*. Menggunakan analisis PESTEL, analisis SWOT dan *Resource-Based View*, diperoleh kesimpulan bahwa budaya pelayanan keramah-tamahan berpeluang menjadi sumber keunggulan perusahaan/*sustained competitive advantage* berkelanjutan dengan manajemen yang baik.

Kata Kunci: Budaya Pelayanan, PT Angkasa Pura II, PESTEL, Resources-Based View, SWOT.

ABSTRACT

Throughout 2022, the Contact Center of PT Angkasa Pura II (PT AP II) noted that there were 626 complaints that entered the 138 Contact Center Service. The friendliness of airport officials is the third top rank most complained about by customers where airport officials are considered less friendly. In line with the establishment of the Tourism and Supporting Ecosystem Holding or Injourney, PT AP II as a member of the Holding carries out a service culture transformation that emphasizes Hospitality as a characteristic of Indonesian culture.

In line with Injourney's vision, namely ""To be the leading tourism ecosystem in the region, providing memorable experiences through Indonesian hospitality", PT AP II is committed to transforming service culture. This research explores the service culture transformation strategy being carried out by the company which is influenced by corporate culture, service strategy and service leadership. Using PESTEL analysis, SWOT analysis and Resource-Based View, it is concluded that hospitality service culture has the opportunity to become a source of sustainable competitive advantage with good management.

Keywords: *Service Culture, PT Angkasa Pura II, PESTEL, Resources-Based View, SWOT.*