

PT. Garuda Indonesia's Strategy in Responding to the Increase in Airfare Prices (Quantitative Content Analysis Study on kompas.com and liputan6.com for the August 2nd until September 2nd 2022 Period)

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Abstract

Purpose. Through quantitative content analysis using Situational Crisis Communication Theory, this study aims to find out what response strategies were carried out by PT Garuda Indonesia in regard to the increase in airfare prices on the Kompas.com and Liputan6.com news pages for the 2 August to 2 September 2022 period.

Methodology. By evaluating content validity and inter-coding reliability, this study uses a quantitative descriptive content analysis. The subjects of this study are all articles about PT Garuda Indonesia's response to the increase in airfare prices that appeared on Kompas.com and Liputan6.com between 2 August until 2 September 2022.

Results. The results show that Garuda's management response strategy which is published in 39 news articles is quite good. Garuda is more dominant, using the primary crisis responses strategy by diminishing the issue. The responses are carried out by the company to minimize the damage caused by the crisis.

Applications/Originality/Value. This study can be used to add recommendations for institutions that face the same problems by using the responses strategy carried out by the airline company PT Garuda Indonesia through online media coverage. The difference in this study lies in the object of research, the theoretical analysis used, the measuring instruments, and the literature in the study.

Introduction Section

Background

Human life cannot be separated from transportation mobility in this modern era. Various transportation mobility industries are starting to experience development. In Indonesia, this development can be seen in the mode of air transportation, which is undergoing many changes. The large number of operating airlines that can accommodate domestic and international flights proves that there has been a significant change in the current mode of air transportation. In general, air transportation travel saves more travel time compared to other modes of transportation, such as land and sea travel. This development has made Indonesia continue to develop airports. Almost all provinces of Indonesia have airports, and some even have more than one airport in one province ([Ciputra, 2022](#)). With this progress, airlines must be able to adjust and balance good service quality for the community.

Currently, in Indonesia, there are various types of airlines. The famous airline owned by the Indonesian government is Garuda Indonesia. Historically, Garuda Indonesia began flying in 1949 when the Indonesian Air Force leased an aircraft from the Burmese government ([Www.garuda-indonesia.com, 2022](#)). Garuda Indonesia is known for having good service quality in the aviation industry. In providing services to customers, Garuda Indonesia uses the service concept that it brings, namely the "Garuda Indonesia Experience," which reflects the best "Indonesian Hospitality" ([Www.garuda-indonesia.com, 2022](#)). Even though it is the only well-known state-owned airline, Garuda Indonesia certainly needs help to escape the existing aviation problems. This problem can arise from internal and

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external problems of the company. When a problem arrives, the company must respond quickly. If the company cannot react to problems properly, it will certainly have an impact on the sustainability of the company.

Recently, many air transportation customers have complained about the problem of rising flight ticket prices. This complaint emerged through various social media. The public complained about the increase in ticket prices that did not go back to normal and even increased many times. The number of complaints the national media makes continues to report rising flight ticket prices, causing many responses from various parties and the government. Several Indonesian news portals have also started reporting that many factors have caused the rise in airfare prices, namely the price of jet fuel soaring and very few operating fleets that significantly impact the ticket price component. There is also an increase in demand ([Yanwardhana, 2022](#)). In this case, as a state-owned airline, Garuda Indonesia, in conveying information regarding the increase in flight ticket prices, is still determined to provide a joint solution. These high airfare prices tend to influence potential passengers to postpone or cancel their trips ([Rahayu, 2022](#)). Even now, airfare prices are experiencing a much higher increase than two years ago due to rising aviation fuel prices. The increase in flight ticket prices also affected the tourism sector ([Liputan6.com, 2022a](#)). Complaints regarding high airfare from tourism industry players also require special attention from the government. The community hopes that policymakers can provide reasonable solutions regarding adjusting flight ticket prices so that they return to normal ([Mps, 2022](#)).

The number of complaints from various parties is one form of the impact of the crisis problems experienced by the company. The impact of a crisis can threaten the survival and reputation of the company and other stakeholders. The company's reputation is a form of perception about the company formed by various related stakeholders. Perceptions of a good reputation and image for the company are influenced by the views of the public and other stakeholders ([Yan et al., 2022](#)). Companies need to build a good reputation in order to maintain public trust. Previous research ([Song et al., 2019](#)) regarding the effect of service quality, corporate image, and customer trust on company reputation in airline companies in South Korea shows that these three things impact company reputation. Other research also states that reputation is an essential intangible asset for a company built over a long time and is sustainable. Therefore, companies must be careful with their actions ([Sandu, 2015](#)). This is certainly related to the company's response in dealing with the company's crisis. The problems caused by the increased flight ticket prices forced Garuda Indonesia to do its best in public to respond to the crisis.

Generally, the definition of a crisis is an unexpected event that can threaten the activities of a company or organization and its financial stability and reputation. A crisis can also be detrimental to stakeholders physically, emotionally, and financially ([Coombs, 2007](#)). Current technological developments allow the public to discover the company crisis issues that occur quickly. The ability to discover the company crisis issues is because the existing media plays a major role in disseminating information to the public. One of the media that is very fast in disseminating information to the public is online media. Online media has a vital role in shaping opinions in society about reality ([Bayquni, 2021](#)). So that to overcome the problem of rising flight ticket prices, Garuda Indonesia, as a state-owned airline, needs to have a good response strategy in order to provide information to the public regarding the problem of rising flight ticket prices so that there are no significant losses that affect the reputation of the company and other stakeholders. This response strategy also improves the community's good image and trust in dealing with the crisis that occurred.

Garuda Indonesia, through its representative, conveys its response regarding the increase in flight ticket prices through various mass media in Indonesia. The media used to deliver the response are the online news portals Kompas.com and Liputan6.com. Both are well-known national online news portals that are professionally managed massively to disseminate various news in Indonesia. Kompas.com is included in Indonesia's leading online news, which is most in demand by news readers. The researchers' considerations in choosing the online news portals Kompas.com and Liputan6.com are because many previous studies have used these two online news portals for research. The Kompas Gramedia Group manages the Kompas.com online news portal, while the Emtek Group professionally manages Liputan6.com. Since the beginning, the issue of rising airfare prices has been widely

discussed due to the intervention of online news portals. Media coverage can indicate that companies and organizations are experiencing a crisis ([Nurulhuda et al., 2022](#)). Therefore, through these two online news portals, Garuda Indonesia conveyed its response to the public in overcoming the problem of rising flight ticket prices.

The crisis problem experienced by large companies, namely airlines, does matter to be discussed in this study. Usually, airline companies will be discussed when a major crisis problem occurs, such as an airplane accident or an airplane that loses contact. Crisis issues related to rising airfare prices are rarely in the spotlight. If allowed to continue, the crisis regarding the ongoing increase in airline ticket prices will have a major impact on the company, such as a bad image in society and an economic impact on the community and the government itself. This research is vital to analyze the function and implementation of the Situational Crisis Communication Theory (SCCT) response strategy to the crisis faced by PT Garuda Indonesia in responding to the crisis of rising airfare prices. Companies must react to the public in a crisis quickly and effectively. The purpose of this study is to use Situational Crisis Communication Theory, a theory developed by Timothy W. Coombs and Holladay S.J., to find out what response strategies Garuda Indonesia uses when responding to rising flight ticket prices. This theory offers a framework for communicating to the public about crises that could harm the reputation of an organization or company. Because Garuda Indonesia received responses from the public in various categories, a more thorough measurement was needed. This research can serve as a guide for companies and other organizations facing crises in the future. Based on the background information provided, the researcher is interested in knowing the response strategy undertaken by PT Garuda Indonesia in responding to the increase in flight ticket prices from 2 August to 2 September 2022 on the Kompas.com and Liputan6.com pages.

Literature Review

Crisis Communications

In general, the definition of a crisis is an affair that can determine a company's sustainability. If a crisis comes, the company must be able to handle it quickly and accurately so that various bad things will not happen because they can harm the company's future. Crises can occur at any time, so every company must have good planning and understand a crisis well from all important aspects within a company if the company experiences a crisis ([P. Y. Pratiwi & Haninda, 2021](#)). According to [Barton \(Carroll, 2016\)](#), a crisis is a significant event that comes suddenly and can negatively impact the company. These circumstances can harm the company, its employees, the goods or services it produces, and even its financial situation. According to this assertion, a crisis can be interpreted as a situation that develops suddenly and results in losses for the organization or company if not addressed immediately. Fearn-Banks ([Study et al., 2022](#)) defines crisis communication as the dialogue between an organization and its audience before, during, and after a crisis event. This claim refers to the company's conversations with the public before and after the crisis. Communication implies that companies or organizations can convey information quickly, precisely, and unambiguously in a crisis. Steps taken by a company or organization to reduce damaging impacts that may harm the general public or other stakeholders are indicators of effective crisis communication.

Companies must be able to provide information needs that can be managed effectively and information that immediately becomes a top priority in dealing with crises when they respond ([Carroll, 2016](#)). Referring to previous research on crisis communication conducted by ([Kumalasari, 2021](#)) regarding the experiences of the East Java Communication and Informatics Service in 2020 when socializing government policies against COVID-19, it is clear that if a crisis occurs, companies or organizations must be prompt, consistent, and transparent in conveying information to the public. Those methods create a good perception in society because the company can immediately respond and deal with the crisis. Other research also states that in dealing with crisis management carried out by the electric vehicle industry company Tesla in dealing with protesters in China, a crisis must be identified immediately if it has occurred. The SCCT theory found that the company used three crisis response strategies, denial, diminishing, and bolstering, to overcome the crisis ([Liu, 2022](#)). These two studies describe

research examining companies and organizations using various response strategies to overcome a crisis. Research on crisis communication entitled "PT Garuda Indonesia's Response Strategy to Increases in Airline Ticket Prices (Quantitative Content Analysis on the Kompas.com and Liputan6.com pages from 2 August to 2 September 2022) in response to the crisis being faced can harm the company and other stakeholders. This research focuses on one of the airline companies operating in Indonesia, PT Garuda Indonesia. The crisis experienced by Garuda Indonesia appeared recently, so it is important to research this to find out how the response strategy implemented by Garuda Indonesia to deal with the crisis due to rising flight ticket prices.

Situational Crisis Communication Theory

Situational Crisis Communication Theory (SCCT) is a theory initiated by W.T. Coombs and Holday S.J. The theory explains how factors in a crisis can influence how people think about crises and how the public perceives them. This SCCT theory helps us predict how people react to crises that can damage the organization's reputation ([Kriyantono, 2014](#)). As with the organization's reputation, the company's image can also be threatened due to a crisis that cannot be adequately handled. The definition of corporate reputation itself is more about how the public gives an impression of the organization, while reputation is about how it can influence public views about the organization's products, leadership, and finances. Corporate image and reputation also have an impact related to company profit. Even well-known companies can suffer losses if the image formed by the public is a bad reputation ([Yan et al., 2022](#)). Previous research also states that reputation is a valuable asset owned by a company that has been built for a long time and is sustainable. The expectancy is that through a good reputation, the company will also experience an increase in profit ([Sandu, 2015](#)). The statement states that the company's reputation must be fought for so that it has a positive impact on the company. This refers to effective crisis management measures of how the public knows about the company's crisis.

In connection with the Lion Air JT610 accident case, a previous study using Situational Crisis Communication Theory (SCCT) focused on the public relations function found some interesting findings ([Carroll, 2016](#)). The findings show that companies use two crisis management strategies to deal with crises, including the main crisis response strategies: reduction and rebuilding—furthermore, the secondary crisis response, namely ingratiation, and the victim strategy. According to additional research conducted by ([Nurulhuda et al., 2022](#)) regarding the company PT PLN (Persero) in Jakarta, the researcher uses a primary crisis strategy, namely reduction, and rebuilding, to manage the crisis of power outages. In addition, they use victimization (victimage) and supporting (bolstering) strategies.

The SCCT theory is based on understanding a crisis that occurs. An organization or company's crisis manager can use this theory to determine a strategic response plan that can be used to protect reputation adequately. This theory has a theoretical relationship between crisis situations and crisis responses. Every action that exists must have accountability. So in a crisis, this strategy can be used to find solutions for companies in dealing with crises and then make plans to overcome them. According to ([Coombs, 2007](#)), the researcher provides ten crisis response strategies which are divided into four types: the first type is deny (denial), which consists of the scapegoat category (throwing mistakes), attack the accuser (attacking the accuser) and denial (refusing there is a crisis). The second type is diminishing (reducing) with the category of justification (justification) and excuse (reason). The third type is rebuilt with the categories of apology and compensation. The last type is bolstering with three categories, namely reminder (recalling positive performance), victimage (stating the company as a victim), and ingratiation (praising the accomplished achievements). According to the SCCT theory, the ten response categories became a reference for researchers in categorizing PT Garuda Indonesia's responses to the crisis due to rising flight ticket prices on two online news portal pages, Kompas.com and Liputan6.com for the period 2 August to 2 September 2022. This crisis quickly spread in all media, especially online media, so Garuda Indonesia needed a response strategy that could be given to the public to give trust, especially to Garuda Indonesia's loyal customers, so that the company could maintain its good reputation and image. This SCCT theory can provide a framework for organizations and companies to protect the company's reputation after a crisis ([Coombs, 2007](#)). So by grouping the response strategy

categories by SCCT theory, researchers can find out which response strategies are more dominantly used by PT Garuda Indonesia in dealing with crises due to rising flight ticket prices.

Method

The researcher will utilize The Situational Crisis Communication Theory (SCCT) theory when examining how the response strategy implemented by PT Garuda Indonesia to the increase in flight ticket prices on the Kompas.com and Liputan6.com pages for the period 2 August to 2 September 2022. This relates to the problems the researcher described according to the introductory chapter. The researcher applies quantitative and content analysis techniques to determine what to study using content analysis. This study uses content analysis to examine the contents of messages systematically and impartially. This quantitative research technique aims to turn data into numbers that can be examined and draw a conclusion from the problem. The research was conducted in such a way as to describe the problem from the results obtained clearly. The researcher also observes the data objectively in conducting this quantitative research.

This study focuses on reporting the increase in airfare prices, which concerns PT Garuda Indonesia on the Kompas.com and Liputan6.com pages from 2 August to 2 September 2022. The researcher collects the data from the online news pages Kompas.com and Liputan6.com between 2 August to 2 September 2022. Primary and secondary data were utilized for data collection. Further, this study makes use of sampling using non-probability sampling with purposive sampling. The researcher carries out this sampling technique based on a specific period based on scientific considerations. This study uses thematic units which focus on the topics of discussion contained in the text. The text criterion used as the unit of analysis is news about the increase in airline ticket prices which contains responses from PT Garuda Indonesia on the Kompas.com and Liputan6.com pages from 2 August to 2 September 2022. For the period 2 August to 2 September 2022, the subject of this study is all news about the increase in airline ticket prices in online media on the Kompas.com and Liputan6.com pages, totaling 84 news articles related to the increase in flight ticket prices with details of 36 articles from the Kompas.com page and 48 articles from the Liputan6.com page. The sample used in this research is news related to the increase in flight ticket prices which contains Garuda Indonesia's responses on the Kompas.com and Liputan6.com pages from 2 August to 2 September 2022, totaling 39 news articles with details of 16 articles from the Kompas.com and 23 pages article from Liputan6.com.

The type of data validity in this study is content validity. Additionally, the researcher conducts a reliability test using coding, which is known as cross-code testing. In this study, the researcher used 29 news articles that were used to test data reliability. This reliability test is compared to the Holsti formula, which uses coding sheets to process the data. This coding sheet is similar to the questionnaire used in survey research. Coders will use these coding sheets to process data according to categorization. The coder is the person who will fill in the coding sheets. In the Holsti formula, the higher the numerical value obtained, the higher the reliability between coders ([Eriyanto, 2013](#)). In this study, descriptive statistics are used to analyze research data. The results of the data content analysis of PT Garuda Indonesia's response strategy in dealing with rising flight ticket prices were tested using a different test through an independent sample t-test through SPSS Statistics 21 software so that the significance value of the differences can be explicitly identified. This statistical technique examines differences between two samples in a study. The test results are presented as frequency tables, diagrams, and cross-tabulations to facilitate understanding.

Result and Discussion

Research Results

In this section, the study presents data following the news on the online media news pages Kompas.com and Liputan6 for the period 2 August to 2 September 2022 regarding PT Garuda Indonesia's response to rising

flight ticket prices which have been analyzed and compiled in the form of a frequency table using Excel 2010 to understand data results more easily. Researchers use the SCCT theory because they want to analyze the crisis by knowing the responses of PT Garuda Indonesia in dealing with the crisis of rising airfare prices based on the crisis response category of the SCCT theory. In [Table 1](#), Coombs' SCCT response categorization is as follows:

Table 1. SCCT categories

Category	Crisis Response Strategy
	<i>Attack the Accuser</i>
	<i>Denial</i>
	<i>Scapegoat</i>
	<i>Excuse</i>
	<i>Justification</i>
	<i>Compensation</i>
	<i>Apology</i>
	<i>Reminder</i>
	<i>Ingratiation</i>
	<i>Victimage</i>

Source: (Coombs, 2007)

Data description

The first step in data analysis is to describe the findings and demonstrate the data using descriptive statistics. This study analyzes data from the results of reliability and validity tests. Then they are classified into a frequency distribution table to make it easier to observe the results of the data analyzed by the researcher. The following are 39 news articles on the news portals Kompas.com and Liputan6.com from 2 August to 2 September 2022, which the researcher has categorized based on Coombs' ten SCCT categories. The following is the frequency distribution of Kompas.com in [Table 2](#):

Table 2. The frequency distribution of Kompas.com

SCCT Categories	Frequency	Percentage (%)
<i>Attack the Accuser</i>	0	0%
<i>Denial</i>	0	0%
<i>Scapegoat</i>	0	0%
<i>Excuse</i>	1	6%
<i>Justification</i>	8	50%
<i>Compensation</i>	3	19%
<i>Apology</i>	0	0%
<i>Reminder</i>	1	6%
<i>Ingratiation</i>	0	0%
<i>Victimage</i>	3	19%
Total	16	100%

According to Table 2, no news portal Kompas.com included several strategic responses: Scapegoat, Attack the Accuser, Ingratiation, Apology, and Denial. The most visible strategy on the Kompas.com news portal is the justification of 8 news articles, or equal to 50%, which means more than half of the total number of news portals

from Kompas.com. The exact number of strategies were used, namely Compensation and Victimage, each of which amounts to 3 news articles or equal to 19% of the total. Furthermore, one article each contains Reminder and Excuse strategies equal to 6%. [Table 3](#) shows the frequency distribution of Liputan6:

Table 3. The frequency distribution of Liputan6.

SCCT Categorization	Frequency	Percentage (%)
<i>Attack the Accuser</i>	0	0%
<i>Denial</i>	0	0%
<i>Scapegoat</i>	0	0%
<i>Excuse</i>	0	0%
<i>Justification</i>	13	57%
<i>Compensation</i>	5	22%
<i>Apology</i>	0	0%
<i>Reminder</i>	2	9%
<i>Ingratiation</i>	0	0%
<i>Victimage</i>	3	13%
Total	23	100%

In Table 3, similar to the Kompas.com news portal, no news articles mention several strategies: Denial, Apology, Scapegoat, Excuse, Ingratiation, and Attack the Accuser. A total of 13 news articles found a Justification response strategy or equivalent to 57%. Then five news articles include the Compensation strategy or equivalent to a value of 22%. Meanwhile, the Reminder response strategy found two news articles or the same value as 9%. Overall, it was found that news articles containing the Victimage response strategy amounted to 3 articles or a value of 13%.

Validity

The next step in this study is to test the validity. The purpose of this validity test is to determine the validity of the measuring instruments employed in the study. In this study, the researcher carried out measurements based on Situational Crisis Communication Theory (SCCT) in W. Timothy Coombs' journal regarding protecting a company's reputation during a crisis ([Coombs, 2007](#)). The measurement in this study refers to the crisis response ([Coombs, 2007](#)), which amounts to ten categories: attack the accuser, scapegoat, excuse, denial, reminder, compensation, justification, apology, ingratiation, and victimage. These ten categories will become a reference for researchers in categorizing any responses made by PT Garuda Indonesia. Research with SCCT had also previously been carried out by ([Nurulhuda et al., 2022](#)) to analyze how the strategy was carried out by Public Relations from PT. PLN to manage and deal with the power outage crisis in Jakarta and the surrounding area. Research conducted by Pratama and [Yanuar \(2019\)](#) also used SCCT in researching how crisis communication was carried out by PT Ima Montaz Sejahtera, which occurred after the incident of reducing employees at the company, and how to improve the company's reputation. Recent research using SCCT was carried out by ([Shaw, 2022](#)) in analyzing the British Royal family's public relations success in responding to Princess Diana's death as seen in press releases and

traditional media used by the royal family. Thus, the measurement used by researchers can be considered valid because many previous studies have used it.

Reliability

The reliability test was carried out in this study after the data was declared valid, which was carried out through coding or what is commonly called the inter-code test using two coders. The first coder is the researcher, while the last is Mayta Sabilla, a Muhammadiyah University of Surakarta batch 2019 student. In reliability testing, not all samples must be tested, but only around 10% of the total population of units. The number of sample units used in this study uses the following formula:

$$n = \frac{(N-1)(SE)^2 + (PQ)(N)}{(N-1)(SE)^2 + (PQ)} \quad (1)$$

N = Number of samples studied

SE = Standard error

PQ = Expected level of approval

The total sample in this study is 39 news articles. The level of agreement that the researcher used was 90%, so the value of P = 0.90 and Q = 0.1. With the desired error rate of 5% or 0.5, the Z value is 1.65. Therefore, SE is $0.05 \div 1.65 = 0.03$. This algorithm generates the value 28.536, which is rounded up to 29. Thus, the sample units obtained for reliability are 29 news articles. Moreover, the researcher carried out measurements with the following findings:

Table 4. Reliability Test

Number	Date	Title of the News	SCCT Strategy		A/D
			1 st Coder	2 nd Coder	
1.	August, 7 th 2022	Behind the Letter of the Ministry of Transportation to All Airline Directors	5	5	A
2.	August, 7 th 2022	In response to the Ministry of Transportation's appeal: Garuda Indonesia is ready to lower air ticket prices	5	5	A
3.	August, 11 th 2022	Garuda Indonesia continues to monitor jet fuel costs to change airline ticket pricing.	5	5	A
4.	August, 13 th 2022	Garuda Ensures Airline Ticket Prices Have Not Increase	4	5	D
5.	August, 16 th 2022	Sandiaga Uno predicts that airline ticket prices would fall over the year-end holidays.	5	5	A
6.	August, 17 th 2022	Erick Thoir's Strategy to Keep Garuda Flight Ticket Prices Stable in Indonesia	10	5	D
7.	August, 17 th 2022	Erick Thohir requests that Garuda Indonesia provide cheap plane tickets.	5	5	A

8.	August, 18 th 2022	Expensive Airline Ticket Prices, Jokowi: Minister of Transportation, I demand to finish the unfinished business	10	10	A
9.	August, 18 th 2022	Lower Airfare Ticket Prices Minister of Transportation Requests Local Government Assistance	6	5	D
10.	August, 18 th 2022	Jokowi Alludes Minister of Transportation Because of Expensive Airline Ticket Prices	5	5	A
11.	August, 18 th 2022	Minister of Transportation Unravels Price Issues Expensive Airline Tickets, See What's Happening	5	5	A
12.	August, 19 th 2022	When Jokowi Brings Up Expensive Airline Ticket Prices...	8	8	A
13.	August, 19 th 2022	Garuda Indonesia wants to lower airline ticket prices, however, there are certain conditions	5	5	A
14.	August, 19 th 2022	Erick Thohir Promises SOEs to Help Lower Airfare Ticket Prices	5	5	A
15.	August, 19 th 2022	Experts: Reducing Airline Ticket Prices Must Increase certain party	5	5	A
16.	August, 19 th 2022	The Complexity of Lowering Airplane Ticket Prices	10	10	A
17.	August, 19 th 2022	The National Consumer Protection Agency Suggests Airplane Ticket Prices Up just 10 Percent Only	10	10	A
18.	August, 23 th 2022	SOE Staff: Garuda Indonesia Will Add 10 Plane, After conducting MoU with Asset Management Company	5	5	A
19.	August, 24 th 2022	Ticket Prices for Garuda Airlines Costly, Erick Thohir: Increasing the number of planes is the solution.	5	5	A
20.	August, 24 th 2022	Garuda Indonesia and Citilink will increase the number of planes by twofold.	5	5	A
21.	August, 24 th 2022	Garuda Indonesia Plans to Expand Its Aircraft Fleet Erick Thohir: Market-Related Rent Prices	5	5	A
22.	August, 25 th 2022	Garuda will have 120 aircraft by the end of 2022 since it receives financial support from the state budget.	5	5	A
23.	August, 25 th 2022	BNI-Garuda Hold Airline Ticket Prices- Collaboration with Lion Build	6	6	A
24.	August, 26 th 2022	Experts: Airfare Ticket Prices Will Not Fall Significantly Without Additional Fleet in State- Owned Enterprises Aviation	6	5	D
25.	August, 27 th 2022	Plane Ticket Prices Rise; What's Happening with ASEAN Liberation Plan Flights?	5	5	A

26.	August, 27 th 2022	BNI Partners with Garuda Indonesia and Lion Air to Offer Attractive Flight Promotions	6	6	A
27.	August, 27 th 2022	What Has the Government Done 10 Days After Jokowi Requested a Price Cut on Plane Tickets?	10	5	D
28.	August, 30 th 2022	Sandiaga Uno: "Good News", Airfare Prices Drop 15 Percent	5	6	D
29.	September, 2 nd 2022	Garuda Indonesia Continues Ticket Discount Promotions As Aircraft Loads Up	6	6	A
Total			A = 23 D = 6		

$$\text{CR Response Crisis} = 2M/(N1+N2) = 2(23)/(29+29) = 0,79 (79\%)$$

(Source: Analyzed Data)

According to the findings, the researcher found a yield of 0.79 or 79% based on the Holsti formula. The reliability test results in the Holsti formula must exceed the minimum limit of 0.70 or 70% so that the data can be declared reliable (Eriyanto, 2013). These research data analysis results are reliable because they have passed the minimum limit in the Holsti formula.

Independent t-test

Hypothesis

- (i) H0: There is no significant average difference between reporting on online news portals Kompas.com and Liputan6.com in reporting PT Garuda Indonesia's response to the increase in flight ticket prices
- (ii) H1: There is a significant average difference between reporting on online news portals Kompas.com and Liputan6.com in reporting PT Garuda Indonesia's response to the increase in flight ticket prices
- (iii) The output results of independent t-test calculations using the following SPSS Statistics 21:

Table 5. Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	.872	.363	.45	18	.654	-.700	1.537	-3.928	2.528
T-Test Equal variances not assumed			.45	14.965	.655	-.700	1.537	-3.976	2.576

Source: SPSS Output Results

According to the output of the results, it can be seen that there is no difference between the online news portals Kompas.com and Liputan6.com because the significance value is > 0.05, i.e., 0.654.

(iv) Conclusion: If the significance value is more than 0.05, namely 0.654, then H_0 is accepted, and it can be stated that there is no significant average difference in the reporting of PT Garuda Indonesia's response to the rise in airline ticket prices between Kompas.com and Liputan6.com. As a result, neither of the two online news sites focused on PT Garuda Indonesia's response to the increase in airline ticket pricing.

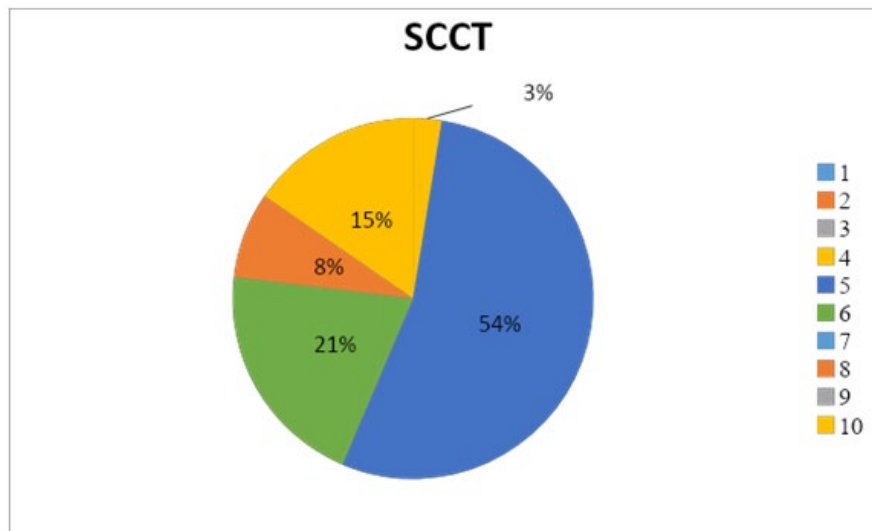


Figure 1. Kompas.com and Liputan6.com SCCT Strategy Diagram

Discussion

The increase in airfare prices is a crisis currently happening in the field of air transportation in Indonesia. This crisis has elicited many responses from the public because it will affect the daily mode of air transportation. Given that air transportation is developing rapidly in Indonesia, this crisis needs to be adequately resolved by existing airlines. Nevertheless, being the only state-owned airline, PT Garuda Indonesia must respond quickly and promptly to this crisis. Based on information spread through online news portals, especially on Liputan6.com and Kompas.com, this crisis occurred not because of the company's will but was caused by various things, including the soaring jet fuel prices and the small number of airlines. This crisis has made the national media continue highlighting rising flight ticket prices in Indonesia. Through this media, many airline companies or organizations respond to rising flight ticket prices in Indonesia through the news. Human activity is increasing daily, and online media use to access news has also increased (Bayquni, 2021). This statement reinforces that the crisis spread in various media will quickly reach public opinion. PT Garuda Indonesia, the only state-owned airline, continues providing solutions and understanding to the public regarding the current crisis through online media.

Situational Crisis Communication Theory (SCCT) is a relevant theory to study people's reactions to a crisis in a company. According to the results of the data analysis that has been carried out, the researcher produced findings of news articles regarding the increase in flight ticket prices from 2 August to 2 September 2022 from the Kompas.com and Liputan6.com portals, only 39 containing responses from PT Garuda Indonesia. The results of the above analysis found that out of the 10 SCCT categories, the researcher only found five response categories out of the ten existing categories: excuse, compensation, justification, victimage, and reminder. The primary crisis response categories of rejection, namely scapegoating, attack the accuser, and denial, were not found in the news articles analyzed. It is because, from the beginning, PT Garuda Indonesia has always responded professionally to

crises and reduced their impact, such as engaging all stakeholders to build synergy in lowering higher ticket costs and planning to introduce a new fleet to reduce aircraft ticket prices.

Primary Crisis Response Reduction Strategy: Excuse and Justification

PT Garuda Indonesia carried out the first response strategy for this type: excuse and justification. This excuse strategy is shown by PT Garuda Indonesia's denial on the news portal Kompas.com through Irfan Setiাপুত্রা, the Main Director of Garuda Indonesia, which disputes the statement that PT Garuda Indonesia would purposely increase flight ticket costs. The following PT Garuda Indonesia statement emphasizes this obliviousness:

".....It's not fair that the price of jet fuel has decreased. Due to the Minister of Transportation's regulations, the fare must be increased" (Idris, 2022).

Responding to the excuse made by PT Garuda Indonesia through denial is a form of a response strategy to take responsibility for the crisis that occurred, not to deny the crisis that occurred. Furthermore, PT Garuda Indonesia is seen attempting to lower airline rates through daily news updates on both news portals. In reference to the SCCT category, Irfan Setiাপুত্রা's clarification is an excuse indicating that a corporation cannot intentionally cause an issue (Pujakakti, 2019). This shows that Garuda is not against a crisis but limits the responsibilities and consequences that will arise in the future. This category is the least found, specifically only 3% or one news article. The excuse response strategy was previously carried out by (Nurulhuda et al., 2022), which was also conveyed by PT. PLN (Persero) to minimize responsibility for power outages beyond the company's control. The second strategy, justification, is explained by Irfan Setiাপুত্রা's following statement:

"..... Irfan said that the Garuda's continued to integrate fluctuations in fuel prices. For example, if jet fuel prices rise, Garuda Indonesia will likely increase the price, and vice versa. "We don't hesitate. We are completely sure that if we ought to increase the fare, then we must," said Irfan. (Kencana, 2022).

This statement indicates that in the justification response strategy, Garuda made reductions or improvements to the crisis. The SCCT reveals that this justification strategy minimizes the company's responsibility for the crisis (Coombs, 2007). This justification strategy reached 54%, or as many as 22 news articles were found dominantly using this strategy. Furthermore, on the same news portal via Kompas.com, PT Garuda Indonesia is supported by statements from Garuda stakeholders, namely members of the Republic of Indonesia DPR pushing for Rp. 7.5 trillion in State Equity Participation funds to be distributed immediately to reduce Garuda's flight ticket prices, which are becoming increasingly expensive and limited routes. In the statement, PT Garuda Indonesia explained the various efforts implemented to overcome the crisis. PT Garuda Indonesia carried out a justification strategy to resolve the crisis. This justification strategy was also used by (van Rensburg et al., 2017) to study crisis communication at the University of Technology in South Africa. As a result, it was found that the justification strategy is the primary strategy in responding to the crisis in universities in South Africa regarding communication problems.

Primary Crisis Response Strategy Rebuilding: Compensation

Compensation is another important crisis response tactic used by PT Garuda Indonesia. Compensation is incorporated in the rebuild strategy, according to (Coombs, 2007). PT Garuda Indonesia's compensation plan aims to provide additional benefits for Garuda's facility.

"...Garuda Indonesia presents various additional benefits for Garuda's full-service flight services at special prices through various special Garuda Indonesia flight ticket offer programs." (Liputan6.com, 2022b).

The compensation is given to carry out President Jokowi's commands to restrict the change of aircraft ticket rates to make airplane ticket costs less expensive. Then, under the crisis response strategy, compensation is enhanced in PT Garuda Indonesia's measures through the following statement by Garuda Indonesia's Main Director:

".....generally, lowering airfare prices through advertising is also effective. This is also an essential basis for future advertising for Garuda Indonesia." (Hakim, 2022).

This compensating response strategy was also supported by PT Garuda Indonesia stakeholders, including Budi Karya Sumadi, Minister of Transportation, who stated that numerous actions might be made to lower airline rates by encouraging local governments to assist in the form of financial assistance. In these various statements, the form of compensation in this crisis is financial assistance from PT Garuda Indonesia stakeholders. This compensation strategy was 21% or as many as eight news articles. The compensation provided can ease Garuda's responsibility in suppressing the increase in flight ticket prices and improve Garuda's good reputation in society in responding to the crisis. So that people buying airplane tickets can take advantage of the compensation provided, Garuda can use compensation from stakeholders wisely. This compensation response strategy was carried out in a previous study by (Pratiwi et al., 2022), where the company provided compensation in the form of financial assistance for accident victims due to the crisis that occurred on Sriwijaya Air, SJ182 Boeing 737-524, which has been lost contact around the Kepulauan Seribu Regency flight destination Jakarta - Pontianak. In contrast to previous research, in this study, the form of compensation carried out by PT Garuda Indonesia did not provide direct compensation to crisis victims in the form of compensation. However, it is provided through attractive rebates and assistance from relevant stakeholders.

Secondary Response Crisis Strategy Strengthening: Reminder and Victimage

PT Garuda Indonesia also carried out a secondary response strategy: reminders and victims. A reminder of the strategic response can be seen in a statement from one of Garuda's stakeholders, Erick Thohir, as Minister of State Owned Enterprises, who stated that State Owned Enterprises' airlines must be able to provide cheap tickets for people.

".....state-owned airlines have a role to be a pioneer capable of providing cheap airline tickets for the people. This is one of the actions to overcome the problem of high ticket prices." (Uly, 2022b).

This statement is a reminder response strategy because stakeholders remember the company's previous achievements. In addition to that statement, the Managing Director (President Director) of PT Garuda Maintenance Facility Aero Asia, one of Garuda's partners, assisted in lowering airline ticket rates. One is by accomplishing airplane maintenance, which positively reduces operating expenses. In this case, strategy reminders were only found in 8% or as many as three news articles. This strategic response reminder suggests that the firm has previously performed well (Coombs, 2007). Previously, this strategic reminder was also used to overcome a crisis by the airline company Germanwings 9525, which crashed in the mountains of Southern France in March 2015. A reminder of this response strategy was conveyed directly by Carsten Spohr, CEO of Lufthansa, at a press conference, who stated that the company had previously done well in providing intriguing events to their pilots until they did their jobs well (Canny, 2016). It differs from Garuda, where the ownership of the reminder strategy needs to be clarified directly by the relevant stakeholders.

Then in the following response strategy, victimage, or assuming that the organization is also a victim of a crisis, it can be seen from the statement by Jokowi as the President of the Republic of Indonesia, which stated that lowering flight ticket prices is not an easy job.

".....reducing airfare is not an easy job. This is because jet fuel prices are rocketing in the international market. "Although (reducing airfare prices) it is not easy because international aviation fuel prices are also high," said Jokowi (Uly, 2022a).

This statement further strengthens the victimage response strategy experienced by PT Garuda Indonesia that the company is also a victim of the crisis and that it is not solely Garuda's fault. In dealing with the plane

accident case crisis, PT Lion Mentari Airlines likewise used this victim response technique (Carroll, 2016), which states that because those on the plane are family, they are all victims of the accident, which they may not have wanted to happen. In contrast to Garuda, the strategy stated that the organization was also a victim of a crisis derived from statements from related stakeholders.

Conclusion

According to the researcher's findings, PT Garuda Indonesia used a strong combination of primary and secondary crisis management tactics to react to the increasing airline rates crisis. The primary crisis response strategy used is the reduced response strategy: excuse and justification. The reduction response strategy was carried out by conveying the reasons for handling the crisis through the press. The rebuild response strategy, namely compensation, is carried out by providing compensation in the form of attractive promos to customers. Furthermore, the secondary crisis response strategy is a reinforcement (bolstering) using admonitor and victim (victimage) response strategies. The admonition strategy is carried out through stakeholder statements conveying Garuda's efforts to the public regarding its good performance. While Garuda's stakeholders carried out the victim strategy by conveying the causes of the crisis, the increase in airfare prices was disorderly under the company's control, so Garuda was also a victim of the crisis. A crisis cannot be avoided; both small and large companies cannot be separated from the threat of a crisis. Therefore, companies must be able to manage and understand crises well through appropriate response strategies. This research still needs improvement and requires development in further research. The weakness of this study lies in the analysis of news using a short period, which is only one month. As a result, the researcher's ideas for future study are expected to be able to examine the reaction techniques used by organizations when dealing with major and minor crises, utilizing the most recent theories and methodologies in a more efficient period.

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