

Factors Influence Satisfaction and Loyalty towards Corporate Partner Program Garuda Indonesia

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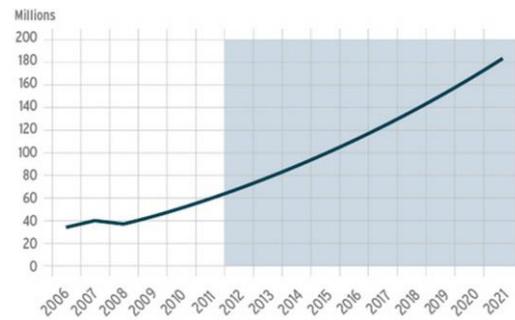
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Abstract- This study aimed to analyze the impact of product quality on satisfaction and user loyalty of Garuda Indonesia Corporate Partner Program, due to good product will drive user satisfaction so that loyalty to a product that will finally provide more benefits to the company and then to analyze competitive business in airline industry The data analysis techniques were Descriptive Statistic, Fishbein Model and Structural Equation Modelling (SEM). The results indicate that the strategic priority in airline industry for corporate partner. It is a strategy of providing all the attribute and factor that affect the selection of corporate partner in airline industry.

Index Terms- Airlines Industry, Model Fishbein, SEM, strategy corporate partner

I. INTRODUCTION

Economic growth in Indonesia has given impact for the society in choosing mode of transport. There are more people who shifted from using ship and land transport to aviation transport. This behavior changes are a good opportunity for aviation business such as airline companies. Based on the report from IATA in 2005, the number of airline passengers increase by 16%-20% each year. It is estimated that the number will continue to increase in 2021 where there will be 180 million people using aviation transportation.



Sumber: IATA, tahun 2005

Graph 1 Growth Projection of Aviation Passengers

The growth should have been a good opportunity for airplane companies to gain lot of profit. However, the profit of the airplane companies is not as high as the profit from other sectors such as banking or mining companies. The profit of airline companies is around 4%-7% each year, while other sectors could gain up to 25% of profit each year. In addition, the cost of operational from airplane transport has raised up to 15%. Little profit and high cost of typical airlines business should drive airplane companies to work harder and think creative in order to gain maximum profit.

Garuda Indonesia is one of the biggest airline companies in Indonesia who operates on domestic and international routes. Garuda Indonesia always try to improve their performance to keep its position to compete with other airlines. Garuda Indonesia try to increase their sales by manage their services and adjust it with consumer needs. Table 1 showed market share of airline companies in Indonesia.

Table 1. Market Share Airlines for Domestic and International Routes

Year	Domestic			International		
	Rank	Top 3 Airlines	Share	Rank	Top 3 Airlines	Share
2010	1	Lion Air	39.71%	1	Garuda Indonesia	13.41%
	2	Garuda Indonesia	26.18%	2	Air Asia Indonesia	13.08%
	3	Batavia Air	7.83%	3	Singapore Airlines	10.07%
2011	1	Lion Air	43.07%	1	Air Asia Indonesia	15.90%
	2	Garuda Indonesia	29.04%	2	Garuda Indonesia	14.19%
	3	Batavia Air	9.38%	3	Air Asia	9.17%
2012	1	Lion Air	46.66%	1	Air Asia Indonesia	15.56%
	2	Garuda Indonesia	25.27%	2	Garuda Indonesia	14.07%

	3	Batavia Air	7.04%	3	Air Asia	9.29%
2013	1	Lion Air	48.57%	1	Air Asia Indonesia	15.32%
	2	Garuda Indonesia	21.89%	2	Garuda Indonesia	13.58%
	3	Sriwijaya Air	7.72%	3	Air Asia	8.89%
2014	1	Lion Air	40.36%	1	Air Asia Indonesia	14.61%
	2	Garuda Indonesia	26.41%	2	Garuda Indonesia	13.13%
	3	Sriwijaya Air	8.29%	3	Air Asia	9.06%

Source : Pax-is, 2015

Based on Table 1, market shares of Garuda Indonesia from 2010 to 2014 were not high especially compare to other airlines who operate shorter in Indonesia than Garuda Indonesia.

Garuda Indonesia as a national full service airline has big operational cost as a main problem. The biggest sales

contribution is from the travel agent. Travel agent has contributed up to 70% from the total revenue, followed by corporate 20% and the rest are from web and ticketing offices. Garuda Indonesia has a corporate strategy to increase their sales that is explained from Picture 2.



Source : Garuda Indonesia Yearly Report in 2014
Picture 2. Corporate Strategy from 2015 – 2020

Picture 2 presented corporate strategy of Garuda Indonesia in order to win the market of airlines business. It is called *Quickwins Program*, consist of *Revenue Generator*, *Cost Drivers Restructuring*, *Refinancing*.

In line with *revenue generator* strategy, one of the programs to gain revenue from corporate market is *corporate partner* program. *Corporate partner* program is a partnership program between Garuda Indonesia with corporations, business to business. Corporate partner program was created in 2012, the

purpose of this program as a revenue generator and loyalty program for corporates. This program is expected to attach corporations to use Garuda Indonesia services by giving the benefits for employees and families who work in the corporations. However the achievement from this program has not been good. Sales achievement from 2012 to 2015 of corporate program is showed on Table 2

Table 2. Sales achievement for *CorporatePartner* program

Year	Total Sales	Target	Ach	Rev Cab Jakarta
2012	1,014,850,626,326	1,800,020,200,200	56%	20,199,360,511,000
2013	989,916,461,229	1,380,032,020,000	72%	23,138,506,204,000
2014	1,096,565,557,842	1,523,330,232,232	72%	24,870,852,853,000
2015	949,341,985,540	1,653,751,271,403	57%	26,127,576,079,000

Based on table 2, the number of sales from 2012 to 2014 was fluctuative and has never achieved the target. This indicate that the corporate partner program has not met the corporate account needs. In order to improve the program, it is important to analyse the customer satisfaction factors and loyalty factors from the corporate partner program of Garuda Indonesia

This study was aimed to examine factors which influence customer satisfactions and loyalties towards *corporate partner* program of Garuda Indonesia. The respondents of this study were *corporate accounts* or corporates who have been worked with Garuda Indonesia in a *corporate partner* program. Intense competition in Indonesian airline business has put the customers in strong bargaining position in choosing airlines. Understanding customer's needs help airlines to formulate effective strategy and

by understanding factors affecting customers in choosing airlines so that Garuda Indonesia could develop an optimal program.

Problem Formulation

Related to the conditions of airlines industry in Indonesia mentioned above, to increase of the satisfaction and loyalty. Therefore, it is important to thoroughly review factors related to the increase satisfaction and loyalty in airlines industry

Based on the background mentioned earlier, the research problem formulated is:

1. How does customers satisfaction influence the loyalty of Garuda Indonesia corporate partner program?
2. What are factors most affecting in selecting the program corporate partner of the airlines?

3.What strategies can be recommended to develop corporate partner program Garuda Indonesia ?

3.To formulate strategy for the program corporate partner of PT Garuda Indonesia

Research Purpose

Based on the problem formulation, this research is done with the purpose as follows:

1.To analyze the effect of customer satisfaction on consumer loyalty program corporate partner Garuda Indonesia

2.To identify the factors that most influence in selecting corporate cooperation partner of the airline

II. RESEARCH METHODOLOGY

The study was limited to selected corporate accounts of Garuda Indonesia on Jakarta branch. . Primary data was collected by questionnaires. The Questionnaires were spread to the corporate account by visiting them and make an interviews to get information

Table 3 Type and Data Sources

Variable	Variable Latent	Indicator	Scale	Symbol	Reference	
Variabel Independent	Price (X1)	Discount basic fare	Likert	X11	Park <i>et al.</i> (2005)	
		Tax refund	Likert	X12		
		Insentive / cash back	Likert	X13	Cento (2009), Belobaba (1987)	
	Product (X2)	Added baggage	Likert	X21	Park <i>et al.</i> (2005), De Jager & van Zyl (2013)	
		Payment	Likert	X22	Cento (2009), Belobaba (1987)	
	Service (X3)	Service PIC		Likert	X31	Chen (2008),Huang (2009), Pakdil & Aydin (2007), Park <i>et al.</i> (2005)
			Corporate check in counter	Likert	X32	Chen (2008),Huang (2009), Pakdil & Aydin (2007), Park <i>et al.</i> (2005), De Jager & van Zyl (2013)
		Assistancy group booking		Likert	X33	Chen (2008), Gilbert & Wong (2002), Huang (2009), Pakdil & Aydin (2007), Park <i>et al.</i> (2005)
			Waiting list	Likert	X34	Cento (2009), Belobaba (1987)
			Frequent flyer for key person	Likert	X35	Chen (2008), Gilbert & Wong (2002), Park <i>et al.</i> (2005)
			Lounge access	Likert	X36	Gilbert & Wong (2002)
		Free inflight wifi	Likert	X37	Chen (2008), Huang (2009), Pakdil & Aydin (2007), De Jager & van Zyl (2013)	
		Flexibility (X4)	Flexibility reschedule	Likert	X41	Gilbert & Wong (2002), Pakdil & Aydin (2007)
			Flexibility refund	Likert	X42	Gilbert & Wong (2002), Pakdil & Aydin (2007)
		Emotional	Brand Image	Likert	X51	Chen (2008), Huang

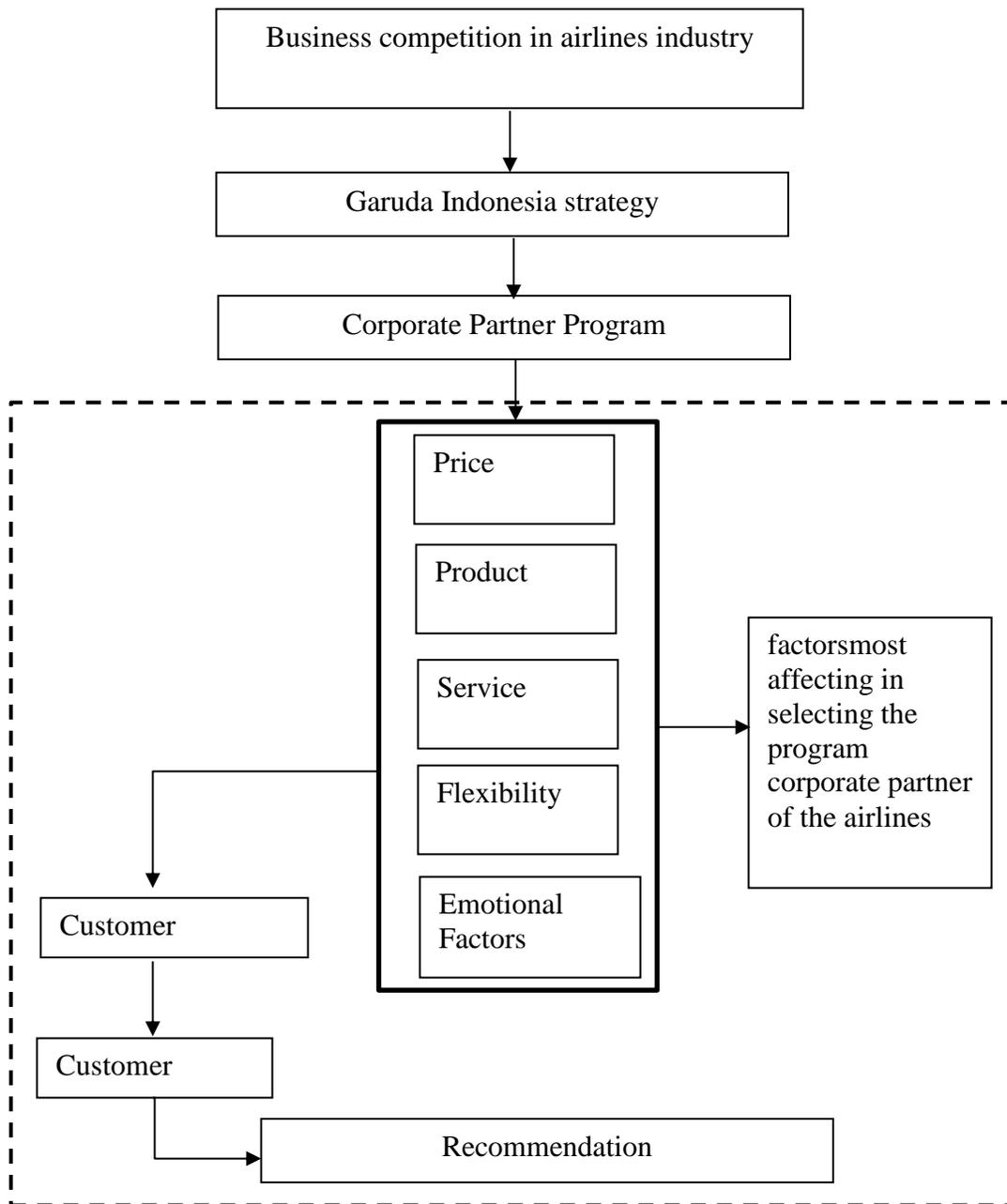
Factor(X5)		(2009), Pakdil & Aydin (2007)			
Variabel Dependent	<i>Safety and On Time Performane</i>	Likert	X52	Chen (2008), Gilbert & Wong (2002), Huang (2009), Pakdil & Aydin (2007), Park et al. (2005), Belobaba (2009), De Jager & van Zyl (2013)	
	Customer Satisfaction (Y1)	Customer Satisfaction	Likert	Y11	Irawan (2002)
	Repeat purchase (Y2)	Repeat purchase	Likert	Y21	Khlaifa & Liu (2003)
	Customer Recommendation (Y2)	Customer Recommendation	Likert	Y22	Khlaifa & Liu (2003)
	Customer loyalty (Y4)	Customer loyalty	Likert		Khlaifa & Liu (2003)

Population of this study were all the corporations who have been the corporate accounts of Garuda Indonesia on Jakarta branch. Stratification sampling method was used to select 120 samples from all corporate accounts on Jakarta branch.

Data analysis of this study using descriptive analysis, Fishbein and SEM. The Fishbein model explain that customer attitude about an object is affected by their attitude to other attributes that is belong to the object, this model can also be used

to assess customer attitude to specific program. SEM analysis in this study was used to assess attributes of corporate partner program that affect customer loyalty. Attributes divided into five latent variables are price, product, services, flexibility and brand. Loyalty is an endogenous variable that is affected by latent variable.

Based on the conceptual framework of this study and flow chart were created to understand the the problems.

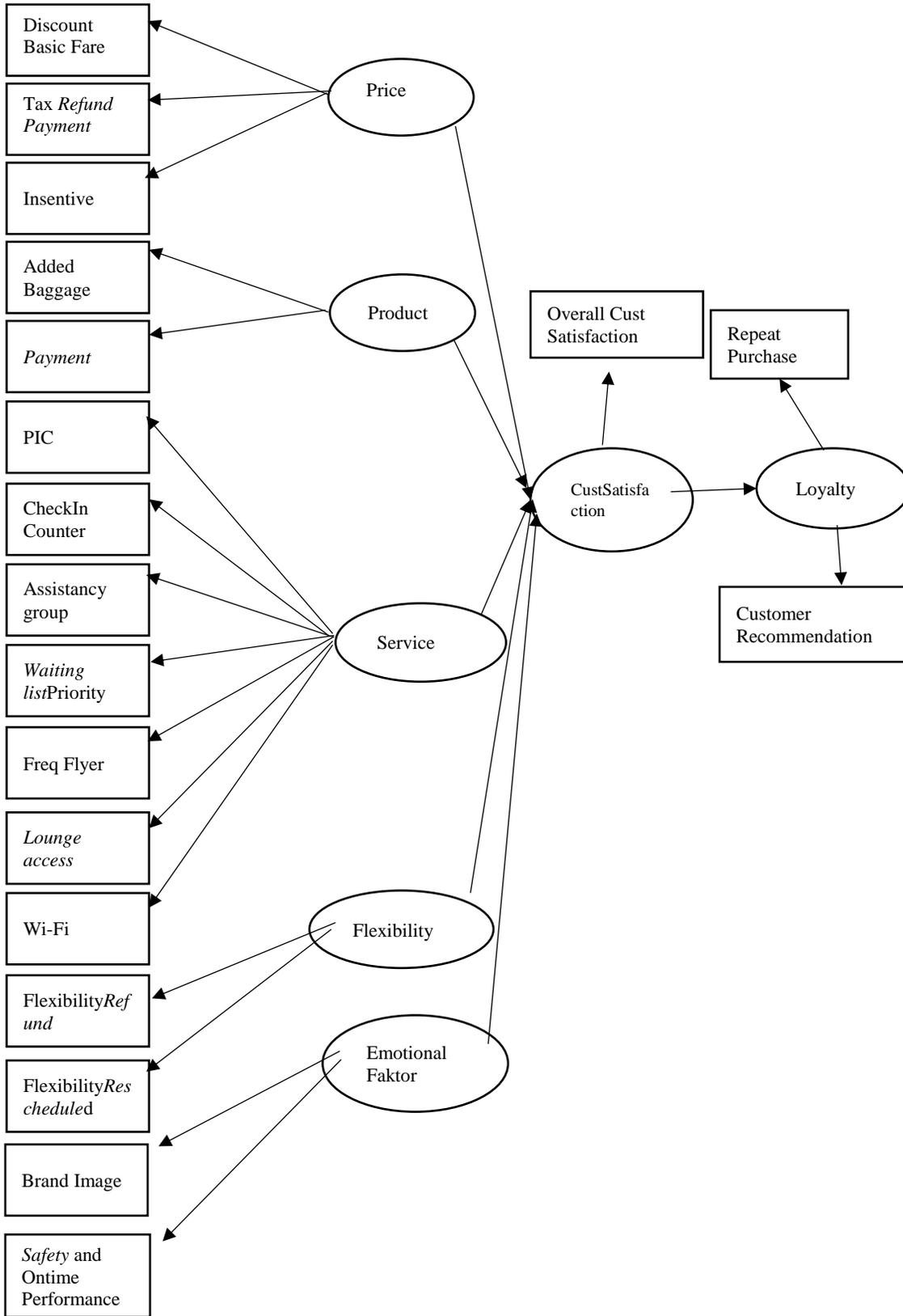


Keterangan:

———— = Research Scope

----- = Research flour

Picture 3. Conceptual Framework of Factors Influence Satisfaction and Loyalty Towards Corporate Partner Program Garuda Indonesia



Picture 4. Path Diagram SEM

III. RESULT AND DISCUSSION

Substantial Value Factors

Substantial Value Factors describe factors that are important in choosing airline from the corporate partner program. In this study, factors that were examined limited to basic fare discount, tax refund, insentive/cash back, additional bagage, variation of payment system, PIC services, corporate check in counter, group assistancy, waiting list priority, frequent flyer for key person, lounge access, free inflight wifi, flexibility in reschedule, refund flexibility, airlines brand, safety and on time performance.

Result of the substantial value factors analysis based on Fishbein model was presented on table 4. The main factors in choosing airlines from corporate partner program are safety and on time performance. Based on Fishbein model analysis, value from safety atribute and on time performance is 4.13. This means that safety, comfort and on time performance are needed to be

handled seriously when formulate corporate partner program. Safety and on time performance are the key factors for the customers of corporate partner program.

Second factor considered important in choosing airlines of the corporate partner program is corporate check in counter. Based on Fishbein model analysis, value of the corporate check in order is 4.09. Corporate check in counter is a service for the corporate account to have special access or line. This sevice is given to add value for customers in check in activities. This attribute is significant because regular checkin in Indonesian airports is long, particularly on holiday season. Corporate check in counter is a solution to save time in checking activities. Third factor in choosing airlines from the corporate partner program is additional bagage. Based on the Fishbein analysis, value from the corporate check in counter is 4.06. Table 4 below showed result from substantial factor analysis from the multiattribute Fisbein model.

Table 4Substantial Factor Analysis of Fishbein Model

Indicators	Evaluation of Atrributes (ei)
Discount basic fare	3.6
Fasilitas Tax refund	3.52
Insentive / cash back	3.31
Added Baggage	4.06
Payment Method	1.9
Service of PIC	3.96
Corporate check in counter	4.09
Assistancy Group	3.03
Waiting list priority	3.37
Frequent flyer for key person	2.26
lounge access	2.79
Free inflight WiFi	2.47
Flexibility reschedule	3.74
Flexibility refund	3.54
Brand Image	3.73
Safety and On Time Performance	4.13

Customer Satisfaction and Loyalty

Analisis structural equation modeling (SEM) explain association between satisfaction variable based on theoretical framework. In this model, customer satisfaction was analysed by develop a model using five exogenous latent variables, which consist of price (X1), product (X2), services (X3), convenient (X4) and emotional factor (X5) as well as two endogeneous latent variables, satisfaction and loyalty. Exogenous latent variables were developed by exogenous indicator while endogeneous latent variables were developed by endogenous indicator. five exogenous latent variables were connected by one endogenous variable which is satisfaction. Satisfaction latent variable was connected with loyalty latent variable.

Latent variables were not able to be measured directly so that several indicators were needed to predict it. Satisfaction latent variables were measured by satisfaction indicator thoroughly (Y1) and loyalty latent variables were measured by two indicators , willingness to repurchase (Y21) and willingness to recommend product (Y22). Exogenous latent variables were measured by discount basic fare (X11), tax refund (X12), insentive / cash back (X13), additional bagage (X21), variation payment system (X22), PIC services (X31), corporate check in counter (X32), assistency group (X33), waiting list priority (X34), frequent flyer for key person (X35), lounge access (X36), free inflight wifi (X37), reschedule flexibility (X41), refund flexibility (X42), airlines brand (X51), safety and on time performance (X52).

Table 5 Goodness of Fit SEM

Goodness-of-Fit	Cutt-off-Value	Result	conclusion
Chi square (<i>p-value</i>)	> 0.05	0.000	Not <i>good fit</i>
RMSEA	≤ 0.08	0.078	<i>good fit</i>
GFI	≥ 0.90	0.92	<i>good fit</i>
CFI	≥ 0.90	0.93	<i>good fit</i>
IFI	≥ 0.90	0.93	<i>good fit</i>

Result of Goodness of fit using chi-square testing showed that p-value $0.000 < 0.05$ so that H_0 was rejected and H_a was accepted which means that model has been created was not goodness of fit. One of the weaknesses of SEM model was sensitivity with number of samples. Big samples are tend to give high chi square that result model is not goodness of fit. Therefore SEM gives alternative of using other goodness of fit. RMSEA

criteria resulted value $0.078 \leq 0.08$ that means the model resulted was goodnes of fit. Using of the other goodness of fit criteria were GFI, CFI and IFI resulted > 0.90 , which means model that has been resulted was goodness of fit. Conclusion of several indicators resulted goodness of fit means that hypothesis testing could be done.

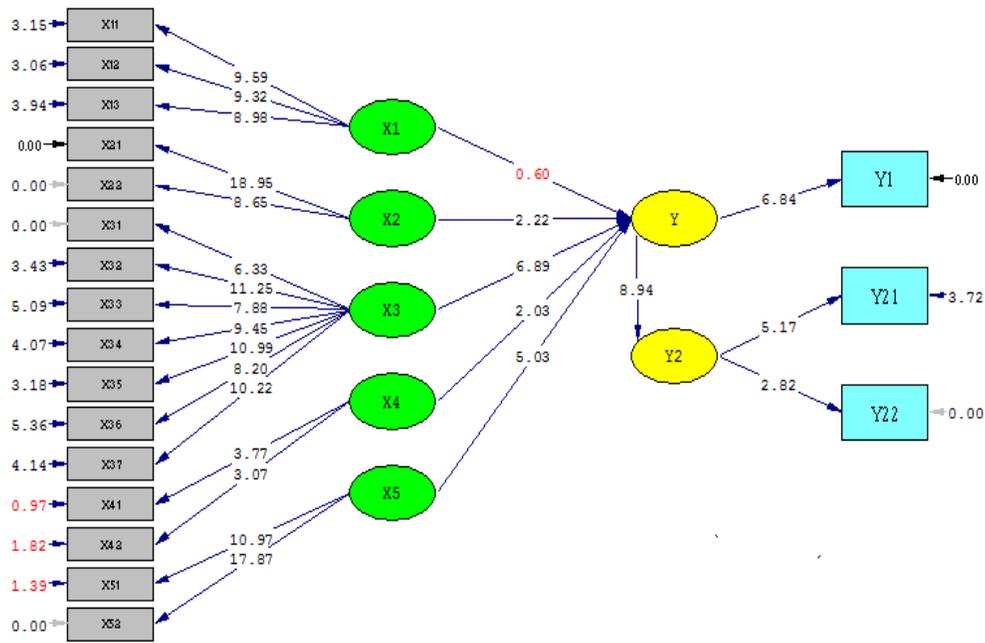
Table 6 The result of the influence of latent variables

Variable	Standardized loading faktor	t-hit	Conclusion
Price (X1)→ Satisfaction (Y1)	0.08	0.60	Not Significant
Product (X2)→ Satisfaction(Y1)	0.17	2.22	Significant
Service (X3) → Satisfaction(Y1)	0.41	6.89	Significant
Flexibility (X4)→Satisfaction(Y1)	0.25	2.03	Significant
Emotional Factor(X5)→ Satisfaction(Y1)	0.51	5.03	Significant
Satisfaction (Y1)→ Loyalty(Y2)	0.57	8.94	Significant

Remark: T Value > 1.96 = significant

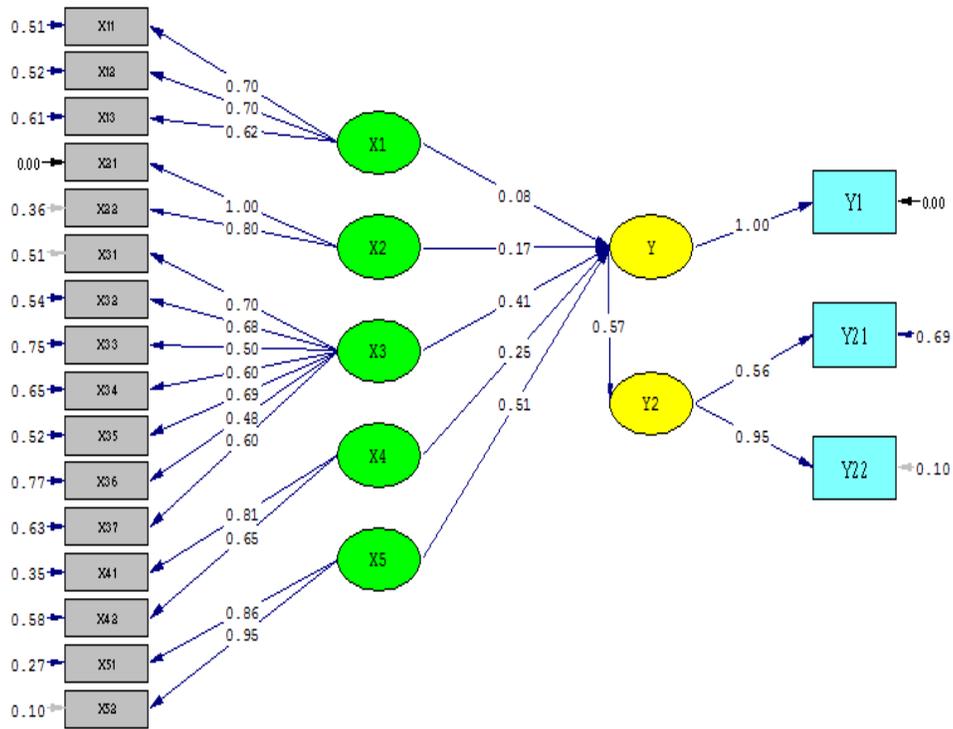
Hypothesis testing result showed that X2,X3,X4 and X5 have significantly positive effect on satisfaction with loading factor values are 0.17, 0.41, 0.25 and 0.51, which means that increase of X2,X3,X4 and X5 will increase the satisfaction value. Meanwhile X1 has no significant effect on satisfaction because of value $|t\text{-hit}| < 1.96$. Satisfaction was more affected by X5 compare to X2,X3 and X4 since X5 has higher factor loading value compare to X2, X3 and X4. Furthermore, satisfaction value has a significantly positive effect to loyalty (0.57) with t-hit $8.94 > t\text{-tabel } 1.96$, which means that the higher satisfaction value, the higher loyalty value.

Path diagram of satisfaction and loyalty model of the corporate account customer Garuda Indonesia with Lisrel 8.51 analysis presented on picture 5 and picture 6. Picture 6 showed that all exogenous variables give positive effects on endogenous variables. This showed that all variables have positive effect on customer's satisfaction. After the correlation inter model of *Standarized Solution* was analysed, there were analysis between one variable correlation and its significant and not significant effect on endogenous variable.



Chi-Square=208.76, df=121, P-value=0.00000, RMSEA=0.078

Picture 5 T-Values SEM



Chi-Square=208.76, df=121, P-value=0.00000, RMSEA=0.078

Picture 6 Result of path diagram

Each dimension has its own indicator variable that can be measured directly.

With significant level 5% and t-test > 1.96, picture 5 showed there are 4 variables that have significant association

with satisfaction; product 2.22, services 6.89, convenient 2.03 and emotional factor 5.03. One variable that does not have significant association was price 0.6.

Table 6 presented that the highest satisfaction was from emotional dimension factor (0.51), followed by service variable (0.41), service variable (0.25), product variable (0.17). Meanwhile satisfaction was not affected significantly by price (0.08). Variables that affect customer satisfaction were safety and on time performance (X52) at 0.4896, then safety and comfort variable (X51) at 0.4386, service variable from PIC (X31) at 0.2788, frequent flyer variable for key person (X35) at 0.2829

and corporate check in counter (X31) with contribution value 0.2788.

The extent of satisfaction dimension effect on loyalty has t-count lever 8.94 and estimation value 0.5. It showed that customer satisfaction will develop loyalty customers. Loyal customers will repeat the order and give recommendation to other people.

Table 7 SEM Result for variable latent

Sym	Atribut	Load Factor	Coef Construct	Contribution	Rank
X11	Discount basic fare	0.7	0.08	0.056	14
X12	Tax refund	0.7	0.08	0.056	14
X13	Inservice / cash back	0.62	0.08	0.0496	16
X21	Added Baggage	1	0.17	0.17	11
X22	Payment Method	0.8	0.17	0.136	13
X31	Service from PIC	0.7	0.41	0.287	3
X32	Corporate check in counter	0.68	0.41	0.2788	5
X33	Assistance group booking	0.5	0.41	0.205	8
X34	Waiting list priority	0.6	0.41	0.246	7
X35	Frequent flyer for key person	0.69	0.41	0.2829	4
X36	Lounge access	0.48	0.41	0.1968	10
X37	Free inflight WiFi	0.6	0.41	0.246	6
X41	Flexibility reschedule	0.81	0.25	0.2025	9
X42	Flexibility refund	0.65	0.25	0.1625	12
X51	Brand Image	0.86	0.51	0.4386	2
X52	Safety and On Time Performance	0.96	0.51	0.4896	1

Correlation between SEM Analysis and Fishbein

SEM Analysis was used to measure latent variable effect to construct variable of performance of corporate partner program Garuda Indonesia. Meanwhile, Fishbein model was used to analyse attitude and preference effect on decision making in choosing airlines and if it is compare to other airlines company. Both of those analysis tools give sustainable result that can help a study in choosing its managerial implication and it is not only limited to corporate partner program Garuda Indonesia, but also comparison with other competitors in airlines industry.

SEM Analysis showed that satisfaction and loyalty have a positive value and significant for the performance of corporate partner program Garuda Indonesia.

If the fact that the performance of the program has not been giving a good result, therefore a study is needed to compare the corporate partner program Garuda Indonesia with other airline's corporate partner programs by using a Fishbein Model. It aims to understand strengths and weaknesses of corporate partner program Garuda Indonesia, particularly compare with other airlines.

On Fishbein model, corporate partner program was analysed to recognize main factors in choosing corporate partner program in airlines industry. The object of Fishbein model are Lion Group and Singapore Airlines.

Based on the beliefs value (bi) on table 8, Garuda Indonesia overall point was better than Singapore airlines and Lion group. Meanwhile, respondents were believe that the main point from Garuda Indonesia compare to Lion group and Singapore airlines were on basic fare discount, tax refund facility, additional baggage for company, PIC services, corporate check in counter, lounge access facility. Those variables were the main point that can be used by Garuda Indonesia in promoting the corporate partner program to the customers.

The main point of Singapore airlines compare to other airlines based on the respondents were waiting list priority, frequent flyer for key person, lounge access facility, free inflight wi-fi, refund flexibility, reschedule flexibility, airlines brand in terms of safety, comfort and on time performance. Meanwhile for Lion air, the main point that are better compare to Garuda Indonesia and Singapore airlines were incentive model or cash back and variety of payment system. Those strength can be used

by company in order to create strategy of corporate partner program.

Table 8 Fishbein model result for attitudes

Attributes	Evaluation of Attributes (ei)	Garuda		Lion Group		SQ	
		bi	ei * bi	Bi	ei * bi	bi	ei * bi
Discount basic fare	3.60	3.43	12.33	3.37	12.12	3.88	13.98
Tax refund	3.52	4.23	14.89	1.94	6.83	1.63	5.71
Incentive / cash back	3.31	3.33	11.03	3.99	13.21	3.18	10.53
Added Baggage	4.06	3.65	14.81	3.42	13.87	2.93	11.87
Payment Method	1.90	3.24	6.16	4.17	7.92	2.93	5.57
Service from PIC	3.96	3.28	13.00	2.91	11.51	2.96	11.71
Corporate check in counter	4.09	3.33	13.64	2.81	11.49	2.88	11.80
Assistance group booking	3.03	3.02	9.13	2.93	8.87	3.22	9.73
Waiting list priority	3.37	3.01	10.13	2.94	9.90	4.54	15.29
Frequent flyer for key person	2.26	3.08	6.94	2.53	5.72	3.19	7.21
Lounge access	2.79	3.18	8.89	2.99	8.35	3.18	8.86
Free inflight WiFi	2.47	3.10	7.65	3.19	7.87	3.18	7.83
Flexibility reschedule	3.74	2.83	10.60	3.04	11.38	3.68	13.78
Flexibility refund	3.54	3.20	11.33	2.93	10.36	3.97	14.05
Brand Image	3.73	3.82	14.22	2.43	9.03	4.06	15.12
Safety and On Time Performance	4.13	3.92	16.19	2.48	10.26	4.09	16.91
Total			180.92		158.70		179.96

Managerial Implication

First priority that should be done by Garuda Indonesia is having lots of promotion activities by focus on their strengths which are safety and on time performance. Garuda Indonesia should create program or some kind of cooperation that could be adjusted based on the company needs.

IV. CONCLUSION AND SUGGESTION

Conclusion

The increasingly fierce competition is a challenge for airlines to win the market. Each airline has their own strategy in order to win the competition.

First priority that should be done by Garuda Indonesia is having lots of promotion activities by focus on their strengths which are safety and on time performance. Garuda Indonesia should create program or some kind of cooperation that could be adjusted based on the company needs.

Suggestion

Garuda Indonesia performances such as company strategy, products and human resources should be improved along with development and transformation of airlines industry. Management capability to understand industrial movements is needed to adopt and prioritize company strategy. Further study is needed to get comprehensive analysis.

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