

DOI: <https://doi.org/10.38035/dijemss.v5i6>

Received: 23 August 2024, Revised: 28 August 2024, Publish: 1 September 2024

<https://creativecommons.org/licenses/by/4.0/>

Determination of Airline Network, Model Choice, Flight Plan and Strategic Alliance, Employee Salary, Number of Air Ground Employees, and Target Passenger towards Quality of Airline Business Type

Atong Soekirman¹¹Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, email: a.soekirman@gmail.comCorresponding Author: a.soekirman@gmail.com

Abstract: Literature review research on Airline Network Determination, Flight Model Choice, Flight Plan and Strategic Alliance, Employee Salary, Number of Ground Employees and Passenger Target on Airline Quality is a scientific literature article in the scope of operational management science. The purpose of this literature research is expected to build a hypothesis regarding the influence between variables that can later be used for further research in the scope of operational management. The approach used in this study is descriptive qualitative. The data collection technique uses literature studies. The data used in this descriptive qualitative approach comes from previous research that is relevant to this study and is sourced from academic online media such as the Scopus Journal, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar and digital reference books. The results of this article are: 1) Airline network affects airline quality; 2) Flight model choice affects airline quality; 3) Flight plans and strategic alliances affect airline quality; 4) Employee salary affects airline quality; 5) The number of ground employees affects airline quality; and 6) Passenger target affects airline quality.

Keywords: Quality of Airline Business Type, Airline Network, Model Choice, Flight Plan and Strategic Alliance, Employee Salary, Number of Air Ground Employee, Target Passenger

INTRODUCTION

In the fiercely competitive airline sector, it is becoming more and more crucial to comprehend the elements that impact the quality of airline companies. This article examines different factors, including airline network, business model selection, flight schedules and strategic partnerships, employee remuneration, ground crew levels, and passenger goals, and how these influence the quality of airline operations. The airline industry's standard of excellence includes factors such as timeliness, customer care, passenger satisfaction, safety, and additional amenities. This article aims to offer a thorough examination of how these aspects interrelate and impact the effectiveness of airline operations. The airline network, consisting of

route coverage, flight frequency, hub and spoke concept, and codeshare and alliance, is crucial in defining the quality of an airline's business. Airlines are able to enhance punctuality and comfort for passengers by providing a broad network and frequent flights, which in turn allows for a greater range of options. For instance, the hub and spoke concept facilitates the consolidation of passengers from multiple routes to a central point (hub) and thereafter disperses them to their ultimate destinations, so enhancing operational efficiency and minimizing expenses. Codeshares and strategic alliances enable airlines to enhance their route network without the need to independently operate all flights, thereby enhancing customer service and offering passengers a wider range of options (Nissa & Awan, 2022).

Moreover, the selection of a business model by an airline is a crucial determinant of service quality. The business model encompasses the allocation of costs, supplementary services, and the division of the market into segments. Low-cost carriers (LCCs) prioritize cost reduction and provide discounted ticket pricing, attracting price-sensitive market segments. On the other hand, full-service airlines may prioritize amenities and additional services like free meals, in-flight entertainment, and exclusive lounges in order to appeal to passengers who desire high-quality comfort and service. An optimized cost structure and sufficient ancillary services can enhance punctuality and passenger comfort, while also improving total customer service (Erlangga et al., 2016).

The quality of an airline's business is greatly influenced by flight planning and strategic alliances. Optimizing flight schedule and route planning can significantly decrease waiting times and delays, which are crucial for ensuring timeliness. Collaborating with strategic alliances enables airlines to pool resources and broaden their route networks, thereby enhancing customer service and passenger comfort. Enhancing aircraft usage can also enhance operational efficiency, hence enhancing safety and providing more amenities for passengers. Employee pay, encompassing financial compensation, perks and amenities, and an equitable compensation structure, are other crucial considerations. Employees that have a sense of appreciation and contentment with their remuneration are often more inclined to be motivated and dedicated to their work. Employee motivation directly affects flight timeliness, as motivated personnel demonstrate greater diligence in fulfilling their responsibilities, such as guaranteeing timely aircraft readiness and delivering polite and efficient customer care. Providing sufficient benefits and amenities also enhances the well-being of staff, leading to enhanced passenger safety and comfort. Satisfied personnel are more likely to be attentive and conscientious in performing their responsibilities (Sihombing et al., 2022).

The quantity of ground people, including staff availability, training and development, as well as operational effectiveness, additionally has a noteworthy influence. An adequate and highly skilled workforce guarantees the seamless and effective execution of all airport procedures, encompassing check-in, boarding, and baggage management. This not only enhances timeliness but also enhances customer service and passenger comfort. Enhancing operational efficiency by providing comprehensive training and development opportunities to employees also enhances flight safety, since well-trained employees are more conscientious in executing aircraft safety and maintenance protocols. The essay concludes by examining passenger targeting, which encompasses market segmentation, passenger preferences, passenger loyalty, and other related services. Airlines can enhance passenger satisfaction by providing more customized services that cater to the specific needs and preferences of passengers from diverse market segments. A well-designed reward program has the potential to enhance passenger loyalty, hence enhancing customer service and passenger comfort. Supplementary options, such as special lounges or premium dining services, can enhance the worth and enhance the safety and additional facilities for passengers (O. Y. S. Putra et al., 2020).

This article emphasizes the significance of comprehending the several factors that influence the quality of an airline's business. An airline's service quality is heavily influenced by various factors such as its network, business strategy, flight plans, strategic alliances, employee compensation, ground personnel size, and passenger targeting. Airlines may enhance punctuality, customer service, passenger comfort, safety, and other amenities by successfully comprehending and controlling these aspects. This eventually leads to the success and long-term viability of their enterprises. This article offers significant insights for stakeholders in the aviation sector, such as airline executives, policymakers, and researchers, to formulate more effective strategies for enhancing airline service quality and competitiveness in the global market.

Based on the background of the problems that have been described above, the following problem formulations are determined: 1) Does the airline network affect the quality of the airline?; 2) Does the choice of flight model affect the quality of the airline?; 3) Do flight plans and strategic alliances affect the quality of the airline?; 4) Does employee salary affect the quality of the airline?; 5) Does the number of employees on the ground affect the quality of the airline?; and 6) Does the passenger target affect the quality of the airline?.

METHOD

The approach used in this study is descriptive qualitative. By conducting a comprehensive analysis of relevant previous research, the aim is to obtain and refine hypotheses that can be used for further research. The data collection technique is using literature studies. The data used in this descriptive qualitative approach comes from previous research that is relevant to this study and is sourced from academic online media such as the Scopus Journal, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar and digital reference books. A systematic literature review (SLR) is a rigorous and systematic effort in which all relevant research materials are found, assessed, and analyzed to offer solutions to specific research questions. Consistency in applying literature reviews is essential when conducting qualitative analysis, in line with methodological principles. Qualitative analysis is mostly conducted for investigative purposes, (Ali, H., & Limakrisna, 2013);(Susanto et al., 2024)

RESULT AND DISCUSSION

Results

Airline Quality

Airline quality pertains to the degree to which an airline fulfills or surpasses passenger expectations in several facets of its service and operations. This attribute is assessed using metrics such as on-time performance, customer satisfaction, in-flight convenience, safety, and supplementary services offered. Punctuality is a crucial metric frequently employed to evaluate an airline's proficiency in managing flight schedules and addressing delays. Customer service include the contacts between passengers and airline personnel, both on the ground and in-flight, as well as the airline's handling of passenger complaints and special requests (Hendiyana et al., 2022).

The indicators or dimensions contained in the Airline Quality variable include: 1) Punctuality: Evaluates the degree to which flights adhere to scheduled departure and arrival times. Airlines that have high rates of punctuality are regarded as more dependable; 2) Customer Service: Encompasses interactions with personnel, handling of grievances, and provision of services during the flight; 3) Passenger Comfort: Encompasses factors such as the amount of space for legroom, the quality of seats, the availability of in-flight entertainment systems, and the cleanliness of the cabin; 4) Safety: Encompasses adherence to aircraft

maintenance protocols, comprehensive training for cabin crew members, and compliance with aviation safety rules; and 5) Supplementary facilities: Facilities like as nourishment and refreshments, wireless internet access, and exclusive accommodations for business or first class travelers (Hardianika, 2023).

Airline Quality has been studied by several studies and is relevant to research conducted by: (Novianty et al., 2021), (Simarmata et al., 2017), (Ulfah et al., 2020).

Airline Network

An airline network is a comprehensive system of routes that an airline operates to establish connections between various locations. This network encompasses both the domestic and international routes operated by the airline, as well as the primary hubs or operational centers that function as the key points of connection for flights. These hubs enable the airline to centralize flight operations, streamline scheduling, and optimize aircraft usage. An effective network is strategically built to enhance operational efficiency and enhance customer experience by providing seamless travel connections and various flight schedule options (Panggabean et al., 2023).

The indicators or dimensions contained in the Airline Network variable include: 1) Route Coverage: The airline's extent of serving different destinations in terms of both quantity and diversity; 2) Flight Frequency: The frequency of flights on a specific route, measured in the number of flights per day or per week; 3) Hubs and Spokes: The airline's primary hubs play a crucial role in efficiently and effectively consolidating and distributing passengers to different destinations; and 4) Codeshares and Alliances: The airline forms partnerships with other airlines to broaden its network coverage (Agusinta et al., 2017).

Airline Networks have been studied by several studies and are relevant to research conducted by: (Roucolle et al., 2020), (Novianty et al., 2021), (Simarmata et al., 2016), (Achmad et al., 2024), (Faisal et al., 2024).

Model Choice

The selection of an airline model pertains to the business strategy implemented by an airline to manage its operations. The airline industry can be categorized into various primary business models, which include full-service carriers (FSC), low-cost carriers (LCC), and hybrid carriers. Full-service airlines generally provide a range of extra amenities, including free meals and drinks, in-flight entertainment systems, and more spacious seating. Their focus is frequently on the premium market sector, which places a high value on comfort and service (Sutrisno & Romdoni, 2022).

The indicators or dimensions contained in the Flight Model Selection variable include: 1) Business Models: Full-Service Carriers (FSC), Low-Cost Carriers (LCC), and Hybrid Carriers; 2) Cost Structure: Efficient management of operational expenses such as fuel, personnel, and aircraft maintenance costs; 3) Ancillary Services: Providing supplementary services such as luggage handling, lunch options, and preferred seating for an extra fee; and 4) Market Segmentation: Concentrating on particular passenger groups, such as business travelers or leisure tourists (Walewangko, 2021).

Flight Model Choice has been studied by several studies and is relevant to research conducted by: (Budihartanti et al., 2021), (Nurkarimah & Yunianti, 2023), (Suheri et al., 2022), (Panggabean et al., 2024), (Harahap et al., 2020), (Susanto, Ali, et al., 2023).

Flight Plan and Strategic Alliance

Flight planning is the systematic process of organizing and coordinating flights, which includes determining flight paths, scheduling flight times, arranging aircraft availability, and assigning crew members. This plan must consider elements such as passenger demand,

optimizing aircraft usage, complying with flying restrictions, and taking into account weather conditions. The main objective of a flight plan is to guarantee the efficiency, safety, and punctuality of aircraft operations, while minimizing any potential delays or interruptions (Song & Witt, 2012).

The indicators or dimensions contained in the flight plan and strategic alliance variables include: 1) Flight Scheduling: Developing optimal flight schedules to avoid delays and interruptions; 2) Route Optimization: Identifying the most efficient and financially advantageous flying routes; 3) Alliance Collaboration: Collaborating with other airlines to broaden networks and enhance operational efficiency; and 4) Aircraft Optimization: Maximizing the utilization of aircraft to optimize operations and profitability (Sihombing et al., 2022).

Flight plans and strategic alliances have been studied by several studies and are relevant to research conducted by: (Jung & Grimme, 2022), (Susanto & Hermawan, 2019), (Susanto & Keke, 2020), (Suryawan et al., 2024).

Employee Salary

Employee salary refer to the monetary remuneration provided to employees in return for their labor. Within the airline sector, employee pay encompass a diverse range of roles, including pilots, flight attendants, ground staff, maintenance technicians, and management personnel. Employee salaries encompass not only their base salaries, but also a range of additional perks such as flight allowances, health benefits, bonuses, and performance incentives (Mahaputra & Saputra, 2021).

The indicators or dimensions contained in the employee salary variable include: 1) Monetary Remuneration: Fundamental salary, stipends, rewards, and performance-based incentives; 2) Stipends and Perquisites: Healthcare benefits, retirement plan, paid time off, and insurance; 3) Remuneration Framework: A salary scale determined by factors such as job position, level of experience, and performance; and 4) Employee Contentment: The degree to which employees are satisfied with the remuneration and benefits they get (Thanan et al., 2021).

Employee salaries have been studied by several studies and are relevant to research conducted by: (A. I. Rizki, 2023), (Shyreen A et al., 2022), (Susanto, Sawitri, et al., 2023), (Mulyono et al., 2023), (Susanto, 2022).

Number of Air Ground Employee

Ground personnel encompasses the workforce responsible for carrying out the diverse ground activities of an airline, such as check-in workers, baggage handlers, security officers, maintenance technicians, and administrative staff. Ground staff are essential for maintaining the smooth and effective functioning of airport operations. They have a range of responsibilities including passenger check-in and boarding, baggage handling, aircraft maintenance, and customer service (Y. S. Rizki & Damanik, 2015).

The indicators or dimensions contained in the variable number of employees on land include: 1) Staff Availability: Sufficient staff to manage airport operations; 2) Training and Development: Training programs that guarantee staff possess the requisite skills; 3) Operational Efficiency refers to the effectiveness and productivity in carrying out ground tasks, such as check-in, boarding, and luggage handling; and 4) Customer Satisfaction measures the degree of contentment experienced by passengers with the service delivered by ground crew (Trisanti & Prayudista, 2023).

The number of employees on land has been studied by several studies and is relevant to research conducted by: (R. H. Putra, 2022), (Y. S. Rizki & Damanik, 2015), (Trisanti & Prayudista, 2023).

Passenger Target

Target passengers refers to the specific group of customers that an airline primarily caters to when providing its services. The characteristics of this group can differ depending on factors such as demographics, trip intent, service preferences, and budget. For instance, certain airlines may prioritize catering to business travelers who prioritize comfort and high-quality service, whilst others may specifically cater to pleasure travelers by providing affordable rates and essential amenities (Pitriyani & Permanasari, 2022).

The indicators or dimensions contained in the passenger target variable include: 1) Market Segmentation: The process of identifying and targeting certain groups of customers, such as business travelers, leisure travelers, or families; 2) Passenger Preferences: Gaining knowledge about the desires and choices of passengers about service, comfort, and price; 3) Passenger Loyalty: This refers to the programs and methods implemented to enhance the loyalty of frequent flyers; and 4) Service Offerings: These are the services and amenities provided to meet the specific needs of the target passengers (Lestiana & Romadlon, 2021).

The target passengers have been studied by several studies and are relevant to the research conducted by: (Ikhsan et al., 2019), (Dhasya & Fatmayati, 2022), (Supardi et al., 2023).

Relevant Previous Research Results

Reviewing related publications as a basis for formulating research hypotheses by describing previous research findings, highlighting similarities and differences with the research proposal, as illustrated in table 1 below:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Simmilarities with this article	Differences with this article	Basic Hypothesis
1.	(Khaerunnizar & Anton Nugroho, 2022)	Airline network and text mining on user reviews and quality of XYZ airline	The influence of airline network on airline quality	The impact of text mining on user reviews	H1
2.	(Ali et al., 2024)	Infrastructure, IT, HR Competence and Choice of Flight Model Influence Airline Quality	The Influence of Flight Model Choice on Airline Quality	The Influence of Infrastructure, IT and HR Competence on Airline Quality	H2
3.	(Setyawati et al., 2020)	Airlines Flight Plans and Marketing Strategies to Increase Low Cost Carrier (LCC) Airline Ticket Sales and Airline Quality	The influence of flight plans on airline quality	The influence of airline marketing strategies on increasing LCC airline ticket sales	H3
4.	(Natanael & Irawan, 2024)	Employee Salaries and Training Influence the Improvement of Airlines' Quality in Facing the Covid-19 Pandemic	The influence of employee salaries on airline quality	The influence of training on airline quality	H4
5.	(Syahrizal, 2020)	Increasing product quality and the number of employees on the ground has an impact on the quality of the airline at PT Garuda Indonesia.	The influence of the number of employees on the ground affects the quality of the airline	The effect of improving product quality on improving product quality	H5
6.	(Fakhrudin et al., 2022)	Passenger targets and ticket prices influence airline quality and passengers' decisions to use the airline.	The influence of passenger targets on airline quality	The influence of ticket prices on passengers'	H6

Discussion

Based on the formulation of the problem and relevant previous research, the discussion in this article is as follows:

The Influence of Airline Network on Airline Quality

The level of service provided by an airline is greatly influenced by its network, which encompasses factors such as punctuality, customer service, passenger comfort, safety, and other facilities. Initially, having extensive route network enables airlines to access a broader array of locations that are sought after by passengers. By offering a greater variety of destinations, airlines may attract a larger number of customers and boost passenger volumes. This, in turn, facilitates economies of scale and enhances operational efficiency. Nevertheless, a comprehensive network of routes necessitates efficient administration to guarantee punctuality of flights. Airlines that have a wide range of international routes must possess the ability to navigate through diverse legislation and operational conditions, necessitating meticulous coordination and strategic planning.

The frequency of flights is another crucial factor. Airlines that offer a higher frequency of flights on a specific route can give greater flexibility to passengers, which is crucial in satisfying the requirements of both business and leisure travelers. A higher frequency of flights facilitates the maintenance of timeliness since airlines may readily modify schedules and offer alternative travel choices in case of interruptions. Furthermore, a higher frequency of flights enables airlines to offer a more dependable and regular service, hence enhancing customer satisfaction and fostering passenger loyalty.

The hub and spoke model is a strategic approach employed by numerous airlines to centralize flight operations by utilizing one or a small number of key hubs. This concept enables airlines to optimize the utilization of aircraft and other resources, hence providing more efficient flight connections for passengers. Airlines can enhance operational efficiency and maximize airplane fill rates by consolidating passengers from several routes at a central hub. The hub and spoke approach enables airlines to offer a greater variety of flight choices and improved connections, hence enhancing passenger convenience. Nevertheless, the efficacy of this architecture mostly hinges on the timeliness and efficient synchronization at the primary hubs to prevent delays and operational disturbances.

Codeshares and strategic alliances are crucial factors that greatly enhance the quality of airlines. Codeshare agreements enable airlines to extend their route networks without the need to operate their own aircraft, thereby providing passengers with a wider selection of destinations. Strategic alliances, such as Star Alliance, SkyTeam, and Oneworld, enable airlines to collaborate and pool resources, including facilities, frequent flyer programs, and airport lounges, in order to improve the overall passenger experience. These agreements additionally enable airlines to synchronize flight schedules and provide improved connections, hence enhancing punctuality and passenger convenience. From a customer service standpoint, a vast and seamlessly connected network enables airlines to provide more thorough and prompt services. Airline partnerships provide passengers a range of advantages, such as increased options for flights, enhanced loyalty programs, and the opportunity to access extra amenities. Strategic partnerships in the airline industry contribute to enhanced safety by facilitating the exchange of best practices and rigorous safety requirements, so improving the overall safety of flights.

In summary, the service quality of an airline is significantly influenced by the extent of its route coverage, the frequency of its flights, the efficiency of its hub and spoke models, and

the strength of its codeshares and strategic alliances. This facilitates promptness, enhances customer service, improves passenger comfort, ensures safety, and provides outstanding additional amenities, all of which collectively lead to an enhanced flying experience for passengers.

The Influence of Flight Model Choice on Airline Quality

The selection of an airline's flight model has a substantial impact on the level of services provided, encompassing aspects such as timeliness, customer service, passenger comfort, safety, and supplementary amenities. The choice of business model, whether it be full-service carriers (FSC) or low-cost carriers (LCC), significantly impacts the range of services offered by the airline. Full-service airlines typically provide a wide range of services that include complimentary baggage allowance, meals and drinks, and in-flight entertainment, all of which contribute to increased passenger comfort and satisfaction. Conversely, budget airlines typically prioritize cost effectiveness and provide cheaper tickets by minimizing supplementary amenities, perhaps compromising certain elements of comfort and customer service.

The cost structure is a crucial factor that impacts the quality of an airline. Airlines that are able to efficiently control their operational expenses might spend additional resources towards enhancing factors such as timeliness and safety. Efficiently managing fuel expenses, aircraft maintenance, and personnel compensation enables airlines to allocate resources towards technologies and training that improve flight timeliness and safety. An optimized cost structure enables airlines to provide cheap fares while maintaining service quality, hence improving customer satisfaction. The supplementary services provided by an airline also exert a substantial influence on the quality of service. Passenger comfort can be greatly improved and additional value can be provided through services such as in-flight entertainment, Wi-Fi, high-quality food and beverages, and frequent flyer programs. These supplementary services frequently serve as the distinguishing factors between airlines that are in direct competition and those that are not. Airlines that provide superior supplementary services typically have a greater ability to attract and retain passengers, so enhancing customer loyalty and bolstering the airline's brand.

Airlines employ market segmentation as a strategic approach to focus on several categories of passengers, including business travelers, tourists, and families. Airlines can customize their services to fulfill the expectations of different market segments by comprehending their wants and preferences. Business travelers may prioritize punctuality and appreciate additional amenities like airport lounges and comfy seating. In contrast, visitors may prioritize low tickets and good customer service. Airlines may enhance consumer happiness and maximize the passenger experience by efficiently targeting specific market segments. Opting for the appropriate flight model is crucial for ensuring timeliness, since it enables airlines to maintain an efficient schedule with minimal interruptions. Implementing a business model that places emphasis on punctuality and maximizing aircraft usage can mitigate the likelihood of delays and interruptions. Furthermore, a tightly managed cost structure enables airlines to allocate greater resources towards enhancing flight monitoring technology and air traffic management systems, hence enhancing punctuality.

The business strategy and cost structure implemented have a significant impact on flight safety. Airlines that prioritize safety will spend ample resources for aircraft maintenance, crew training, and adherence to safety rules. Enhancing passenger perceptions of safety can be achieved by providing supplementary services such as comprehensive safety demonstrations and readily available safety information. The selection of an airline model, which encompasses the business model, cost structure, supplementary services, and market segmentation, has a substantial influence on the quality of an airline. The selection of an appropriate business model is crucial in determining the range of services offered by airlines, while an optimized cost

structure enables them to allocate resources towards critical areas such as timeliness and safety. Enhancing passenger comfort and customer happiness can be achieved through the implementation of high-quality supplementary services and efficient market segmentation. This, in turn, can bolster the airline's reputation and competitiveness in the worldwide market.

The Influence of Flight Plans and Strategic Alliances on Airline Quality

Flight planning and strategic agreements greatly influence the quality of airlines, encompassing punctuality, customer service, passenger comfort, safety, and other amenities. Efficient flight scheduling is crucial for maintaining punctuality. An effectively organized flight schedule enables airlines to properly manage departure and arrival schedules, hence minimizing the likelihood of delays. Effective scheduling considers variables such as weather conditions, air traffic density, and aircraft maintenance, which helps minimize operational disturbances that can impede punctuality.

Optimizing routes is crucial for enhancing the quality of airlines. Airlines can decrease travel time and fuel usage by studying and choosing the most efficient routes. This not only reduces operational expenses but also enhances timeliness. Optimized routes enable airlines to provide expedited and more nonstop flights, hence enhancing passenger comfort. Furthermore, route optimization aids in circumventing regions with substantial air traffic or adverse weather conditions, hence diminishing the likelihood of delays and enhancing flight safety.

Airlines can enhance their route networks by forming strategic alliances through codeshare agreements and joining global alliances like Star Alliance, SkyTeam, or Oneworld. This enables them to extend their operations without the need to run every aircraft themselves. By forming these partnerships, airlines can expand the range of destinations available to passengers and enhance flight connections, resulting in improved customer service and increased passenger convenience. Moreover, these partnerships enable airlines to pool their resources, such as airport infrastructure and loyalty programs, thereby enhancing the overall satisfaction of passengers.

Optimizing aircraft is another crucial factor. Airlines can ensure punctuality and safety by effectively managing aircraft use, which involves timely maintenance and maximizing fleet efficiency. Aircraft that are well maintained are less prone to encountering technical problems that might lead to delays or interruptions. Furthermore, the effective utilization of aircraft enables airlines to optimize the usage of their fleet, minimize operational expenses, and enhance flight efficiency. Ensuring safety is of utmost importance for every airline, and a well-designed flight plan and strategic partnerships may greatly enhance this aspect. Strategic alliances between airlines generally involve the sharing of best practices and strict safety requirements, leading to enhanced operational safety. Furthermore, meticulous flight scheduling and route optimization serve to mitigate the likelihood of accidents by circumventing perilous routes and guaranteeing that aircraft are in prime condition prior to every flight.

Effective flight plans and strategic collaborations also contribute to the improvement of customer service. By implementing efficient scheduling and optimizing routes, airlines may enhance the punctuality and comfort of their flights, hence boosting customer satisfaction. Strategic alliances enable airlines to offer supplementary services, such as global access to airport lounges and enhanced reward programs, thereby enhancing customer value. Passengers who perceive themselves as being appreciated and receiving excellent service are more inclined to remain loyal to an airline and advocate for it to others. The supplementary facilities provided by airlines are also determined by flight schedules and business partnerships. Strategic alliances between airlines frequently involve the sharing of airport infrastructure, including exclusive lounges and specialized services for business or first class passengers, thereby enhancing customer comfort. Furthermore, the optimization of aircraft enables airlines to enhance their

in-flight facilities, including top-notch entertainment, improved culinary offerings, and more ergonomically designed seating.

In general, well-executed flight plans and robust strategic partnerships are crucial in enhancing the caliber of an airline. To enhance the overall flight experience and stay competitive in a growing market, airlines can achieve this by prioritizing punctuality, strengthening customer service, improving passenger comfort, assuring safety, and providing high-quality additional amenities.

The Impact of Employee Salaries on Airline Quality

Employee remuneration is a crucial determinant of the caliber of airline services, encompassing punctuality, customer service, passenger comfort, safety, and supplementary amenities. Offering competitive monetary compensation, including base salary and bonuses, is crucial for attracting and keeping top-tier professionals. Financially satisfied employees exhibit higher levels of motivation and commitment towards their work, resulting in enhanced operational performance. The timeliness of flights can be affected by the proficiency of pilots, cabin crew, and ground staff, all of whom contribute to the smooth operation of flights according to the designated schedule.

The further advantages and privileges offered to employees also exert a substantial influence. Employee well-being and job satisfaction can be enhanced by benefits such as health insurance, pensions, and travel facilities, which offer a sense of security and improve overall quality of life. Employees that experience high levels of job satisfaction about their benefits and perks are more inclined to concentrate on their assigned responsibilities, deliver superior customer service, and foster a more favorable work atmosphere. For instance, cabin crew members who are content with their benefits package are more inclined to exhibit friendliness and helpfulness, so enhancing the overall passenger experience.

An equitable and transparent compensation structure is also crucial. When employees possess a comprehensive comprehension of the remuneration framework and perceive that they are receiving equitable compensation for their efforts, it can effectively mitigate discontentment and discord within the workplace. Transparency in the compensation structure fosters trust between employees and management, which is crucial for establishing a cohesive work atmosphere. Consequently, staff are able to concentrate on their duties without being diverted by internal matters, thereby enhancing operational efficiency and ensuring timely flights. The level of employee satisfaction significantly impacts flight safety. Contented employees are inclined to exhibit greater diligence and meticulousness in the execution of their responsibilities, a crucial factor in upholding elevated safety benchmarks. Aircraft technicians that have a sense of appreciation and satisfaction in their work are more likely to perform meticulous aircraft inspections and maintenance, hence minimizing the likelihood of technical failures and accidents. Furthermore, contented pilots and cabin personnel will exhibit heightened concentration and vigilance throughout flights, a crucial factor in upholding passenger safety.

Good compensation also has a positive impact on customer service. Employees that experience financial recognition and earn sufficient benefits are generally more amiable, cooperative, and inclined to provide exceptional service to travelers. The level of employee satisfaction has a direct correlation with customer satisfaction. When staff are content and driven, they are more likely to deliver superior service, hence enhancing the whole experience for passengers. This encompasses a range of service elements, including an expedient check-in procedure and prompt attention to passenger requirements and grievances during the

duration of the flight. Employee pay and benefits also have an impact on passenger comfort. Content and driven staff are more likely to uphold the cleanliness and comfort of the aircraft cabin, thereby guaranteeing that in-flight amenities such as chairs, entertainment, and food meet high standards. In addition, they demonstrate a proactive approach by actively offering information and support to passengers, so improving their comfort and pleasure during the journey.

In general, the combination of competitive monetary compensation, sufficient benefits and amenities, a just and transparent compensation system, and employee contentment greatly influence the quality of an airline. When personnel have a sense of appreciation and contentment with their remuneration, they are more inclined to exhibit optimal performance, resulting in punctual flight operations, exceptional customer service, passenger well-being, flight safety, and the provision of high-quality supplementary amenities. Not only does this improve the airline's reputation, but it also guarantees the long-term viability of the firm.

The Impact of the Number of Ground Employees on Airline Quality

The quantity of ground personnel has a substantial influence on the caliber of an airline, encompassing punctuality, customer service, passenger comfort, safety, and supplementary amenities. Having a sufficient number of people is crucial to guaranteeing seamless operations at the airport, encompassing tasks such as check-in, boarding, and luggage management. When there is a sufficient number of staff members, these procedures can operate with more efficiency, resulting in shorter waiting times for passengers and a faster departure process. By directly enhancing flight punctuality, this contributes significantly to the measurement of airline quality. The training and development of ground crew are also essential. Proficient personnel possess the expertise and abilities to efficiently and promptly address a range of passenger circumstances and inquiries. They have the ability to deliver superior customer service, respond to inquiries in a suitable manner, and promptly handle issues. Continual training guarantees that staff remain current with the most recent techniques and technology being utilized, hence enhancing operational safety and efficiency. Effective training also encompasses emergency procedures, which are crucial for ensuring flight safety.

The amount of ground crew has a significant impact on operational efficiency. Strategic placement of staff and efficient management of airport operations can lead to a reduction in waiting times and an acceleration of processes such as security screening, luggage handling, and boarding. Having an adequate number of personnel enables airlines to manage the influx of passengers during peak periods, hence minimizing the likelihood of delays and disruptions. This operational efficiency also enhances passenger comfort by providing a seamless and hassle-free experience at the airport. Customer satisfaction is achieved by favorable engagements and prompt, amiable assistance. Having an adequate number of ground crew ensures that there are sufficient resources to offer individualized attention to passengers. Having an adequate number of people enables airlines to provide supplementary support, such as aiding passengers with specific requirements or addressing complaints immediately. Attaining high customer satisfaction occurs when passengers see their requirements as being attended to, leading to an increase in passenger loyalty and the airline's reputation.

The number of ground crew has an impact on flight safety as well. Having an adequate number of personnel can guarantee the rigorous adherence to all airport safety protocols, encompassing security screening and aircraft maintenance. Adhering to safety protocols and conducting meticulous inspections significantly decrease the likelihood of accidents and incidents, ensuring the safety of both passengers and crew. Furthermore, having sufficient personnel guarantees that the aircraft is appropriately equipped and serviced before takeoff, a crucial aspect for ensuring flight safety. The range of amenities provided by an airline can also

be affected by the quantity of ground personnel. Airlines can offer a variety of extra services, such as airport lounges, baggage assistance, and specialized customer service, if they have enough workers. These supplementary amenities improve the comfort of passengers and boost the overall quality of the flying experience. Sufficient personnel also guarantees the cleanliness and proper maintenance of airport facilities, including restrooms, lounges, and dining areas, thereby enhancing customer pleasure.

In general, having sufficient ground workers is crucial for enhancing the quality of an airline. Appropriate allocation of personnel, comprehensive training and growth opportunities, and maximum operational effectiveness collectively enhance punctuality of flights, exceptional customer service, passenger satisfaction, flight safety, and the provision of high-quality supplementary amenities. When airlines effectively manage all of these factors, they can offer passengers an improved flying experience, hence boosting the airline's reputation and competitiveness in the industry.

The Influence of Passenger Targets on Airline Quality

The selection of passengers has a substantial influence on various aspects of airline quality, including as timeliness, customer service, passenger comfort, safety, and additional amenities. Market segmentation enables airlines to discern and comprehend the requirements and inclinations of distinct passenger demographics. Airlines can tailor their services to fit the specific needs and desires of different passenger segments by analyzing their demographics and psychographics. For example, they can prioritize punctuality and efficient service for business travelers, while focusing on providing comfort and in-flight entertainment for leisure customers.

Market segmentation enables airlines to enhance punctuality by identifying passenger preferences. Business travelers, for instance, place a high importance on punctuality due to their frequently packed itineraries. Airlines who are focusing on this particular market sector will make every effort to minimize delays and ensure that flights adhere to their scheduled departure and arrival times. To accommodate these preferences, airlines can enhance operational efficiency and collaboration among departments, which also benefits other groups of passengers. Passenger loyalty is a crucial factor that is impacted by how airlines cater to their preferences and requirements. Loyalty programs, like as frequent flyer programs, have the ability to enhance passenger loyalty and deliver additional value through exclusive promotions. Devoted passengers are generally more accepting of minor inconveniences and show greater gratitude towards the airline's constant service. This loyalty also incentivizes airlines to consistently enhance the standard of service, encompassing customer service and passenger comfort, in order to ensure that loyal passengers remain content and continue to select the airline.

Additional customized incentives aimed at certain passengers also contribute to enhancing the airline's quality. Business class customers may anticipate receiving premium amenities, including exclusive lounges, more comfortable seating, and high-quality food service. Offering these supplementary facilities not only enhances passenger satisfaction but also enhances the airline's reputation as a provider of high-quality services. Likewise, cost-conscious passengers in the economy class will value incentives like complimentary luggage or exclusive discounts, which can enhance their favorable opinions of the airline. Ensuring flight safety is consistently a top priority, and airlines must uphold rigorous safety standards to accommodate a wide range of passengers. Passengers from every demographic anticipate safety as an absolute requirement, so airlines must guarantee that all safety protocols are rigorously adhered to. Furthermore, effective market segmentation enables airlines to impart safety knowledge to customers using tailored approaches that are suitable for each segment,

such as personalized safety briefings or supplementary safety information sent through mobile applications.

Customized customer service that specifically caters to the needs of target passengers significantly contributes to the overall quality of an airline. Airlines that possess a comprehensive understanding of the tastes and expectations of various passenger segments have the ability to educate their crew in order to deliver service that is more tailored and efficient. For instance, individuals who travel frequently by air may value a personalized greeting from the flight attendants or acknowledgment of their status as a member of a loyalty club. On the other hand, those who are flying for the first time may need additional comprehensive information and support throughout their trip.

In general, the process of identifying and focusing on certain groups of passengers, such as market segmentation, understanding passenger preferences, building passenger loyalty, and providing additional services, significantly influences the quality of an airline. Airlines may enhance punctuality, customer service, passenger comfort, safety, and additional amenities by comprehending and fulfilling the requirements and anticipations of diverse passenger groups. Implementing a strategy that prioritizes the needs and preferences of passengers not only enhances customer happiness and loyalty, but also bolsters the airline's competitive standing in a market that is becoming more and more competitive.

Conceptual Framework

Based on the formulation of the problem, relevant previous research and the results and discussion of the research above, including:

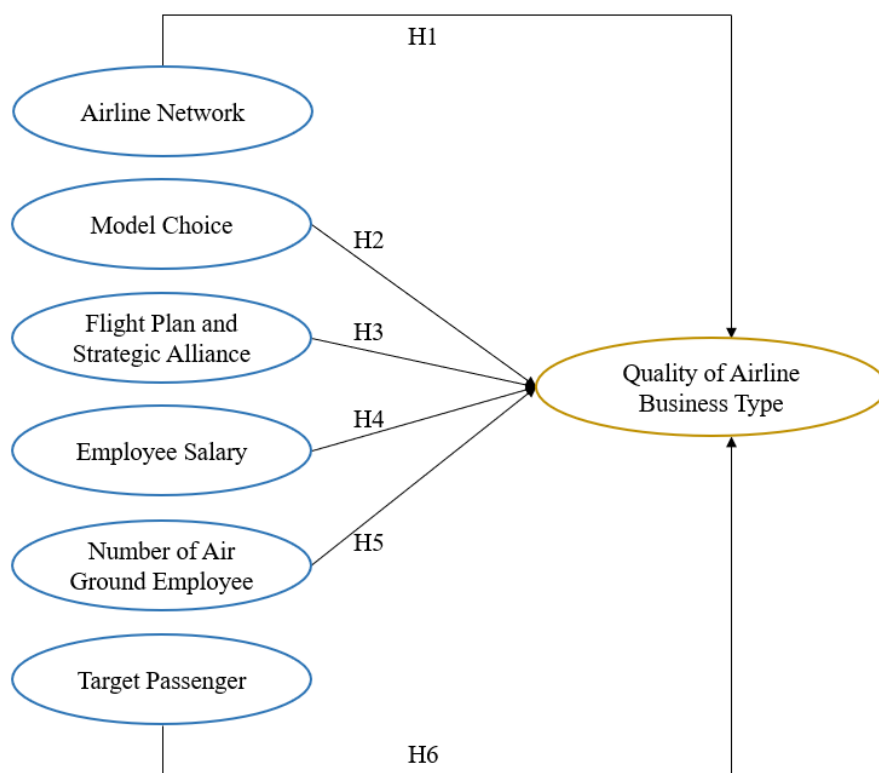


Figure 1. Conceptual Framework

Based on Figure 1 above, airline network, choice of flight model, flight plan and strategic alliance, employee salary, number of employees on the ground and target passengers affect the quality of the airline. In addition to the independent variables (airline network, choice of flight model, flight plan and strategic alliance, employee salary, number of employees on

the ground and target passengers) above that affect the dependent variable (airline quality), there are other variables that affect the quality of the airline, including:

- 1) Airport Management: (Harahap et al., 2020), (Shobirin & Ali, 2019), (Lubis & Bunahri, 2023), (Astuty et al., 2023).
- 2) Innovation and Technology: (Wijaya & Simamora, 2022), (Maulina, 2023), (Nofrialdi et al., 2023).
- 3) Customer Satisfaction: (Saputra & Sumantyo, 2023), (Hamdan et al., 2023), (Jumawan et al., 2023).

CONCLUSION

Based on the problem background, problem formulation, previous research, results and discussion above, the following research conclusions were obtained:

1. Airline network affects airline quality;
2. Flight model choice affects airline quality;
3. Flight plans and strategic alliances affect airline quality;
4. Employee salaries affect airline quality;
5. Number of employees on the ground affects airline quality; and
6. Passenger targets affect airline quality.

REFERENCES

- Achmad, A., Simarmata, J., & Susanto, P. C. (2024). The Influence of Airline Service Quality , Punctuality of Flight Times , and Brand Image on Passenger Loyalty at Soekarno Hatta Airport. *Dinasti International Journal of Digital Business Management*, 5(4), 686–696.
- Agusinta, L., Pahrudin, C., & Wildan, W. (2017). Budaya Perusahaan Dan Kinerja Karyawan Transportasi Udara. *Jurnal Manajemen Transportasi & Logistik (JMTRANSLOG)*, 4(2), 123. <https://doi.org/10.54324/j.mtl.v4i2.97>
- Ali, H., & Limakrisna, N. (2013). Metodologi Penelitian (Petunjuk Praktis Untuk Pemecahan Masalah Bisnis, Penyusunan Skripsi (Doctoral dissertation, Tesis, dan Disertasi. In *In Deepublish: Yogyakarta*.
- Ali, H., Susanto, P. C., & Saputra, F. (2024). Faktor-Faktor Yang Mempengaruhi Manajemen Transportasi Udara : Teknologi Informasi , Infrastruktur dan Kompetensi Sumber Daya Manusia. *Jurnal Siber Transportasi Dan Logistik (JSTL)*, 1(4), 121–134. <https://ejournal.stp-aviasi.ac.id/index.php/JIK/article/view/113>
- Astuty, D. R., Sinaga, N. A., & Mardianis, M. (2023). Pengaturan Safety Management System Penerbangan Untuk Mewujudkan Keamanan Dan Keselamatan Di Bandara Halim Perdana Kusuma. *Jurnal Hukum Sehasen*, 9(2), 151–160. <https://doi.org/10.37676/jhs.v9i2.4662>
- Budihartanti, C., Dewi, Y. N., & Purnamasari, I. (2021). Penerapan Metode Multi Factor Evaluation Process Dalam Rekomendasi Maskapai Penerbangan. *JISICOM (Journal of Information System, Informatics and Computing)*, 5(1), 16–25.
- Dhasya, H., & Fatmayati, F. (2022). Pengaruh Persepsi Harga dan Kualitas Pelayanan Terhadap Keputusan Penumpang Pengguna Maskapai Citilink di Bandar Udara Internasional Ahmad Yani Semarang. *Jurnal Multidisiplin Madani*, 2(3), 1533–1546.
- Erlangga, A., Prasetyanto, D., & Widiyanto, B. W. (2016). Tingkat Pelayanan Check-In Counter Lion Air Di Bandara Internasional Husein Sastranegara Kota Bandung Menggunakan Metode Antrian. *Jurnal Online Institut Teknologi Nasional*, 2(1), 1–10.
- Faisal, M., Simarmata, J., & Susanto, P. C. (2024). Determinant Development of Airport Service Quality at Terminal 2 Soekarno Hatta. *Dinasti International Journal of*

- Management Science*, 5(4), 908–919. <https://doi.org/https://doi.org/10.31933/dijms.v5i4>
- Fakhrudin, A., Yudianto, K., & A.D, Y. S. M. (2022). Faktor-faktor yang mempengaruhi keputusan penumpang menggunakan maskapai. *FORUM EKONOMI*, 24(1), 235–244.
- Hamdan, H., Ali, H., Mahaputra, M. R., Marlapa, E., Maharani, A., Mahaputra, M. R., Saputra, E. B., Satriawan, N., Nofrialdi, R., Setiawan, H. A., Yandi, A., Gupron, G., & Saputra, F. (2023). Indonesian online shopping perspective: relationship e-satisfaction, e-commitment, e-wom and e-repurchase intention. *International Journal of Professional Business Review*, 8(7), 1–26.
- Harahap, V. N., Susanto, C., Strategi, M., Aplikasi, :, Perusahaan, P., Udara, C., Bandara, D., Memenangkan, U., & Bisnis, P. (2020). Strategic Management: Applications In Air Cargo Companies at the Airport To Win Business Competition. *Jurnal Ilmiah Kedirgantaraan*, 17(2), 81–90.
- Hardianika, W. (2023). penerapan sistem self check-in dalam efisiensi pelayanan check-in maskapai citilink di bandar udara internasional soekarno hatta. *Jurnal Flight Attendant Kedirgantaraan*, 5(1), 52–56.
- Hendiyana, A., Endah, D., Immamah, E., & Tinggi Penerbangan Aviassi, S. (2022). Proses Pelayanan Check in Di Malaysia Airlines Di Bandara Soekarno Hatta Jakarta Pada Masa Pandemi Artikel Informasi Abstrak. *Jtla*, 2(1), 17–28.
- Ikhsan, M. T., Rusadi, D., & Ghalih, M. (2019). Analisis Pengaruh Jumlah Keberangkatan Penumpang di Bandara Pada Penerbangan Domestik dan Internasional di Indonesia. *Jurnal Riset Akuntansi Politala*, 2(1), 8–15.
- Jumawan, J., Saputra, F., & Prabowo, P. B. (2023). Determinasi Pelatihan Florist dan Kualitas Pelayanan Kewirausahaan Pada Kejutbypugo Kota Bekasi. *OPTIMAL: Jurnal Ekonomi Dan Manajemen*, 3(4), 216–227.
- Jung, M., & Grimme, W. (2022). Availability of en-route alternate aerodromes as potential limitation in flight planning for hybrid-electric regional aircraft. *Transportation Research Procedia*, 65, 44–51.
- Khaerunnizar, L. M., & Anton Nugroho, Y. (2022). *implementasi text mining terhadap ulasan pengguna dalam analisis kualitas layanan maskapai penerbangan xyz*. University of Technology Yogyakarta.
- Lestiana, F., & Romadlon, F. (2021). Pengaruh Faktor Demografi Terhadap Pilihan Melakukan Perjalanan Udara Bagi Penumpang Bandara di Yogyakarta Selama Masa Pandemi COVID-19. *Warta Ardhia*, 47(2), 95–106.
- Lubis, U. S. A., & Bunahri, R. R. (2023). Faktor-Faktor yang Mempengaruhi Kepuasan Konsumen Terhadap Pelayanan Pada Bandar Udara: Faktor Kualitas Pelayanan, Fasilitas, dan Faktor Keamanan Ukkasyah. *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 4(1), 571–577.
- Mahaputra, M. R., & Saputra, F. (2021). Literature Review the Effect of Headmaster Leadership on Teacher Performance , Loyalty and Motivation. *Journal of Accounting and Finance Management*, 2(2), 103–113.
- Maulina, L. (2023). Revitalisasi Industri Perhotelan Dengan Inovasi Teknologi: Meningkatkan Keunggulan Bersaing dan Pengalaman Pelanggan. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 7(1), 504–519.
- Mulyono, S., Perwitasari, E. P., Panatap, J., Sakti, U. P., & Barat, J. (2023). Employee Resilience for Organizational Development with Motivation as Mediation Variables : Mini Review. *East Asian Journal of Multidisciplinary Research (EAJMR)*, 2(12), 5235–5244.
- Natanael, J. A., & Irawan, F. (2024). Strategi Perusahaan Maskapai Penerbangan dalam Menghadapi Pandemi Covid-19: Pendekatan Akuntansi Manajemen. *Akuntansiku*, 3(3), 138–144.

- Nissa, H., & Awan, A. (2022). Pengaruh Fasilitas Kenyamanan Terhadap Kepuasan Penumpang Di Bandar Udara Internasional Supadio Pontianak. *Jurnal Ground Handling Dirgantara*, 4(1), 2460–1594.
- Nofrialdi, R., Saputra, E. B., & Saputra, F. (2023). Pengaruh Internet of Things: Analisis Efektivitas Kerja, Perilaku Individu dan Supply Chain. *Jurnal Manajemen Dan Pemasaran Digital (JMPD)*, 1(1), 1–13.
- Novianty, R. F., Simamarta, J., Kurnia, D. D., & Kurniawan, J. S. (2021). Customer Loyalty and Passenger Satisfaction on Lion Air'S Low Cost Carrier. *Journal of Business Studies and Mangement Review*, 5(1), 147–154. <https://doi.org/10.22437/jbsmr.v5i1.14585>
- Nurkarimah, D., & Yunianti, D. N. (2023). penerapan metode fuzzy topsis intuisionistik dalam pemilihan maskapai penerbangan terfavorit di bandara juanda surabaya. *MATHunesa: Jurnal Ilmiah Matematika*, 11(03), 391–400.
- Panggabean, H. L., Subagio, M., Sofiati, N. A., & Susanto, C. (2024). Business Management : Analysis of Entrepreneurship and Marketing Mix. *Siber International Journal of Digital Business*, 2(1), 33–46.
- Panggabean, H. L., Widiyanto, P., Yulihapsari, I. U., Perwitasari, E. P., Maianto, T., & Suryawan, R. F. (2023). Concepts Marketing Mix: Increase in Sales of Airlines Ticket on Route International. *International Journal of Asian Business and Management*, 2(5), 721–730.
- Pitriyani, D., & Permanasari, Y. (2022). Prediksi Jumlah Penumpang Pesawat dengan Backpropagation Neural Network. *Jurnal Riset Matematika*, 129–136.
- Putra, O. Y. S., Sihombing, S., & Tasran, C. (2020). Pengaruh Pelayanan dan Fasilitas Digital Terhadap Kepuasan Penumpang di Bandara Internasional Kualanamu. *Warta Ardhia*, 46(1), 60–70. <https://doi.org/10.25104/wa.v46i1.383.60-70>
- Putra, R. H. (2022). *Pengaruh Kepuasan Kerja Karyawan Terhadap Komitmen Organisasi Karyawan Pada Unit Avsec PT Angkasa Pura II (PERSERO) Cabang Bandara Sultan Syarif Kasim II Pekanbaru*. Universitas Islam Riau.
- Rizki, A. I. (2023). Pengaruh gaji dan lingkungan kerja terhadap kepuasan kerja pegawai di dinas pemberdayaan perempuan dan perlindungan anak provinsi lampung. In *universitas lampung*. Universitas lampung.
- Rizki, Y. S., & Damanik, J. S. (2015). Analisis Kesehatan Kerja Personel di Lingkungan Bandar Udara Tjilik Riwut - Palangkaraya. *WARTA ARDHIA Jurnal Perhubungan Udara Analisis*, 41(3), 232–245.
- Roucolle, C., Seregina, T., & Urdanoz, M. (2020). Measuring the development of airline networks: Comprehensive indicators. *Transportation Research Part A: Policy and Practice*, 133, 303–324.
- Saputra, F., & Sumantyo, F. D. S. (2023). Pengaruh Sistem Informasi Manajemen: Kepuasan Konsumen dan Keputusan Pembelian Tiket MPL Mobile Legend di Aplikasi Blibli.com. *Cuan: Jurnal Kewirausahaan Dan Manajemen Bisnis*, 1(2), 98–105.
- Setyawati, A., Susanto, P. C., & Hartono, H. (2020). Strategi Marketing Airlines Untuk Meningkatkan Penjualan Tiket Pesawat Low Cost Carrier (LCC). *Aviasi : Jurnal Ilmiah Kedirgantaraan*, 16(2), 41–49. <https://doi.org/10.52186/aviasi.v16i2.35>
- Shobirin, M., & Ali, H. (2019). Strategi Pengembangan Infrastruktur dalam Meningkatkan Pelayanan Penumpang di Bandar Udara Internasional Soekarno Hatta Cengkareng. *Jurnal Ekonomi Manajemen Sistem Informasi*, 1(2), 155–168.
- Shyreen A, N., Fauzi, A., Oktarina, L., Aditya A, F., Febrianti, B., & Asmarani, A. (2022). Faktor-Faktor yang Mempengaruhi Kinerja Karyawan: Gaji, Upah dan Tunjangan (Literature Review Akutansi Manajemen). *Jurnal Ekonomi Manajemen Sistem Informasi*, 3(4), 463–473.
- Sihombing, S., Nirmala, A., Benned, M., Tasran, C., & Budiman, C. (2022). Penerapan

- Protokol Kesehatan dan Kualitas Pelayanan terhadap Kepuasan Penumpang di Bandara Internasional Soekarno Hatta. *Aviasi: Jurnal Ilmiah Kedinggantaraaan*, 19(1), 28–44.
- Simarmata, J., Keke, Y., Veronica, Silalahi, S. A., & Benková, E. (2017). how to establish customer trust and retention in a highly competitive airline business. *Polish Journal of Management Studies*, 16(1), 202–214. <https://doi.org/10.17512/pjms.2017.16.1.17>
- Simarmata, J., Suryana, Y., Kaltum, U., & Oesman, Y. M. (2016). *Airline Customer Retention in Indonesia 2015*.
- Song, H., & Witt, S. F. (2012). Tourism demand modelling and forecasting: Modern econometric approaches. In *Tourism Demand Modelling and Forecasting: Modern Econometric Approaches*. <https://doi.org/10.4324/9780080519418>
- Suheri, A., Welsa, H., & Kurniawan, I. S. (2022). Pengaruh Daya Tarik Iklan dan Citra Merek Terhadap Minat Beli dan Dampaknya pada Keputusan Pembelian Maskapai Penerbangan Sriwijaya Air. *Jurnal Kolaboratif Sains*, 5(2), 110–119.
- Supardi, Kamsariaty, Nuraeni, Suryawan, F. S., Widiyanto, P., & Susanto, C. S. (2023). Pramugari : Pelayanan Prima dan Kinerja Pramugari : (Tinjauan Pustaka) Flight Attendant : Excellent Service and Performance Flight Attendant : (Literature Review). *Aviasi: Jurnal Ilmiah Kedinggantaraaan*, 20(2), 1–8.
- Suryawan, R. F., Susanto, P. C., & Agusinta, L. (2024). Model Service Quality : Case Study Indonesian Domain. *Dinasti International Journal Of Digital Business Management*, 5(2), 293–302.
- Susanto, P. C. (2022). Employee Engagement Strategy : Analysis Of Organizational Commitment , Compensation , Career Development. *International Conference Of Humanities And Social Science (ICHSS)*, 1(1), 96–103.
- Susanto, P. C., Ali, H., Sawitri, N. N., & Widyastuti, T. (2023). Strategic Management : Concept , Implementation , and Indicators of Success (Literature Review). *Siber Journal of Advanced Multidisciplinary*, 1(2), 1–11.
- Susanto, P. C., Arini, D. U., Yuntina, L., & Panatap, J. (2024). Konsep Penelitian Kuantitatif : Populasi , Sampel , dan Analisis Data (Sebuah Tinjauan Pustaka). *Jurnal Ilmu Manajemen*, 3(1), 1–12. <https://doi.org/https://doi.org/10.38035/jim.v3i1>
- Susanto, P. C., & Hermawan, M. A. (2019). Personel Aviation Security Menjaga Keamanan. *AVIASI Jurnal Ilmiah Kedinggantaraaan*, 16(2).
- Susanto, P. C., & Keke, Y. (2020). Implementasi Regulasi International Civil Aviation Organization (ICAO) pada Penerbangan Indonesia. *Aviasi : Jurnal Ilmiah Kedinggantaraaan*, 16(1), 53–65. <https://doi.org/10.52186/aviasi.v16i1.23>
- Susanto, P. C., Sawitri, N. N., Ali, H., & Rony, Z. T. (2023). Employee Performance and Talent Management Impact Increasing Construction Company Productivity. *International Journal of Psychology and Health Science*, 1(4), 144–152.
- Sutrisno, N., & Romdoni, R. N. M. (2022). Ratifikasi Perjanjian Penyesuaian Wilayah Informasi Penerbangan antara Indonesia dan Singapura: Pilihan Rasional atau Status Quo? *Undang: Jurnal Hukum*, 5(2), 393–417.
- Syahrizal, M. (2020). Strategi Peningkatan Kualitas Produk Inflight Entertainment Pada Penerbangan Domestik PT Garuda Indonesia. *WisataMuh (Journal of Tourism)*, 1(1).
- Thanan, R. R., Pio, R. J., & Kalangi, J. A. F. (2021). Pengaruh Gaji, Insentif, dan Bonus terhadap Kepuasan Kerja Mitra Pengemudi Grab Car PT. Solusi Transportasi Indonesia Cabang Kota Manado. *Jurnal Administrasi Bisnis (JAB)*, 11(2), 2021.
- Trisanti, M. M., & Prayudista, E. (2023). Pengaruh Lingkungan Kerja Fisik Terhadap Kinerja Karyawan Pada Unit Apron Movement Control (AMC) PT . Angkasa Pura I Bandar Udara Internasional Yogyakarta. *Jurnal Bintang Manajemen (JUBIMA)*, 1(3), 59–65.
- Ulfah, R., Simarmata, J., Keke, Y., Amonalisa, S., & Amin, A. F. (2020). the influence of service quality and customer satisfaction through customer loyalty (study case lionair

- airline, indonesia). *Advances in Transportation and Logistics Research*, 3, 828–835.
- Walewangko, M. (2021). Budaya Keselamatan Penerbangan Berdasarkan Undang-Undang Nomor 1 Tahun 2009 Tentang Penerbangan. *Lex Administratum*, 9(3).
- Wijaya, L. D., & Simamora, V. (2022). Pengaruh Kapabilitas Teknologi Informasi Dan Kapabilitas Inovasi Terhadap Strategi Dan Dampaknya Terhadap Keunggulan Bersaing Umkm Kuliner. *Jurnal Ilmiah Akuntansi Dan Bisnis*, 7(1), 51–65.
<https://doi.org/10.38043/jiab.v7i1.3474>