

## The Role of Landside and Terminal Operational Airport Officers in Supervising Facilities and Infrastructure at I Gusti Ngurah Rai Airport Denpasar Bali

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### Abstract

Availability of existing and adequate facilities is a benchmark and a requirement for every airport service provider and its manager to be able to meet the needs of prospective passengers using airport services. Several fields participate in managing, maintaining, supervising the flow of passengers and goods as well as controlling terminal and landside operations, namely the AOLT (Airport Operational Landside and Terminal) unit which plays an important role in supervising and supporting the existing facilities and infrastructure at the airport so that it runs according to provisions of PM 178 of 2015 concerning "Airport Service User Service Standards". Therefore the purpose of this study is to determine the roles and constraints of AOLT (Airport Operational Landside and Terminal) officers in supervising facilities and infrastructure at I Gusti Ngurah Rai airport, Denpasar, Bali. This study uses qualitative methods, techniques in data collection through the results of observation, interviews and documentation as well as in analyzing data using data reduction, data presentation and drawing conclusions. This research was conducted at the AOLT (Airport Operational Landside and Terminal) unit at I Gusti Ngurah Rai airport, Denpasar, Bali. The results obtained from this study indicate that the role of AOLT (Airport Operations Landside and Terminal) officers in supervising facilities and infrastructure at I Gusti Ngurah Rai airport Denpasar Bali is quite good and according to what is contained in the Company's Skep and those contained in PM 178 Year 2015 concerning service standards for airport service users and standard operating procedures (SOP). However, there are still obstacles experienced by officers such as a lack of personnel or human resources (HR) and inadequate facilities.

**Keywords:** Role, AOLT Officer, Supervision, Facilities and Infrastructure



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### INTRODUCTION

The modes of transportation in Indonesia consist of land, sea and air transportation. Air transportation is one of the modes of transportation that operates in the air, air transportation has various functions depending on the type of air transportation. Air transportation is superior transportation compared to land and sea transportation because to travel between islands or provinces and abroad air transportation is much faster, saves time, covers a wider area and has a high level of security. In a company there is a very important thing, namely a service that can be provided to passengers both in terms of comfort and safety as users of aviation services. One of the main factors that can support success in managing airport companies is the convenience and availability of facilities. The availability of existing and adequate facilities is a benchmark for every airport to meet the needs of prospective passengers using flight services.

Denpasar Bali I Gusti Ngurah Rai Airport is the largest international airport managed by PT Angkasa Pura I (Persero) which is a state-owned company engaged in the management of airport services. This airport is the only one in Bali, this airport is the second busiest airport in

Indonesia. The name of the I Gusti Ngurah Rai airport is taken from an Indonesian hero who came from Bali. I Gusti Ngurah Rai Bali Airport has IATA code: DPS and ICAO: WADD. PT Angkasa Pura I (Persero) Branch of Bali Ngurah Rai International Airport is a company providing airport services (airports services), whose job is to provide a service such as supporting facilities in air travel. Providing facilities is a requirement for every airport service provider and its management sector to be able to meet the needs of passengers as users of airport services.

Some of the fields involved in managing an airport in a terminal and landside area include AVSEC, Customer Service, and one of them is the Airport Operational Landside and Terminal (AOLT) unit which is tasked with managing, maintaining and supervising the flow of goods and passengers as well as facilities and operational infrastructure in the terminal area and landside area so that they can be fully operational in supporting passenger flight journeys at each airport. The existence of an AOLT unit can control terminal and landside operations optimally and be handled optimally by the responsible unit. In its current condition I Gusti Ngurah Rai Airport is a very busy airport and will welcome the G20 event which will be held in Bali, so that it will certainly make the passenger flow path and the flow of goods to be high or increase. So that in these conditions the role of AOLT officers in supervising and supporting the facilities and infrastructure at the airport is very important to run according to the provisions of PM 178 of 2015 concerning "Airport Service User Service Standards".

In previous research by Krisma Danu Wijaya with the research title "The Role of TIS (Terminal Inspection Service) Officers in Supadio Pontianak Airport Operational Services in 2019, the results of his research show that the Terminal Inspection Service unit at Supadio Pontianak Airport has not fully worked according to standards. operational procedures because there are still a number of cases whose handling has not been optimal and the constraints experienced by the Terminal Inspection Service unit are the lack of personnel or human resources (HR) in the unit which causes the task of a Terminal Inspection Service officer to be not optimal at Supadio Pontianak Airport.

Based on the previous research above, the researcher has a comparison with the problems to be discussed, namely in the form of differences and similarities with previous research. The difference is that in Krisma Danu Wijaya's research the research was conducted in 2019 where the research location was only at the terminal because it discussed Terminal Inspection Service (TIS) officers, while researchers did not only discuss terminals but also landside because researchers discussed Airport Operational Landside Officers and Terminal (AOLT) and previous research discusses operational services while research by the author discusses the supervision of facilities and infrastructure. The similarity is that there is a discussion regarding the terminal and research methods using qualitative so that it could have the same research results, namely in the form of Airport Operational Landside and Terminal (AOLT) officers at I Gusti Ngurah Rai Denpasar Bali airport who have not fully worked in accordance with standard operating procedures (SOP). ) because the handling of several cases has not been maximized and there is still a lack of personnel or human resources (HR) in the unit, such as previous research on Terminal Inspection Service (TIS) officers at Supadio Pontianak airport.

The results of the author's observations while conducting research at the Airport Operational Landside and Terminal (AOLT) unit at I Gusti Ngurah Rai Airport are that there are still many damaged and abandoned facilities and infrastructure such as broken chairs in the waiting room, damaged Q-Line at several locations, insufficient availability of trolleys in case of congestion of passengers, leaks in several places, several Flight Information Display

Systems (FIDS) that are off, damaged gates, malfunctioning escalators, and electrical disturbances or flight information errors and still miscommunication between units Airport Operational Landside and Terminal (AOLT) with other units such as Facilities, Electrical, Mechanical, AOCC (Airport Operation Control Center) units and so on. The following is evidence of damage to facilities and infrastructure at I Gusti Ngurah Rai airport, Denpasar, Bali.



**Figure 1. Broken Chair in the International Lounge Area**  
Source: Denpasar Bali I Gusti Ngurah Airport (Processed in 2022)

Based on one of the examples above, it can be seen that there is still damage to facilities and infrastructure at I Gusti Ngurah Rai Airport, Denpasar, Bali, which is sometimes still not monitored or not known by Airport Operational Landside and Terminal (AOLT) officers. This occurs when carrying out supervision of facilities and infrastructure. looks good and normal, but after completing the inspection, it turns out that there is information on damage to facilities and infrastructure, either broken seats or leaks and so on, both from passengers and other officers such as AVSEC or shop employees and cleaners. Apart from that, other problems still occur because of miscommunication, for example the author experienced when observing or carrying out street vendors (Field Work Practices) that when there was an electrical disturbance, the Airport Operational Landside and Terminal (AOLT) unit received an assignment from the AOCC (Airport Operation Control Center) unit to coordinated with the airline that the telephone line for conveying flight information had changed, but after it was confirmed with the airline it turned out that there had been a change again that the telephone line had returned to normal and there had been no change. The aims of this study include: To find out the role of AOLT officers in supervising facilities and infrastructure at I Gusti Ngurah Rai Airport, Denpasar, Bali. To find out what are the constraints of AOLT officers in supervising facilities and infrastructure at I Gusti Ngurah Rai Airport, Denpasar, Bali.

## **Theoretical Basis**

### **Airport**

Based on Law No. 1 of 2009: an airport is an area on land and or waters with certain boundaries that is used as a place for aircraft to land and take off, boarding and unloading passengers, loading and unloading of goods, and places for intra and intermodal transportation. equipped with flight safety and security facilities, as well as basic facilities and other supporting facilities. Airport is defined as an area, place or territory on land or waters as well as an airfield including buildings, installations and equipment intended either in whole or in part for air transportation or aircraft taking off and landing, boarding and dropping

passengers both departure and arrival, loading and unloading of goods, a place for intra and inter-modal movement of transportation equipped with aviation safety and security facilities, as well as basic facilities and other supporting facilities for air transportation for the public.

### **Bali I Gusti Ngurah Rai International Airport**

Bali I Gusti Ngurah Rai International Airport is the largest airport managed by PT. Angkasa Pura I (Persero) a state-owned company engaged in airport service management. I Gusti Ngurah Rai Airport was built in 1930 by the Department of Voor Verkeer en Waterstaats (a kind of Department of Public Works). The runway is in the form of an airstrip along 700 m of grass in the middle of fields and cemeteries in Tuban village. Because of its location in Tuban Village, the surrounding community named this airstrip Tuban Airport. I Gusti Ngurah Rai International Airport (I Gusti Ngurah Rai International Airport) has a code (IATA: DPS, ICAO: WADD), is an international airport located in the south of Bali, Indonesia, to be precise in the area of Tuban Village, Kuta District, Badung, Bali, about 13 km from Denpasar.

### **Role**

In the Big Indonesian Dictionary, it is stated that a meaningful role is a set of levels that is expected to be owned by someone who is based in society, then the role is part of the main task that must be carried out. The role can be concluded as an action taken by a person or group of people in carrying out an event or the part played by someone in an event by using a dynamic aspect of social status or position. That is, when someone can carry out obligations and get their rights, then that person has carried out a role. Role can be understood as an expectation imposed on individuals or groups to carry out rights and obligations that must be carried out by role holders in accordance with what society expects.

### **Landside and Terminal Operational Airport Officer (AOLT)**

Airport Landside and Terminal Operations are officers who play a role in supervising every facility and infrastructure at the airport as a support for flight service users at I Gusti Ngurah Rai Airport, Denpasar, Bali. In order to reduce the occurrence of damage to the facilities and infrastructure of I Gusti Ngurah Rai Airport, Denpasar, Bali, the Landside and Terminal Operational Airport officers carry out regular supervision and checking. As for the work roles of Airport Operational Landside and Terminal Airport I Gusti Ngurah Denpasar Bali officers: Ensuring that the facilities and infrastructure in the terminal and landside areas are in good condition; Carry out terminal and landside operational supervision so that they can function properly according to regulations; Ensuring the comfort of passenger facilities and infrastructure or flight service users who will travel; Report and follow up if there is damage to facilities and infrastructure related to passenger comfort; Serving users of airport services.

### **Supervision**

Supervision is a process of making observations starting from the implementation of all organizational activities to be able to guarantee that all work being carried out goes according to the plan that has been set. Sondang Siagian in Satriadi (2016) Supervision can be interpreted as a process to 'guarantee' that every goal and organizational management can be achieved. T. Hani Handoko in Fahmi (2017). So it can be concluded that supervision is the process of monitoring, evaluating, and reporting plans for achieving the goals that have been set as corrective actions for further improvement and as an organizational way of realizing

performance that can be effective and far in supporting the realization of the vision and mission of an organization.

### Means

Facilities are something that may not be a factor that cannot be removed from the world of work and is vital for employees to complete their duties, with the existing facilities in the company it is very likely that goals will be achieved from this all work activities are always related to supporting facilities to carry out his job duties. According to Hasibuan (2013) suggests that work facilities or facilities provided by the company must be adapted to the needs of the company, so that the work provided by employees can run effectively. Providing the existence of facilities in the company must provide according to the needs of its use so that the work carried out is in accordance with the achievement of company goals. Suggestions are work facilities or any equipment provided by the company to facilitate and expedite the work of employees to achieve what is expected by the company.

### Infrastructure

According to the Big Indonesian Dictionary, infrastructure is everything that is the main support for the implementation of a process (business, development, project, and so on). In contrast to Daryanto's opinion (2013) in language what is called infrastructure means a tool that is not directly used to achieve goals in work. According to Makin & Baharuddin (2013), infrastructure is a facility that indirectly supports the work process. So that infrastructure is the physical basic equipment of an environment, area or region so that the space can function properly and the basic framework of a system that becomes public facilities and basic physical equipment that allows the environment to function properly.

### Relevant Research

**Table 1. Relevant Research**

No	Name	Title	Year	Research Result
1.	Theresia Agustina	The effect of Terminal Inspection performance on facility maintenance in increasing PT Angkasa Pura I passenger satisfaction at Yogyakarta Adisucipto International Airport.	2018	The results showed that the condition of the facilities at the Yogyakarta Adisucipto International Airport terminal showed that the conditions there were quite good. This is reflected in all the existing facilities in all the rooms in the passenger and cargo terminals. Based on the values obtained from the test results using the SPSS release 15.0 program, it shows that H0 is rejected and H1 is accepted, which means that there is a significant influence between terminal inspection performance and passenger satisfaction at Yogyakarta Adisucipto International Airport.
2.	Krisma Danu Wijaya	The Role of TIS (Terminal Inspection Service) Officers for Operational Services at Supadio Pontianak Airport	2019	The results showed that the Terminal Inspection Service unit at Supadio Pontianak Airport had not fully worked in accordance with standard operating procedures because there were still several cases whose handling was not optimal and the constraints experienced by the Terminal Inspection Service unit were the lack of personnel or human resources (HR) in the unit. This is what causes the duties of a Terminal Inspection Service officer at Supadio Pontianak Airport to be not optimal
3.	Pandan Pradapa Pandikar Jilantik	The effect of coordination on the readiness of Terminal Inspection Service	2019	The results of the study show that coordination of the readiness of Terminal Inspection Service officers in supporting services at Juanda International Airport in Surabaya is very influential and very important, especially



	Biatona Rimba Safra	(TIS) officers at PT. Angkasa Pura I (Persero) in fulfilling Service Procedure standards at Juanda International Airport in Surabaya		in ensuring the readiness and conditions and service facilities at the airport to create comfort and safety for service users. In addition, Terminal Inspection Service officers coordinate or cooperate with almost all stakeholders at the airport. TIS officers will always coordinate with related units as long as the facility is available to maintain and ensure that each service facility functions properly and normally.
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Source: Data Processed 2022

## RESEARCH METHODS

### Research Design

In this study researchers used qualitative research methods. According to Sugiyono (2019) the qualitative research method is a research method that is based on a postpositivism or enterpretive philosophy, which is used to research the conditions of natural objects, where the researcher is a key instrument, data collection techniques are carried out by triangulation of data (combined observation, interviews, documentation), so that the data obtained will tend to be qualitative data. Qualitative research methods are research that intends to find out phenomena about what is experienced by research subjects, such as behavior, perceptions, motivations, actions holistically by means of descriptions in the form of words and language, in a special natural context by utilizing various methods. scientifically (Moleong, 2017). According to Creswell and Guetterman (2018), qualitative research is a type of research that makes its research very dependent on information from objects or participants in a broad scope, questions that are general in nature, collects data mostly from text or participant words and explains and performs analysis of subjectively collected texts. Because this method uses qualitative research methods, the data to be obtained by researchers by data triangulation is carried out to Airport Operational Landside and Terminal (AOLT) officers.

### Time and Place of Research

As for the time in this study, the researcher will conduct research to retrieve data directly from the Airport Operational Landside and Terminal (AOLT) unit and one of the other units, namely facilities or mechanics at I Gusti Ngurah Rai Airport, Denpasar, Bali, which will be held on March 2023.

### Data Types and Sources

1. Primary Data. Primary data according to Sugiyono (2019) is data that is directly obtained from the source and given to data collectors or researchers. Primary data is data that was first collected and written by researchers (Sanusi, 2014). According to Danang Sunyoto (2013), primary data is data that is original and collected by the researcher himself as a means of answering the research problem formulation. So according to researchers, primary data is data obtained directly, namely in the form of data from interviews between the author and informants or observations.
2. Secondary Data. Secondary data is primary data that has been further processed and presented either by primary data collectors or by other parties, for example in the form of tables or diagrams (Husein Umar, 2013). According to Arikunto (2013), secondary data is data obtained from graphic documents (tables, notes, meeting minutes, sms, etc.), photographs, films, video recordings, objects and other can enrich primary data. Secondary data are data sources that are not directly received by data collectors, either through other people or through documents (Sugiyono, 2019). So the authors conclude secondary data is

data obtained from existing sources, namely secondary data in the form of notes or company documentation in the form of photos, videos, reports, both daily, weekly and monthly reports and so on.

### **Data Collection**






1. Observation. According to Sugiyono (2019), observation is a basis of knowledge, through the observation method researchers can learn about behavior and the meaning of this behavior. This method is used to be able to directly observe the events/ phenomena that are the focus of research. As for those observed by researchers, namely Airport Operational Landside and Terminal (AOLT) officers and other officers such as facilities or mechanics as well as all facilities and infrastructure at I Gusti Ngurah Rai airport Denpasar Bali. For observation sheets or guidelines, the author attaches them to the attachment page.
2. Interview. An interview is a meeting between two people to exchange information and ideas through a question and answer process, so that meaning can be constructed in a particular topic Esteborg (in Sugiyono, 2019). Structured interviews are used as a data collection technique, if the researcher or data collector knows for sure what information will be obtained. Therefore, in conducting interviews, data collectors have prepared research instruments in the form of written questions. With this structured interview, each informant was given the same questions, and the data collector recorded them and several informants could act as data collectors and in conducting interviews the data collector had to bring instruments as a guide for interviews (Sugiyono, 2019). Based on the description above, the author uses structured interviews because the interviews are conducted to obtain data information from informants using instruments as interview guidelines, and interviews will be conducted online via whatsapp media or meet to lower levels such as supervisors and Airport Operational Landside and Terminal (AOLT) staff.
3. Documentation. According to Sugiyono (2019), documentation is a method used to obtain data and information in the form of books, archives, documents, notes, biographies, drawings, regulations and policies in the form of reports and information that can support research. Meanwhile, according to the Federation International de Documentation (FID) documentation is a form of activity collecting and disseminating various types of documents related to all human work fields. Based on the explanation above, the documentation carried out in this study is by taking documents in the form of pictures when making direct field observations and from informants.

## **RESEARCH RESULTS AND DISCUSSION**

### **Results of Observations Regarding the Role of AOLT (Airport Operational Landside and Terminal) Officers in Supervising Facilities and Infrastructure at I Gusti Ngurah Rai Airport Denpasar Bali**

Researchers carried out On Job Training (OJT) activities at the AOLT Unit (Airport Operational Landside and Terminal) I Gusti Ngurah Rai Airport, Denpasar, Bali. Terminal) by the relevant officers. Observations carried out for 2 months the researcher found several findings related to the implementation of monitoring of existing facilities and infrastructure. Namely in the form of damaged facilities and infrastructure which sometimes are still not known by officers such as broken chairs, damaged and abandoned Q-Line, damaged door leading to the waiting room, inadequate and abandoned trolleys out of place and there are still several places that are experiencing leakage.

**Table 2. Observational findings regarding damaged facilities and infrastructure at I Gusti Ngurah Rai Airport, Denpasar, Bali**

No	Scene	Observation result	Picture
1.	The waiting room	The passenger waiting room chair was broken because it was broken	
2.	Near the departure entrance	A broken and abandoned Q-Line	
3.	Near the waiting room to the garbarata	Broken lower door lock hinge	
4.	Near the VIP guest arrival door	Trolley that was abandoned because it was no longer used	
5.	In some waiting room	There was a leak in the roof which was seeping due to rain	

Based on the results of observations that have been obtained by researchers, some of these damages can affect the comfort and safety of airport service users. If this is not immediately handled by the relevant parties quickly and checked periodically when it has been repaired, it will cause a problem with the quality of safety and comfort of passengers who are at I Gusti Ngurah Rai Airport, Denpasar, Bali.

### **Interview Results Regarding the Role of AOLT (Airport Operational Landside and Terminal) Officers in Supervising Facilities and Infrastructure at I Gusti Ngurah Rai Airport Denpasar Bali**

The researcher conducted interviews directly using the interview guide that had been made to AOLT (Airport Operational Landside And Terminal) officers via WhatsApp (WA) media by sending several questions regarding problems that occurred using word document



files. Researchers conducted interviews with 5 people, namely 1 supervisor, 1 information staff, and 2 Terminal Service Officer (TSO) staff at the AOLT (Airport Operations Landside And Terminal) unit at I Gusti Ngurah Rai Airport Denpasar Bali

1. Supervisors. Putu Indrayani as the supervisor of the AOLT (Airport Operational Landside And Terminal) unit said, "To be accepted to work at AOLT (Airport Operational Landside And Terminal) training is held beforehand and when working or carrying out their duties they are always in accordance with the SOP (Standard Operating Procedure) which has been implemented especially in carrying out supervision, namely by always checking facilities periodically so that they are always functioning properly and if something does not work, immediately report it to the relevant unit so that repairs can be carried out immediately"
2. Information. Dyah Dwi Lestari as the information department said, "Operational procedures that are in accordance with the standards as a guideline in carrying out work are guided by Kep DU No. Kep. 87 / OM.02.02 / 2018 concerning SOP for land side facilities and Kep DU No. 40 / OM.07 / 2021 concerning SOP for airport information services. In carrying out surveillance in the landside and terminal areas, it can be done by direct inspection in the field and through CCTV."
3. Terminal Service Officer (TSO). Ony Wiltianto as part of the Terminal Service Officer (TSO) said, "For the first time being accepted to work at the AOLT (Airport Operations Landside And Terminal) unit, an On The Job Training is held for at least 3 months. In working to monitor facilities, flow of passengers, trolleys, and so on, officers are always guided by SOPs or rules that have been written by law and if a problem occurs such as miscommunication with another unit, the way to overcome it is by meeting and talking using internal meetings. For Adi Kurniawan said, "In work, officers are always guided by SOPs relating to the smooth running of passengers and goods which cover various aspects but sometimes have to adjust to situations and conditions in the field, especially in checking and supervising facilities, accommodating and analyzing every request from external units and internally on the landside and terminal. If there is a miscommunication with other units, the way to overcome it is by meeting face to face to discuss the miscommunication that has occurred with the related units."

### **Results of Research Documentation at the AOLT Unit (Airport Operational Landside and Terminal) I Gusti Ngurah Rai Airport Denpasar Bali**

Researchers while carrying out On Job Training (OJT) at the AOLT (Airport Operational Landside and Terminal) unit at I Gusti Ngurah Rai Airport Denpasar Bali not only made observations but also documented several things such as carrying out activities when doing work and photos of facilities or infrastructure that were not functioning properly and other problems.

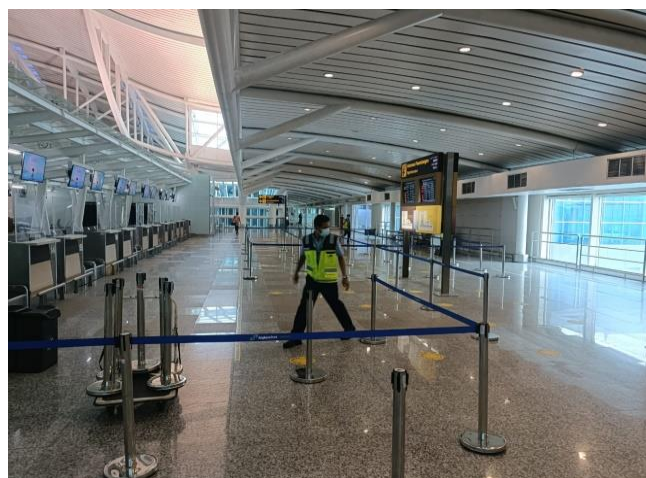
### **The Role of AOLT (Airport Operations Landside and Terminal) Officers in Supervision of Facilities and Infrastructure at I Gusti Ngurah Rai Airport Denpasar Bali**

Based on the results of observations, interviews and documentation that have been carried out by researchers during the On Job Training (OJT) at the AOLT (Airport Operational Landside and Terminal) unit, I Gusti Ngurah Rai Airport Denpasar Bali is a unit that plays a very important role in supervising both facilities and infrastructure and passengers as well as in their daily work the AOLT unit (Airport Operational Landside and Terminal) must be able to work together and always coordinate with other stake holders/units such as AVSEC (Aviation Security), facilities, mechanics, trolleys, electricity and so on so that the facilities and

existing infrastructure can function properly so as to create comfort and security for users of aviation services. When researchers carry out On Job Training (OJT) for 2 months at the AOLT (Airport Operational Landside and Terminal) unit, researchers participate directly in the daily activities carried out by someone who works in the AOLT unit when doing their job, namely supervising and checking the facilities and infrastructure in terminal and landside officers work quite well. Because in their work officers are always guided by SOPs or rules that have been written in laws such as Kep DU No. Kep. 87 / OM.02.02 / 2018 concerning SOP for land side facilities and Kep DU No. 40 / OM.07 / 2021 concerning SOP for airport information services. In carrying out surveillance in the landside and terminal areas, direct inspections in the field can be carried out regularly and through CCTV.

In supervising the AOLT (Airport Operational Landside and Terminal) officers, they have an active role, namely to carry out activities such as inspecting existing facilities and infrastructure on the landside and terminal, participatory roles such as accommodating and analyzing any requests from internal and external units and if damage occurs on infrastructure and funding facilities must immediately report to the related unit so that repairs can be carried out immediately. As well as having a passive role in the division of work units, namely AOLT is divided into 2 shifts in the terminal and landside sections with a working system of 12 hours per day and with a system of 2 working days and 2 days off so that this is very influential for the role of officers, it can be said to be quite good based on the results of interviews.

However, from the results of observations and documentation of researchers on the role of officers and carrying out supervision there are still some that are not good enough related to the concept of roles, such as role perceptions for example AOLT (Airport Operations Landside And Terminal) officers in carrying out supervision are quite sure there is no damage to facilities and infrastructure and went well, but based on the expectations of the role, it turned out that there were sudden reports from other units such as facilities or others who reported that there were still some damaged or non-functioning facilities and infrastructure that the officers did not know after monitoring. This could be due to unexpected technical errors by officials such as sudden power outages which sometimes can cause some systems to not function properly, leaks caused by heavy rain at several points, damaged or abandoned seats and Q-line due to errors. technical issues, such as minor damage that is not known by the related unit, could be due to miscommunication and others related to role conflicts.



**Figure 2. Supervision of Other Units in The Addition and Installation of The Q-Line**

Source: Researcher

From the picture above, researchers carry out supervision and checking with the aim of ensuring that installing and adding the Q-Line can run without any deficiencies and ensure that the tasks carried out by other units can run well, on time and do not disturb flight service users. Because if supervision and checking are not carried out on other units, especially those related to facilities and infrastructure, the tasks carried out by other units may not go well and not on time so that later they can interfere with the comfort and safety of flight service users. It can be concluded that from the results of observations and descriptions of the images above, the role of AOLT (Airport Operational Landside and Terminal) officers in supervising facilities and infrastructure at I Gusti Ngurah Rai Airport Denpasar Bali is very important, especially in supervising and maintaining facilities and infrastructure so that they run well for comfort and safety for flight service users. Thus, the role of the AOLT (Airport Operational Landside and Terminal) unit in supervising facilities and infrastructure at I Gusti Ngurah Rai Airport Denpasar Bali is very important because the existing facilities and infrastructure will be properly maintained so that the comfort and safety of flight service users are met and there needs to be cooperation between other parties so that they can be more optimal in maintaining and supervising existing facilities and infrastructure properly.

As for the role in supervision for officers in increasing their duties, namely by dealing with changes that will occur such as following up on the results of supervision, knowing and correcting if there are errors in carrying out supervision so that if another error occurs it can be avoided and anticipated so that the role of supervision is very important for keep pace with increasingly complex organizational developments. So that supervision is needed to oversee the level of management and find out and correct if an error occurs in the work so that the same error will not occur in the future.

### **Constraints of AOLT (Airport Operational Landside and Terminal) Officers in Supervising Facilities and Infrastructure at I Gusti Ngurah Rai Airport Denpasar Bali**

After conducting observations and interviews as well as documentation that has been obtained at the AOLT (Airport Operational Landside and Terminal) unit, it can be seen that there are several obstacles experienced by officers when carrying out supervision of facilities and infrastructure, especially according to several sources such as a lack of human resources (personnel) both from the internal AOLT unit or other external units such as reducing employees due to covid because before covid there were officers who coordinated as intermediaries when there was damage to infrastructure facilities who coordinated and ensured that the damaged facilities had been repaired but due to covid there was a reduction in officers so that after completion covid officers have difficulty coordinating with each other due to a reduction in employees so this can affect the work system that has been determined by the standard operating procedures and frameworks of the company which should contain the division of tasks each time they carry out supervision it is divided into 4 teams but due to reducing employees every time they carry out supervision to only 2 or 3 teams, apart from that this can also cause miscommunication both from the AOLT unit itself and with other units so that they carry out their duties less than optimally and can affect the success of officers in carrying out supervision, especially areas that are quite large, of course it really requires adequate personnel or officers because this also has an impact on facilities that are still incomplete, such as the lack of a buggy car, of which there is only 1 which is usually used to carry out supervision and relocation of damaged facilities and infrastructure and the lack of hoverboards which are usually in use it to facilitate and speed up the work of employees in carrying out direct supervision and coordination both for officers in carrying out their duties

or when there is damage to existing facilities and infrastructure at the terminal and landside so that the handling is still not handled quickly by related parties or causes miscommunication or coordination with each other others are less effective because if you only rely on HT (Handy Talky) there will still be sound disturbances due to network or errors on the device besides damage and deficiencies in facilities for passengers which are not quickly addressed will certainly reduce comfort and safety for airport service users or passengers.

## **CONCLUSION**

The role of AOLT (Airport Operational Landside and Terminal) Officers in Monitoring Facilities and Infrastructure at I Gusti Ngurah Rai Airport Denpasar Bali is quite good and according to what is contained in the company's Skep as well as contained in PM 178 of 2015 concerning service standards for airport service users and standard operating procedures (SOP) in monitoring facilities that are carried out regularly every day to ensure airport facilities can function properly and safely so that errors do not occur. In addition, coordination with other units needs to be improved because it affects the readiness of officers in supporting services, especially in monitoring the readiness and condition of facility readiness which is very influential and very important for comfort and security as well as safety for airport service users besides that there are still several obstacles experienced and cannot be handled by the AOLT (Airport Operational Landside And Terminal) unit at I Gusti Ngurah Rai Airport, Denpasar, Bali.

Constraints experienced by AOLT (Airport Operational Landside And Terminal) officers at I Gusti Ngurah Rai airport Denpasar Bali in carrying out supervision, namely a lack of personnel or human resources (HR) and a lack of inadequate facilities and sometimes there is still miscommunication with units due to a lack of coordination or cooperation in ensuring that each facility functions properly and normally, but from the results of the research there are still damaged facilities and infrastructure that are not recognized or overlooked when carrying out work under supervision or inspection so that this causes the task of an AOLT officer to be less than optimal (Airport Operations Landside and Terminal) and can cause a lack of comfort and security for airport service users at I Gusti Ngurah Rai Airport Denpasar Bali.

Suggestion: In carrying out their duties the role of AOLT (Airport Operational Landside and Terminal) in carrying out supervision must be further improved, especially in coordinating with other units so that later the readiness of officers to support services especially plays an important role in monitoring the readiness of the conditions of facilities and infrastructure which are influential and very important for convenience and security as well as safety for users of airport services as well as being able to avoid and anticipate if the same obstacles and errors occur or other problems if this can be implemented properly then the existing facilities and infrastructure will be properly maintained and fulfilled. It is hoped that in the future for PT. Angkasa Pura I can pay attention and see or evaluate in meeting the needs of human resources as well as facilities and infrastructure that can be sufficient for the AOLT (Airport Operational Landside And Terminal) unit to create good quality work, the expected healthy work environment and minimize working hours excessive or exceeding working hours so that later working hours can be appropriate and better for officers and can make officers carry out their work well, especially in carrying out supervision so that they can achieve company targets.



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