Article

The Influence Of On-Time Performance, Price, And In-Flight Service Quality On Consumer Repurchase Decisions For Citilink Airlines

Jonathan Frederick Fransz [1], Erwin Susanto[1*]

[1]Faculty of Economics & Business, Pertamina University Jl. Teuku Nyak Arief, Simprug, Kebayoran Lama, South Jakarta 12220

email: franszjonathanf@gmail.com

*Correspondence email: erwin.susanto@universitaspertamina.ac.id

Abstract: This study aims to analyze the influence of On-Time Performance, Price, and In-Flight Service Quality on consumer repurchase decisions for Citilink Airlines, specifically for flights operating through Soekarno-Hatta International Airport and Halim Perdanakusuma Airport. Using quantitative methods, data was collected through online questionnaire distribution using Google Form to Citilink airline service users who had utilized services from both airports. Data analysis was conducted using the Structural Equation Modeling Partial Least Square (SEM-PLS) approach to test relationships between research variables. The results proved that all three independent variables - On-Time Performance, Price, and In-Flight Service Quality - have significant influences on consumer repurchase decisions, both partially and simultaneously. Specifically, On-Time Performance proved to have the most dominant influence on affecting repurchase decisions for Citilink Airlines. These findings indicate that flight punctuality is the primary factor, followed by competitive pricing strategies and good in-flight service quality in encouraging consumers to reuse Citilink's flight services.

Keywords: *On-Time Performance, Price, In-Flight Service Quality, Airlines, Repurchase Decision*

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1. Introduction

Indonesia, as the world's largest archipelagic nation with 70,001 islands spread from Sabang to Merauke, has a dependency on air transportation to connect between regions. According to data from the Badan Pusat Statistik (BPS), the number of domestic air transport departures in 2023 reached more than 62 million passengers, increasing by 17.55% compared to 2022, and arrivals reached more than 66.7 million passengers,

*Corresponding author.

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increasing by 16.99%. This growth reflects the recovery of the aviation sector and increasing mobility of Indonesian society along with the improving pandemic situation.

Tabel 1. Number of Domestic Passengers

Number of Domestic Passengers by Airplane Transportation Mode by province (people)			
Arriving		Departing	
2022	2023	2022	2023
57.030.816	66.719.059	52.783.838	62.047.353

According to Statista report (2024), the aviation market in Indonesia is expected to grow annually at 6.10% between 2024 and 2029. The number of passengers is projected to increase to 27.35 million users by 2029. This phenomenon indicates the urgency for airlines to improve quality in various aspects to compete effectively and meet evolving consumer needs.

Citilink is a low-cost carrier (LCC) that implements strategies to achieve cost efficiency and reduce operational costs across all lines, such as standardizing aircraft fleets and cabins, eliminating business class services, using technology to simplify the ticket purchasing process, and many other strategies. Citilink continues to show growth, as evidenced by the comparison of Citilink business segment performance from 2021 to 2022, which showed significant improvement. In 2022, Citilink scheduled flights earned up to USD 680,662,261, increasing 69.79% compared to 2021 at USD 400,437,221. Meanwhile, in the non-scheduled flight segment in 2022, it earned USD 25,440,035, increasing 61.73% from 2021 at USD 15,729,677.

Table 2. Citilink Business Performance 2021-2022, 2022

Business Segment	Revenue (in USD)		Profitability (in %)	
	2022	2021	2022	2021
Scheduled Flights	680.662.261	400.437.221	92,63	92,46
Non-Scheduled Flights	25.440.035	15.729.677	3,46	3,63
Others	28.739.288	16.932.885	3,91	3,91

Amidst these positive trends, competition in the domestic aviation industry has intensified, as evidenced by domestic flight market share in 2023, where Citilink market share position experienced significant pressure. Based on domestic flight market share data in 2021 and 2023, Citilink market share decreased to 17% compared to its 2021 position of 22.6%. Meanwhile, with increasingly intense competition in the LCC segment with various LCC airlines operating in Indonesia, including Lion Air, Air Asia, Super Air Jet, and others, Citilink needs to enhance its strategies and innovations comprehensively to strengthen its market position.

In this increasingly intense competition and developments occurring at Citilink, consumer repurchase decisions become one of the critical factors determining the airline's business sustainability. Research by Mawaddah et al. (2024) explains that several factors can influence consumer repeat purchases, namely product quality (reliability, timeliness, performance, etc.), Price (price affordability, price-quality conformity, price competitiveness, and price-benefit conformity), Promotion, and service quality. Therefore, this study aims to analyze the influence of on-time performance, price, and in-flight service quality on consumer repurchase decisions for Citilink Airlines.

2. Literature

2.1 Operations Management

Operations Management is a series of activities that create value in the form of goods and services by transforming input into output. Activities creating goods and services occur in all organizations (Heizer et al., 2017). Operations management is involved in product and service design, process selection, selection and management, work system design, location planning, and improving organizational product or service quality (Stevenson, 2011).

2.2 Quality Management

Quality Management is both a practical and strategic approach to managing organizations with a focus on customer and client needs. This approach accepts nothing less than excellence (Sallis, 2005). Total Quality Management encompasses understanding and implementing quality management principles and concepts in every aspect of business activity. Total Quality Management requires quality management principles to be applied at all levels, every stage, and all departments within the organization (Dahlgaard, Kristensen, & Kanji, 2007).

2.3 On-Time Performance

On-Time Performance (OTP) is an operational indicator used by ground staff to monitor airline performance. Additionally, OTP also becomes a Key Performance Indicator (KPI) for staff ranging from airline Chief Executives to aircraft operators at airports. It is used as a benchmark in relationships between airports, airlines, ground handling officers, and other service providers. Airlines are considered on time if they arrive or depart within a maximum of 15 minutes from the scheduled time (OAG 2023). On-Time Performance reflects the reliability and productivity of an airline. So, if the airline's OTP is at a low standard this can be a threat to the airline, which means that a low percentage of OTP can result in the airline losing its customers which has an impact on losses and at worst the airline can experience bankruptcy (Ratnasari, et al., 2020).

2.4 Price

Price is the amount of value exchanged to obtain a product or service. In a broader sense, price is the value given by consumers to obtain the utility from ownership or use of a product or service. Price becomes one of the important factors influencing consumers in determining or purchasing a product (Kotler & Armstrong, 2020). Price plays a very important role in influencing customer decisions to purchase certain goods or services.

Therefore, price can determine the success of marketing products and services. (Rismaeka & Susanto, 2021).

2.5 In-Flight Service Quality

In-flight service quality offered by cabin crew affects customer satisfaction. Therefore, to develop good customer service, in-flight crew must emphasize tangible cues to create a strong organizational image (According to Ng in Namukasa, 2013). In-Flight Service Quality comprises all service activities provided during the flight by the airline, including safety, seat comfort, food quality, in-flight entertainment services, language skills, and crew courtesy during the flight (Duarte, 2020).

2.6 Repurchase Decision

Repurchase decisions occur when consumers continue to purchase and use the same brand; they may do so out of habit or because they do not see any better alternatives to their current choice (Mothersbaugh & Hawkins, 2016). Positive implications are an important element in obtaining transactions. Tactics such as discounts, friendly treatment and compliments from store personnel, and promotions in certain events can increase the likelihood of purchase and repurchase. The quality and value of the product or service itself is also important. This can involve functional, experiential, and psychosocial benefits. (Peter & Olson, 2010).

3. Methods

The researcher used quantitative methods. The quantitative method itself is research that aims to observe a phenomenon holistically-contextually by collecting data from a natural setting. Data collection was conducted through questionnaires distributed via Google Form. This study used the Lemmeshow formula as a sampling technique and the calculation results obtained a minimum of 96 samples. This study used Partial Least Square—Structural Equation Modeling (SemPLS) data analysis technique through SmartPLS application.

4. Results

4.1 Descriptive Analysis

Table 3. On-Time Performance

No	Indicators	Statement	Average
1	X11	This airline's flight schedule is always on time as scheduled.	4.19
2	X12	The time taken for boarding and deplaning is efficient.	4.24
3	X13	The airline manages ground time well.	4.22
4	X14	Flight duration is always within the estimated time given.	4.24
5	X15	In the event of a delay, the airline handles the delay professionally and informatively	4.35

6	X16	The airline is quick in addressing issues that cause delays	4.24
Total Average			4.25

Based on descriptive analysis of airline On Time Performance (OTP) variables, satisfactory results were found with a total average of 4.25. These results indicate that the airline's punctuality performance is at a good level.

Table 4. Price

No	Indicators	Statement	Average
1	X11	The airline's ticket prices are affordable according to my financial capabilities	4.07
2	X12	The quality of service provided is comparable to the ticket price	3.99
3	X13	The facilities provided are in accordance with the price paid	4.01
4	X14	Ticket prices are competitive with other airlines for the same route.	4.08
5	X15	The benefits I get are worth the ticket price	4.25
Total Average			4.08

Based on descriptive analysis of the Price variable on airlines, a total average of 4.08 is obtained, which indicates a good assessment from the consumer's perspective of the airline's pricing policy.

Table 5. In-Flight Service Quality

No	Indicators	Statement	Average
1	X11	I feel safe and comfortable during flights with this airline	3.63
2	X12	The interior of the aircraft (including toilets) is always clean	3.50
3	X13	Flight attendants/stewards are neatly dressed	3.55
4	X14	Flight attendants show a professional attitude in their work	3.40
5	X15	Cabin crew served in a friendly and polite manner	3.36
6	X16	The flight services provided are worth the cost paid	3.35
7	X17	The experience of flying with this airline exceeded my expectations	3.43
Total Average			3.46

Based on descriptive analysis of the In-Flight Service Quality variable, a total average of 3.46 is obtained, which indicates that the airline's service quality is at a fairly good level.

Table 6. Repurchase Decision

No	Indicators	Statement	Average
1	Y1	I will choose this airline for my next flight	4.26
2	Y2	This airline is my first choice for traveling	4.27
3	Y3	I prefer to buy tickets through this airline's official channels	4.02
4	Y4	I will use this airline for group travel	4.10
5	Y5	I will buy tickets for this airline for future trips	4.31
Total Average			4.19

Based on descriptive analysis of the dependent variable Repurchase Decision on airlines, a very good total average of 4.19 is obtained.

4.2 Data Analysis

4.2.1 Outer Model

- Convergent Validity

Table 7. Outer Loading

	H	IFSQ	KPU	OTP
H1	0.875			
H2	0.859			
H3	0.882			
H4	0.877			
H5	0.857			
IFSQ 1		0.877		
IFSQ 2		0.879		
IFSQ 3		0.887		
IFSQ 4		0.833		
IFSQ 5		0.849		
IFSQ 6		0.819		
IFSQ 7		0.842		
KPU 1			0.860	
KPU 2			0.845	
KPU 3			0.826	
KPU 4			0.813	
KPU 5			0.822	

OTP 1				0.819
OTP 2				0.857
OTP 3				0.858
OTP 4				0.854
OTP 5				0.843
OTP 6				0.864

The Outer Loading value is greater than (≥0.5) so that all indicators are declared to have good validity in explaining their latent variables.

Table 8. AVE

	Average variance extracted (AVE)
H	0.757
IFSQ	0.732
KPU	0.695
OTP	0.721

All constructs have an Average Variance Extracted (AVE) value> 0.5 so this indicates that the construct variable can explain more than 50% of the variance of its indicator, so the AVE value is acceptable.

- Discriminant Validity

Table 9. Cross Loading

	H	IFSQ	KPU	OTP
H1	0.875	0.352	0.590	0.621
H2	0.859	0.540	0.613	0.482
H3	0.882	0.425	0.608	0.523
H4	0.877	0.295	0.610	0.603
H5	0.857	0.228	0.544	0.530
IFSQ 1	0.438	0.877	0.567	0.449
IFSQ 2	0.448	0.879	0.590	0.471
IFSQ 3	0.448	0.887	0.602	0.480
IFSQ 4	0.256	0.833	0.421	0.381
IFSQ 5	0.302	0.849	0.395	0.352
IFSQ 6	0.231	0.819	0.408	0.353
IFSQ 7	0.346	0.842	0.538	0.481
KPU 1	0.585	0.440	0.860	0.679
KPU 2	0.648	0.465	0.845	0.678
KPU 3	0.530	0.550	0.826	0.553
KPU 4	0.458	0.532	0.813	0.599
KPU 5	0.607	0.533	0.822	0.664
OTP 1	0.568	0.338	0.565	0.819
OTP 2	0.578	0.403	0.691	0.857
OTP 3	0.506	0.530	0.642	0.858
OTP 4	0.532	0.464	0.707	0.854

OTP 5	0.481	0.339	0.602	0.843
OTP 6	0.567	0.476	0.666	0.864

The Cross Loading value above can be concluded that the cross-loading value for each indicator shows a higher value compared to other construct variables. Therefore, the test results show this research passes Discriminant Validity.

Table 10. HTMT

	H	IFSQ	KPU	OTP
H				
IFSQ	0.439			
KPU	0.749	0.644		
OTP	0.688	0.527	0.836	

The HTMT values above can be concluded that all HTMT values are below 0.90, which indicates that discriminant validity is achieved for all constructs.

- Construct Reability

Table 11. Cronbach's Alpha & Composite Reliability

	Cronbach's alpha	Composite reliability (rho_c)
H	0.920	0.940
IFSQ	0.940	0.950
KPU	0.890	0.919
OTP	0.923	0.940

The Construct Reliability value above can be concluded that the variables have consistency in measuring each construct and can be declared reliable and reliable.

4.2.2 Inner Model

- Tes Multikolinearitas

Table 12. VIF

	VIF
H -> KPU	1.717
IFSQ -> KPU	1.376
OTP -> KPU	1.882

The VIF value above can be concluded that the VIF value of all variable indicators is less than 5.00, so this does not occur multicollinearity between each variable indicator measured in the model so that the model can be accepted.

- R-Square

Table 13. R-Square

	R-square	R-square adjusted
KPU	0.695	0.685

The adjusted R-square of 0.685 indicates that the independent variables together can explain the variance of the Repurchase Decision (KPU) variable by 68.5%.

- Effect Size

Table 14. F-Square

	H	**IFSQ**	**KPU**	**OTP**
H			0.157	
IFSQ			0.150	
KPU				
OTP			0.362	

The F-Square value above can be concluded that the three independent variables have different effects on Repurchase Decisions (KPU).

- Hyphotesis Testing

Table 15. Path Coefficient

	Original sample (O)	**Sample mean (M)**	**Standard deviation (STDEV)**	**T statistics (|O/STDEV|)**	**P values**
H -> KPU	0.286	0.294	0.120	2.379	0.017
IFSQ -> KPU	0.251	0.237	0.106	2.362	0.018
OTP -> KPU	0.456	0.455	0.116	3.941	0.000

On-Time Performance (OTP) shows the strongest significant positive effect with a path coefficient of 0.456 (t-statistics = 3.941, p-value = 0.000). The Price variable (H) also showed a significant positive effect on Repurchase Decision with a path coefficient of 0.286 (t-statistics = 2.379, p-value = 0.017). In-Flight Service Quality (IFSQ) which proved a significant positive influence with a path coefficient of 0.251 (t-statistics =

2.362, p-value = 0.018), indicating that improving in-flight service quality contributes positively to repurchase decisions.

- F-Test

$$F\ hitung = \frac{0{,}695/3}{(1-0{,}695)/(96-3-1)}$$

$$F\ hitung = \frac{0{,}232}{0{,}003315}$$

$$F\ hitung = 69{,}98$$

The test results show that the value of F count (69.98) > F table (2.70), so it can be concluded that simultaneously or together, all independent variables have a significant influence on the dependent variable.

4.2.3 Evaluation of Goodness of fit and model fit

- Goodness of Fit Index

$$GoF = \sqrt{\overline{com} \times \overline{R^2}}$$

$$GoF = \sqrt{0{,}726 \times 0.695}$$

$$GoF = 0.710$$

Based on the results of the Goodness of Fit (GoF) calculation, the GoF result which reached 0.710 indicates that the research model has good quality.

- SRMR

Table 16. SRMR

	Saturated model	Estimated model
SRMR	0.078	0.078

The SRMR value shows that the SRMR test results are at a value of 0.078, which means that the model has a fit (model fit) with the existing data.

5. Discussion

1. The Effect of On-Time Performance on Repurchase Decisions (H1)

   Based on the results of the hypothesis test, namely the partial test that has been carried out, on-time performance produces a significant value of 3.941> 1.96, and the P-values have a value of 0.000 so that the P-values < 0.05. The results of this study show the relationship between Citilink's on-time performance and consumer

behavior in the aviation industry. It is evident that on-time performance is not only a supporting factor but has become an important factor that significantly influences passengers' decision to reuse the airline's services. In an era where time is a precious factor, passengers are increasingly selective in choosing airlines that are reliable in terms of punctuality. This reflects consumer behavior and preferences, where the reputation of an airline's punctuality is a major consideration in the decision-making process of purchasing flight tickets.

The significance of the effect of on-time performance on repurchase decisions, which reached 45.6%, illustrates how important this aspect is in the aviation industry. This is in line with the research findings of Syahrani & Tamara (2024) which confirm that consistency in maintaining service timeliness is a key factor in building and maintaining customer loyalty. In the context of increasingly fierce competition in the airline industry, the on-time performance aspect has become a differentiator that can distinguish one airline from another in the eyes of consumers.

2. The Effect of Price on Repurchase Decisions (H2)

   Based on the results of the hypothesis test, namely the partial test that has been carried out, the price produces a significance value of 2.379> 1.96, and the P-values have a value of 0.017 so that the P-values <0.05. The results of this study show the relationship between Citilink ticket prices and consumer behavior in the aviation industry. It is proven that the price significantly affects the passenger's decision to return to using Citilink airline services. These results show that ticket prices are one of the important factors for consumers when making repeat purchase decisions, especially in the LCC segment, passengers are increasingly selective in choosing airlines that can provide prices that match the quality of service. This reflects consumer behavior and preferences, where the price suitability of an airline is a major consideration in the decision-making process for purchasing flight tickets.

   The magnitude of the price effect on repurchase decisions, which reached 28.6% shows the importance of this factor in the aviation industry. This is in line with the research of Fakhrudin & Aminuddin (2022) which found that price has a positive and significant influence on repurchase decisions. In the increasingly fierce competition in the airline industry, the pricing strategy is a differentiator that helps consumers choose between one airline and another. This shows that pricing is not just a matter of numbers, but also about how to meet consumer expectations while maintaining business sustainability.

3. The Effect of In-Flight Service Quality on Repurchase Decisions (H3)

   Based on the results of the hypothesis test, namely the partial test that has been carried out, in-flight service quality produces a significant value of 2.362> 1.96, and the P-values have a value of 0.018 so that the P-values < 0.05. The results of this study indicate a strong relationship between Citilink in-flight service quality and consumer behavior in the aviation industry. It is evident that in-flight service quality significantly influences passengers' decisions to reuse the airline's services. This shows where passengers are increasingly selective in choosing airlines that can provide optimal comfort and service during travel.

The significance of the effect of in-flight service quality on repurchase decisions, which reached 25.1%, illustrates how important this aspect is in consumer repurchase decisions at Citilink airlines. This is in line with the research findings of Rebollo & Pacana (2023) which show that in-flight service quality has a positive and significant influence on repurchase decisions. In the increasingly fierce competition in the airline industry, the in-flight service quality aspect has become a differentiator that can distinguish one airline from another in the eyes of consumers. Consistent and professional service quality during the flight not only creates a pleasant travel experience but also builds long-term trust between the airline and its passengers.

4. The Effect of On-Time Performance, Price, and In-Flight Service Quality on Repurchase Decisions (H4)

   This study shows that on-time performance, price, and in-flight service quality jointly influence consumer repurchase decisions on Citilink airlines. The results of the F test show a very strong influence of these three variables, as evidenced by the calculated F value (69.98) which far exceeds the F table value (2.70). These three independent variables have a major impact on repurchase decisions, where 68.5% of consumer repurchase decisions on Citilink airlines are influenced by the three independent variables together. This result shows how important it is for Citilink to maintain excellence in these three aspects simultaneously, not just focusing on one aspect. While 31.5% of repurchase decisions are influenced by other factors not examined in this study.

6. Conclusion and Recommendations

6.1 Conclusion

The results of hypothesis testing in this study resulted in the following conclusions:

1. Individual variable analysis results show that On-Time Performance has the strongest and most dominant influence on repurchase decisions for Citilink Airlines, evidenced by a path coefficient of 0.456 with very strong significance (t-statistics 3.941, p-value 0.000). This finding indicates that flight punctuality becomes a crucial factor and primary consideration for consumers in deciding to reuse Citilink services.

2. The Price variable ranks second in terms of its influence strength on repurchase decisions, with a path coefficient of 0.286 (t-statistics 2.379, p-value 0.017). This result confirms that the appropriate and competitive pricing strategy plays a vital role in shaping consumer decisions to make repeat purchases with Citilink Airlines.

3. In-Flight Service Quality provides a positive influence with a path coefficient of 0.251 (t-statistics 2.362, p-value 0.018). Although having a relatively smaller influence compared to the other two variables, this result confirms that in-flight service quality remains a significant supporting factor in influencing consumer repurchase decisions.

4. Simultaneously, the three variables are proven to have a substantial influence on Repurchase Decisions, this is evidenced by the calculated F value (69.98) which is

greater than the F table value (2.70) which indicates that the three independent variables together have a significant positive effect on the dependent variable.

5. The results of this study obtained an adjusted R-square value of 0.685, which indicates that the independent variable can explain 68.5% of the dependent variable. While 31.5% is explained by other variables outside the variables in this study.

6.2 Theoretical Suggestions

For future research suggestions, the research model developed in this study shows potential for wide and complex adaptation, especially when applied to various transportation industry contexts with different characteristics. Future research could explore the applicability of the model to diverse transportation segments, ranging from land transportation such as buses, trains, and ride-hailing, to marine transportation including ferries, cruise ships, and maritime freight services. In addition to the transportation industry, further research has very interesting potential to expand the scope of research to various other industrial sectors. For example, the Food & Beverage (F&B) industry has complex consumer dynamics, ranging from restaurants, cloud kitchens, to food delivery platforms. Similarly, the hospitality industry includes hotels, resorts, homestays, and various other modern accommodation models. In addition, the research can be extended to other industries such as retail, e-commerce, healthcare, and fintech that have the same complexity and interesting consumer dynamics to be explored.

6.3 Practitioner Advice

Citilink needs to focus on optimizing On-Time Performance (OTP), which is a top priority, given that it is proven to have the most dominant influence on repeat purchase decisions. The company is advised to make continuous investments in good flight management systems, including the development of navigation technology, improving flight crew qualifications and competencies through intensive training programs, developing stricter standard operating procedures to minimize the risk of delays and various other OTP optimization measures. In addition, the pricing strategy requires a more dynamic and competitive approach. Citilink needs to design a pricing model that is flexible, responsive to market changes, and provides real added value to consumers. This can be achieved through a comprehensive analysis of competitor pricing structures, implementation of pricing mechanisms that consider various factors such as seasonality, demand, and flight route characteristics, and various other pricing strategies. For the improvement of In-Flight Service Quality, Citilink can develop an ongoing training program for cabin crew, focusing on developing communication skills, empathy, and good service. The implementation of advanced technologies to enhance passenger comfort, such as interactive entertainment systems, high-speed internet connectivity, and ergonomic amenities, can be an important differentiator in the competitive airline industry.

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