

# Journal of Engineering Science and Technology Management

| ISSN (Online) 2828 -7886 |



## Article

# The Influence of Lost and Found Unit Employee Performance in Handling Baggage at PT Gapura Angkasa on Passenger Satisfaction at Yogyakarta International Airport

Nanda Putri Setyawati<sup>1,a</sup>, Hodi<sup>2,b</sup>D-IV Air Transportation Management Study Program, Yogyakarta<sup>(1)</sup>Institute of Aerospace Technology, Yogyakarta<sup>(2)</sup>

DOI: 10.31004/jestm.v5i2.250

E-mail: [nandaputrip277@gmail.com](mailto:nandaputrip277@gmail.com)

## ARTICLE INFORMATION

Volume 5 Issue 2

Received: 27 July 2025

Accepted: 28 August 2025

Published Online: 02 September 2025

On line: at <https://JESTM.org/>

## Keywords

Employee Performance

Passenger Satisfaction, Baggage

Handling

PT Gapura Angkasa

## ABSTRACT

PT Gapura Angkasa Yogyakarta International Airport provides ground handling services, including baggage services. The Lost and Found Unit plays a crucial role in handling passenger complaints related to lost or damaged baggage. However, problems are still frequently encountered in handling these complaints, which impact passenger satisfaction. This is thought to be related to unprofessional employee performance, particularly in terms of friendliness, responsiveness, and communication skills. The lack of training and briefings also impacts the quality of service provided. This study aims to determine the effect of Lost and Found Unit employee performance on passenger satisfaction. The approach used was a quantitative survey method with 96 respondents. The analysis technique used was simple linear regression to determine the extent of employee performance's influence on passenger satisfaction. The results showed a significant effect between employee performance and passenger satisfaction, with a t-value of 9.739 and a significance level of 0.000. The beta coefficient of 0.709 indicates a strong and positive relationship, while the  $R^2$  value of 0.502 indicates that 50.2% of the variation in passenger satisfaction is influenced by employee performance. These findings emphasize the importance of improving employee professionalism, skills, and friendliness in efforts to improve passenger satisfaction with baggage handling services at the airport.

## 1. Introduction

The continuous development of economic globalization, coupled with the era of a free market economy and changes in the market environment, has created increasingly competitive business competition. In this era of globalization, air travel has become an inseparable necessity for the daily lives of modern society. The increasing number of passengers and the frequency of flights have made the aviation industry face increasingly complex challenges, particularly in terms of service and passenger satisfaction. One crucial aspect of airport operations is baggage handling. Poor handling can lead to inconvenience and even complaints from passengers. In this regard, the Lost & Found unit plays a strategic role in ensuring the smooth flow of baggage handling. This unit is responsible for the security, prevention of damage, and handling of lost passenger baggage. The success of this unit not only supports the smooth operation of the airline but also reflects the quality of service provided to passengers.

As air travel volumes increase and service standards become more demanding, baggage management challenges become increasingly complex. Damaged or lost baggage can significantly impact passenger satisfaction and risk damaging an airline's image.

Therefore, it is necessary to improve the performance of the Lost & Found unit through effective management, employee training, and the use of modern technology. Focusing on improving baggage handling is expected to provide professional and reliable services amidst the challenges of increasing global competition. Performance is the result of work that is achieved by an individual based on standards set by the company. Performance also includes skills, experience, and sincerity in completing tasks efficiently. Good performance will greatly determine the effectiveness of baggage handling. Therefore, companies need to encourage the development of intellectual abilities, skills, and professionalism of employees so they can compete well with greater responsibilities.

However, in the field, several obstacles are still encountered by Lost & Found unit employees. For example, a lack of communication between staff leads to miscommunication and errors in baggage handling. On the other hand, a lack of coordination, work discipline, and a less than

friendly attitude when dealing with passengers also contribute to a decline in satisfaction. This situation is exacerbated during peak hours when the system experiences disruptions and staff are insufficient. As a result, baggage handling becomes slow and ineffective. Customer satisfaction is shaped by the customer's experience with the service they receive. If service performance exceeds expectations, customers will be satisfied. Therefore, companies play a vital role in managing their employees' performance on an ongoing basis, including through training, improving work facilities, and implementing structured work systems.

This also occurs at PT Garuda Indonesia Yogyakarta International Airport, where complaints continue to arise regarding the handling of damaged or lost baggage. These issues highlight the need for a more comprehensive understanding of the quality of the Lost & Found unit's performance, particularly the impact of employee performance in baggage handling services on passenger satisfaction.

This study aims to analyze the influence of Lost & Found Unit employee performance on passenger satisfaction at Yogyakarta International Airport, by examining how aspects such as friendliness, responsiveness, and communication skills affect passenger experiences, identifying key performance areas that most significantly contribute to service quality in baggage handling, and providing recommendations for PT Garuda Indonesia to improve professionalism, training, and overall operational effectiveness.

## 2. Literature Review

### 2.1 Employee Performance

Performance is something produced from work in the form of a product or service within a certain period of time by an individual. Mangkunegara (2017) defines performance as the work results achieved by an individual based on established standards. Performance depends not only on technical aspects but also on skills, experience, and commitment to completing tasks efficiently.

Good performance will significantly determine the effectiveness of baggage handling. Therefore, companies need to encourage the development of employees

intellectual abilities, skills, and professionalism so they can compete effectively with greater responsibilities.

Through the skills, abilities, understanding, knowledge, and experience possessed by Cendana Chang (2021) employees, employee performance is translated from English as employee performance, which is defined as a person's overall progress over a period of time decided in carrying out work, calculated by various things, such as work success standards, targets, and standards that have been previously determined and mutually agreed upon. Performance is an achievement measured in one period with the capacity given according to the responsibilities that employees have achieved in carrying out their duties.

## **2.2 Passenger Satisfaction**

Tjiptono (2019) states that customer satisfaction is a condition where customers feel satisfied and dissatisfied after comparing their expectations with the performance of the service received, if the service performance is in accordance with expectations then the customer will feel satisfied, vice versa the mismatch between expectations and reality causes dissatisfaction, because customer satisfaction depends on their perception of the quality of service provided, in other words passenger satisfaction is measured from how the service received meets their expectations. Indicators for measuring customer satisfaction, according to Tjiptono (2019) are:

- a. Conformity to expectations, that is, satisfaction is not measured directly but is concluded based on the conformity or non-conformity between customer expectations and actual company performance.
- b. Return intention, namely customer satisfaction is measured by asking whether customers want to buy or use the company's services again.
- c. Willingness to recommend, namely customer satisfaction is measured by asking whether the customer would recommend the product or service to other people such as family, friends, and others.

Kotler and Keller (2021) state that customer satisfaction is shaped by their experience with the service they receive. If service performance exceeds expectations, customers will be satisfied.

Therefore, companies must manage their employees performance sustainably, including through training, improving work facilities, and implementing structured work systems. Passenger satisfaction can be defined as a state in which customer needs, desires, and expectations are met, including the satisfaction desired by passengers at Yogyakarta International Airport.

## **2.3 Lost and Found**

This unit is responsible for providing services related to passenger baggage, from departure to arrival. Its primary duties include handling various baggage issues such as damage, loss, delays, and other issues related to passenger luggage. All of these issues fall within the scope of the Lost and Found unit.

## **2.4 Baggage Handling**

According to the IATA International Air Transport Association, baggage is a passenger's personal belongings that are permitted by the airline to be carried during the trip, either as checked baggage or cabin baggage. Generally, the baggage contains daily equipment needed during the flight. What passengers need during the trip. Handling is a statement of an action taken in doing something, which means a process, a way, that handles something such as goods or something experienced.

According to Solichin (2021), baggage is a place to store passenger goods on an airplane. Baggage handling plays an important role because it supports passenger trust in the company, in maintaining passenger comfort and the quality of performance carried out by lost and found unit employees.

## **3. Research Methodology**

### **3.1 Research Design**

This research adopts a quantitative explanatory research design to analyze the causal influence of employee performance (X) on passenger satisfaction (Y) in the Lost and Found Unit of PT Garuda Indonesia at Yogyakarta International Airport.

The study uses a survey method with structured questionnaires measured by a Likert scale. The research population consists of passengers who have submitted baggage complaints and received services from the Lost and Found Unit. A sample of 96 respondents

was collected using purposive sampling, with the criterion that respondents must have experienced Lost and Found services.

### 3.2 Validity Test

The validity test in this study used the Pearson Product Moment method, which was analyzed with the help of SPSS software version 22. The number of statement items tested was 17 items, with a total of 30 respondents. The validity criteria were determined based on a significance value of 0.5 with an r table value of 0.361.

### 3.3 Reliability Test

The reliability level of this instrument is measured using a statistical approach through the reliability coefficient. If the reliability coefficient value exceeds 0.6, then all statement items in the questionnaire are considered reliable. Cronbach's alpha formula as a determination of accurate reliable data using SPSS.

This reliability test was conducted to determine the consistency of the research instrument based on the results of data processing from 30 respondents with 17 question items. The Cronbach's alpha value was obtained at 0.883 because this value was more than 0.60, so it can be concluded that this instrument is reliable and suitable for use.

### 3.4 Data Analysis Techniques

Analysis technique The data analysis technique in this study uses simple linear regression, which is a statistical method used to determine the influence of one independent variable (X) on one dependent variable (Y).

$$Y = a + bx$$

Information:

Y = Dependent Variable (Passenger Satisfaction)

X = Independent variable (Employee Performance)

a = Constant Value

bx = Regression Coefficient

## 4. Results and Discussion

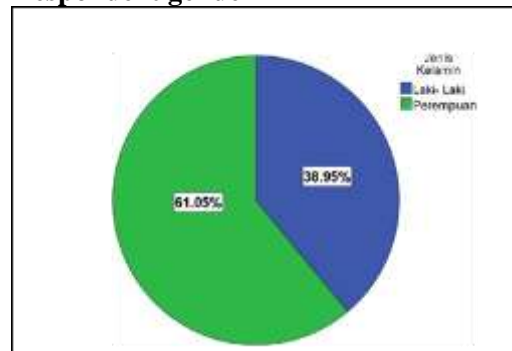
This study analyzes the influence of Lost and Found Unit employee performance on passenger satisfaction at PT Garuda Indonesia, Yogyakarta International Airport (YIA). Using simple linear regression, the results show that employee performance (X) significantly

influences passenger satisfaction (Y). The regression coefficient ( $\beta = 0.458$ ) indicates that every increase in employee performance will improve passenger satisfaction. The t-value (9.739) with a significance level of 0.000 confirms that the effect is statistically significant. The  $R^2$  value of 0.502 demonstrates that 50.2% of passenger satisfaction is explained by employee performance, while 49.8% is influenced by other factors not examined in this study. This highlights the importance of professionalism, responsiveness, and friendliness of employees in the Lost and Found unit to ensure higher passenger satisfaction.

### Respondent characteristics

Respondent characteristics represent the diverse backgrounds of each individual participating in the study. In this research, these characteristics focused on several aspects, such as gender, age, and occupation, and this information was used to gain a deeper understanding of the respondents' profiles. The following is a description of the respondent characteristics in this study:

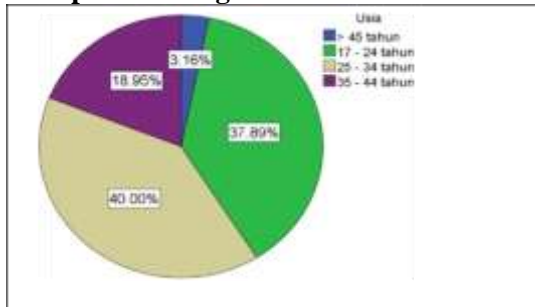
#### 1. Respondent gender



**Figure 1.** Diagram of respondent gender characteristics

Based on the results of the characteristics of the diagram above, it can be seen that the characteristics of the respondents in this study have variations in terms of gender, age and occupation. The data is presented in the form of a pie chart which can be seen in the attachment. The percentage of respondents shows that the majority of the number of respondents in this study were women, which was 61.05%, while male respondents numbered 38.95%. This shows that most of the respondents in this study were women.

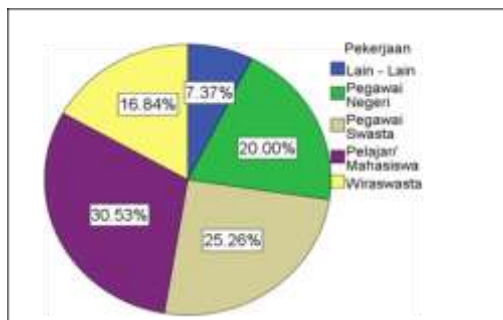
## 2. Respondent's age



**Figure 2.** Diagram of respondent age characteristics

Based on the results of the characteristic analysis, it is known that respondents with an age range of 25-34 years are the largest group, namely 40% of the total respondents, then 37.89% of respondents are in the range of 17-24 years, then 18.95% are in the age group of more than 45 years. This data shows that the majority of respondents are young productive age individuals.

## 3. Respondent's occupation



**Figure 3.** Respondents' job diagram

Based on the characteristics of the respondent diagram, the distribution of jobs shows that the majority of professions are students or college students as much as 30.53%, then as much as 25.26% are private

employees, followed by civil servants as much as 20.00% and entrepreneurs as much as 16.84% while 7.37% of other respondents come from other job categories with this job variation reflecting the respondent's background which is quite diverse and representative of the population studied.

## 4.2 Data analysis results

$$Y = 3.052 + 0.458 X$$

Analysis is used to determine the direction of the relationship between the independent variable and the dependent variable, whether positive or negative, and is used to estimate changes in the value of the dependent variable if there is an increase or decrease in the independent variable, such as calculations.

The data analysis in this study used a simple linear regression method, which aims to determine the direction and magnitude of the influence of the independent variables on the dependent variable. The t-test was used to test the significance of the partial influence of the independent variables on the dependent variable, while the coefficient of determination ( $R^2$ ) test was used to measure the proportion of the variation in the dependent variables that can be explained by the independent variables. Based on the analysis that has been conducted, three main findings were obtained, which will be explained as follows.

### Simple linear regression analysis

The results of this analysis aim to determine whether the Employee Performance variable (X) influences the Passenger Satisfaction variable (Y). The following are the results of the simple linear regression test that was conducted:

**Table 1.** Simple linear regression test

Coefficients

Model	Unstandardized Coefficients		Standardize d Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	3,052	1,512		2,019	.046
aiX Employee Performance	.458	.047	.709	9,739	.000

a. Dependent Variable: Passenger Satisfaction

The simple linear regression equation in this study uses the following formula:

$$Y = a + bX + e$$

Information:

Y = Dependent Variable (Passenger Satisfaction)

X = Independent variable (Employee Performance)

a = Constant Value (Y value when X = 0)

bx = Regression Coefficient

The results of simple linear testing show that employee performance has a positive and significant influence on passenger satisfaction. This is proven by the regression coefficient value of 0.458 (X), which means that every increase in employee performance will increase passenger satisfaction very significantly. With a value of 3.052 (Y), this is a constant (intercept)

which shows that if there is no increase in employee performance, the passenger satisfaction value is 3.052 (Y) and the regression coefficient shows that each unit increase in employee performance will increase passenger satisfaction by 0.458 (X) in units.

### T-test

This study aims to determine the influence of the performance of Lost and Found Unit employees in handling lost and found goods at PT Garuda Indonesia at Yogyakarta International Airport. To answer the existing problem formulation, a partial T-test was used. The independent variable is Employee Performance (X) on the dependent variable Passenger Satisfaction (Y) and the test results can be seen in Table 2 of the Partial T test.

**Table 2.** Partial T-Test

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	3,052	1,512		2,019	.046
Pega Performance waiX	.458	.047	.709	9,739	.000

a. Dependent Variable: Passenger Satisfaction Y

Is there an influence of the performance of lost and found unit employees in handling baggage at PT Garuda Indonesia on passenger satisfaction at Yogyakarta International Airport? Based on the results of the t-test as stated above, it is known that the significance value (Sig) for the employee performance variable (X) is 0.00, which means it is much smaller than the standard significance value ( $\alpha < 0.05$ ). This shows that the employee performance variable (X) has an influence on passenger satisfaction (Y) at the lost and found unit of Yogyakarta International Airport.

The calculated T-value obtained is 9.739 which is also greater than the T-table  $df = n - 2$  of  $96 - 2 = 94$  at the significance level (0.05) thus the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_a$ ) is accepted which means there is a real influence of Employee.

Performance on the level of Passenger Satisfaction who use baggage handling services at Yogyakarta International Airport. So the better the employee performance in handling passenger baggage, the higher the level of passenger satisfaction will be.

Based on the results of the t-test that has been carried out, employee performance has an effect on passenger satisfaction of 0.502, which means that an increase in employee performance will be followed by passenger satisfaction. This illustrates the direct positive influence of employee performance on passenger satisfaction in using services at Yogyakarta International Airport.

The coefficient value (std coefficient) of 0.709 illustrates that the influence of employee performance on passenger satisfaction can be categorized as strong. This means that employee performance explains approximately

0.502% of the variation in passenger satisfaction. While the remaining 49.8% is explained by other factors outside the variables studied.

Therefore, it can be explained that employee performance has an important and significant role in influencing the perception of passenger satisfaction in baggage handling services provided by the lost and found unit of Yogyakarta International Airport.

### Test of coefficient of determination (R2)

The coefficient of determination or (R2) is an important output in regression analysis which is used to see how large a proportion of the variation used in the dependent variable of passenger satisfaction (Y) can be explained by the independent variable of employee performance (X) of the lost and found unit employees at Yogyakarta International Airport.

**Table 3** Test of Determination Coefficient

Mod el	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.709a	.502	.497	1,592

a. Predictors: (Constant), Employee X Performance

With a correlation coefficient with a value of  $R = 0.706$  indicating the strength of the direction of the linear relationship between Employee Performance and Passenger Satisfaction with a positive value indicating a positive relationship with a percentage of the better performance, the higher the level of satisfaction obtained with an R value of 0.706 already showing a strong correlation between the R Square variables with a value of 0.502. Which means that the proportion of variation in passenger satisfaction (Y) can be explained by employee performance (X) in this case with an r value of 0.706% of the variation in passenger satisfaction can be explained by employee performance

## 5. Conclusion

This study concludes that Lost & Found Unit employee performance significantly influences passenger satisfaction at Yogyakarta International Airport. The findings show that

higher levels of professionalism, communication skills, and responsiveness lead to greater passenger satisfaction. The regression analysis demonstrates that employee performance accounts for more than 50% of the variation in passenger satisfaction, highlighting its central role in service quality.

In addition to these statistical results, the study emphasizes the need for PT Gapura Angkasa to strengthen employee training programs, improve coordination within the Lost & Found unit, and enhance service facilities. By doing so, the company can reduce baggage-related complaints and improve its reputation in passenger services.

### Limitations and Recommendations

This research focuses solely on one airport and one independent variable (employee performance). Future studies should expand the scope by including other airports, additional service quality variables (such as infrastructure, digital service integration, or complaint handling systems), and comparative analyses across airlines or ground handling operators. Such research would provide a more comprehensive understanding of passenger satisfaction drivers in the aviation industry.

### References

- Abdurrahman, A. (2022). The influence of officer performance and waiting room service facilities on passenger satisfaction at Sultan Muhammad Salahuddin Bima Airport. *Reslaj: Religion Education Social Laa Roiba Journal*, 4(5), 1397–1407.
- Arikunto, Suharsimi. (2020). *Research procedures: A practical approach*. Jakarta: Rineka Cipta.
- Chang, D., & Wasiman, W. (2021). The Influence of Work Discipline and Incentives on Employee Performance at PT BPR Dana Central Mulia. *SCIENTIA JOURNAL: Student Scientific Journal*, 3(2).
- Diniyati, N. (2021). *The effect of damaged baggage handling on passenger satisfaction levels at Lombok Praya International Airport* (Thesis, Yogyakarta College of Aerospace Technology). Yogyakarta: STTKD.

- Disastra, INNEKEF (2022). The effect of baggage handling on customer satisfaction Citilink airline passengers by PT Gapura Angkasa at Juanda International Airport Surabaya (Thesis, Yogyakarta College of Aerospace Technology). Yogyakarta: STTKD.
- Fathurrachman, FH (2023). The effect of damaged baggage handling on passenger satisfaction levels of PT Kokapura Avia at General Ahmad Yani Airport, Semarang. *Journal of General Studies and Research*, 1(3), 132–151
- Firdausy, DM (2022). The influence of baggage handling performance and service quality on passenger satisfaction on the Citilink airline Malang–Jakarta route (Thesis, Yogyakarta Aerospace Technology College). Yogyakarta: STTKD.
- Tarigan, CG, & Nasution, MA (2014). The Influence of Human Resource Development on Employee Performance at PT. PLN Binjai Branch. *Publikauma: Journal of Public Administration, University of Medan Area*, 2(2), 146–153.
- Irawati, SA (2015). The influence of quality of work life on the performance of employees of the Sampang Regency Industry and Trade Service. *Neo-Bis*, 9(2), 41– 52.
- Kotler, P., & Keller, K.L. (2021). *Marketing Management*, 13th edition, volume 2. Mangkunegara, A.A.P. (2019). *Corporate human resource management*. Bandung: Rosdakarya Youth.
- Masrifah, S. (2017). Responsibility for baggage handling services at PT Garuda Indonesia airline. *Warta Ardhia*, 38(3), 240–261.
- Novitasari, N. (2019). The relationship between work motivation and work discipline with the work productivity of employees of the Grobogan Regency Public Works Department.
- Pitaloka, TID, & Anne, YSM (2023). Effect of service quality Lost and Found PT Gapura Angkasa to passenger satisfaction at Bandung Husein Sastranegara International Airport. *QISTINA: Indonesian Multidisciplinary Journal*, 2(1), 262–267. Pramularso, EY (2020). Service quality and employee performance on public satisfaction at the Ministry of Manpower's One-Stop Integrated Service Unit. *Perspective Journal*, 18(1), 68–74.
- Purwita, W., & Bintoro, BP (2019). Analysis of the influence of public service quality on passenger satisfaction (Case study: Passenger service at Wiriadinata Airport, Tasikmalaya). *Journal of Entrepreneurship, Management and Industry (JEMI)*, 2(3), 160–169.
- Puspitasari, DA, & Mulatsih, R. (2022). The influence of service quality aspects on passenger satisfaction at General Ahmad Yani International Airport, Semarang. *Journal of Economics, Tourism and Hospitality Management*, 1(1), 8–15.
- Putra, GS, & Fernos, J. (2023). The influence of work discipline and work motivation on Employee performance at the Padang City Manpower and Industry Service. *Valuation Journal: Scientific Journal of Management and Entrepreneurship*, 3(2), 617–629.
- Setyarini, PA (2021). The effect of check-in counter service quality on Lion Air passenger satisfaction at Sultan Hasanuddin Airport, Makassar. Thesis., Hasanuddin University.
- Sihaloho, AR (2021). Analysis of the performance of Lost and Found unit staff in serving Citilink Indonesia passenger baggage at PT Gapura Angkasa Kualanamu International Airport, Medan.
- Simarmata, M., & Hodi. (2024). The effect of performance and service quality on customer satisfaction at the Terminal Inspection Service Unit at Soekarno–Hatta International Airport. *MES Management Journal*, 3(1), 106–118.
- Sugiyono. (2019). *Quantitative, qualitative, and R&D research methods*. Bandung: Alfabeta.
- Syahfran, S. (2024). Analysis of the performance of Lost and Found officers in handling damaged baggage reports on Garuda Indonesia Airlines at Yogyakarta International Airport. *SAKOLA: Journal of Science Cooperative Learning*