

The Analysis of On-Time Performance, Service Quality, Brand Image, and Promotion on Passenger Loyalty through Passenger Satisfaction

*Determination
Analysis of
Customer Loyalty*

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ABSTRACT

The purpose of this study is to develop hypotheses related to factors that influence passenger loyalty, especially in the aviation sector. The approach used in this literature review is descriptive qualitative. The data collection technique is to use literature studies or review relevant previous articles. The data used in this descriptive qualitative approach were obtained from previous studies relevant to this study and sourced from academic online media such as Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage Q2-Q4, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar, and digital reference books. The results of this literature review are as follows: 1) On-time performance affects passenger satisfaction; 2) Service quality affects passenger satisfaction; 3) Brand image affects passenger satisfaction; 4) Promotion affects passenger satisfaction; 5) On-time performance affects passenger loyalty; 6) Service quality affects passenger loyalty; 7) Brand image affects passenger loyalty; 8) Promotion affects passenger loyalty; 9) Passenger satisfaction affects passenger loyalty; 10) On-time performance affects passenger loyalty through passenger satisfaction; 11) Service quality affects passenger loyalty through passenger satisfaction; 12) Brand image affects passenger loyalty through passenger satisfaction; and 13) Promotion affects passenger loyalty through passenger satisfaction. This study is limited to passenger loyalty in the aviation sector. This study contributes to the understanding of factors influencing passenger loyalty, with a focus on factors such as on-time performance, service quality, brand image, promotion, and passenger satisfaction. This research provides new insights into other factors influencing passenger loyalty, particularly in the aviation industry. Thus, it can serve as a reference for future literature.

Keywords: *Passenger Loyalty, Passenger Satisfaction, On-Time Performance, Service Quality, Brand Image, Promotion*

INTRODUCTION

Background of the Problem

The aviation sector is one of the most vital transportation sectors in supporting human mobility, economic growth, tourism, and global trade. At the global level, the aviation

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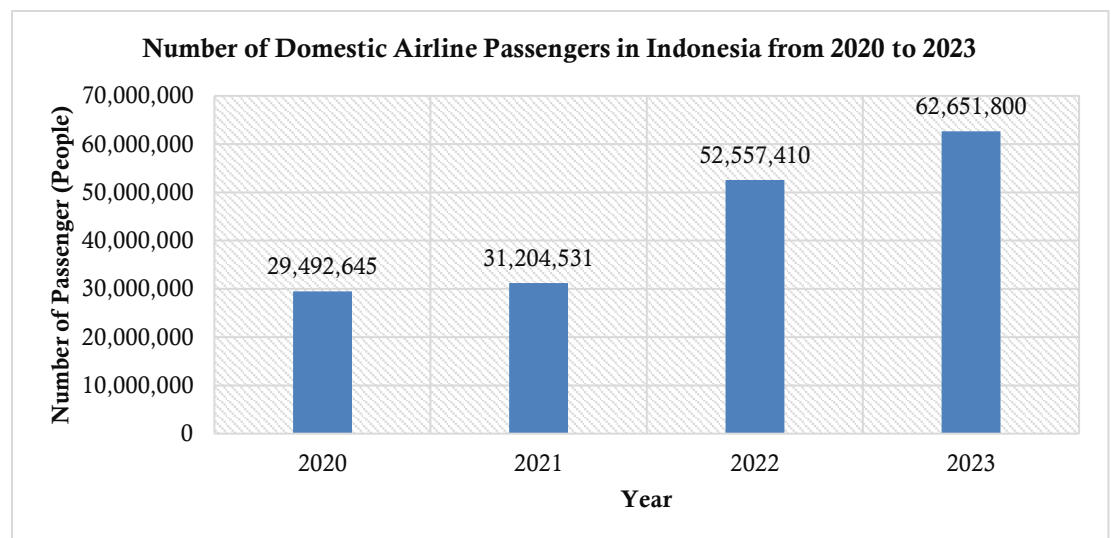
industry has grown into a strategic sector that not only connects geographical regions but also accelerates social and economic integration between countries. According to data from the International Air Transport Association (IATA), in 2023, over 4.5 billion passengers used commercial aviation services, indicating a significant recovery following the sharp decline during the COVID-19 pandemic (International Air Transport Association, 2024)

Indonesia, the world's largest archipelagic country with over 17,000 islands, relies heavily on air transportation as the primary backbone for interregional connectivity. This mode of transportation enables time efficiency and accessibility to areas that are difficult to reach by land or sea transportation. According to data from Mustajab, (2024), the number of domestic airline passengers in Indonesia in 2022 reached 52,557,410, a sharp increase from the previous year's figure of approximately 31 million passengers. This indicates that demand for domestic air travel continues to rise alongside economic recovery and the return to normal mobility patterns among the population.

The high demand for air transportation indicates the importance of the aviation sector in national development. Therefore, airlines are required to not only provide fast and efficient transportation services, but also deliver optimal service quality to passengers. Good service is an important factor in shaping passenger satisfaction, which ultimately affects consumer loyalty and company image.

However, in practice, many airlines focus on volume targets and operational efficiency, neglecting overall customer satisfaction. In an increasingly competitive era, customer experience and satisfaction have become key factors in winning customer loyalty. According to a survey conducted by Pisonero, (2025), countries with the best airline services, such as Singapore, Qatar, and Japan, reported passenger satisfaction rates above 85%. Indonesia, despite improvements in service quality, still recorded a satisfaction rate of approximately 78% in 2022, indicating significant room for improvement in terms of service and customer experience.

This situation is ironic, considering that the number of airline passengers in Indonesia continues to increase. Data from Mustajab, (2024) shows that in 2023, the number of domestic passengers reached 62,651,800 people, which is a significant increase from the previous year. This growth should be accompanied by an improvement in service quality to maintain and enhance passenger satisfaction and loyalty.



Source: (Mustajab, 2024)

Figure 1. Number of Domestic Airline Passengers in Indonesia from 2020 to 2023

Figure 1 illustrates the number of domestic airline passengers in Indonesia from 2020 to 2023, according to Mustajab (2024). The graph clearly shows significant year-to-year growth in passenger numbers, reflecting the recovery of the domestic aviation sector after

the pandemic and increasing public confidence in air transportation services. The peak occurred in 2023, with 62,651,800 passengers total. This figure is the highest in the past four years and nearly approaches pre-pandemic passenger volumes. This surge indicates that air travel has once again become the preferred mode of transportation for traveling between islands, in line with the improving national economy, increased purchasing power, and competition among airlines, which has led to better services and lower prices.

Figure 1 also shows that Indonesia's domestic aviation sector is highly resilient and has strong recovery power in the face of crises. This presents challenges and opportunities for airline operators and airport managers, who must continue to improve service quality, on-time performance, safety, and comfort to maintain passenger satisfaction and loyalty. Additionally, these figures reflect consumers' growing expectations for a professional, efficient, and personalized travel experience.

Thus, Figure 1 shows not only quantitative growth in passenger numbers but also changes in consumer behavior, service transformation, and the need for more strategic customer experience management in Indonesia's domestic aviation industry in the future. With this background, it is very important for airlines in Indonesia to prioritize improving service quality, paying attention to on-time performance, strengthening brand image, and managing promotions strategically. All of these factors are closely related in creating sustainable passenger satisfaction, which will ultimately have a positive impact on customer loyalty to airlines.

Formulation of the Problem

Based on the background of the problem above, the research questions in this literature review are as follows: 1) Does on-time performance affect passenger satisfaction?; 2) Does service quality affect passenger satisfaction?; 3) Does brand image affect passenger satisfaction?; 4) Does promotion affect passenger satisfaction?; 5) Does on-time performance affect passenger loyalty?; 6) Does service quality affect passenger loyalty?; 7) Does brand image affect passenger loyalty?; 8) Does promotion affect passenger loyalty?; 9) Does service quality affect passenger loyalty?; 10) Does on-time performance influence passenger loyalty through passenger satisfaction?; 11) Does service quality influence passenger loyalty through passenger satisfaction?; 12) Does brand image influence passenger loyalty through passenger satisfaction?; and 13) Does promotion influence passenger loyalty through passenger satisfaction?.

LITERATURE REVIEW

Passenger Loyalty

Passenger loyalty is defined as the commitment and tendency of passengers to repeatedly use the services of a particular airline, accompanied by a desire to recommend those services to others (Jaya Sakti et al., 2021). The indicators or dimensions contained in the Passenger Loyalty variable include: 1) Repurchase intention: Passengers' desire to use the same airline for their next flight; 2) Recommendation Willingness: Passengers' tendency to recommend the airline to friends, family, or others; 3) Brand Preference: Passengers' preference for the airline even when other alternatives are available; 4) Resistance to Competitors: Commitment to continue using the airline despite promotions from competitors (Hidayati et al., 2022). Passenger loyalty variables have been studied and are relevant to the research conducted by: (Subekti, 2019), (Ricardianto et al., 2023), (Novianty et al., 2021).

Passenger Satisfaction

Passenger satisfaction reflects the alignment between passengers' expectations of airline services and their perceptions after using them. Satisfaction reflects passengers' subjective evaluation of their entire flight experience, including ticket booking, airport service, in-flight comfort, and punctuality. High satisfaction encourages loyalty and positive perceptions of the airline (Octavines et al., 2023).

The indicators or dimensions contained in the Passenger Satisfaction variable include: 1) Expectation-performance: The degree to which the service received matches the passenger's initial expectations; 2) Satisfaction with the Service Process: Assessment of

the ease of check-in, boarding, and cabin crew service; 3) Satisfaction with Facilities: Evaluation of seating, entertainment, food, and cabin cleanliness; 4) Overall Experience: A comprehensive assessment of the entire flight experience (Rumsowek et al., 2021). The passenger satisfaction variable has been researched and is relevant to the research conducted by: (Jaya Sakti et al., 2021), (Nissa & Awan, 2022), (Tarigan & Ulimaz, 2020).

On Time Performance

On-time performance (OTP) is a measure of the degree to which aircraft departures and arrivals are on schedule. OTP is a key indicator in the airline industry that greatly influences passenger satisfaction. Delays often lead to complaints and can damage an airline's reputation. Airlines with high OTP ratings are considered more reliable and professional (Nurpiyanti et al., 2019). The indicators or dimensions contained in the On-time Performance variable include: 1) Departure Punctuality: The airline's accuracy in starting flights on schedule; 2) Arrival Punctuality: Arrival time according to the announced estimate; 3) Internal Delay Factors: Delays due to airline factors, such as technical issues, crew, or aircraft rotation; 4) Handling of Delay Information: The transparency and clarity of information provided to passengers when delays occur (Sen et al., 2023). The on-time performance variable has been researched and is relevant to the research conducted by: (Bagus Santoso, 2021), (Narayanamurthy & Tortorella, 2021), (Liu et al., 2023).

Service Quality

Service quality as the excellence of services provided by an airline, including reliability, responsiveness, assurance, empathy, and physical aspects (tangibles). In the context of aviation, service quality includes cabin crew service, the check-in process, customer service, cabin cleanliness, seat comfort, and facility completeness. Quality service creates satisfaction and enhances the airline's image (Susanto, Mahaputra, et al., 2024). The indicators or dimensions contained in the service quality variable include: 1) Reliability: The ability to provide accurate and reliable services; 2) Responsiveness: Readiness of cabin crew and staff to assist passengers; 3) Empathy: Personal care and attention to passengers; 4) Physical evidence: Visual quality and physical facilities, such as seats, uniforms, equipment, and the cabin (Jumawan et al., 2023). The service quality variable has been researched and is relevant to the research conducted by: (Candra et al., 2023), (Sakti et al., 2021), (Fibriany et al., 2022).

Brand Image

Brand image is the perception and association that passengers have of an airline's identity, values, and reputation. Brand image is formed from consumer experiences, advertising, social media, public opinion, and service quality. Airlines with strong brand images are more trustworthy and become customers' first choice, especially in competitive markets (Meutia et al., 2021). The indicators or dimensions contained in brand image variables include: 1) Trust in the airline: Public perception of the airline's professionalism and safety; 2) Uniqueness and brand appeal: Distinctive features or advantages that differentiate the airline from its competitors; 3) Consistency in quality: The perception that the airline consistently provides high-quality service; 4) Positive Associations in Consumers' Minds: The positive emotions and impressions that arise when hearing the airline's name (Abdurochman & Tantra, 2023). Brand image variables have been researched and are relevant to the research conducted by: (Susanto, Mahaputra, et al., 2024), (Meistoh & Hadita, 2022), (Ali et al., 2023).

Promotion

Promotion is a marketing communication activity that airlines use to convey product value and influence passengers' purchasing decisions. Promotion can take the form of price discounts, loyalty programs, media advertising, endorsements, digital campaigns, and tourism exhibitions. Effective promotion increases the number of new users and strengthens relationships with existing customers (Brata et al., 2017). The indicators or dimensions contained in the Promotion variable include: 1) Advertising and Communication Media: The dissemination of information about the airline's services and advantages through various platforms; 2) Discounts and special offers: Promotional

pricing programs that appeal to new and loyal passengers; 3) Loyalty programs: Points, rewards, and additional benefits for loyal customers; 4) Digital and social media promotion: Marketing activities through Instagram, YouTube, TikTok, or influencers (Rony et al., 2019). The promotion variable has been researched and is relevant to the research conducted by: (Saputra & Sumantyo, 2022), (Foeh et al., 2022), (Damayanti & Saputro, 2023).

Previous Research

Based on the above findings and previous studies, the research discussion is formulated as follows:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Law et al., 2022)	-On-time performance variables affect airline passenger satisfaction -Repurchase intention variables affect airline passenger satisfaction	This article has similarities in examining the variable On Time Performance as the independent variable and examining the variable Passenger Satisfaction as the dependent variable.	Another difference lies in the other independent variables studied, including the Repurchase Intention variable.
2	(Walia et al., 2021)	Service Quality Variables Affect Passenger Satisfaction and Loyalty in the Indian Aviation Industry	This article has similarities in examining the variable of Service Quality as the independent variable and examining the variable of Passenger Satisfaction as the dependent variable.	The difference is that in previous studies, the research was conducted on the Indian aviation industry.
3	(Hasan et al., 2020)	-Service Quality Variables Affect Passenger Satisfaction with Indian Airlines -Brand Image Variables Affect Passenger Satisfaction with Indian Airlines	This article has similarities in examining the variables of Brand Image and Service Quality as independent variables, and examining the variable of Passenger Satisfaction as the dependent variable.	The difference is that in previous studies, the research was conducted on Indian airlines.
4	(Hapsari et al., 2021)	-Service Quality Variables affect Passenger Satisfaction and Loyalty	This article has similarities in examining the variables of Promotion and Service Quality as	Another difference lies in the other independent variables studied, including Innovation and Price.

		-Innovation Variables affect Passenger Satisfaction and Loyalty	independent variables, and examining the variable of	
		-Price Variables affect Passenger Satisfaction and Loyalty	Passenger Satisfaction as the dependent variable.	
		-Promotion Variables affect Passenger Satisfaction and Loyalty		
5	(Imron et al., 2023)	-Service Quality Variables affect Passenger Loyalty	This article has similarities in examining the variables of On Time Performance and Service Quality as independent variables, and examining the variable of Passenger Loyalty as the dependent variable.	The difference is that in previous studies, the research object was located at Yogyakarta International Airport Train.
		-On Time Performance Variables affect Passenger Loyalty		
6	(Shen & Yahya, 2021)	-Service Quality Variables Affect Passenger Loyalty in Southeast Asia	This article has similarities in examining the variable of Service Quality as the independent variable and examining the variable of Passenger Loyalty as the dependent variable.	The difference is that in previous studies, there were research objects, which were conducted from a Southeast Asian perspective.
		-Price Variables Affect Passenger Loyalty in Southeast Asia		
7	(Achmad et al., 2024)	-Airline service quality variables affect passenger loyalty at Soekarno-Hatta Airport	This article has similarities in examining the variables of Service Quality and Brand Image as independent variables, and examining the variable of Passenger Loyalty as the dependent variable.	The difference is that in previous studies, the research was conducted at Soekarno-Hatta Airport.
		-Flight punctuality variables affect passenger loyalty at Soekarno-Hatta Airport		
		-Brand image variables affect passenger loyalty at Soekarno-Hatta Airport		
8	(Kautsiro & Awolusi, 2020)	-Promotional variables affect passenger loyalty in Zimbabwean airlines	This article has similarities in examining the variable of Promotion as the	The difference is that in previous studies, there were research objects, which were

		-Brand loyalty variables affect passenger loyalty in Zimbabwean airlines	independent variable and examining the variable of Passenger Loyalty as the dependent variable.	conducted at Zimbabwe Airlines.
9	(Khudhair et al., 2021)	-Airline Service Quality Variables Affect Passenger Loyalty in the Malaysian Airline Industry -Passenger Satisfaction Variables Affect Passenger Loyalty in the Malaysian Airline Industry	This article has similarities in examining the variables of Service Quality and Passenger Satisfaction as independent variables, and examining the variable of Passenger Loyalty as the dependent variable.	The difference is that in previous studies, the research was conducted in the Malaysian airline industry.

METHODS

This study uses a descriptive qualitative approach. This method was chosen because it allows researchers to investigate and understand the characteristics related to factors that influence passenger loyalty in the aviation sector. Descriptive qualitative data collection and analysis allow researchers to tailor their approach to the needs of the study and the characteristics of the subjects being studied.

The data used in this study were obtained from previous studies related to on-time performance, service quality, brand image, promotion, passenger satisfaction, and passenger loyalty. The data used were obtained from electronic sources with a maximum publication date of 8 years. The technique used in this literature review was SALSA (Search, Appraisal, Synthesis, and Analysis). By utilizing previous research, the researcher was able to develop stronger, evidence-based arguments and contribute to a broader understanding of the factors influencing passenger loyalty, (Susanto, Arini, et al., 2024).

This study uses data from various leading academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and accountable. The use of multiple sources also allows researchers to gain a more comprehensive understanding of passenger loyalty from various perspectives.

RESULTS AND DISCUSSION

Based on the problem statement, previous research, and literature review above, the discussion in this literature review focusing on the aviation sector is as follows:

1. The Effect of On-Time Performance on Passenger Satisfaction

Based on a literature review and relevant previous studies, it can be stated that on-time performance affects passenger satisfaction. To influence passenger satisfaction through on-time performance, business operators or airline management must implement: 1) Departure punctuality: This means that airlines must be able to ensure that flights depart according to the predetermined schedule; 2) Arrival punctuality: Passengers

feel valued when they arrive at their destination on time, especially those with important connections or schedules after their flight; 3) Internal delay factors: Management must have a responsive and integrated system to manage this; 4) Delay information handling: When passengers are provided with accurate and timely information, they tend to be more accepting of the situation, even if the flight is disrupted.

If business operators or airline management implement departure punctuality, arrival punctuality, internal delay factors, and delay information handling, it will have an impact on passenger satisfaction, including: 1) Performance expectations: Passengers will feel that the airline is able to fulfill its service promises, which strengthens trust in the brand; 2) Satisfaction with the service process: will increase, especially since OTP is closely related to the efficiency of boarding procedures, check-in, and service accuracy at the airport and on board the aircraft; 3) Satisfaction with facilities: is also indirectly affected; because on-time flights allow passengers to enjoy in-flight services without being disrupted by stress caused by delays; 4) Overall experience: Becomes more positive, as passengers feel their time is valued, their journey is smooth, and they receive professional service from the airline.

The results of this study are in line with previous research conducted by (Law et al., 2022), which states that on-time performance affects passenger satisfaction.

2. The Influence of Service Quality on Passenger Satisfaction

Based on a literature review and relevant previous studies, it can be stated that service quality influences passenger satisfaction. To influence passenger satisfaction through service quality, business actors or airline management must implement: 1) Reliability: The airline's ability to provide consistent and accurate services, such as maintaining flight schedules, ensuring comfort as promised, and handling passenger issues professionally; 2) Responsiveness: The readiness and alertness of employees, especially cabin crew and ground staff, in assisting and responding to passenger needs and requests; 3) Empathy: Reflecting individual attention and friendliness toward passengers, such as treating elderly passengers, pregnant women, or passengers with special needs with care; and 4) Physical evidence: Physical evidence provides a strong first impression of the airline's professionalism.

If business operators or airline management implement reliability, responsiveness, empathy, and physical evidence, it will have an impact on passenger satisfaction, including: 1) Performance expectations: Passengers feel that the service they receive meets or even exceeds their expectations, thereby strengthening their positive perception of the airline; 2) Satisfaction with the service process: This will increase because passengers feel convenience, comfort, and efficiency in every stage of the service, from check-in, boarding, to service during the flight; 3) Satisfaction with facilities: This increases because the airline provides a clean, safe, and comfortable environment that supports a pleasant travel experience; 4) Overall experience: This becomes more positive and memorable, ultimately strengthening passenger loyalty to the airline. The results of this study are in line with previous research conducted by (Walia et al., 2021), which states that service quality influences passenger satisfaction.

3. The Influence of Brand Image on Passenger Satisfaction

Based on a literature review and relevant previous studies, it can be stated that brand image influences passenger satisfaction. To influence passenger satisfaction through brand image, business actors or airline management must implement: 1) Trust: This means that airlines must be able to demonstrate their commitment to safety, professionalism, and operational reliability; 2) Brand uniqueness and appeal: This refers to the differentiation that airlines have, such as unique service concepts, visual branding, or exclusive services that distinguish them from their competitors; 3) Quality consistency: This means that airlines must be able to provide consistent service quality on every flight, thereby reinforcing the perception that the brand is reliable at all times; 4) Positive associations in consumers' minds: This refers to the image that is associated with and

reflects positive values such as friendly service, prestige, environmental awareness, or high punctuality.

If business operators or airline management implement trust, uniqueness, and brand appeal, consistent quality, and positive associations in the minds of consumers, it will impact passenger satisfaction, including: 1) Performance expectations: Passengers will have confidence that the airline is capable of meeting or even exceeding their expectations, thereby strengthening positive perceptions of the service; 2) Satisfaction with the service process: Will increase because passengers who trust and have positive associations with the airline tend to be more tolerant and satisfied with the overall service experience; 3) Satisfaction with facilities: Also influenced by brand image, as positive perceptions of the brand can make passengers feel more comfortable and satisfied with the facilities provided; 4) Overall experience: Becomes more enjoyable, not only because of the actual service, but also because of the positive expectations and perceptions that have been formed beforehand. The results of this study align with previous research conducted by (Hasan et al., 2020), which states that brand image influences passenger satisfaction.

4. The Effect of Promotion on Passenger Satisfaction

Based on a literature review and relevant previous studies, it can be stated that promotion has an effect on passenger satisfaction. To influence passenger satisfaction through promotion, business operators or airline management must implement: 1) Advertising and communication media: This includes the use of information channels such as television, radio, magazines, billboards, and digital platforms to convey messages and the image of the airline's services; 2) Discounts and special offers: Such as price reductions, promotional fares for certain routes, or seasonal offers, which can create a higher perception of value (value for money) in the eyes of passengers; 3) Loyalty programs: Offering incentives such as points, upgrades, or exclusive facilities for loyal passengers. These programs create sustained satisfaction as customers feel valued and enjoy additional benefits from repeated use; 4) Digital promotions and social media: Where airlines utilize platforms such as Instagram, TikTok, YouTube, and X (Twitter) to reach a wider audience and build real-time emotional engagement.

If business operators or airline management implement advertising and communication media, discounts and special offers, loyalty programs, digital promotions, and social media, it will impact passenger satisfaction, including: 1) Performance expectations: Where passengers will form realistic but positive expectations of the service based on the information they receive through promotions; 2) Satisfaction with the service process: Will increase because informative promotions help passengers plan and access services more easily and efficiently; 3) Satisfaction with facilities: Will increase, especially when promotional programs provide additional access such as exclusive lounges, priority boarding, or extra baggage; 4) Overall experience: Will be more enjoyable because well-designed promotions can create positive emotional experiences before, during, and after the flight. The results of this study align with previous research conducted by (Hapsari et al., 2021), which states that promotions influence passenger satisfaction.

5. The Effect of On-Time Performance on Passenger Loyalty

Based on a review of relevant literature and previous studies, it can be stated that on-time performance affects passenger loyalty. To influence passenger loyalty through on-time performance, business operators or airline management must implement the following: 1) Departure punctuality: Ensuring that aircraft take off on schedule without significant delays; 2) Arrival punctuality: The airline's ability to maintain travel efficiency so that flights arrive at their destination on time, which is very important for passengers with tight schedules; 3) Internal delay factors: Such as internal operational disruptions, crew schedules, or aircraft technical readiness, must be managed and minimized through an efficient operational management system; 4) Delay information handling: This involves communicating delay information transparently, quickly, and accurately to passengers to ensure they feel valued even when service disruptions occur.

If business operators or airline management implement all four of these measures, it will have an impact on passenger loyalty, including: 1) Repurchase intention: Passengers will be more likely to return to airlines that demonstrate consistency in punctuality because it provides a sense of security, comfort, and reliability; 2) Willingness to recommend: Will increase, as passengers who are satisfied with the airline's performance will feel confident in recommending it to family, friends, or colleagues; 3) Brand preference: Will become strongly established, as repeated positive experiences make the airline the top choice over competitors, even without considering price as a dominant factor; 4) Competitive resilience: Will be higher, as passengers remain loyal even when faced with promotions or attractive offers from other airlines, because they value punctuality and reliability of service more highly. The results of this study are in line with previous research conducted by (Imron et al., 2023), which states that on-time performance affects passenger loyalty.

6. The Influence of Service Quality on Passenger Loyalty

Based on a review of relevant literature and previous studies, it can be stated that service quality influences passenger loyalty. To influence passenger loyalty through service quality, business operators or airline management must implement: To influence passenger loyalty through service quality, business operators or airline management must implement: 1) Reliability: The ability to provide services consistently and accurately as promised, such as schedule accuracy, flight information accuracy, and reliability in handling complaints; 2) Responsiveness: The readiness of staff and cabin crew to respond quickly and appropriately to passenger needs, requests, or complaints; 3) Empathy: This includes personal attention and a friendly attitude from staff toward each passenger, fostering a sense of being valued and cared for individually; and 4) Physical evidence: This refers to the condition of physical facilities such as cabin cleanliness, seat comfort, food quality, and the professional appearance of cabin crew and the airport environment.

If business operators or airline management implement all four of these measures, it will have an impact on passenger loyalty, including: 1) Repurchase intention: Passengers will be encouraged to return to airlines that provide consistently satisfactory service; 2) Willingness to recommend: Satisfied passengers will tend to share their positive experiences with others, either directly or through social media; 3) Brand preference: This will strengthen as passengers will prefer airlines with a proven track record of superior service over competitors; 4) Competitive resilience: This will increase, as passengers remain loyal even when offered alternatives by other airlines, as they feel comfortable and confident in the quality of service provided. The results of this study are in line with previous research conducted by (Shen & Yahya, 2021), which states that service quality influences passenger loyalty.

7. The Influence of Brand Image on Passenger Loyalty

Based on a literature review and relevant previous studies, it can be stated that brand image influences passenger loyalty. To influence passenger loyalty through brand image, business actors or airline management must implement: 1) Trust: This is the airline's ability to create a sense of safety and confidence among passengers that the services provided are reliable, consistent, and professional; 2) Brand uniqueness and appeal: This refers to the identity and unique advantages that distinguish the airline from its competitors, such as distinctive services, branding design, or cabin comfort; 3) Quality consistency: The airline's ability to maintain stable service quality, both in ground services, during flights, and post-flight services; 4) Positive associations in consumers' minds: The positive values that customers associate with the airline, such as innovative, environmentally friendly, or customer-oriented.

If business operators or airline management implement all four of these measures, it will impact passenger loyalty, including: 1) Repurchase intention: Increases because passengers feel confident and satisfied with a brand they consider superior; 2) Willingness to recommend: Emerges when passengers have positive perceptions and good experiences with an airline, so they do not hesitate to recommend it to others; 3) Brand preference:

Will become stronger, where passengers prefer a particular airline over competitors even if competitors offer more attractive prices or deals; 4) Competitive resilience: Will be established, as the positive image that has been established makes passengers reluctant to switch to other airlines, especially if they already feel comfortable and have an emotional attachment to the brand. The results of this study align with previous research conducted by (Achmad et al., 2024), which states that brand image influences passenger loyalty.

8. The Effect of Promotion on Passenger Loyalty

Based on a review of relevant literature and previous studies, it can be stated that promotion has an effect on passenger loyalty. To influence passenger loyalty through promotion, business operators or airline management must implement: 1) Advertising and communication media: This involves the use of various channels such as television, radio, print media, and digital platforms to consistently and persuasively convey service information, brand values, and attractive offers; 2) Discounts and special offers: Such as seasonal promotions, bundled rates, or price discounts, which provide added value and create a perception of benefit for customers; 3) Loyalty programs: Such as *frequent flyer programs*, which offer points, rewards, or exclusive benefits to passengers who frequently use the airline's services; 4) Digital and social media promotions: The use of platforms such as Instagram, TikTok, YouTube, or email marketing to reach consumers in a personalized, fast, and interactive manner.

If business operators or airline management implement all four of these measures, it will have an impact on passenger loyalty, including: 1) Intent to repurchase: Passengers who feel they have benefited from a promotion or feel valued through a loyalty program will be more likely to return to use the same airline's services; 2) Willingness to recommend: Will increase because positive experiences with promotions will encourage passengers to share their stories with others; 3) Brand preference: Will form when airline promotions are packaged in a creative, unique, and informative way, leaving a lasting impression that sets the airline apart from its competitors; 4) Competitive resilience: Will increase, as passengers feel emotionally and functionally attached to the airline, making them less susceptible to offers from other airlines. The results of this study are in line with previous research conducted by (Kautsiro & Awolusi, 2020), which states that promotions influence passenger loyalty.

9. The Influence of Passenger Satisfaction on Passenger Loyalty

Based on a literature review and relevant previous studies, it can be stated that passenger satisfaction influences passenger loyalty. To influence passenger loyalty through passenger satisfaction, business operators or airline management must implement: 1) Performance expectations: This refers to the airline's ability to meet or exceed passenger expectations in terms of punctuality, cabin crew service, and staff professionalism. Meeting these expectations is the basis for satisfaction; 2) Satisfaction with the service process: This refers to the ease and comfort of processes such as ticket booking, check-in, boarding, and baggage handling. A smooth and efficient service process leaves a positive impression on passengers; 3) Satisfaction with facilities: This includes seat quality, cabin cleanliness, food and beverages, entertainment systems, and other supporting facilities that enhance comfort during the flight; 4) Overall experience: This is the passenger's overall perception of the entire service received, from the beginning to the end of the journey. A satisfying overall experience will leave a lasting impression and build an emotional connection between the customer and the airline.

If business operators or airline management implement all four of these measures, it will have an impact on passenger loyalty, including: 1) Intent to repurchase: Will increase because passengers feel comfortable and trust the airline's services; 2) Willingness to recommend: Will grow naturally, as satisfied passengers tend to share their positive experiences with others; 3) Brand preference: Will become stronger, where passengers prefer one airline over its competitors due to consistent service quality; 4) Competitive resilience: Will increase, as passengers who are already satisfied and emotionally attached will tend to stay, even if offered options from other airlines with lower prices or attractive promotions. The results of this study are in line with previous research conducted by

(Khudhair et al., 2021), which states that passenger satisfaction influences passenger loyalty.

10. The Effect of On-Time Performance on Passenger Loyalty through Passenger Satisfaction

Based on a review of relevant literature and previous studies, it can be stated that on-time performance affects passenger loyalty through passenger satisfaction. To influence passenger loyalty through passenger satisfaction and on-time performance, business actors or airline management must implement the following: 1) Departure punctuality: Demonstrates operational discipline and efficiency, and creates a positive perception that the airline values passengers' time; 2) Arrival punctuality: This is crucial because it is directly related to passengers' schedules after the flight; 3) Internal delay factors: Such as technical disruptions or crew problems, these need to be minimized so that they do not affect the overall service schedule; 4) Handling of delay information: This must be done transparently, quickly, and professionally so that passengers continue to feel valued even if there are delays; 5) Performance expectations: This refers to how well the actual service meets or exceeds passenger expectations. When the service meets expectations, satisfaction levels tend to be high; 6) Satisfaction with the service process: This includes the ease of check-in, boarding, and baggage handling, which creates an efficient and comfortable experience; 7) Satisfaction with facilities: Including seat comfort, cabin cleanliness, and food quality, which also determine satisfaction levels; 8) Overall experience: Describing passengers' overall assessment of the entire service journey from before departure to after arrival at the destination.

If business operators or airline management implement these eight points, it will have an impact on passenger loyalty, including: 1) Intention to repurchase: Will increase because consistent positive experiences will build trust in the airline. 2) Willingness to recommend: Will grow when passengers feel satisfied and confident to suggest the service to others; 3) Brand preference: Will be strongly formed because passengers feel that the airline provides a superior experience compared to competitors; 4) Competitive resilience: Will emerge because passengers feel comfortable and reluctant to switch to other airlines, even when offered more attractive prices or promotions. The results of this study are in line with previous research conducted by (Suryani et al., 2023), which states that on-time performance affects passenger loyalty through passenger satisfaction.

11. The Influence of Service Quality on Passenger Loyalty through Passenger Satisfaction

Based on a review of relevant literature and previous studies, it can be stated that service quality influences passenger loyalty through passenger satisfaction. To influence passenger loyalty through passenger satisfaction and service quality, business operators or airline management must implement: 1) Reliability: The consistency and accuracy of the airline in providing services as promised, including flight schedules and complaint handling; 2) Responsiveness: The consistency and accuracy of the airline in providing services as promised, including flight schedules and complaint handling; 3) Empathy: Reflecting the personal attention, friendliness, and caring attitude of the airline's crew and staff towards each passenger; 4) Physical evidence: Including the appearance of physical facilities such as cabin condition, cleanliness, seat comfort, crew uniforms, and service support technology; 5) Performance expectations: This refers to passengers' perceptions of the extent to which the services received meet or exceed their initial expectations; 6) Satisfaction with the service process: Such as the experience when booking tickets, checking in, boarding, and interacting with staff that affects comfort during the trip; 7) Satisfaction with facilities: This is the perception of the physical quality and comfort during the flight; 8) Overall experience: This reflects the passenger's overall assessment of the entire range of services received while using the airline's services.

If business operators or airline management implement these eight points, it will have an impact on passenger loyalty, including: 1) Intent to repurchase: Will increase because passengers are satisfied and trust the quality of services offered; 2) Willingness to recommend: Will emerge as a form of trust and satisfaction, where passengers voluntarily

recommend the airline to others; 3) Brand preference: Will become stronger, making the airline the first choice for future trips; 4) Competitive resilience: Will develop, as passengers feel comfortable, valued, and have formed an emotional bond with the airline brand. The results of this study are in line with previous research conducted by (Agarwal & Gowda, 2021), which states that service quality influences passenger loyalty through passenger satisfaction.

12. The Influence of Brand Image on Passenger Loyalty through Passenger Satisfaction

Based on a review of relevant literature and previous studies, it can be stated that brand image influences passenger loyalty through passenger satisfaction. To influence passenger loyalty through passenger satisfaction and brand image, business actors or airline management must implement: 1) Trust: This is the main foundation that creates a sense of security, comfort, and confidence that the airline is reliable; 2) Brand uniqueness and appeal: These are elements that differentiate the airline from its competitors, such as distinctive services, corporate cultural values, or innovations in the flying experience; 3) Quality consistency: Demonstrates that the airline's services remain consistent in quality across all routes and times, building perceptions of professionalism and reliability; 4) Positive associations in consumers' minds: Such as perceptions of safety, cabin crew friendliness, or commitment to the environment, further strengthen the brand image in the eyes of customers; 5) Performance expectations: This refers to the extent to which the customer experience meets or exceeds initial expectations of the airline. A strong brand image will encourage high expectations, and if these are met, will result in greater satisfaction; 6) Satisfaction with the service process: This includes the ease of booking tickets, digital check-in, customer service, as well as the speed and accuracy of information provided; 7) Satisfaction with facilities: Such as cabin cleanliness, seat comfort, entertainment systems, and in-flight meals, which also enhance the customer experience; 8) Overall experience: Combines all of these elements into a single overall impression that will shape passengers' long-term attitudes and decisions toward the airline.

If business operators or airline management implement these eight points, it will have an impact on passenger loyalty, including: 1) Intent to repurchase: Will increase because customers feel satisfied and trust the airline brand; 2) Willingness to recommend: Will emerge, where passengers voluntarily share their positive experiences with others; 3) Brand preference: Will strengthen, making the airline the top choice over competitors, even if there are price differences or promotions; 4) Competitive resilience: Will develop because passengers feel emotionally connected to the brand and the experiences they have had. The results of this study are in line with previous research conducted by (Chung et al., 2022), which states that brand image influences passenger loyalty through passenger satisfaction.

13. The Effect of Promotion on Passenger Loyalty through Passenger Satisfaction

Based on a review of relevant literature and previous studies, it can be stated that promotion affects passenger loyalty through passenger satisfaction. To influence passenger loyalty through passenger satisfaction and promotion, business operators or airline management must implement the following: 1) Advertising and communication media: These include efforts to convey information about service advantages, special features, and brand image through channels such as television, billboards, or print media, helping to form a positive initial perception; 2) Discounts and special offers: Such as promotional fares, seasonal discounts, or ticket bundling, increasing the perceived value for customers and encouraging purchasing decisions; 3) Loyalty programs: Such as frequent flyer programs, providing incentives to regular customers in the form of points, gifts, or access to premium services, which increase emotional attachment; 4) Digital and social media promotions: Through platforms such as Instagram, YouTube, TikTok, or email marketing, airlines can interact directly with customers and build more personal and relevant relationships in real time; 5) Performance expectations: This refers to the extent to which promotions shape customer expectations of the airline's service quality. If

the expectations created by advertising and promotions are met or exceeded, customer satisfaction will increase; 6) Satisfaction with the service process: This includes ease of access to information, clarity in purchasing promotional tickets, and a service experience consistent with the promotional message; 7) Satisfaction with facilities: Where customers feel that the promotions they enjoy are in line with the comfort, physical facilities, and service they receive; 8) Overall experience: This is the overall impression of the customer's interaction with the airline's services from the beginning to the end of the journey.

If business operators or airline management implement these eight points, it will have an impact on passenger loyalty, including: 1) Intent to repurchase: Will arise because customers are satisfied and derive tangible benefits from the promotion; 2) Willingness to recommend: Will increase because customers are encouraged to share their positive experiences with others; 3) Brand preference: Will be formed because the promotion creates a memorable experience and differentiates the airline from its competitors; 4) Competitive resilience: Will also grow, because customers who feel valued through promotions and quality service will be more loyal and reluctant to switch to other airlines. The results of this study are in line with previous research conducted by (Yuan et al., 2021), which states that promotions influence passenger loyalty through passenger satisfaction.

Conceptual Framework

The conceptual framework is determined based on the problem formulation, research objectives, and previous studies relevant to the discussion in this literature review:

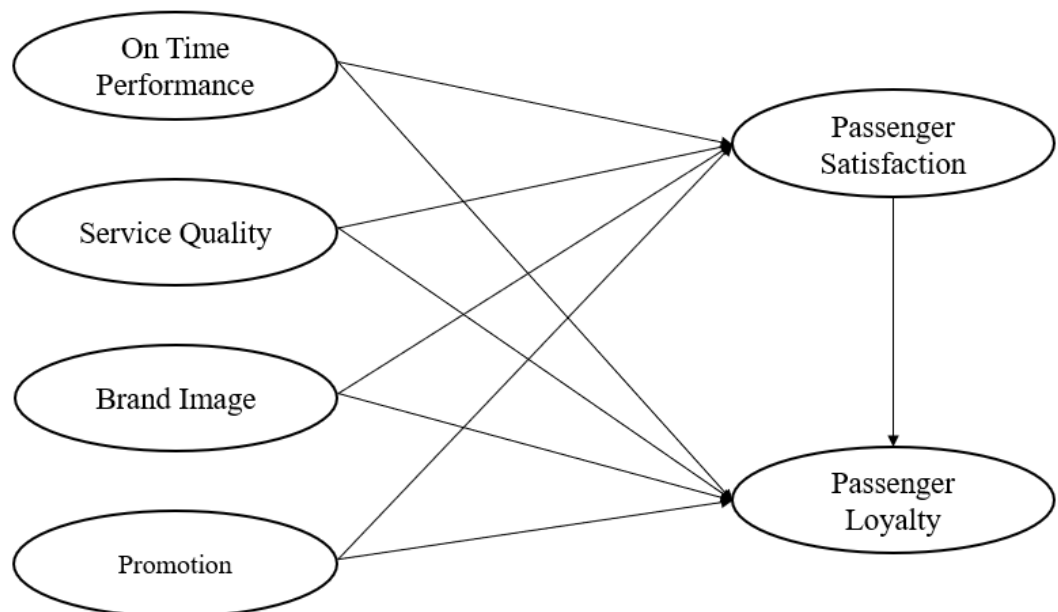


Figure 2. Conceptual Framework

Based on Figure 2 above, on-time performance, service quality, brand image, and promotion influence passenger loyalty through passenger satisfaction. However, in addition to the variables of on-time performance, service quality, brand image, and promotion that influence passenger loyalty through passenger satisfaction, there are other variables that influence passenger loyalty, including:

- 1) Ticket Price: (Sihombing et al., 2023), (Octavines et al., 2023), (Ricardianto et al., 2023).
- 2) Safety and Security: (Gökalp & Soran, 2022), (Astuty et al., 2023), (Kumar & Gupta, 2020).
- 3) Comfortable Facilities: (Nissa & Awan, 2022), (Fauziah et al., 2023), (Saragih & Dyahjatmayanti, 2022).

CONCLUSION

Based on the problem formulation, previous research, results, and discussion above, the conclusions of this study are as follows: 1) On-time performance affects passenger satisfaction; 2) Service quality affects passenger satisfaction; 3) Brand image affects passenger satisfaction; 4) Promotion affects passenger satisfaction; 5) On-time performance affects passenger loyalty; 6) Service quality affects passenger loyalty; 7) Brand image affects passenger loyalty; 8) Promotion affects passenger loyalty; 9) Passenger satisfaction affects passenger loyalty; 10) On-time performance affects passenger loyalty through passenger satisfaction; 11) Service quality affects passenger loyalty through passenger satisfaction; 12) Brand image affects passenger loyalty through passenger satisfaction; and 13) Promotion affects passenger loyalty through passenger satisfaction.

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