Measuring Public Digital Awareness and Perception of The Transfer of Management of Soekarno-Hatta International Airport Railway Through a Digital Change Communication Strategy

Atikah[1], Sofyan Rizal[2], Sobari Fadillah[3], Sunaryanto [4]
[1,4]Sekolah Tinggi Agama Islam Dirosat Islamiyah Al-Hikmah, Jakarta, Indonesia
[2]Universitas Islam Negri Syarif Hidayatullah Jakarta, Indonesia
[3]Universitas Trisakti, Jakarta, Indonesia
Email: atikahpranoto@gmail.com

Abstract

This study examined the influence of awareness and perception on digital change communication and its impact on the transfer of management of the Soekarno-Hatta Airport Rail Link. The service, initially managed by PT Railink in 2018, was officially transferred to PT Kereta Commuter Indonesia (KCI) in 2023 as part of efforts to improve public transportation integration in the Greater Jakarta area. A quantitative approach with inferential statistical analysis was employed to test the relationships among the variables. The findings revealed that awareness did not significantly affect digital change communication, indicating that the level of awareness alone was not sufficient to enhance communication effectiveness. In contrast, perception significantly influenced digital change communication, showing that positive public perceptions could strengthen digital communication efforts. Furthermore, digital change communication had a significant effect on the transfer of management, emphasizing its crucial role in facilitating organizational transitions. The conclusion highlighted that effective digital communication strategies were essential in ensuring smooth management transitions in public transportation services.

Keywords: *Awareness, Perception, Change Communication, Transfer of Management, Soekarno-Hatta Airport Rail Train.*

A. INTRODUCTION

Changes in the management of public transportation are not only related to operational and technical aspects but also closely tied to the organization's ability to communicate these changes to the public. The rapid digital transformation over the past decade has shifted the communication paradigm from conventional to digital approaches, requiring organizations to effectively utilize modern communication technologies. In the context of change management, (Kotter, 2018) emphasizes that systematic communication plays a vital role in building a sense of urgency, conveying the vision of change, and gaining public support. Digital communication, with its characteristics of speed, interactivity, and wide reach, has become a strategic instrument in shaping public awareness and perception of transportation services.

Digital communication is defined as the process of delivering organizational messages through technology-based platforms such as social media, mobile applications, and official websites. This strategy functions not only as a medium for

information dissemination but also as a platform for public education and interaction. Recent studies highlight that the sustainability of public transportation is not solely determined by technical efficiency but also by the extent to which information can be understood by society (Kusumah et al., 2020). Furthermore, clarity of information has been found to significantly influence the success of transport mode integration (Strauss et al., 2024). Thus, digital communication strategies are crucial in enhancing transparency, expanding information access, and encouraging public participation.

In line with this, public awareness and perception are key determinants of service acceptance. Adequate awareness drives acceptance, while perceptions of quality, pricing, and convenience affect loyalty and intention to use. (Syarif & Syabri, 2024) emphasize that effective public communication directly contributes to the success of service changes. Theoretical frameworks such as (Burnes, 2017) and (Kotter, 2018) further assert that the success of organizational transitions is highly dependent on public readiness, which can be strengthened through consistent digital communication.

Nevertheless, previous studies have largely emphasized technical aspects of services or transport integration without deeply examining how digital communication strategies function in the context of change management. Research focusing on public transportation often highlights operational efficiency (Kusumah et al., 2020) or network integration (Strauss et al., 2024), but has yet to explore how digital communication specifically influences levels of awareness and public perception in organizational change. This research gap provides an opportunity to present a more comprehensive perspective.

The novelty of this study lies in its analytical focus on the management shift of Soekarno–Hatta Airport Train from PT Railink to PT Kereta Commuter Indonesia (KCI), with an emphasis on the role of digital communication in building awareness and shaping public perception. Beyond merely measuring the level of public knowledge, this study examines how perceptions are formed through digital communication strategies implemented by the operator. By integrating concepts of change management, public communication, and digital transformation, this research offers a new analytical framework that has not been widely addressed in prior studies.

The significance of this research can be seen from both theoretical and practical contributions. Theoretically, it enriches the literature on organizational communication by introducing a study of digital-based change communication in the public transportation sector. Practically, the findings may serve as a reference for transportation managers in designing effective digital communication strategies to foster trust, participation, and public loyalty. Therefore, this study is not only relevant for academics but also provides valuable insights for practitioners, policymakers, and other stakeholders involved in the transformation of public transportation services in Indonesia.

B. METHOD

This study employs a quantitative approach with a descriptive–explanatory design. The quantitative approach was chosen because the study aims to measure the level of public awareness and perception objectively as well as to examine the influence of digital communication strategies in the context of change communication. The quantitative method is considered appropriate as it produces measurable data that can be statistically analyzed, thereby enhancing the reliability and validity of the research findings (Kurniawan et al., 2024).

The research population consists of individuals residing in the Greater Jakarta area (Jabodetabek) who have used the Soekarno–Hatta Airport Railink service after the management transition from PT Railink to PT Kereta Commuter Indonesia (KCI). The sample was determined using purposive sampling based on the following criteria: (1) at least 17 years of age, (2) having used the airport train at least once within the last six months, and (3) actively accessing transportation information through digital channels (Etikan, 2016). The total sample was set at 150 respondents, in accordance with the minimum requirements for Structural Equation Modeling using Partial Least Squares (PLS-SEM).

Table 1 Characteristics Respondents

No	Characteristics Demographics	Category	Frequency	Percentage
1.	Type Sex	Man	85	56,7
		Woman	65	43,3
		Total	**150**	**100,0**
2.	Education	Bachelor	97	64,7
		Diploma	16	10,7
		High School/Equivalent	20	13,3
		Postgraduate	17	11,3
		Total	**150**	**100,0**
3.	Purpose of Travel	Tourism	71	47,3
		Visiting Friends or Relatives	39	26,0
		Work or Business	40	26,7
		Total	**150**	**100,0**
4.	Cost to the Airport	< Rp 50.000	20	13,3
		> Rp 400.000	32	21,3
		Rp 150.100 – Rp 250.000	13	8,7
		Rp 250.100 – Rp 300.000	19	12,7
		Rp 300.100 – Rp 400.000	11	7,3
		Rp 50.100 – Rp 150.000	54	36,0
		Rp 50.100 – Rp 150.001	1	0,7
		Total	**150**	**100,0**

Source: Processed Data with SmartPLS 3 Outputs

The validity test is conducted to determine the extent to which the research instrument can accurately measure the intended construct. In this study, the validity test was performed using Confirmatory Factor Analysis (CFA) through SmartPLS 3 software. This analysis assesses the factor loading value for each indicator, where an indicator is considered valid if it has a loading factor above the predetermined minimum threshold. In addition, the sample size can also influence the stability and strength of the obtained factor loading values (Ricardianto et al., 2021).

Table 2 Validity Test

Statement	Factor Loading	Cronbach Coefficient Alpha	Information	Means	Standard Deviation
Awareness		0.584	Non-Reliable		
I am aware that there has been a change in the management of the Soekarno-Hatta Airport Train.	0.554		Valid	1.200	0.490
I know the parties involved in the transfer of this management.	0.575		Valid	1.200	0.490
I have read or seen an official announcement regarding the management transfer on the official website.	0.521		Valid	1.220	0.502
I am aware of the benefits of using the Soekarno-Hatta Airport Train, such as comfort and speed.	0.816		Valid	2.027	0.783
Perception		0.946	Reliable		
The management is responsive to public questions or complaints.	0.804		Valid	2.647	1.312
In general, my attitude toward the management transfer is positive.	0.971		Valid	3.387	1.570
Traveling by the Soekarno-Hatta Airport Train is faster than using other transportation modes to the airport.	0.965		Valid	3.460	1.594
I am willing to recommend the Soekarno-Hatta Airport Train to others.	0.968		Valid	3.433	1.614
Transfer of Management		0.982	Reliable		
I will recommend the use of the Soekarno-Hatta Airport Train to my family or friends after the management transfer.	0.982		Valid	3.353	1.567
I believe the management transfer of the Soekarno-Hatta Airport Train aligns with public needs.	0.983		Valid	3.333	1.552
I pay attention to and adapt myself to changes in the policies or services of the Airport Train.	0.983		Valid	3.267	1.513
Change Communication Digital		0.989	Reliable		
I often receive information about the Soekarno-Hatta Airport Train through social media.	0.961		Valid	3.173	1.496
I frequently read news or updates about the Airport Train on the internet.	0.960		Valid	3.093	1.480
I have liked, commented on, or shared information about the Airport Train on social media.	0.957		Valid	3.020	1.490
I have visited links or websites containing the latest information about the Airport Train	0.945		Valid	3.080	1.490
I obtain information about the Airport Train from more than one digital source (such as online media, transportation apps, or social media).	0.968		Valid	3.187	1.507

I follow social media accounts that frequently post updates about the Airport Train.	0.936		Valid	3.013	1.497
The digital information I see helps me understand the services of the Airport Train.	0.979		Valid	3.260	1.542
I find it easy to access information about the Airport Train on digital platforms.	0.966		Valid	3.233	1.507
If there are any changes or important announcements, I usually find out through social media or online news.	0.956		Valid	3.293	1.560

Source: Processed Data with SmartPLS 3 Outputs

The reliability test is used to show the extent to which measurement results remain consistent if the same measurement is conducted two or more times. In this study, reliability was tested using Composite Reliability and Cronbach's Alpha values, with a minimum acceptable threshold of 0.60 (Sekaran & Bougie, 2016). Data processing was carried out using SmartPLS 3 software.

The basis for decision-making in the reliability test is as follows:

a. If Composite Reliability ≥ 0.60 and Cronbach's Alpha ≥ 0.60, then the indicators in the questionnaire are declared reliable.
b. If Composite Reliability ≤ 0.60 or Cronbach's Alpha ≤ 0.60, then the indicators in the questionnaire are declared unreliable.

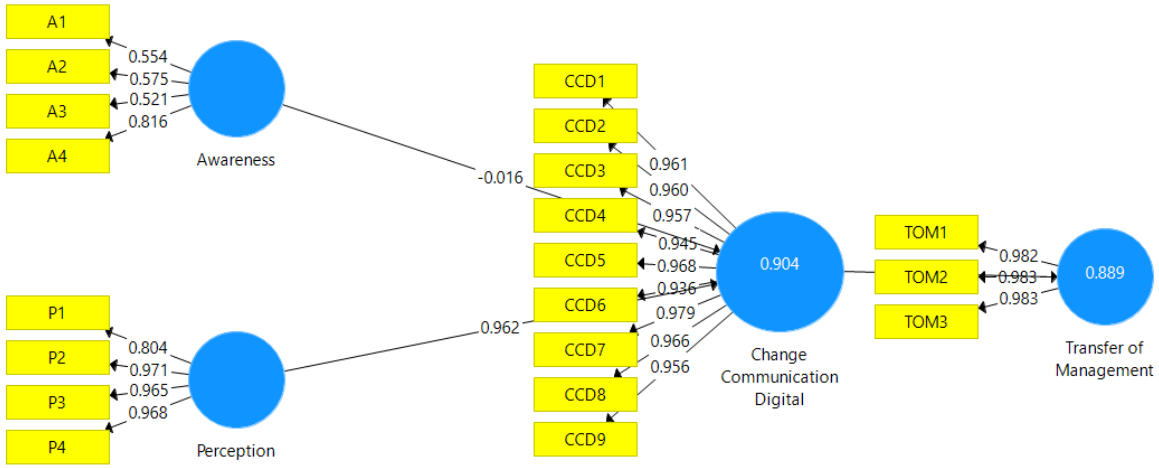

Figure 1. Outer Model Outputs Structural Equation Model

Source: Processed Data with SmartPLS 3 Outputs

C. RESULTS AND DISCUSSION

Descriptive statistical analysis is used to provide an overall picture of the characteristics of data obtained from research respondents. The purpose of this analysis is to explain the general tendencies and the level of variability in responses for each variable studied. At this stage, two main measures are used: the mean value and the standard deviation.

The mean value represents the average assessment of respondents toward the measured indicators, thereby illustrating the general tendency of respondents' perceptions or responses. Meanwhile, the standard deviation indicates how far the

data deviate from the mean value, or in other words, the level of variability in respondents' answers (Sekaran & Bougie, 2016).

If the standard deviation value is close to zero, it indicates that respondents' answers are relatively uniform. Conversely, the larger the standard deviation value, the greater the variation in respondents' opinions regarding the measured indicators. The results of this descriptive analysis provide an initial understanding of the data distribution before conducting model and hypothesis testing using inferential analysis.

Hypothesis testing is carried out to examine the relationships between variables within the research model. The method used is Structural Equation Modeling (SEM), as this method can analyze complex causal relationships while simultaneously measuring the overall goodness of fit of the model (Sekaran & Bougie, 2016).

The SEM method is employed to predict the effect of changes in independent variables on dependent variables. The testing is conducted with a significance level of 5% (α = 0.05), which serves as the basis for determining decisions regarding the research hypotheses. The decision criteria are as follows:

1. If the p-value ≤ 0.05, then H_0 is rejected, indicating that there is a significant relationship between variables, and thus the research hypothesis is supported.
2. If the p-value ≥ 0.05, then H_0 is accepted, indicating that there is no significant relationship between variables, and thus the research hypothesis is not supported.

Table 3 Test Results Hypothesis

	Hypothesis Description	Estimates	P Values	Conclusion
H1	Awareness Influences Digital Communication Change	-0,016	0,652	Not Supported
H2	Change in Digital Communication Influences Transfer of Management	0,943	0,000	Supported
H3	Perception Influences Digital Communication Change	0,962	0,000	Supported

Source: Processed Data with SmartPLS 3 Outputs

The test results show an estimated value of -0.016 with a p-value of 0.652 (> 0.05), indicating that hypothesis H_1 is not supported. This finding suggests that the level of individual awareness does not have a significant influence on the effectiveness of Digital Change Communication. In other words, even if an individual is aware of the ongoing changes, such awareness does not necessarily contribute directly to the effectiveness of the organization's digital communication. Other factors—such as perceptions of change, management support, or the communication strategies implemented—may have a greater impact than mere individual awareness.

The estimated value of 0.943 with a p-value of 0.000 (< 0.05) indicates that hypothesis H_2 is supported. This result demonstrates that Digital Change Communication has a positive and significant effect on the Transfer of Management. In other words, the better the implementation of digital communication during the change process, the more effective the management transfer process becomes. Open

and structured digital communication helps align perceptions, accelerates information dissemination, and enhances human resources' readiness to accept and execute managerial changes.

The test results show an estimated value of 0.962 with a p-value of 0.000 (< 0.05), indicating that hypothesis H_3 is supported. This finding shows that individuals' perceptions of change have a positive and significant effect on Digital Change Communication. The more positive an individual's perception of organizational change, the greater their tendency to actively engage in and support the digital communication process. A positive perception fosters openness to innovation and enhances the effectiveness of message delivery and information reception during the change process.

D. CONCLUSION

Based on the research findings, Awareness does not affect Change Communication Digital, with a p-value of 0.652 (> 0.05), indicating that the hypothesis is not supported. This shows that the level of awareness has not directly encouraged the effectiveness of digital change communication. This finding differs from the study by (Manuain et al., 2025), which found that the level of awareness and public participation played a crucial role in the success of social media–based change communication in the public sector. The difference in results indicates the presence of other factors—such as organizational culture or technological readiness that are more dominant in influencing the effectiveness of digital communication within this research context.

Conversely, Change Communication Digital has a significant effect on Transfer of Management, with an estimated value of 0.943 and a p-value of 0.000 (< 0.05). This means that digital communication plays an important role in supporting the management transfer process. This result is consistent with a study published in the Scriptura journal titled "Communication Strategies in Managing Change During Corporate Digital Transformation" (Kristiyono & Nurrosyidah, 2021), which stated that structured and consistent communication at each stage of digital transformation plays a major role in the success of organizational implementation and management transfer. Thus, the effectiveness of digital communication becomes a key factor in ensuring that the change process runs smoothly and is well received by all elements of the organization.

In addition, Perception has a significant effect on Change Communication Digital, with an estimated value of 0.962 and a p-value of 0.000 (< 0.05). This indicates that individuals' positive perceptions can enhance the effectiveness of digital change communication. This finding supports the research of (Bakari et al., 2021) in the Injuratech journal, which explained that positive perceptions toward technology and digital communication can improve the effectiveness of interactions and encourage individual engagement in the digital transformation process. Therefore, the better employees' perceptions of change, the higher their level of involvement in supporting digital communication within the organization.

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