

The Effect of Service Quality and Price Fairness on Consumer Satisfaction through Corporate Image

*Determinants of
Customer
Satisfaction*

Cecep Pahrudin

Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia

E-Mail: c.pahrudin@yahoo.co.id

Olfabri

Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia

E-Mail: olfabri1@gmail.com

Lira Agusinta

Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia

E-Mail: lir4agusinta@gmail.com

Sugiyanto

Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia

E-Mail: sugiyantopade68@gmail.com

Otto Sugiharto Prakoso

Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia

E-Mail: ottoprakoso@gmail.com

1239

Submitted:
OCTOBER 2025

Accepted:
JANUARY 2026

ABSTRACT

This study aims to examine the effects of service quality and price fairness on corporate image through customer satisfaction among passengers of domestic low-cost carriers (LCCs) in Indonesia. The study employs a quantitative causal design and uses the SEM-PLS approach with SmartPLS 4.0 to test the proposed relationships among variables. Data were collected through an online questionnaire distributed to 203 respondents who had used domestic LCC services at least once in the past year. The results indicate that service quality has a positive and significant effect on customer satisfaction, and price fairness also has a positive and significant effect on customer satisfaction. Furthermore, service quality has a positive and significant direct effect on corporate image, while price fairness does not have a significant direct effect on corporate image. Customer satisfaction is found to have a positive and significant effect on corporate image. The mediation analysis further shows that customer satisfaction significantly mediates the relationship between service quality and corporate image, as well as the relationship between price fairness and corporate image. These findings suggest that although price fairness may not directly strengthen corporate image, it can enhance corporate image indirectly by increasing customer satisfaction. The novelty of this study lies in its integrated examination of service quality, price fairness, customer satisfaction, and corporate image in the context of Indonesia's domestic low-cost airline industry in the post-pandemic period.

Keywords: *Service Quality, Price Fairness, Customer Satisfaction, Corporate Image, Domestic Low-Cost Carriers*

ABSTRAK

Penelitian ini bertujuan untuk menguji pengaruh kualitas layanan dan keadilan harga terhadap citra perusahaan melalui kepuasan pelanggan pada penumpang maskapai

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 14 No. 1, 2026
pp. 1239 - 1254
IBI Kesatuan
ISSN 2337 - 7860
E-ISSN 2721 - 169X
DOI: 10.37641/jimkes.v14i1.4719

penerbangan domestik berbiaya rendah (low-cost carriers/LCCs) di Indonesia. Penelitian ini menggunakan desain kausal kuantitatif dan pendekatan SEM-PLS dengan bantuan SmartPLS 4.0 untuk menguji hubungan antarvariabel yang diajukan. Data dikumpulkan melalui kuesioner online yang disebarakan kepada 203 responden yang telah menggunakan layanan LCC domestik setidaknya satu kali dalam satu tahun terakhir. Hasil penelitian menunjukkan bahwa kualitas layanan berpengaruh positif dan signifikan terhadap kepuasan pelanggan, dan keadilan harga juga berpengaruh positif dan signifikan terhadap kepuasan pelanggan. Selanjutnya, kualitas layanan berpengaruh positif dan signifikan secara langsung terhadap citra perusahaan, sedangkan keadilan harga tidak berpengaruh signifikan secara langsung terhadap citra perusahaan. Kepuasan pelanggan terbukti berpengaruh positif dan signifikan terhadap citra perusahaan. Analisis mediasi lebih lanjut menunjukkan bahwa kepuasan pelanggan secara signifikan memediasi hubungan antara kualitas layanan dan citra perusahaan, serta hubungan antara keadilan harga dan citra perusahaan. Temuan ini menunjukkan bahwa meskipun keadilan harga tidak secara langsung memperkuat citra perusahaan, keadilan harga tetap dapat meningkatkan citra perusahaan secara tidak langsung melalui peningkatan kepuasan pelanggan. Kebaruan penelitian ini terletak pada pengujian terintegrasi antara kualitas layanan, keadilan harga, kepuasan pelanggan, dan citra perusahaan dalam konteks industri penerbangan domestik berbiaya rendah di Indonesia pada periode pascapandemi.

Kata kunci: Kualitas Layanan, Keadilan Harga, Kepuasan Pelanggan, Citra Perusahaan, Maskapai Berbiaya Rendah Domestik

INTRODUCTION

The transportation sector plays an important role in the economy of every country in the world, as it serves as the backbone for the movement of people, goods, and services that support overall economic activity (Wu et al., 2021). The transportation sector not only plays a role in facilitating the flow of distribution and trade, but also acts as a catalyst for industrial growth, tourism, and equitable development between regions (Murtazova et al., 2021). In general, the transportation sector is divided into three main parts, namely land, sea, and air transportation, each of which has its own characteristics, challenges, and strategic roles in supporting the economy (Zheng, n.d.). Land transportation plays a vital role in connecting rural and urban areas and distributing basic necessities between regions. Sea transportation is the backbone of international trade because it can transport large quantities of goods at a relatively low cost (Shi et al., 2024). Meanwhile, air transportation occupies a unique position in the modern economic system because it offers speed, efficiency, and wide coverage in supporting the mobility of people and the flow of high-value goods [4].

In an era of globalization that demands time efficiency and cross-border connectivity, air transportation has become one of the most dynamic sectors and contributes significantly to national economic growth. The global air transportation industry has witnessed significant growth, particularly in the low-cost carrier (LCC) segment, which has expanded its market share to 31% of total air transportation due to its efficient operational model and affordable prices (Vysotska, 2024).

Although low-cost carriers (LCCs) primarily attract customers with low fares, they face significant challenges related to service quality and customer satisfaction. Research shows that service failures, particularly in areas such as reservation systems and customer service, lead to high complaint rates among LCC passengers, with issues such as booking errors and inadequate communication about ticket policies being common (Jung & Hwang, n.d.).

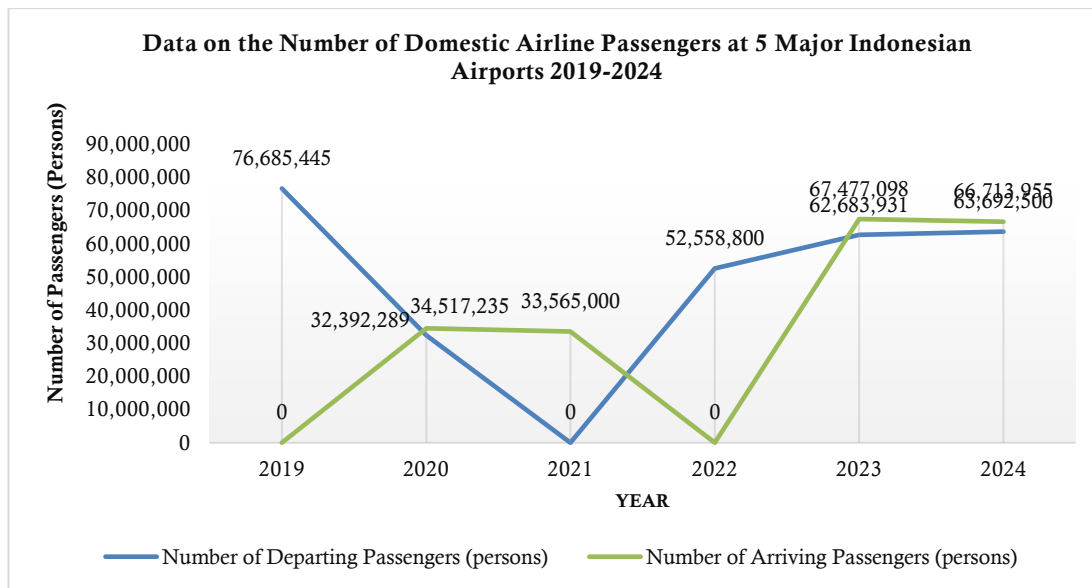


Figure 1. Data on the Number of Domestic Airline Passengers at 5 Major Indonesian Airports 2019-2024

Source: (Statistik, 2024)

Figure 1 shows the trend in the number of domestic airline passengers at five major airports in Indonesia during the period 2019 to 2024, reflecting the dynamics of the recovery and growth of the national air transportation sector after the COVID-19 pandemic. In general, the graph shows a fluctuating pattern with a sharp decline in 2020 due to travel restrictions, followed by a consistent upward trend from 2021 to 2024. The five major airports covered in the data — Soekarno-Hatta (Jakarta), Juanda (Surabaya), I Gusti Ngurah Rai (Denpasar), Sultan Hasanuddin (Makassar), and Kualanamu (Medan) — represent strategic nodes in Indonesia's domestic flight network. In 2019, before the pandemic hit, domestic passenger volume reached its highest level, with the largest contribution coming from Soekarno-Hatta Airport as the main hub, followed by Juanda and Ngurah Rai. However, 2020 marked a significant turning point, with passenger numbers plummeting due to social distancing policies and air travel restrictions, in line with the global aviation industry experiencing a contraction of more than 60%. Nevertheless, starting in 2021, there has been a gradual recovery as travel restrictions have been eased and vaccination rates have increased.

From 2022 to 2023, the increase in passenger numbers across all airports signaled a strong economic rebound. Ngurah Rai Airport recorded the most significant growth due to the return of domestic tourism and increased demand for leisure travel. Meanwhile, Soekarno-Hatta and Juanda airports maintained their dominance in terms of traffic volume due to their role as national connectivity hubs. The year 2024 marked a phase of full recovery, with total passenger numbers at most major airports almost matching, and in some cases exceeding, pre-pandemic levels in 2019. This increase in passenger numbers indicates a rise in public confidence in domestic flight services, including *low-cost carriers (LCCs)*, which play an important role in expanding the accessibility of affordable air travel. The increase also indicates that LCCs' strategies of operational efficiency and competitive fare adjustments have succeeded in regaining consumer interest. Furthermore, this recovery underscores the importance of service quality, *price fairness*, and corporate image in building customer loyalty amid intense competition among airlines.

Figure 1 illustrates the quantitative recovery of the domestic aviation sector and signals a structural shift toward a more efficient, inclusive, consumer-satisfaction-based air transportation system. This positive trend provides an important foundation for this study, as the increase in passenger numbers underscores the significance of examining the role of service quality and price fairness in shaping customer satisfaction and the perception of domestic airlines in Indonesia. Despite the growing body of research on

service quality, price fairness, customer satisfaction, and corporate image, limited studies have examined these relationships in an integrated manner within the context of domestic low-cost carriers in Indonesia, particularly in the post-pandemic period. Previous studies have also reported inconsistent findings regarding the direct role of price fairness in shaping corporate image, indicating the need for further empirical investigation in highly price-sensitive service industries. Therefore, this study addresses this gap by examining the effects of service quality and price fairness on corporate image through customer satisfaction among domestic LCC passengers in Indonesia. The novelty of this study lies in its integrated model and its specific focus on the post-pandemic domestic airline market, where passenger expectations toward price, service, and company image have become increasingly dynamic. This study contributes theoretically by enriching the service marketing and consumer behavior literature, empirically by providing evidence from the Indonesian domestic aviation sector, and practically by offering insights for airline managers in strengthening customer satisfaction and corporate image in a competitive low-cost market.

Based on the above background, the research problems in this study were formulated as follows: (1) Does service quality affect customer satisfaction? (2) Does price fairness affect customer satisfaction? (3) Does service quality affect corporate image? (4) Does price fairness affect corporate image? (5) Does customer satisfaction affect corporate image? (6) Does service quality affect corporate image through customer satisfaction? and (7) Does price fairness affect corporate image through customer satisfaction?

LITERATURE REVIEW

Customer Satisfaction

Customer satisfaction is a psychological condition that arises when a customer's experience in purchasing or using a product or service meets or even exceeds their expectations (Pratama et al., 2024). This concept is rooted in expectancy-disconfirmation theory, which states that customers are satisfied when a product or service's actual performance aligns with their initial expectations. Customers will feel very satisfied if the performance exceeds their expectations, whereas they will experience dissatisfaction if the performance falls below their expectations (Novianty et al., 2021).

The indicators or dimensions of the consumer satisfaction variable include the following: 1) Expectation alignment: Describes the extent to which the product or service received by consumers matches their initial expectations. When actual performance exceeds expectations, consumers will feel very satisfied; 2) Positive Experience: Related to the feelings of comfort, pleasure, and satisfaction experienced by consumers during the purchasing process, use, and after-sales service. A good experience reinforces perceptions of quality and customer loyalty; 3) Repurchase Intention and Recommendations: Satisfied consumers are more likely to make repeat purchases and recommend products or services to others, which is clear evidence of long-term satisfaction (Fadilah et al., 2021). Consumer satisfaction variables are relevant to previous research conducted by: (Simanihuruk & Tarigan, 2024), (Ulfah et al., 2020), (Sakti et al., 2021).

Corporate Image

A corporate image is the perception, belief, or impression that consumers and the wider community have of a company. This image reflects not only external reputation but also the accumulation of consumer experiences interacting with products, services, marketing communications, and corporate social responsibility, (Saputra & Sumantyo, 2022).

The indicators or dimensions included in the corporate image variable are: 1) Reputation and Credibility: Describes the extent to which the company is known as a trusted, professional entity with a positive track record in the eyes of the public and customers; 2) Social Responsibility and Ethics: Customer perceptions of the company's concern for the environment, community welfare, and honest and ethical business practices. This factor strengthens the company's positive image emotionally; 3) Brand

Appeal and Identity: Shows the extent to which the company's identity, including its logo, vision, mission, and values, gives an attractive impression and distinguishes the company from its competitors (Kim et al., 2020). The variables of corporate image are relevant to previous studies conducted by: (Syahwi & Pantawis, 2021a), (Ricardo, 2021).

Service Quality

Service quality is the level of excellence of a service as perceived by consumers based on the alignment between their expectations and the actual performance received (Yuliantini et al., 2025). This concept is often measured using the *SERVQUAL* dimensions, which include reliability, responsiveness, assurance, empathy, and tangibles (Mulyadi, 2022). Good service quality means that the company is able to provide consistent, fast, friendly service that is in line with the promises communicated to consumers. For consumers, service quality is not only measured by the final result of the service, but also by the interaction process, attention to individual needs, and the company's ability to resolve complaints (Afandi et al., 2021). The indicators or dimensions included in the service quality variable are: 1) Reliability: The company's ability to provide accurate, timely, and consistent services as promised. Consumers assess reliability through the dependability of service over time; 2) Responsiveness: The willingness and speed with which employees help customers and provide solutions to complaints or questions. Good responsiveness increases trust and satisfaction; 3) Empathy: Personal attention to customer needs, friendliness in interactions, and the company's ability to understand the consumer's perspective. Empathy demonstrates the quality of the human relationship between the company and the customer (Hasdiansa & Hasbiah, 2023). Service quality variables are relevant to previous studies conducted by: (Abdelaziz & Munawaroh, 2025), (Agarwal & Gowda, 2021), (Navanti et al., 2020).

Price Fairness

Price fairness refers to consumers' perception of whether prices set by companies are fair compared to the value they receive from products or services. This concept is not limited to whether something is cheap or expensive, but rather the suitability of the price to the perceived benefits, transparency in pricing, and fairness compared to the prices offered by competitors. Consumers will consider a price to be fair if they feel they are getting value for money, are not being treated discriminatorily, and do not feel cheated (Bernarto et al., 2022).

The indicators or dimensions included in the price fairness variable are: 1) Price-quality alignment: Consumers' perception that the price paid is commensurate with the benefits and quality of the product or service obtained. A price that is considered reasonable will lead to satisfaction and a sense of fairness; 2) Price Transparency: The level of clarity and openness of the company in providing information on prices, discounts, or additional costs. Transparency prevents misunderstandings and strengthens trust; 3) Comparison with Competitors: Consumers assess price fairness by comparing it to the prices of similar products from other companies. Competitive and rational prices increase perceptions of fairness and customer loyalty (Hride et al., 2022). The price fairness variable is relevant to previous research conducted by: (Allender et al., 2021), (Setiawan et al., 2020), (Alzoubi & Inairat, 2020).

METHODS

This study employs a quantitative approach with a causal design to examine the relationship between Service Quality, Price Fairness, and Customer Satisfaction through Corporate Image. This approach was chosen because it can explain cause-and-effect relationships between variables based on empirical data. The study examined domestic low-cost carrier (LCC) passengers in Indonesia, a segment of the air transportation industry with high competition and price sensitivity, (Susanto et al., 2024). This study examined all passengers who used low-cost carrier (LCC) services in Indonesia. Purposive sampling was used, selecting respondents who had used LCC services at least once in the past year. This study had a sample size of 203 respondents. A closed questionnaire with

a five-point Likert scale (1 = strongly disagree to 5 = strongly agree) was used as the research instrument.

Primary data were collected via an online questionnaire on the Google Forms platform. The questionnaire link was distributed via social media and domestic airline passenger communities. To ensure data reliability, respondents were asked to confirm that they had used domestic LCC services at least once in the past year. Validity and reliability tests were conducted using the partial least squares (PLS) approach with SmartPLS 4.0 software. Convergent validity was evaluated based on an outer loading value of at least 0.7 and an average variance extracted (AVE) value of at least 0.5. Discriminant validity was tested using Fornell-Larcker criteria and a Heterotrait-Monotrait Ratio (HTMT) of ≤ 0.85 . Construct reliability was assessed using composite reliability (CR) and Cronbach's alpha, with a minimum threshold of 0.7. The results of the tests showed that all constructs met the required validity and reliability criteria, allowing the instrument to be used for further analysis (Bungin & Mashudi, 2023).

Data analysis was performed using structural equation modeling—partial least squares (SEM-PLS). The analysis consisted of two main stages: (1) testing the outer model to ensure construct validity and reliability and (2) testing the inner model to evaluate the hypothesis of direct and indirect relationships between variables. The structural model was evaluated using the R-square (R^2) value to measure the model's predictive ability, the F-square (F^2) value to determine the effect of size differences between variables, and the Q-square (Q^2) value to measure predictive relevance. Significance testing was performed using the bootstrapping method with 5,000 subsamples and a 5% significance level ($p < 0.05$).

RESULTS

Outer Model Validity

The table below shows the results of the outer model's convergent validity test, (Sugiyono, 2022).

Table 1. Convergent Validity Analysis

	Service Quality (X1)	Price Fairness (X2)	Customer Satisfaction (Z)	Corporate Image (Y)
SQ.11	0.739			
SQ.13	0.736			
SQ.14	0.810			
SQ.2	0.811			
SQ.3	0.842			
SQ.4	0.746			
SQ.5	0.825			
SQ.6	0.748			
SQ.7	0.829			
SQ.8	0.790			
SQ.9	0.812			
PF.1		0.800		
PF.2		0.866		
PF.3		0.813		
PF.4		0.821		
CS.1			0.888	
CS.2			0.866	
CS.3			0.895	
CS.4			0.776	
CS.5			0.730	
CS.6			0.766	
CS.7			0.859	
CS.8			0.828	
CI.1				0.819
CI.2				0.856

CI.3	0.883
CI.4	0.854

Based on the output in Table 1 above, all of the variables used in this study can be considered valid. Each indicator in each variable obtained a loading factor value greater than 0.70. Therefore, it can be concluded that the indicators of each variable meet the research requirements.

Outer Model Reliability

Table 2. Composite Reliability Analysis

Variable	Composite Reliability
Service Quality	0.948
Price Fairness	0.895
Corporate Image	0.915
Customer Satisfaction	0.946

Composite reliability testing aims to measure how consistent and accurate respondents are in answering a researcher's questionnaire. A high composite reliability value indicates that the indicators used to measure a construct are closely related and consistently measure the same construct. In this case, the instrument can be considered reliable. Based on the test results in Table 2, the composite reliability values were as follows: service quality (0.948), price fairness (0.895), corporate image (0.915), and customer satisfaction (0.946). These values indicate that the overall reliability of each variable is greater than 0.7. Reliability testing with composite reliability can be reinforced with Cronbach's alpha. A variable is considered reliable if its Cronbach's Alpha value is greater than 0.7 ((Dewi, 2024)).

Table 3. Cronbach's Alpha Analysis

Variable	Cronbach's Alpha	AVE
Service Quality	0.940	0.625
Price Fairness	0.844	0.681
Corporate Image	0.876	0.728
Customer Satisfaction	0.934	0.700

Table 4. Fornell–Larcker Criterion

Variable	Service Quality	Price Fairness	Corporate Image	Customer Satisfaction
Service Quality	0.791			
Price Fairness	0.652*	0.825		
Corporate Image	0.781*	0.664*	0.853	
Customer Satisfaction	0.812*	0.701*	0.798*	0.837

Based on the test results in Table 3, the Cronbach's alpha values are as follows: service quality, 0.940; price fairness, 0.844; corporate image, 0.876; and customer satisfaction, 0.934. These values indicate that the overall Cronbach's alpha value for the variables is greater than 0.7, meaning all variables are considered reliable.

Structural Model Analysis (Inner Model)

The goal of structural model testing is to examine the relationship or influence between constructs, significant values, and R-squared:

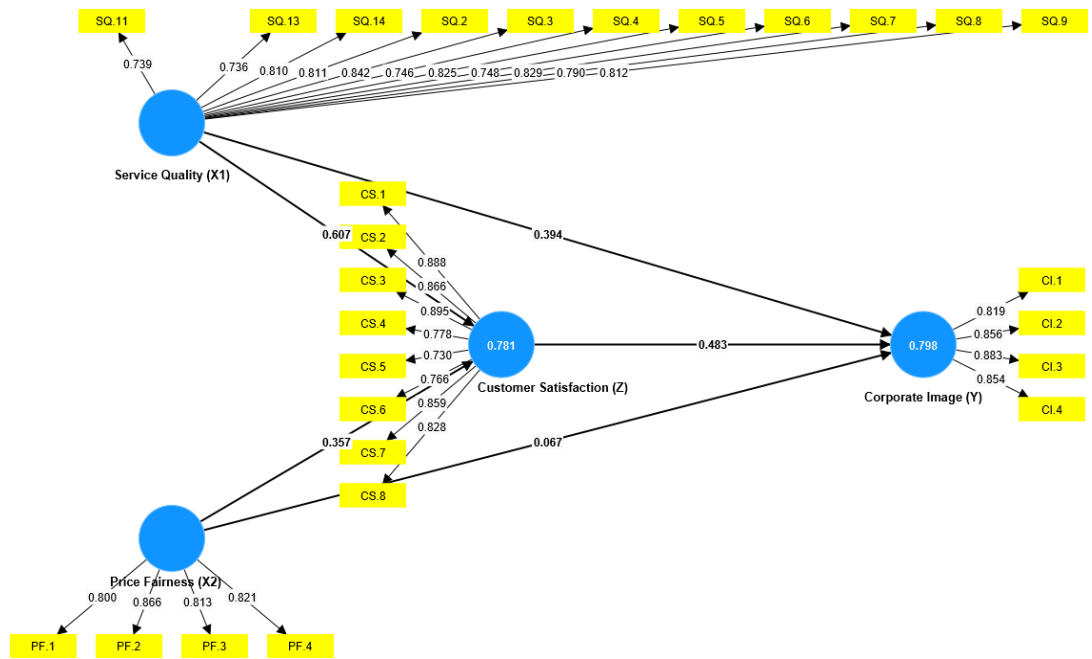


Figure 2. Inner Model Output

Source: SmartPLS Output, 2025

At this testing stage, we analyze and assess the extent to which endogenous constructs, or Y variables, can be represented or explained by exogenous constructs, or X variables, based on test results analyzed through the R-square (R^2) test. The general categories of the R-square test are as follows: a) Strong: R-square is around 0.75 or above; b) Moderate: R-square around 0.50 or 0.33, and c) Weak: R-square of 0.25 or below. The results of the coefficient of determination (R^2) test can be seen in Table 4 below

Table 5. R-Square

	R-Square	Adjusted R-Square
Corporate Image	0.798	0.795
Customer Satisfaction	0.781	0.779

The calculation of the data in the above table shows that the R-squared value of the corporate image variable is 0.798, or 79.8%, and the adjusted R-squared value is 0.795, or 79.5%. Since the adjusted R-squared value is greater than 0.50, this variable meets the criteria for a strong relationship. This indicates that Corporate Image is influenced by Service Quality and Price Fairness, which have values of 0.795 and 79.5%, respectively.

Similarly, the R-squared value for the customer satisfaction variable is 0.781, while the adjusted R-squared value is 0.779. These values indicate that service quality and price fairness jointly explain 77.9% of the variance in customer satisfaction, suggesting that the model has strong explanatory power for this endogenous construct. Since the adjusted R-squared value exceeds 0.50, the structural model for customer satisfaction can be categorized as substantial. The remaining 22.1% of the variance is attributable to other factors not included in the present model. Therefore, while service quality and price fairness play important roles in explaining customer satisfaction, additional determinants beyond the scope of this study may also contribute to shaping customer satisfaction.

Hypothesis Testing Results (Significance Testing)

In hypothesis testing, path coefficients are used to examine the direct and indirect effects between independent and dependent variables.

Table 6. Hypothesis Testing Results (Bootstrapping)

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Service Quality (X1) → Customer Satisfaction (Z)	0.607	0.609	0.046	13,147	0.000
Price Fairness (X2) -> Customer Satisfaction (Z)	0.357	0.357	0.048	7,437	0.000
Service Quality (X1) -> Corporate Image (Y)	0.394	0.394	0.079	4,986	0.000
Price Fairness (X2) -> Corporate Image (Y)	0.067	0.069	0.063	1.07	0.285
Customer Satisfaction (Z) -> Corporate Image (Y)	0.483	0.483	0.089	5,443	0.000
Service Quality (X1) → Customer Satisfaction (Z) → Corporate Image (Y)	0.293	0.294	0.060	4,859	0.000
Price Fairness (X2) -> Customer Satisfaction (Z) -> Corporate Image (Y)	0.172	0.172	0.039	4,457	0.000

This bootstrapping test determines the magnitude and level of significance of the direct and indirect influence on the research data. The results of the bootstrapping test are as follows:

The Effect of Service Quality on Customer Satisfaction

The results of the first hypothesis test demonstrate the impact of service quality (X1) on customer satisfaction (Z), as illustrated in Table 5. The analysis of the hypothesis test produced a t-statistic value of 13.147 and a p-value of 0.000. The obtained t-count value is greater than the t-table value (1.972), and the p-value is less than 0.05. Therefore, it can be concluded that the effect is positive and significant. Thus, Service Quality has a positive and significant effect on Customer Satisfaction among Domestic Low-Cost Carrier Passengers (**H1 Accepted**).

The Effect of Price Fairness on Customer Satisfaction

As shown in Table 5, the results of the two hypothesis tests demonstrate the effect of price fairness (X²) on customer satisfaction (Z). The hypothesis test analysis produced a t-statistical value of 7.437 and a p-value of 0.000. The obtained t-count value is greater than the t-table value (1.972), and the p-value is less than 0.05. Therefore, it can be concluded that the effect is positive and significant. Thus, Price Fairness has a positive and significant effect on Consumer Satisfaction among Domestic Low-Cost Carrier Passengers (**H2 Accepted**).

The Effect of Service Quality on Corporate Image

As shown in Table 5, the results of the third hypothesis test demonstrate the effect of service quality (X1) on corporate image (Y). The analysis of the hypothesis test produced a t-statistical value of 4.986 and a p-value of 0.000. The obtained t-count value is greater than the t-table value (1.972), and the p-value is less than 0.05. Therefore, it can be concluded that the effect is positive and significant. Thus, Service Quality has a positive and significant effect on Corporate Image among Domestic Low-Cost Carrier Passengers (**H3 Accepted**).

The Effect of Price Fairness on Corporate Image

The results of the fourth hypothesis test demonstrate the impact of price fairness (X2) on corporate image (Y), as illustrated in Table 5. The analysis of the hypothesis test produced a t-statistical value of 1.070 and a p-value of 0.285. The obtained t-count value is smaller than the t-table value (1.972), and the p-value is greater than 0.05. Therefore, the effect is positive but not statistically significant. Thus, Price Fairness has no effect and is not significant on Corporate Image among Domestic Low-Cost Carrier Passengers (**H4 Rejected**).

The Effect of Consumer Satisfaction on Corporate Image

The results of the fifth hypothesis test demonstrate the impact of consumer satisfaction on corporate image, as illustrated in Table 5. The analysis of the hypothesis test produced a t-statistical value of 5.443 and a p-value of 0.000. The obtained T-count value is greater than the T-table value (1.972), and the P-value is smaller than 0.05. Therefore, it can be concluded that the effect is positive and significant. Thus, Customer Satisfaction has a positive and

significant effect on Corporate Image among Domestic Low-Cost Carrier Passengers (**H5 Accepted**).

The Effect of Service Quality on Corporate Image Through Customer Satisfaction

As shown in Table 5, the results of the sixth hypothesis test demonstrate the effect of service quality (X1) on corporate image (Y) through customer satisfaction (Z). The analysis of the hypothesis test produced a T statistical value of 4.859 and a P value of 0.000. The obtained T-count value is greater than the T-table value (1.972), and the P-value is smaller than 0.05. Therefore, it can be concluded that the effect is positive and significant. Thus, Service Quality has a positive and significant effect on Corporate Image through Customer Satisfaction among Domestic Low-Cost Carrier Passengers (**H6 Accepted**).

The Effect of Price Fairness on Corporate Image through Customer Satisfaction

As shown in Table 5, the results of the seventh hypothesis test demonstrate the effect of price fairness (X2) on corporate image (Y) through customer satisfaction (Z). The analysis of the hypothesis test produced a T statistical value of 4.457 and a P value of 0.000. The obtained T count value is greater than the T table value (1.972), and the P values are smaller than 0.05. Therefore, it can be concluded that the effect is positive and significant. Thus, Price Fairness has a positive and significant effect on Corporate Image through Customer Satisfaction among Domestic Low-Cost Carrier Passengers (**H7 Accepted**).

DISCUSSION

The Effect of Service Quality on Consumer Satisfaction

Based on the test results above, it is evident that service quality positively and significantly affects consumer satisfaction among passengers of domestic low-cost carriers. To improve consumer satisfaction through service quality on domestic low-cost carriers, every domestic low-cost carrier provider must do the following: 1) Reliability: For low-cost carrier airlines, reliability can be achieved through flight schedule accuracy, accuracy of information provided to passengers, and reliability in baggage handling; 2) Responsiveness: Providing proactive *real-time* information immediately after schedule changes or delays. Ensuring efficient *check-in* and *boarding* services (minimizing waiting times); 3) Empathy: Training cabin crew and ground staff to be friendly, polite, and understanding of passengers' specific needs (e.g., elderly passengers, passengers with small children, or anxious passengers). Providing or paying attention to these three things will positively impact customer satisfaction: 1) Expectation fulfillment: Service quality that focuses on reliability (consistent OTP) is the key to fulfillment. LCC passengers do expect low prices, but they also expect basic flight promises to be fulfilled; 2) Positive experience: A positive experience is created through pleasant and problem-free interactions. Although *cost-carriers* have limited facilities, quick responsiveness and empathy from staff can turn difficult moments (such as delayed baggage handling) into positive impressions; 3) Repurchase intention and recommendations: Passengers who have a positive experience and see high reliability will have strong trust. They will not only choose that LCC again (Repurchase Intent) but also recommend it to others (Recommendations), which is free and invaluable advertising for the LCC. The results of this study align with previous research conducted by (Novia et al., 2024), (Akakip et al., 2023), (Hayani, 2021), which states that there is an influence between service quality and customer satisfaction.

The Influence of Price Fairness on Customer Satisfaction

Based on the test results above, we know that price fairness has a positive and significant effect on the satisfaction of passengers of domestic low-cost carriers. To improve customer satisfaction through price fairness on domestic low-cost carriers, every domestic low-cost carrier provider must do the following: 1) Price-quality alignment: LCCs must ensure that core services (safety, punctuality, and cabin cleanliness) are of a high standard, which justifies the base ticket price; 2) Price transparency: Present the final price (including taxes, fuel surcharges, and basic administrative fees) at the beginning of the booking process. When additional fees (*ancillary fees*) are charged for baggage, LCCs must explain this

explicitly and consistently across all channels; 3) Comparison with competitors: LCCs must ensure that their prices are consistently below those of *full-service* airlines for the same routes, justifying the *low-cost* philosophy. Providing or paying attention to these three things will positively impact consumer satisfaction: 1) Expectation suitability: Expectation suitability will be met because the prices offered are reasonable (price suitability with quality) and there are no hidden costs that violate the initial agreement of price transparency; 2) Positive experience: Price transparency eliminates sudden financial stress, while price suitability ensures that passengers feel their money is being used wisely. This feeling results in a much more pleasant experience, even in the minimalist environment of an LCC; 3) Repurchase intention and recommendations: Consumers who feel they are being treated fairly in terms of price (Comparison with Competitors and Price Transparency) tend to develop loyalty. Price fairness acts as a guarantee of trust: if LCC prices are trustworthy, passengers will choose them again (Repurchase Intent) and confidently recommend them to friends and family (Recommendations), which is crucial for LCC business growth. The results of this study align with previous research conducted by (Adrian & Keni, 2023) and (Intansari & Bustami, 2024), which state that there is an influence between price fairness and consumer satisfaction.

The Influence of Service Quality on Corporate Image

Based on the above test results, we know that service quality positively and significantly affects corporate image among passengers of domestic low-cost carriers. To improve Corporate Image through service quality on domestic low-cost carriers, every domestic low-cost carrier provider must do the following: 1) Reliability: Prioritize consistent and highest *On-Time Performance (OTP)* for departures and arrivals. Ensure uniform and flawless safety procedures and baggage handling; 2) Responsiveness: Proactively provide *real-time* information in the event of delays or cancellations. Train staff to solve problems quickly and provide compensation or solutions according to procedures; 3) Empathy: Pay special attention to vulnerable passengers (the elderly, children, people with disabilities). Treat every passenger with dignity, regardless of ticket class. If domestic low-cost carriers pay attention to these three things, it will positively affect the company's image: 1) Reputation and credibility: High and consistent reliability, such as good *On-Time Performance*, directly increases credibility in the eyes of the public and the media. The airline is labeled as a safe and reliable operator, an image asset that is more valuable than low prices; 2) Social and ethical responsibility: Fair treatment and empathy towards passengers when facing difficulties strengthens the company's image as an ethical and caring entity; 3) Brand appeal and identity: Superior service quality creates positive stories shared by passengers (*word-of-mouth*). Brand identity shifts from simply being the "cheapest option" to being the "smart and trusted choice," which increases the emotional appeal of the brand and encourages long-term loyalty. The results of this study are in line with previous studies conducted by (Pranoto & Mawardi, 2023) and (Fadli et al., 2023), which state that there is an influence between service quality and Corporate Image.

The Influence of Price Fairness on Corporate Image

Based on the results of the hypothesis test, price fairness does not have a significant direct effect on corporate image among passengers of domestic low-cost carriers (LCCs). This finding suggests that, in the context of domestic LCC services, passengers may not directly associate perceptions of fair pricing with the overall image of the airline. One possible explanation is that LCC customers tend to place greater emphasis on the core value proposition of affordable travel, while corporate image is shaped more strongly by other factors such as service reliability, operational performance, and overall travel experience. In other words, although fair pricing remains important in influencing customer evaluations, its role in forming corporate image may be less immediate than other service-related attributes.

This result should not be interpreted as indicating that price fairness is unimportant for LCC providers. On the contrary, price-quality alignment, price transparency, and competitive pricing remain essential aspects of customer evaluation, particularly in maintaining trust and satisfaction. However, the present findings indicate that these pricing-related perceptions may not be sufficient on their own to directly strengthen corporate image. Instead, their contribution

may operate indirectly through other mechanisms, such as customer satisfaction, as shown in the mediation results of this study. From a managerial perspective, LCC providers should continue to maintain fair and transparent pricing practices, not because price fairness alone directly enhances corporate image, but because it supports a more positive customer experience and helps sustain overall satisfaction. Therefore, building a strong corporate image in the LCC sector appears to require a broader combination of factors, especially those related to service quality and customer experience, rather than relying solely on pricing perceptions. This finding is consistent with previous studies by (Asy'ari & Karsudjono, 2021), (Kurnia, 2022), and (Hastila et al., 2025), which also found that price fairness does not have a significant direct effect on corporate image.

The Influence of Consumer Satisfaction on Corporate Image

Based on the above test results, we know that consumer satisfaction has a positive and significant effect on corporate image among passengers of domestic low-cost carriers. To improve corporate image through consumer satisfaction on domestic low-cost carriers, every domestic low-cost carrier provider must do the following: 1) Expectation alignment: LCCs must focus on fulfilling core promises (e.g., consistent *on-time performance*) while maintaining a transparent and competitive cost structure. Manage expectations from the outset, for example by clearly explaining service limitations; 2) Positive experience: Provide simple but memorable personal touches (e.g., sincere greetings, extra assistance for vulnerable passengers). Ensure that basic cabin comfort is well maintained; 3) Repurchase intent and recommendations: Encourage and reward loyalty through simple membership programs or special offers. Actively soliciting and responding to passenger *feedback* to show that their opinions are valued. Simplifying the repeat booking and *check-in* process. If domestic low-cost carriers can provide or pay attention to the three points above, it will have a positive effect on the company's image, including: 1) Reputation and credibility: Reputation and credibility increase because high customer satisfaction is clear evidence of the success of LCCs in operating their businesses. LCCs will be known as companies that not only offer the lowest prices, but also provide consistent and reliable value; 2) Social and ethical responsibility: Satisfied passengers will perceive LCCs as responsible and ethical companies because they feel they are treated fairly and humanely, even within the constraints of low-cost operations; 3) Brand appeal and identity: The LCC brand image has shifted from being merely functional to being a *preferred* and *recommended* choice, giving it a warmer and more appealing identity in the public eye. The results of this study are in line with previous studies conducted by (Telagawathi & Yulianthini, 2020) and (Andhika, 2021), which state that there is an influence between customer satisfaction and corporate image.

The Influence of Service Quality on Corporate Image through Consumer Satisfaction

Based on the results of the above tests, we know that service quality positively and significantly affects corporate image by increasing customer satisfaction among passengers of domestic low-cost carriers. To improve Corporate Image through customer satisfaction and service quality on domestic low-cost carriers, every domestic low-cost carrier provider must do the following: 1) Reliability: Ensure *on-time performance*, schedule accuracy, and baggage handling; 2) Responsiveness: Provide quick solutions and proactive *real-time* information when disruptions or needs arise; 3) Empathy: Providing individual attention and a friendly attitude from staff, even within the limitations of LCC services; 4) Expectation alignment: When LCCs are consistently on time and safe (Reliability), they meet the fundamental expectations of LCC passengers for low prices but reliable service; 5) Positive experience: Moments of quick Responsiveness to complaints and sincere Empathy from staff create a Positive Experience that sticks in passengers' memories, exceeding low-price expectations; 6) Repurchase intent and recommendations: The combination of meeting expectations and positive experiences triggers Repurchase Intent and Recommendations (*Word-of-Mouth*). Recommendations are the strongest and most organic form of public image building. If domestic low-cost carrier companies can provide or pay attention to the six points above, It will have a positive effect on the company's

image: 1) Reputation and credibility: The reputation and credibility of LCCs are built on repeated expectation fulfillment (reliability). Satisfied passengers will testify that LCCs are not only cheap but also reliable. Credibility is based on fulfilling promises, which is an absolute prerequisite for reputation; 2) Social and ethical responsibility: The way LCCs handle complaints and treat their passengers (Empathy) in difficult times reflects that the airline has ethics and responsibility for the welfare of its passengers, which strengthens the company's image as more than just a profit-seeking machine; 3) Brand appeal and identity: The image of LCCs has shifted from being merely "the cheapest" to being "a smart, reliable, and recommended choice." Brand appeal is reinforced by customer loyalty and *advocacy*.

For domestic LCCs, improving the corporate image cannot be done directly. It must be achieved through customer satisfaction, which is driven by superior service quality. Focusing on reliability, responsiveness, and empathy is a crucial investment that generates positive feedback, such as repurchase intent and recommendations. This positive feedback then improves the company's image in the public eye. The results of this study align with previous research conducted by (Fauzi & Putra, 2020) and (Syahwi & Pantawis, 2021b), which state that there is an influence between service quality and corporate image through customer satisfaction.

The Influence of Price Fairness on Corporate Image through Customer Satisfaction

Based on the above test results, we know that price fairness positively and significantly affects corporate image by increasing customer satisfaction among passengers of domestic low-cost carriers. To improve Corporate Image through customer satisfaction and price fairness on domestic low-cost carriers, every domestic low-cost carrier provider must do the following: 1) Price-quality alignment: Ensure that even though the base ticket price is low, core services (safety, cleanliness, basic punctuality) remain adequate to justify the cost. 2) Price transparency: Presenting the final price clearly from the start of the booking, including all taxes and mandatory fees, to avoid *hidden fees* later on; 3) Comparison with competitors: Ensuring that LCC prices are consistently competitive and appear cheaper than full-service airlines, justifying *low-cost* segmentation; 4) Expectation alignment: LCCs meet expectations of low prices and provide fair value. Passengers feel that the price they pay is fair, which directly meets their expectations of the LCC model; 5) Positive experience: A booking process free of hidden costs creates a smooth purchasing experience and eliminates sudden financial stress. The feeling that LCCs are honest in their transactions (Transparency) is a very strong Positive Experience; 6) Repurchase intention and recommendations: Passengers who feel they are treated fairly in terms of price (especially through Price Alignment and Transparency) will develop trust. This trust triggers Repurchase Intent and willingness to become a "brand ambassador" through Recommendations (*Word-of-Mouth*).

If domestic low-cost carrier providers can deliver or pay attention to the six points above, it will have a positive effect on the company's image, including: 1) Reputation and credibility: The reputation and credibility of LCCs are built on the fulfillment of expectations through fair pricing. Airlines that are known to be honest about their pricing structure (Transparency) will be considered credible. Reputation shifts from simply "cheap" to "cheap and honest"; 2) Social responsibility and ethics: Customers perceive LCCs as ethical entities because they do not take advantage of hidden costs or exploitative pricing. This is reflected through Positive Experiences without feeling cheated; 3) Brand appeal and identity: Brand Appeal and Identity are enhanced by Repurchase Intent and Recommendations. Satisfaction arising from Price Fairness results in customer *advocacy*. The new image of LCCs is not only *low-cost* but also "trustworthy and smart," attracting customers who seek true *value*.

The results of this study are in line with previous research conducted by (Asy'ari & Karsudjono, 2021) and (Krisna et al., 2025), which states that there is an influence between price fairness and Corporate Image through consumer satisfaction.

CONCLUSION

This study examines the effects of service quality and price fairness on corporate image through customer satisfaction among passengers of domestic low-cost carriers in Indonesia. The findings show that service quality has a positive and significant effect on customer satisfaction. Likewise, price fairness also has a positive and significant effect on customer satisfaction. Furthermore, service quality has a positive and significant direct effect on corporate image, while price fairness does not have a significant direct effect on corporate image. Customer satisfaction, however, is proven to have a positive and significant effect on corporate image.

The mediation analysis further reveals that customer satisfaction plays an important mediating role in the relationship between service quality and corporate image, as well as between price fairness and corporate image. These findings indicate that although price fairness may not directly strengthen corporate image, it can do so indirectly by increasing customer satisfaction. In contrast, service quality contributes to corporate image both directly and indirectly through customer satisfaction.

Overall, this study highlights the strategic importance of service quality and price fairness in shaping customer satisfaction and strengthening corporate image in the domestic low-cost airline industry. For practitioners, the findings suggest that airlines should not only maintain reliable and responsive service quality, but also ensure fair and transparent pricing in order to improve customer satisfaction and enhance corporate image in a competitive market.

REFERENCES

- [1] Abdelaziz, S., & Munawaroh, M. (2025). Unveiling the Landscape of Sustainable Logistics Service Quality: A Bibliometric Analysis. *Jurnal Optimasi Sistem Industri*, 23(2), 227–265. <https://doi.org/10.25077/josi.v23.n2.p227-265.2024>
- [2] Adrian, I., & Keni, K. (2023). Pengaruh food quality dan perceived price fairness terhadap customer loyalty dengan customer satisfaction sebagai variabel mediator. *Jurnal Manajemen Bisnis Dan Kewirausahaan*, 7(2), 10–12.
- [3] Afandi, A., Untung, S., Marina, S., & Majid, S. A. (2021). The Influence of Ship Service Quality and Loading-Unloading Productivity on Port Performance and Its Implications for Customer Satisfaction (Study on Cigading II Terminal). *Advances in Transportation and Logistics Research*, 4, 150–165.
- [4] Agarwal, I., & Gowda, K. R. (2021). The effect of airline service quality on customer satisfaction and loyalty in India. *Materials Today: Proceedings*, 37, 1341–1348.
- [5] Akakip, F. E. D., Ariwijaya, H., & Milang, I. (2023). Pengaruh Kualitas Pelayanan Dan Promosi Terhadap Kepuasan Konsumen Pada Hotel Santika Luwuk. *Aksara: Jurnal Ilmu Pendidikan Nonformal*, 9(1), 485–500.
- [6] Allender, W. J., Liaukonyte, J., Nasser, S., & Richards, T. J. (2021). Price fairness and strategic obfuscation. *Marketing Science*, 40(1), 122–146.
- [7] Alzoubi, H. M., & Inairat, M. (2020). Do perceived service value, quality, price fairness and service recovery shape customer satisfaction and delight? A practical study in the service telecommunication context. *Uncertain Supply Chain Management*, 8(3), 579–588.
- [8] Andhika, A. (2021). PENGARUH KEPUASAN NASABAH, EKUITAS MEREK, CITRA PERUSAHAAN, DAN KEPUASAN PELANGGAN TERHADAP LOYALITAS PELANGGAN. *Journal of Syntax Literate*, 69(12).
- [9] Asy'ari, A. H., & Karsudjono, A. J. (2021). Pengaruh Kualitas Produk, Price fairness, Citra Merek dan Kepercayaan Merek Terhadap Kepuasan Pelanggan Handphone Merek Samsung di Banjarmasin. *Al-Kalam: Jurnal Komunikasi, Bisnis Dan Manajemen*, 8(1), 1–13.
- [10] Bernarto, I., Purwanto, A., & Masman, R. R. (2022). The effect of perceived risk, brand image and perceived price fairness on customer satisfaction. *Jurnal Manajemen*, 26(1), 35–50.
- [11] Bungin, B., & Mashudi, M. (2023). *Metodologi Penelitian Kuantitatif Komunikasi, Ekonomi, dan Kebijakan Publik serta Ilmu-Ilmu Sosial Lainnya* (3rd ed.). Prenada Media.

- [12] Dewi, M. (2024). *Metode Penelitian Research is Fun* (A. Ambiyar (ed.); 1st ed.). CV. Muharika Rumah Ilmiah.
- [13] Fadilah, F., Naufal, F., Sitanggang, R., & Saidah, D. (2021). the Effect of Promotion and Service Quality on Customer Satisfaction (Study Case on Grab Indonesia in 2021). *Advances in Transportation and Logistics Research*, 5778, 1011–1024. <http://proceedings.itltrisakti.ac.id/index.php/altr>
- [14] Fadli, M., Augustin, J., & Zahara, F. (2023). Pengaruh kualitas pelayanan melalui citra perusahaan terhadap loyalitas pelanggan PT. Perkebunan Nusantara V Pekanbaru. *Jurnal Administrasi Bisnis*, 12(1), 76–88.
- [15] Fauzi, F., & Putra, P. (2020). Analisis Jalur Pengaruh Kualitas Pelayanan dan Citra Perusahaan Terhadap Loyalitas Nasabah Melalui Kepuasan Nasabah Sebagai Variabel Intervening di Bank BNI Syariah. *MASLAHAH (Jurnal Hukum Islam Dan Perbankan Syariah)*, 11(1), 33–41.
- [16] Hasdiansa, I. W., & Hasbiah, S. (2023). The Effect of Service Quality on Customer Satisfaction Using Goods Delivery Services in Makassar City. *Fundamental and Applied Management Journal*, 1(1), 5–12.
- [17] Hastila, N., Fajariani, N., Ferils, M., Junaeda, J., & Rasyid, R. A. (2025). Pengaruh Brand Image, Store Atmosphere Dan Price Fairness Terhadap Repurchase Intention Pada Konsumen Mie Gacoan Cabang Mamuju. *Jurnal Economic Resource*, 8(1), 786–798.
- [18] Hayani, H. (2021). Pengaruh Kualitas Produk dan Kualitas Pelayanan Terhadap Kepuasan Konsumen di Kedai Kaizar Lahat. *GEMA: Journal of Gentiaras Management and Accounting*, 13(2), 85–94.
- [19] Hride, F. T., Ferdousi, F., & Jasimuddin, S. M. (2022). Linking perceived price fairness, customer satisfaction, trust, and loyalty: A structural equation modeling of Facebook-based e-commerce in Bangladesh. *Global Business and Organizational Excellence*, 41(3), 41–54.
- [20] Intansari, H., & Bustami, T. (2024). Pengaruh Store Atmosphere dan Price Fairness Terhadap Kepuasan Pelanggan di Toko Nyonya Fashion Kota Manna Kabupaten Bengkulu Selatan. *JURNAL MANAJEMEN MODAL INSANI DAN BISNIS (JMMIB)*, 5(1), 16–33.
- [21] Jung, H., & Hwang, Y. (n.d.). *A Study on Service Failure and Complaints of Low-Cost Airlines*. <https://doi.org/10.18604/tmro.2016.20.1.10>.
- [22] Kim, M., Yin, X., & Lee, G. (2020). The effect of CSR on corporate image, customer citizenship behaviors, and customers' long-term relationship orientation. *International Journal of Hospitality Management*, 88, 102520.
- [23] Krisna, I. P., Imbayani, I. G. A., & Prayoga, I. M. S. (2025). PENGARUH PACKAGING, QUALITY PRODUCT, PRICE FAIRNESS TERHADAP KEPUASAN PELANGGAN PADA USAHA KERIPIK PISANG THE SNACKRIS. *VALUES*, 6(2), 9–22.
- [24] Kurnia, M. (2022). *PENGARUH CITA RASA, PRICE FAIRNESS, BRAND IMAGE DAN SERVICE QUALITY TERHADAP CONSUMER SATISFACTION PADA FREMILT KEBUMEN KOTA*. Universitas Putra Bangsa.
- [25] Mulyadi, M. N. (2022). Pengaruh Harga Terhadap Keputusan Pembelian Lapis Talas Kujang Bogor untuk Keperluan Usaha Waralaba. *Jurnal Ilmiah Manajemen Kesatuan*, 10(3), 511–518. <https://doi.org/10.37641/jimkes.v10i3.1539>
- [26] Murtazova, K. H., Magomadov, I., & Saidov, M. (2021). *Innovative transport technologies and their investment support in the economy*. 2389, 30002. <https://doi.org/10.1063/5.0063674>
- [27] Navanti, D., Lubis, I., Narpati, B., & Panday, R. (2020). *Analyses of Consumer Satisfaction Regarding Apps use, And Service Quality in a Fast Food Operation*.
- [28] Novia, M. A., Semmaila, B., & Imaduddin, I. (2024). Pengaruh kualitas Layanan Dan Kualitas Produk Terhadap Kepuasan Pelanggan. *Tata Kelola*, 11(2), 111–122.
- [29] 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 Management Review*, 5(1), 147–154. <https://doi.org/10.22437/jbsmr.v5i1.14585>
- [30] Pranoto, D., & Mawardi, M. (2023). *Pengaruh Kualitas Layanan Terhadap Loyalitas Nasabah Melalui Kepuasan Nasabah Dengan Citra Perusahaan Sebagai Variabel Moderating (Studi Kasus Pada PT. Bank BRI Persero Tbk. Cabang Tenggara)*.
- [31] Pratama, M. P., Ramli, A. H., & Mariam, S. (2024). Customer Engagement, Customer Satisfaction, Customer Commitment And Customer Loyalty. *Jurnal Ilmiah Manajemen Kesatuan*, 11(3), 1437–1452. <https://doi.org/10.37641/jimkes.v11i3.2309>
- [32] Ricardo, R. (2021). BUILDING PURCHASE INTENTION : COMPANY IMAGE , PRODUCT KNOWLEDGE AND PRICE PERCEPTION. *Dinasti International Journal of*

- Digital Business Management*, 2(6), 1090–1098.
- [33] Sakti, R. F. J., Widiyanto, P., & Susanto, P. C. (2021). Service quality and customer satisfaction increasing loyalty of passengers Ro-Ro Ferry Bakauheni. *Journal of Economics, Management, Entrepreneurship, and Business (JEMEB)*, 1(1), 79–92.
- [34] Saputra, F., & Sumantyo, F. D. S. (2022). The Role of Marketing Management in Information Industry: Corporate Image , Brand Awareness and Promotion (Case Study at PT Lensa Potret Mandiri). *Journal of Applied Management and Business*, 3(2), 46–54. <https://doi.org/10.37802/jamb.v3i2.267>
- [35] Setiawan, E. B., Wati, S., Wardana, A., & Ikhsan, R. B. (2020). Building trust through customer satisfaction in the airline industry in Indonesia: Service quality and price fairness contribution. *Management Science Letters*, 10(5), 1095–1102.
- [36] Shi, J., Bai, T., Zhao, Z., & Tan, H. (2024). Driving Economic Growth through Transportation Infrastructure: An In-Depth Spatial Econometric Analysis. *Sustainability*. <https://doi.org/10.3390/su16104283>
- [37] Simanihuruk, P., & Tarigan, F. A. B. (2024). Pengaruh Pemasaran Digital Dan Kualitas Pelayanan Terhadap Loyalitas Pelanggan Dengan Kepuasan Pelanggan Sebagai Variabel Intervening Pada Hotel Grand Orri Berastagi. *Jurnal Manajemen Dan Bisnis*, 24(2), 186–209. http://ejournal.ust.ac.id/index.php/JIMB_ekonomi
- [38] Statistik, B. P. (2024). *Jumlah Penumpang Pesawat di Bandara Utama (Orang), 2024*. <https://www.bps.go.id/id/statistics-table/2/NjYjMg==/jumlah-penumpang-pesawat-di-bandara-utama.html>
- [39] Sugiyono, S. (2022). *Metode Penelitian Kuantitatif, Kualitatif dan R&D* (2nd ed.). ALFABETAQ.
- [40] Susanto, P. C., Arini, D. U., Marlita, D., Yuntina, L., & Saribanon, E. (2024). Mixed Methods Research Design Concepts : Quantitative , Qualitative , Exploratory Sequential , Exploratory Sequential , Embedded and Parallel Convergent. *International Journal of Advanced Multidisciplinary (IJAM)*, 3(3), 471–485.
- [41] Syahwi, M., & Pantawis, S. (2021a). Pengaruh Kualitas Produk, Kualitas Layanan, Citra Perusahaan, dan Nilai Pelanggan Terhadap Kepuasan Pelanggan Indihome (Studi Kasus pada PT. Telkom Kota Semarang). *ECONBANK: Journal of Economics and Banking*, 3(2), 150–163. <https://doi.org/10.35829/econbank.v3i2.202>
- [42] Syahwi, M., & Pantawis, S. (2021b). Pengaruh Kualitas Produk, Kualitas Layanan, Citra Perusahaan dan Nilai Pelanggan Terhadap Kepuasan Pelanggan Indihome. *ECONBANK: Journal of Economics and Banking*, 3(2), 150–163.
- [43] Telagawathi, N. L. W. S., & Yulianthini, N. N. (2020). Kepuasan Pelanggan Terhadap Citra Perusahaan Dan Switching Barrier Serta Dampaknya Terhadap Loyalitas Pelanggan Industri Jasa Asuransi Di Bali. *Bisma: Jurnal Manajemen*, 6(1), 59–67.
- [44] 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.
- [45] Vysotska, M. (2024). The economic impact of the activities of low-cost carriers on the development of the aviation industry. *Вісник Хмельницького Національного Університету*, 330(3), 195–201. <https://doi.org/10.31891/2307-5740-2024-330-29>
- [46] Wu, J., Peng, Y., & Zhou, X. (2021). *Research on the Relationship between Transportation Industry and Economic Growth*. 257, 3055. <https://doi.org/10.1051/E3SCONF/202125703055>
- [47] Yuliantini, Olfebr, O., Gunawan, A., & Fahriza, B. (2025). The Analysis of On-Time Performance, Service Quality, Brand Image, and Promotion on Passenger Loyalty through Passenger Satisfaction. *Jurnal Ilmiah Manajemen Kesatuan*, 13(4), 2079–2096. <https://doi.org/10.37641/jimkes.v13i4.3598>
- [48] Zheng, J. (n.d.). *Land Transportation Infrastructure and Economic Growth: An Assessment of the SADC Regional Infrastructure Development Master Plan*. <https://doi.org/10.54097/qydmk475>