
JB Soedirman Airport Sustainability Strategy to Encourage Regional Economic Strengthening

By

Abdul Aziz Ahmad^{1*)}, Pahrul Fauzi¹⁾, Khalid Eltayeb Elfaki²⁾, Taquiuddin Fadhillah Ahmad¹⁾

¹⁾Economics and Business Faculty, Jenderal Soedirman University

²⁾University of Gezira

^{*)}Corresponding Author : abdul.ahmad@unsoed.ac.id

Submission: May 19 2023; Accepted: September 09, 2023

ABSTRACT: Significant economic developments are anticipated to benefit areas with airport infrastructure. This research discusses the responses of the community, including those of government officials and entrepreneurs, in Purbalingga Regency regarding the existence of JB Soedirman Airport. This study aims to detect how important the airport is for economic progress in Purbalingga Regency, where the airport is located. The comprehensive interviewing of chosen respondents used in this study gives it a qualitative aspect. SWOT analysis is applied to understand the strategy to encourage the airport's economic potential. The findings of the study demonstrate that the presence of JB Soedirman Airport offers promising prospects for local development and indicates the potential for investment growth and business capitalization in Purbalingga Regency. The Purbalingga Regency government must provide the appropriate policy formulation to support the continuity and sustainability of the airport's operations in order to take advantage of the numerous favorable chances.

Keywords: JB Soedirman Airport, local community, Purbalingga, SWOT.

ABSTRAK: Penerbangan udara merupakan isu penting di era transportasi modern. Makin berkembangnya negara atau wilayah akan memerlukan pengangkutan yang efisien. Wilayah yang memiliki infrastruktur bandara udara diekspektasikan akan memperoleh manfaat kemajuan ekonomi yang penting. Penelitian ini membahas bagaimana respons masyarakat, yaitu aparat pemerintah maupun pengusaha, di Kabupaten Purbalingga terkait keberadaan Bandara Soedirman yang telah dikembangkan sebagai bandara komersial dan beroperasi sejak 2021. Penelitian ini bertujuan mengungkap pendapat masyarakat lokal mengenai seberapa penting keberadaan bandara tersebut bagi kemajuan ekonomi di Kabupaten Purbalingga di mana Bandara Jenderal Besar Soedirman (JB Soedirman) berlokasi. Penelitian ini bersifat kualitatif dengan melakukan pendekatan wawancara secara intensif pada responden terpilih. Hasil Penelitian menunjukkan bahwa keberadaan Bandara JB Soedirman memberikan ekspektasi positif bagi pembangunan daerah. Keberadaan bandara memberikan sinyal pada prospek pengembangan investasi maupun kapitalisasi usaha di Kabupaten Purbalingga. Untuk mampu menangkap beragam peluang positifnya, Pemerintah Kabupaten Purbalingga perlu menetapkan formulasi kebijakan yang tepat untuk mendukung keberlangsungan dan keberlanjutan operasional bandara tersebut.

Kata Kunci: Bandara JB Soedirman, komersial, masyarakat lokal, Purbalingga.

INTRODUCTION

Air transport is one of the most important industries in the world. Its development and its technical and service achievements have made it one of the greatest contributors to the progress of modern society. The use of commercial aircraft has increased more than seventy times since the first jetliner took to the skies in 1949. This rise was unparalleled by any other significant mode of transportation and was crucial for the development of the economy. The demand for air services has increased the impact of air transport on the global economy and is driving the rapid movement of millions of people and goods of high value around the world (ATAG, 2004). Dimitrios et al (2017) state that the expansion of air transportation is a major force behind growth on a national and international scale.

Air transportation activities will require airports. The most important contribution of airports is the connectivity they provide, which allows the economy and society to develop more (Burghouwt, 2017). Airports can become generators of economic prosperity through direct and measurable economic contributions, which have a role in securing accessibility that enables various businesses to thrive (York Aviation, 2004). Airport growth must be viewed as a crucial component of national and regional economic development initiatives since airports are a crucial component of regional economic infrastructure. Access to more flights can boost a region's potential for growth, which in turn can boost demand for air travel (Florida, et al, 2012).

Airports facilitate economic growth at regional and national levels but also act as magnets for various economic activities. Kazda, et al (2017) emphasized that this broader economic role of airports is known as the catalytic impact arising from the effects of the accessibility of air services in the areas served by airports. Its operating mechanism is mostly concerned with increasing business efficiency and productivity by providing easy access to suppliers and customers. The impact is visible in the role that airports play in luring new incoming investment from outside the region, particularly from foreign corporations. Whether prior investors were from outside the region or from the local community, the airport also has the effect of retaining existing businesses in the area, securing their expansion in the face of competition from other regions, and promoting the export success of businesses situated in the area by supplying business connections in the upstream and downstream sectors as well as consumers to goods in key markets (IATA, 2021).

Airports also have a strategic role in increasing the competitiveness of the economy and the companies within it by providing fast and efficient passenger and freight services (Graham, 2016). In addition, another benefit is that it adds to the quality of life of citizens by enabling travel, regardless of local environmental implications (ATAG, 2019).

Modern economic development is characterized by higher economic mobility. This economic mobility will be maximized when inter-regional relations activities are connected to air transportation traffic. Various social benefits are obtained from existence of air transportation. ATAG (2004) reports the economic benefits of airports, including:

- 1) The expansion of people's recreational and cultural opportunities is one way that air travel enhances quality of life. It offers a variety of vacation spots throughout the globe and a cheap way to see friends and other distant family members.
- 2) Air travel, for instance, through tourism, contributes to a rise in living standards and the reduction of poverty.
- 3) Air travel can be the only mode of transportation in isolated regions, promoting social inclusion.
- 4) The facilitation of tourism and trade, which has a long-lasting effect on economic growth, employment, and tax revenue generation, as well as the encouragement of protected area conservation, are all ways that air travel supports sustainable development.
- 5) Air transport networks enable the quick delivery of medical supplies and organs for transplants, as well as the ability to offer emergency and humanitarian aid anywhere on Earth.

The positive economic impact of the overall construction and development of the airport will be both direct and indirect (Huderek-Glapska, et al, 2016). One of the direct ones is the emergence of employment needs and business activities that drive the emergence of new revenues related to airport operations. The indirect impact is the emergence of jobs and income generated in the economy in the surrounding area, as well as related areas that are connected in the supply chain of goods and services.

The Colorado Department of Transportation Division of Aeronautics (2008) presented the findings of a study on the effect of airports on economic opportunities within the airport itself. In this study, economic impacts were identified for 14 commercial airports and 60 general aviation airports. The research is focused on identifying the economic benefits associated with business development at the airport and its surroundings.

- 1) Employment: The influence of jobs appearing at the airport will be seen there. The emergence of many enterprises at the airport is connected to this employment. Additionally, the money that travelers arriving by air spend will have an effect on other jobs. For the remainder of the project, more work will be done when airport repairs are made.
- 2) Income: Airport employees who spend their earnings on food and other forms of consumption will promote the advantages of income in other working environments.
- 3) Business development and competitive advantage: A number of new companies have popped up inside the airport, including ground transportation companies, terminal concessionaires, government organizations, the military, FBOs, maintenance and repair companies, flight instructors, taxi drivers, landscaping companies, and others.
- 4) Tax Benefits: The advent of these commercial activities would affect state or regional tax revenue from goods and services purchased at the airport.

The various impacts of the importance of airport transportation facilities have encouraged the Indonesian government to develop airports in various regions. One area that has become an important consideration for the development of this airport is Purbalingga district. Apart from being expected to have the effect of making travel between regions faster and easier, the existence of this airport is expected to have a positive impact on investment development in the surrounding area. The development of investment in the Purbalingga Regency area is expected to increase further with the inauguration of Jenderal Besar Soedirman (JB Soedirman) Airport, which is located in Bukateja District, Purbalingga Regency, Central Java Province. Even though the construction process is still ongoing, JB Soedirman Airport has been operating since the beginning of June 2021, with its first flight on June 3, 2021.

Based on the distribution of existing development areas, JB Sudirman Airport will encourage investment attractiveness in Purbalingga Regency. The area around JB Sudirman Airport which includes Kemangkong District, Bukateja District, Kalimanah District, and Purbalingga District, is considered to have quite the potential for supporting growth and development. development in Purbalingga Regency.

The expectations of the Regional Government of Purbalingga Regency regarding the existence of JB Soedirman Airport are very high, considering that the airport will become an infrastructure that is increasingly being taken into account for various economic activities. A wider economic role, known as a catalytic impact, will arise from the influence of the accessibility of air services to the area served by the airport. Access to these markets and transportation networks will play a very important role for businesses when it comes to making location decisions. The positive effects of airports operate mainly through increased business efficiency and productivity by providing easy access to suppliers and customers, especially for medium to long distances and more efficient time requirements (York Aviation, 2004).

There have been several studies regarding the impact and potential of airport development in several locations relatively close to the Jenderal Soedirman airport. Related research includes the research of Matufany et al (2021) which analyzes the impact of the construction of Kertajati Airport on the income of local farmers. Kusuma and Purnama (2023) identified the effects of the construction of Yogyakarta International Airport on the economies of local communities. In addition, local research was also carried out by Marthalina and Ichsan (2022) to look at the effect of the JB Soedirman airport on the macroeconomic conditions of Purbalingga Regency.

On the basis of the background, it is necessary to carry out in-depth research related to the expected contribution from the construction of JB Soedirman Airport or what the expectations of the local community are. In addition to this research, it is needed to provide input to the local regional

government regarding the policies required by the Purbalingga Regency regional government regarding the operation of the airport.

The research gap in this study is related to the limited number of studies that explore the impact and economic potential of the construction of small airports on local communities or the regional economy. In particular, scientific research regarding the economic potential of JB Soedirman Airport is still very limited, including the effects on people moving and the challenges faced by local communities. Research on the creation of small airports is still not well developed. Small airports typically operate in a specific local environment with distinct geographic, economic, social, and cultural traits. The novelty of this research is to obtain information on related unexplored dimensions of airport development, such as its impact on the welfare of local communities, as well as the potential long-term effects of airport development on various stakeholders, including local businesses, residents, or the tourism sector. Jenderal Besar Soedirman Airport requires a thorough investigation that examines case studies in order to overcome obstacles and experience considerable growth. Additionally, a thorough examination of strategic factors is required to determine how local stakeholders advance this little airport.

METHODS

This study of the potential for the development of the JB Soedirman airport uses a descriptive approach and a more qualitative analysis. Wirartha (2006) states that descriptive research is research that seeks to reveal a problem, situation, or event and is fact-finding. Meanwhile, Natsir (1998) revealed that descriptive research is a type of research that seeks to describe phenomena or relationships between phenomena that are examined in a systematic, actual, and accurate manner. The results of descriptive research are usually analyzed and presented systematically so that easy-to-understand conclusions can be drawn. This study conducted in-depth interviews involving local communities to understand their perceptions of the airport's potential, hopes, and concerns regarding its impact. In addition, the activities carried out were also carried out by directly observing and recording related environmental changes and economic activity during the airport construction process. The narrative analysis developed in the results of this research is to build information from experiences found by respondents that provides a more complete description of the potential of the airport in the local community.

Related to qualitative research, Ospina (2004) conveys various definitions, including that qualitative research is a form of systematic empirical research. The purpose of systematic is planned, regulated, and general in nature. Empirically, it can be interpreted that research is based on a variety of experiences where researchers try to understand how other people live their experiences.

In this study, the type of data used is primary data. This data is obtained from collecting information directly in the field through surveys, and site observations, and in-depth interviews with selected informants. Location observations were carried out to see the situation, and conditions within and around the JB Soedirman Airport environment, as well as activities at the airport. Observations around the airport are related to in-depth information regarding the economic conditions of the surrounding community, infrastructure facilities, and facilities available at the research location, as well as accessibility factors. Interview activities were carried out face-to-face with the respondent. Interviews in this study have a very important role because in order to know in depth about the condition of investment opportunities in Purbalingga Regency, which can be optimized with the construction of JB Soedirman Airport.

An interview guide was prepared and used to obtain information from key informants. Interviews were conducted to obtain primary data from stakeholders such as the government, community leaders, and from actors in the business world. Interviews with respondents were divided into two types: government respondents (apparatuses) who represented the government side, as well as those from the business community (investors). The list of key respondents is presented in Table 1. The selection of these respondents was based on their competence in the development aspects of the Purbalingga area. Respondents from the Development Planning Agency for Research and Development of Purbalingga Regency were selected based on the main competence of this agency to advance economic development in general. Respondents from the Department of Youth, Sports, and Tourism

of Purbalingga Regency were selected to understand the impact of infrastructure development on the progress of the regional tourism sector. The Department of Trade and Industry of Purbalingga Regency was selected due to its capacity to understand the development of industry and trade in the research area district. The Purbalingga Regency Public Works Office is an institution whose personnel understand information related to regional infrastructure development. Officials and community leaders in the area around the airport are village heads in the area where the airport is located and around the airport who can directly witness how the development of the JB Soedirman airport is progressing. Meanwhile, foreign investment entrepreneurs respondents were selected to provide information on how local airports affect their business activities.

Table 1. Respondents

No.	Respondents	Number of respondents
1	Development Planning Agency for Research and Development of Purbalingga Regency (<i>BAPPELITBANGDA Kabupaten Purbalingga</i>)	1
2	Department of Youth, Sports and Tourism of Purbalingga Regency (<i>Dinas Pemuda, Olahraga dan Pariwisata Kabupaten Purbalingga</i>)	1
3	Department of Trade and Industry of Purbalingga Regency (<i>Disperindag Kabuapten Purbalingga</i>)	1
4	Public Works Department of Purbalingga Regency (<i>Dinas PUPR Kabupaten Purbalingga</i>)	1
5	Officials and community leaders in the area around the airport and around the land transportation network to the airport	29
6	Direct Investment Entrepreneurs (including four foreign direct investments)	5
Sum		38

In-depth interviews with each respondent were conducted in 2022. The interview process begins with the identification of key persons to serve as respondents. The decision to determine key person was taken after consulting with the Purbalingga Regency Investment Office and obtaining their contact numbers. Respondents consisted of representatives from government agencies in the Purbalingga district, which included officials in local offices as well as entrepreneurs from large or medium-sized industrial private companies who carried out direct investments in this district. The five selected respondents from the private sector include three companies that produce imitation eyelashes (including P.T. Royal Korinda, located in Banjarsari Kembaran Kulon Village; P.T. Hyup Sung Indonesia in Karangmanyar Village; and P.T. Shung Shim International in Kalikabong Village); a company in the production of wigs, namely P.T. Shung Chang Indonesia; as well as a company with traditional medicine production, namely P.T. Herba Emas Wahidatama.

The second step is to make contact with the respondent to obtain consent to participate in the interview. The third stage was the research phase of compiling an interview guide by making a closed and open-ended questionnaire and arranging an interview schedule. Interviews were conducted, and the research recorded each respondent's ability to express their opinions and views freely. The next step is to carry out an in-depth analysis and interpretation of the data.

The analysis technique that will be used in preparing the development of the investment sector in Purbalingga Regency is based on the perceptions of the business community, namely by examining

all the data obtained from various sources, both from the results of questionnaires, direct interviews, field observations, personal documents, and official documents. Existing data is processed through data grouping, classification according to the order of problems, and classification of internal and external factors, then prepare a strategy using a SWOT analysis. All elements of the SWOT will be captured through the respondents' answers to the questions asked. SWOT analysis is used to identify and formulate a strategy. SWOT analysis is based on logic to maximize strengths and opportunities, while simultaneously minimizing weaknesses and threats aspects (Gurel & Tat, 2017). SWOT is also an effort to generate strategies through various evaluations of strengths, opportunities, weaknesses and threats conditions (Wirajati & Sudjarwanto, 2016).

The definitions of strengths, weaknesses, opportunities, and threats in the SWOT analysis are as follows:

- 1) Strength: Rowe, et al (1994) state that the organization has resources or capabilities that it can use well to accomplish its goals. So, strength is a resource, skill, or other advantage relative to competitors and the strength of a company's market. In this study, the strengths that constitute the investment climate in an area are regional regulations, socio-cultural conditions of the area, potential/natural resources, and supporting infrastructure.
- 2) Weaknesses: Weaknesses are all those things that they do not perform well at (marketingtutor.net, 2023). So, weaknesses can be defined as limitations or deficiencies in natural resources, skills, and abilities that seriously impede the effective performance of an investment development condition (investment). Weaknesses in the criteria of this research are obstacles to investment in an area, namely limitations, or deficiencies in natural resources, industrial management skills, and capabilities and unsupportive regional regulations.
- 3) Opportunity: instopedia.com (2023) stated that opportunities are advantageous outside variables that might provide a company with a competitive edge. Opportunity is a major favorable situation or trend in the corporate environment. Opportunities in the context of this research are investment development opportunities in an area where, at this time, investors are looking at areas that can be used for business development, supported by the increasing number of economic zone programs without national borders (free trade areas).
- 4) Threats: managementstudyguide.com (2023) noted that threats factors are conditions in the external environment that endanger the reliability and profitability of a company's business. Threats to the development of investment in an area are situations or major trends that are unfavorable to the industry, for example, there are socio-political upheavals, and with the tighter globalization era comes greater competition between regions. The analysis of internal and external strategic factors is the processing of strategic factors in the internal and external environment by giving weights and ratings to each strategic factor.

This study can learn more about the airport's advantages and disadvantages by performing a SWOT analysis on it in particular. The potential for the airport's economy can then be supported by developing policies based on this study. Here is how to do SWOT analysis in this situation: Finding the internal elements that give the airport a competitive edge is one of the airport's strengths (Graham, 2012). This might entail factors like an advantageous location, cutting-edge infrastructure, solid airline alliances, a skilled team, effective operations, and high levels of client satisfaction. Recognizing these benefits can assist the airport in maximizing its current advantages to promote economic growth. The internal variables that limit the airport's economic potential can be assessed by weakness studies (Yadaf et al., 2022). This can entail looking at things like old infrastructure, a small runway capacity, poor technology integration, a lack of direct links to other countries, or subpar customer service. The airport can improve or mitigate these issues in order to increase its competitiveness and draw in more business.

Opportunities assessments will produce data on external elements that can be used to boost the airport's economic growth (Matha et al. 2020). Emerging market trends, altered travel habits, a rise in air travel demand, new business opportunities (such as cargo handling and MRO services), or government actions to assist transportation infrastructure may all contribute to this. Finding these prospects enables the airport to coordinate its strategies to take advantage of these possible growth

opportunities. The threat element will evaluate the outside variables that could endanger or limit the airport's ability to generate revenue (OECD, 1993). This might entail taking into account elements like competition from nearby airports, economic downturns that affect travel demand, changes to regulations, security concerns, or demands for environmental sustainability. Understanding these risks enables the airport to foresee them, take early measures to manage them, and reduce their negative effects on its operations and financial performance.

RESULTS AND DISCUSSIONS

JB Soedirman Airport is a domestic airport located in the city of Purbalingga, Central Java, Indonesia. The airport serves the surrounding areas of Purbalingga, Banyumas, Banjarnegara, Wonosobo, Pemalang, Kebumen Regency, and other regions in the northern part of Central Java (Angkasa Pura II, 2022).

JB Soedirman Airport in Purbalingga, Central Java will, begin operating in early June 2021. The airport is managed by PT Angkasa Pura II (Persero) and is expected to support flights in the southern region of Java Island. A number of administrative aspects for development planning have been prepared to support airport operations, such as the issuance of the Decree of the Director General of Civil Aviation Number KP 98 of 2021 dated April 22, 2021 which officially stipulates that the management of JB Soedirman Airport is under PT Angkasa Pura II or PT AP II (Persero) (Kompas.id, 2021).

The existence of this airport is fully supported by the five districts around the airport, namely Purbalingga, Banjarnegara, Wonosobo, Banyumas, and Kebumen as well as the existence of an asset utilization permit from the Minister of Finance as BMN Manager. The airport finally started operating on June 1, 2021, with the first commercial flights starting on June 3, 2021. The construction of JB Soedirman Airport is expected to bring many benefits to the local community's economy and national economic growth. For people in the Purbalingga area and its surroundings, the existence of this airport will bring progress and convenience. Whereas for entrepreneurs who want to develop their business in this region, it will also be easier because it can save time (Ministry of Finance of the Republic of Indonesia, 2021).

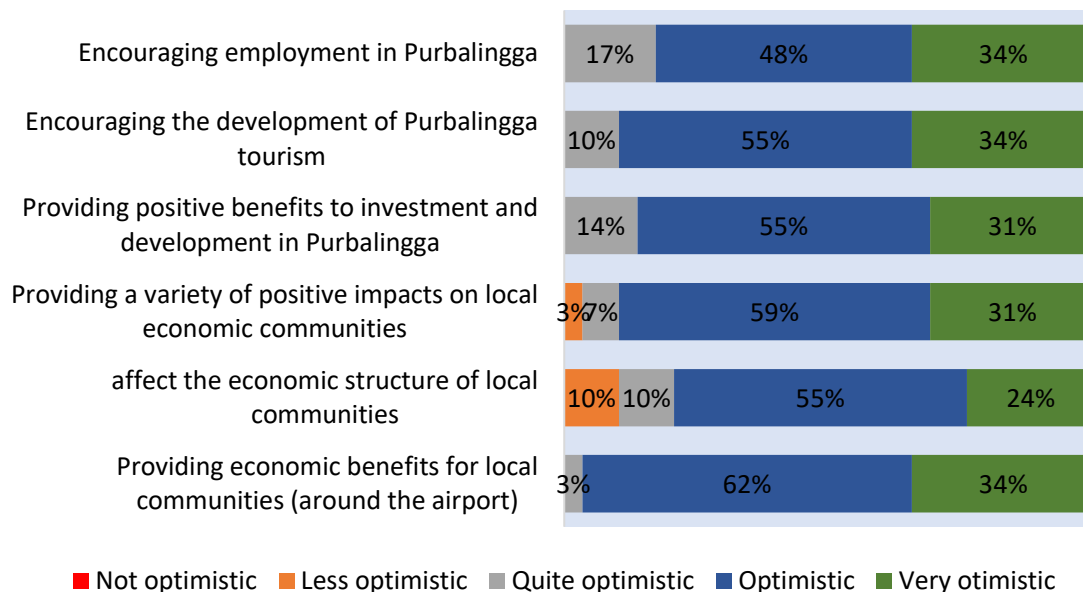
1) Community Response (Apparatus) To The Existence Of The Airport

The functioning of JB Soedirman Airport is expected to have a significant impact on the economic conditions of the surrounding community and investment development in general in Purbalingga Regency. In this section, it is discussed how the government's perspective related to the level of confidence in the impact caused by the existence of an airport in Purbalingga Regency. The village government or village apparatus is optimistic (48%) and very optimistic (34%) that the construction of the JB Soedirman Airport in Purbalingga can encourage new jobs in Purbalingga district. In addition, the construction of the airport is optimistic that it can encourage tourism development and provide positive benefits to the local community around the airport area (Picture 2).



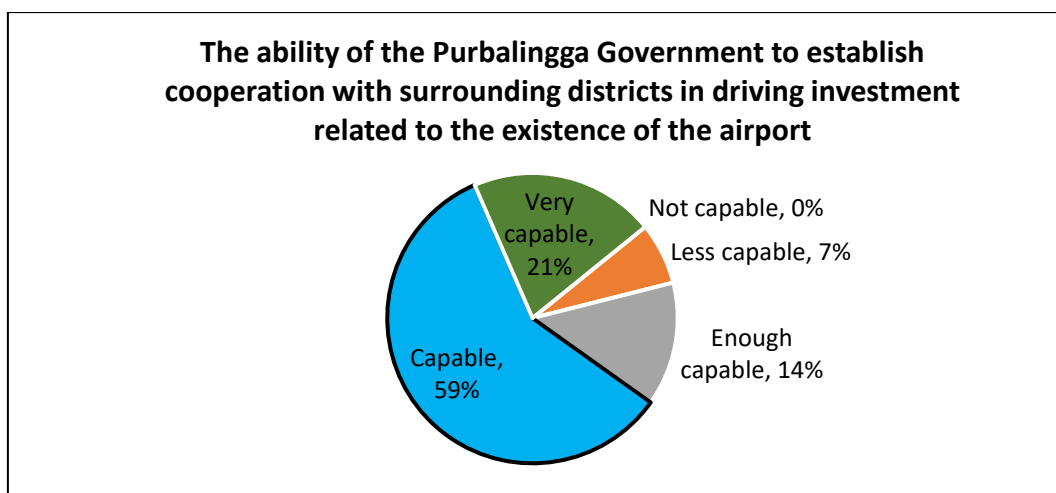
Source: Kompas.id (2021)

Picture 1. JB Soedirman Airport Location



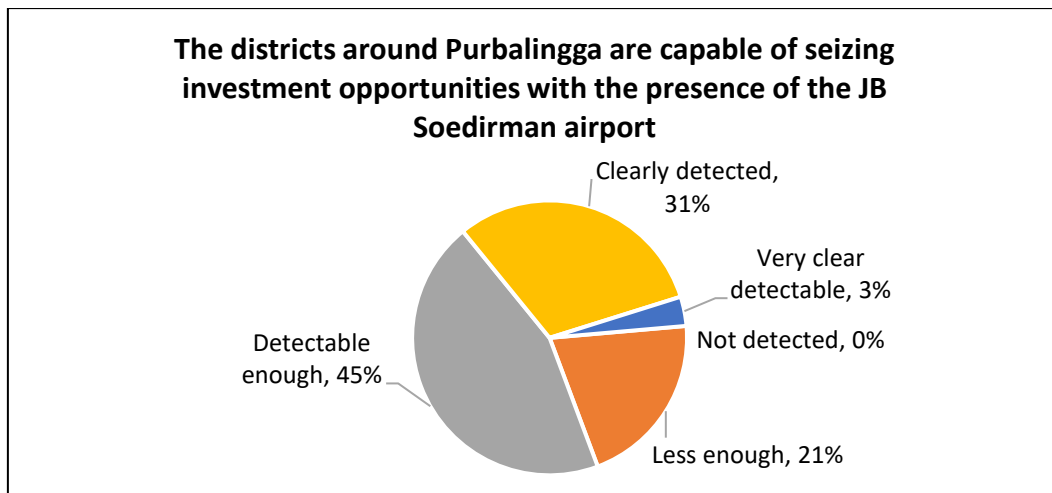
Picture 2. The Perspective of Government Officials on the Impact of Airport Operations on the Socio-Economic Conditions of the Surrounding Communities

The ability of Purbalingga district in terms of establishing cooperation with surrounding districts such as Banyumas, Banjarnegara, Cilacap, or other districts that are still nearby is considered quite capable (59%) of driving or stimulating investment growth related to the existence of airports; even 21% of respondents think the Purbalingga district government is very capable of collaborating with the surrounding districts. Then 14% said they were quite capable, and the rest thought they were less able and unable.



Picture 3. The Perspective of Government Officials on the Capability of the Purbalingga Regional Government in Establishing Cooperation with Surrounding Agencies

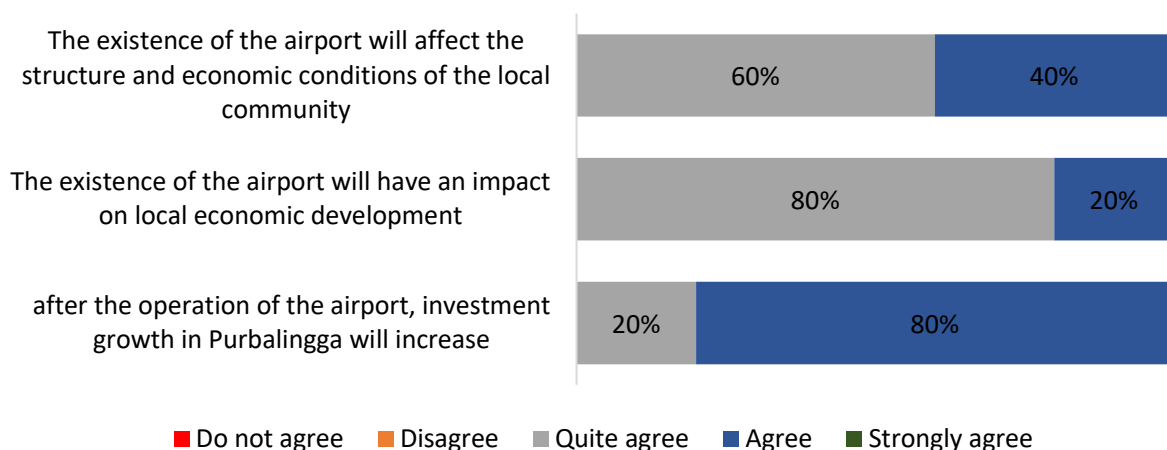
According to village officials, the response of other districts around Purbalingga Regency in terms of seeing investment opportunities with the existence of JB Soedirman Purbalingga Airport is quite visible with a percentage value of 45% and even 31% stating that other districts are clearly seen to be able to capture good and quite lucrative investment opportunities around them. airport area (Picture 4).



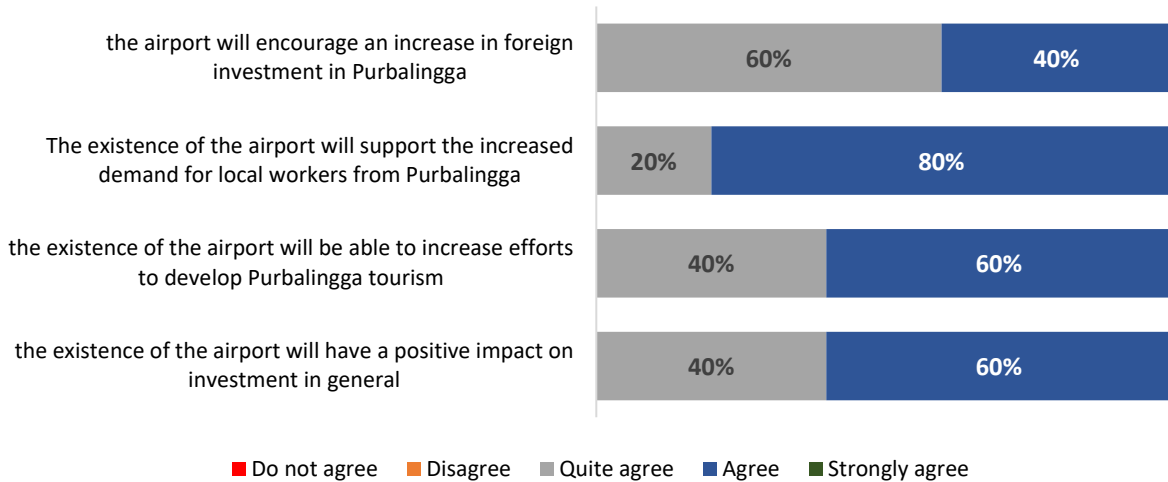
Picture 4. Apparatus Perspectives on the Capability of Districts Around Purbalingga in Capturing Investment Opportunities After Airport Operations

2) Airport Impact Analysis from the Perspective of Business Actors in Purbalingga Regency

Business people in Purbalingga consider that the availability of infrastructure to support investment activities, in term of basic infrastructure, facilities, and infrastructure to support economic activities, is good but still needs to be improved both in quantity and quality. This is none other than to support the community's economic activities, especially with the operation of JB Soedirman Airport. They also stated that the availability of accommodation services is an important factor in supporting business activities involving inter-regional actors. Respondents assessed that this accommodation service was still very limited in Purbalingga, where on average, inter-regional business people in Purbalingga Regency did not stay in Purbalingga but in other surrounding areas, namely in the Purwokerto area, where accommodation service availability had better conditions in terms of quantity and quality.



Picture 5. Perspectives of Business Actors on the Impact of Airport Operations on the Socio-Economic Conditions of the Surrounding Communities



Picture 6. Perspective of Business Players on Positive Impacts on the Economy and Investment Climate from the Operation of JB Soedirman Airport

The impact of airport operations is expected to be able to change the economic structure of society by optimizing the economic potential of the surrounding community so that it can be used as an attraction as well as a commodity of selling value for visitors. By optimizing the economic potential, the community is expected to gain economic benefits from the operation of the airport.

Entrepreneurs in Purbalingga stated that the operation of JB Soedirman Airport also needed to pay attention to the possible impacts that would arise. In general, business actors in Purbalingga Regency feel confident that the government has planned this so that the negative impacts that can arise can be minimized.

Meanwhile, respondents were also asked, regarding other areas around Purbalingga Regency, whether they were better prepared to seize opportunities with the operation of the airport. Respondents generally considered that several areas around Purbalingga Regency had seen this opportunity. One of the most prepared is the Banyumas Regency area, with the Purwokerto area, which does have potential in terms of accessibility and the availability of supporting infrastructure. However, Purbalingga Regency has a strategic position because it is the center of the airport's operating area, and this must be maximized.

3) SWOT Analysis of Local Economic in Purbalingga Regency Related to the Operation of JB Soedirman Airport

Based on the results of in-depth interviews with informants in the Purbalingga district and field observations, it can be classified using SWOT analysis. SWOT analysis is used to determine aspects of the strengths and weaknesses that exist in Purbalingga Regency when developing local economic related to the operation of JB Soedirman Airport. Aspects of strengths and weaknesses become internal aspects (internal factor analysis) that can be controlled or given treatment in handling to optimize strengths and minimize weaknesses. On the external factor analysis side, SWOT analysis looks at the aspects of opportunities and threats. Both aspects are more due to external factors (external). Handling is to overcome or minimize threats while simultaneously capturing and optimizing various opportunities that will arise in the future.

Several SWOT Analysis criteria were obtained for Purbalingga local economic development related to operation of JB Soedirman, as follows:

a. Strength

- i. Jenderal Soedirman Airport is located in Purbalingga, Central Java, as a gateway to the surrounding area, especially the southern part of Central Java.

- ii. JB Soedirman Airport plays a role in enhancing regional connectivity by offering flights to various destinations in major cities in Java. This increases transportation options for passengers as well as facilitates economic development in the area.
- iii. There is local market demand for air travel as it not only serves Purbalingga but also nearby regency such as Banjarnegara and Wonosobo. This local demand will contribute to continued passenger traffic.
- iv. This airport is located in the Purbalingga area, which is geographically an area with strong tourist attractions. The availability of JB Soedirman Airport increases accessibility and encourages tourism-related activities, which benefit the local economy.
- v. The operation of Jenderal Soedirman Airport has received support from the regional, provincial, and central governments.
- vi. With the availability of existing airport infrastructure, including terminal buildings and runways, the continuity of airport operations can be designed.

b. Weakness

- i. Limited infrastructural capacity: The runway length, terminal amenities, and parking spaces at Jenderal Soedirman Airport may all be on the smaller side. This may restrict the airport's ability to handle heavier planes and handle increased passenger traffic.
- ii. Limited flight alternatives: When compared to major airports, smaller airports may offer less flight options and connection. Jakarta and Surabaya are the destinations on the itinerary. Flight operations ceased during the COVID-19 timeframe. This has led to fewer airline options for travelers and less direct routes to well-traveled places, which could have an effect on traveler comfort and spark airline interest.
- iii. Dependence on local market demands: An airport's capacity to draw a diverse group of passengers, especially tourists and foreign entrepreneurs, may be restricted by an excessive reliance on local markets, which could reduce revenue potential.
- iv. Airports in Yogyakarta and Central Java Provinces, including Cilacap Airport, Ahmad Yani Semarang Airport, and Yogyakarta International Airport, may compete with Jenderal Soedirman Airport in the future. If these airports have a greater number of flights or better amenities, it may be difficult for Jenderal Soedirman Airport to draw airlines and travelers.
- v. Limited extra services and amenities: JB Soedirman Airport features a small selection of extra services and amenities, including shops, dining options, and lounges. This may affect passenger pleasure and experience, which might affect an airport's ability to compete.
- vi. Land availability restrictions: Adding or developing infrastructure is subject to land availability restrictions. This might make it more difficult for the airport to expand in the future and handle rising passenger demand.
- vii. Jenderal Soedirman Airport has only limited exposure outside and is not yet well-known abroad.

c. Opportunities

- i. To draw more travelers to Purbalingga and its surrounds, the airport can benefit from the city's expanding tourism sector. Airports can attract tourists by heavily advertising nearby landmarks, cultural traditions, and scenic landscapes, which will promote economic growth and employment creation.
- ii. Adding to the capacity and functionality of airports is possible by investing in infrastructure expansion. To accept bigger planes and handle more passengers, this includes extending the runway, improving terminal amenities, and boosting parking spaces.
- iii. Jenderal Soedirman Airport has the potential to expand its cargo and logistics offerings, capitalize on the expanding e-commerce market, and promote effective product transportation. This can bring in new revenue sources and entice logistics firms to set up shop at airports.
- iv. To enhance operational effectiveness and passenger experience, airport management has the opportunity to incorporate technological advancements in airport operations, such as

intelligent systems for passenger processing, luggage handling, and security. This might present Jenderal Soedirman Airport as a cutting-edge, sophisticated facility.

- v. Capitalizing on investment and support programs from the government can open up new chances for airport expansion.

d. Threats

- i. By extending the toll road through YIA from the Purbalingga or Purwokerto region to Yogyakarta, this project would promote more effective land travel accessibility. Residents of the Southern Java region may start to favor airports with more intense flight schedules as a result.
- ii. Yogyakarta International Airport and Ahmad Yani Airport in Semarang are only two examples of neighboring airports that are growing and have stronger infrastructure and greater carrying capabilities. Jenderal Soedirman Airport's passenger traffic will be redirected to the big airport.
- iii. The demand for air travel will be negatively impacted by an economic downturn or recession. The Covid-19 era, which runs from 2020 to 2021, has inspired individuals to cut back on their air travel expenses, which has led to a decline in passenger volume and may have an impact on the financial viability of airports.
- iv. Operating airports can be difficult when compliance requirements or regulations change. For airport management, complying with new rules, modernizing facilities to fulfill safety requirements, or acquiring the required certifications can be time-consuming and expensive.
- v. Natural disasters and unfavorable weather conditions, such as earthquakes, volcanic eruptions, storms, and heavy rains, may have an impact on airport operations. These occurrences may interfere with flights, harm infrastructure, and jeopardize traveler security.
- vi. The presence of an airport may result in noise pollution and disruption of the local biological ecology.

The following tactics need to be used to further boost the Purbalingga Regency's economic potential in relation to the operation of JB Soedirman Airport:

a. Strategy of Strength-Opportunity (SO):

- i. One major asset of the airport is its excellent regional connectivity. JB Soedirman Airport can improve its regional connectivity and appeal by growing and diversifying its airline options.
- ii. A notable strength of the airport is its closeness to populous areas and the robust local market demand. By taking advantage of this need, the airport can concentrate on serving the requirements of local travelers while looking into expansion possibilities.
- iii. JB Soedirman Airport has a chance due to the expanding tourism sector. The airport can improve passenger flow, encourage economic growth, and attract more visitors by working in harmony with regional tourism efforts.
- iv. Through more frequent supplier and customer visits through the airport, the airport's presence may enhance the supply chain for Purbalingga's quality products. The government must improve its outreach efforts and support for locally superior goods.
- v. The tourism industry is anticipated to grow as a result of the airport's presence. The Purbalingga Regency government must work harder to promote tourism and the region's premium goods.

b. WO Strategy (Weakness-Opportunity):

- i. One shortcoming of Jenderal Soedirman Airport is its poor infrastructure capacity. By taking advantage of the opportunities at hand, it can be solved.
- ii. Despite its flaws, Jenderal Soedirman Airport can take advantage of the expanding tourism sector. The airport can increase tourism and boost the local economy by highlighting nearby attractions and spending money on associated infrastructure.
- iii. The weakness of inadequate infrastructural capacity coincides with the possibility for development. The airport can handle more travelers and draw more airlines by making

investments in extending the runways, upgrading terminal amenities, and boosting operating capabilities.

- iv. Although there are few airline alternatives, Jenderal Soedirman Airport can look for ways to increase global connection. More international travelers can be attracted by forming alliances with foreign airlines and marketing the airport as a gateway to the area.

c. The Strength-Threat (ST) Approach

- i. Strong regional connectivity is an asset for the airport that may help it compete and draw additional airlines and travelers.
- ii. To set oneself apart from neighboring airports, JB Soedirman Airport can concentrate on emphasizing its advantageous position and accessibility. Effective marketing and communication techniques can help with this.
- iii. Partnerships and cooperation: To improve local connections and provide affordable flight options, the airport can work with airlines and other partners.
- iv. Passengers' worries can be allayed, and confidence can be restored, by putting strong safety and security measures in place. Security system and process inspections and improvements on a regular basis can assist reduce safety and security risks.

d. Strength-Threat (WT) Approach

- i. To enable sustainable expansion and improved services, JB Soedirman Airport's inadequate infrastructure capacity must be fixed.
- ii. Developing infrastructure is essential to overcoming the weakness of capacity limitations. JB Soedirman Airport can raise its competitiveness by constructing new runways, modernizing existing terminals, and enhancing facilities.
- iii. It is possible to make efforts to draw additional airlines and broaden the number of destinations covered in order to counter the drawbacks of few flight options and competition from adjacent airports. Collaborations, rewards, and marketing techniques can help with this.
- iv. The airport might concentrate on diversifying its target markets, looking into new business prospects, and responding to shifting industry trends to lessen the risks posed by economic downturns and changing airline strategy.

4) Discussion of Research Results with Theory and Previous Research

The Community Field Theory argues that community is an interactional structure in which citizens fulfill their needs and interests (Filkins, et al, 2009). Therefore, all aspects of activities that lead to community interests (such as local government activities, opportunities to utilize public facilities, employment opportunities, and social interactions) need to be reviewed to determine how they affect community satisfaction. The results of this study indicate harmony with the theory that the existence of government activities to provide public services in the form of the JB Soedirman Airport encourages people to have positive expectations of this policy.

This research is in line with research by Tan & Luo (2011), who used SWOT analysis to produce alternative policies for the development of the Dalian airport to make the airport an important part of encouraging regional economic development. The short-term positive impact of the airport development can be observed by the emergence of infrastructure development in areas around the airport, the increased demand for local workers during the construction of the airport and its supporting infrastructure, increasing crowds and traffic density along the road to the airport, which has had an impact on increasing income for the community that serves the various needs, and is also followed by an increase in land prices around the airport, which gives a positive signal to local landowners. This is also in accordance with the results of research conducted by Ulfah et al (2017) which detects how the multiplier effect of Soekarno Hatta International Airport is on local economic activity. The results of this study also support the findings of Marthalina & Ichsan (2022), who state that opening access to JB Soedirman Airport in principle also opens up employment opportunities, income distribution, and access to tourism information for people in Purbalingga Regency.

Every commercial airport must adhere to strict standards for aviation safety and security, including certifications for airport staff and operational preparedness of the airport infrastructure. These specifications are the same for both big and little airports, which will ultimately lead to high operating expenses. Small airports in particular struggle with low aircraft volumes as well as a lack of additional revenue streams, such as parking lots, which can contribute significantly to airport profits. With less than 200,000 people passing through it each year, the airport is seen as a small airport with a potential that cannot cover its operating costs and requires subsidies (Kazda et al. 2017). JB Soedirman Airport may have qualities that make it possible for it to eventually have a low annual passenger capacity. To meet the port's operating finance demands, a special strategy for enhancing its attractiveness is required. Although it is hoped that the JB Soedirman airport will play a significant role in stimulating and catalyzing regional economic growth and development, public authorities also need to take operational costs into account.

It takes a variety of strategies to increase people's desire to fly, from appealing journey times to enhancing amenities and security. However, the tendency in terms of flight price policy is more obvious as an attempt to enhance the density of airplane passengers. A study by Adishasmitha et al. (2019) on the airport in Mutiara Palu, Indonesia, illustrates the pattern of flying requirements by showing how travelers prioritize finding cheap flights over safety considerations. The similar message was delivered by Imoniana et al. (2007): the analysis's findings indicate that the phenomena of cheap cost and low price employed in international commercial flights will have an effect on tourist industry growth.

On the other side, the requirement for inexpensive travel also results from the labor-related aspects of the aviation industry's competition. According to Carrilho (2009), the advent of low-cost airlines was prompted by the needs of airline commercial competitiveness, which completely transformed the aviation industry. These airline trends have significant effects on the economy and society, and they provide these businesses particular operational and driving tactics for adjusting to these traits.

CONCLUSIONS

With its geographic location, Purbalingga Regency is an area that has strong support for the potential of natural resources, including the availability of water, as well as adequate infrastructure support. This is an important contribution to investment development in Purbalingga Regency, especially with the operation of JB Soedirman Airport. The existence of JB Soedirman Airport gives a positive signal to the prospects for investment development and business capitalization in Purbalingga Regency. Improved management that emphasizes collaborative aspects is a pressing point so that every opportunity and challenge going forward can be properly optimized. In addition, the future development of JB Soedirman Airport needs to pay attention to environmental and sustainability aspects. In addition, the existence of the JB Soedirman airport gives a positive signal for the regional development of Purbalingga Regency. To be able to seize positive opportunities from the existence of the airport, the Government of Purbalingga Regency needs to establish the right policy formulation to support and create the sustainability of the JB Soedirman airport.

This study recommends that connectivity and accessibility be increased at Jenderal Soedirman Purbalingga Airport. The development of highway infrastructure from the city centers of Purbalingga, Banyumas, and Banjarnegara must be encouraged to create efficient travel times to the airport. This good connectivity will encourage tourist visits, growth in the trade sector, and investment in the three districts. In addition, to anticipate negative externalities from airports, the government needs to conduct further studies regarding the potential environmental impacts of airport activities and how to prevent them early.

REFERENCES

Adishasmitha, SA, Yatmar, H, Rauf, S, Hustim, M (2019). The Airport Development due to the Demand of Passengers (Case: Mutiara Palu, Indonesia). *The 3rd EPI International Conference on Science*

and Engineering 2019 (EICSE2019): IOP Conf. Series: Materials Science and Engineering 875. IOP Publishing. [doi:10.1088/1757-899X/875/1/012028]

- Angkasa Pura II (2022). *General Besar Soedirman Purbalingga Airport Serves Commercial Flights October 2022, this is AP II's Readiness Including Providing Incentives and Support for Airline Promotions*. PT Angkasa Pura II Persero. [https://www.angkasapura2.co.id/cn/news/event/info/638-bandara-jenderal-besar-soedirman-purbalingga-layani-penerbangan-komersial-oktober-2022-ini-kesiapan-ap-ii-termasuk-beri-dukungan-insentif-dan-promosi-bagi-maskapai]
- ATAG (2004). *The Economic & Social Benefits of Air Transport*. Air Transport Action Group, Geneva Switzerland [https://www.icao.int/meetings/wrds2011/documents/jointworkshop2005/atag_socialbenefitsairtransport.pdf]
- ATAG (2019). *Aviation Benefit Report 2019*. Air Transport Action Group. [https://www.icao.int/sustainability/Documents/AVIATION-BENEFITS-2019-web.pdf]
- Burghouwt, G (2017). Influencing Air Connectivity Outcomes. *International Transport Forum, Discussion Paper No 2017-24*. OECD. [https://www.itf-oecd.org/sites/default/files/docs/influencing-air-connectivity-outcomes.pdf]
- Carrilho, PA (2009). *Competitive Strategies to Attract Low-Cost Airlines Application to Ororio al Serio Airport, Italy*. [https://www.academia.edu/1085382/Competitive_Strategies_to_Attract_Low_Cost_Airlines_Application_to_Ororio_al_Serio_Airport_Italy]
- Colorado Department of Transportation Division of Aeronautics (2008). *The Economic Impact of Airports in Colorado 2008*. May 2008. Wilbur Smith Association [https://www.codot.gov/programs/aeronautics/assets/pdf-files/colorado-econ-technical-report.pdf]
- Dimitrios, D.J, John, M.C, Maria, S.F (2017). Quantification of the Air Transport Industry Socio-economic Impact on Regions Heavily Depend on Tourism. *Transportation Research Procedia, Volume 25 (2017)* [https://www.sciencedirect.com/science/article/pii/S2352146518300553]
- Filkins, R, Allen, JC, Cordes, S (2009). Predicting Community Satisfaction among Rural Residents: an Integrative Model. *Rural Sociology*, Vol. 65, No. 1. [https://doi.org/10.1111/j.1549-0831.2000.tb00343.x]
- Florida, R, Mellander, C, Holgersson, T (2012). Up in the Air: The Role of Airports for Regional Economic Development. *The Annals of Regional Science* 54 (1) [DOI:10.1007/s00168-014-0651-z]
- Graham, A (2016). *Airport Strategies to Gain Competitive Advantage*. Edited By Peter Forsyth, David Gillen, Jurgen Muller, Hans-Martin Niemeier: *Airport Competition. The European Experience*. Routledge, London
- Gurel, E, Tat, M (2017). SWOT Analysis: A Theoretical Review. *The Journal of International Social Research*. 10 (51). August 2017. [DOI: http://dx.doi.org/10.17719/jisr.2017.1832]
- Huderek-Glapska, S, Inchausti-Sintes, F, Njoya, ET (2016). Modeling The Impact of Air Transport on The Economy – Practices, Problems and Prospects. *LogForum Scientific Journal of Logistic*, 12 (1). [DOI:10.17270/J.LOG.2016.1.5]
- Imoniana, JO, Cavalcanti, M, Bispo, MS (2007). Low Cost & Low Fare: Strategy In Revenue Management For Gol Air Transport S.A. *Corporate Ownership & Control*. Volume 5, Issue 1 [http://dx.doi.org/10.22495/cocv5i1c3p4]

- instopedia.com (2023). *SWOT Analysis: How to With Table and Example*. Instopedia.com. [https://www.investopedia.com/terms/s/swot.asp]
- IATA (2021). *Air Connectivity Measuring the Connections that Drive Economic Growth*. IATA [https://www.iata.org/en/iata-repository/publications/economic-reports/air-connectivity-measuring-the-connections-that-drive-economic-growth/]
- Kazda, A, Hromadka, M, Mrekaj, B (2017). Small Regional Airports Operation: Unnecessary Burdens or Key to Regional Development. *Transportation Research Prodia*. 28: 59-68. [DOI:10.1016/j.trpro.2017.12.169]
- kompas.id (2021). *Awal Juni 2021, Bandara Soedirman di Purbalingga Siap Beroperasi*. Kompas.id [https://www.kompas.id/baca/ekonomi/2021/05/27/awal-juni-2021-bandara-soedirman-di-purbalingga-siap-beroperasi]
- Kusuma, SA, Purnama, Y (2023). The Influence of the Development of Yogyakarta International Airport on the Economy of the People of Temon District, Kulon Progo Regency. *Aurelia Jurnal Penelitian Pengabdian Masyarakat Indonesia*, Vol. 2, No. 1. [https://doi.org/10.57235/aurelia.v2i1.279]
- managementstudyguide.com (2023). *SWOT Analysis - Definition, Advantages and Limitations*. managementstudyguide.com. [https://www.managementstudyguide.com/swot-analysis.htm]
- marketingtutor.net (2023). *SWOT Analysis Weaknesses Definition and Examples*. marketingtutor.net. [https://www.marketingtutor.net/swot-analysis-weaknesses]
- Marthalina, Ichsan, S.H (2022). Analisis Dampak Kebijakan Pembangunan Bandara Jenderal Besar Soedirman di Kabupaten Purbalingga. *Jurnal Ilmiah Administrasi Pemerintahan Daerah, Vol.14, No.1*. [https://doi.org/10.33701/jiapd.v13i2]
- Matha, SG, Goldstein, P, Lu, J (2020). Air Transportation and Regional Economic Development: A Case Study for the New Airport in South Albania. CID Research Fellow and Graduate Student Working Paper No. 127 June 2020. Center for International Development at Harvard University [https://dash.harvard.edu/bitstream/handle/1/37366850/127.pdf?sequence=1&isAllowed=y]
- Matufany, OM, Istiqomah, Kadarwati, N, Purnomo, SD (2021). The Impact of Airport Construction on Farm Households' Income. *Jurnal Ekonomi & Studi Pembangunan*, Vol. 22, No. 1 [https://doi.org/10.18196/jesp.v22i1.9206]
- Ministry of Finance of the Republic of Indonesia (2021). *Mengenal Lebih Dekat Bandara Jenderal Besar Soedirman*. Kementerian Keuangan Republik Indonesia. [https://www.djkn.kemenkeu.go.id/kpknl-purwokerto/baca-artikel/14024/Mengenal-Lebih-Dekat-Bandara-Jenderal-Besar-Soedirman.html]
- OECD (1993). *International Air Transport: The Challenges Ahead*. Organization for Economic Co-Operation and Development, Paris [https://www.oecd.org/futures/38455426.pdf]
- Ospina, S (2004). *Qualitative Research*. Edited by G. Goethals, G. Sorenson, J. MacGregor: *Encyclopedia of Leadership*. SAGE Publications, London
- Rowe, AJ, Mason, AJ, Dickel, KE, Mann, RB, Mockler, RJ (1994). *Strategic Management: A Methodological Approach*. 4th Edition, 1994. Addison-Wesley. Reading Mass.
- Tan, S, Luo, Y (2011). SWOT analysis of Airport Economy Development in Dalian. *2011 2nd International Conference on Artificial Intelligence, Management Science and Electronic Commerce (AIMSEC)*. 08-10 August 2011. https://doi.org/10.1109/AIMSEC.2011.6010216

- Ulfah, N, Gunawan, NI, Firdaus, MI, Rofiq, M (2017). Multiplier Effects Of Airport Development On Local Economic Growth In Soekarno Hatta International Airport. *Advances in Engineering Research (AER) Volume 147 on Conference on Global Research on Sustainable Transport (GROST 2017)*. Atlantis Press. [<https://doi.org/10.2991/grost-17.2018.73>]
- Wirajati, W, Sudjarwanto, S (2016). Strategi Pengembangan Desa Wisata Limbasari Kecamatan Bobotsari Kabupaten Purbalingga. *EKO-REGIONAL Jurnal Pembangunan Ekonomi Wilayah, Vol. 11, No. 1*. [<https://doi.org/10.20884/1.erjpe.2016.11.1.851>]
- Yadav, DK, Goriet, MO (2022). An Illustrative Evaluation of External Factors That Affect Performance of an Airline, *The Journal of Aerospace Technology and Management, Vol 14: 2022* [<https://doi.org/10.1590/jatm.v14.1253>]
- York Aviation (2004). *The Social and Economic Impact of Airports in Europe*. Airports Council International. [<https://temis.documentation.developpement-durable.gouv.fr/docs/Temis/0017/Temis-0017789/12209.pdf>]