

Analysis of The Influence of Pre-Flight Service Quality, In-flight Service Quality, Post-Flight Service Quality, and Covid-19 Protocol Service Quality Towards Passenger Satisfaction and Passenger Loyalty of Lion Air Passenger in Medan



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ABSTRACT: This study aims to determine whether Lion Air's service quality including pre-flight, in-flight, post-flight and covid-19 protocol service quality affect passenger satisfaction and loyalty of Lion Air passengers in Medan. This study uses a quantitative (causal) research method with data obtained from distributing questionnaires through the snowball sampling technique (nonprobability sampling method) and will be processed using SEM (Structural Equation Modeling) utilizing AMOS version 22.0 software. This research is conducted on 125 respondents with male and female characteristics, ranging from 18-60 by age, domiciled in Medan, and had at least 1 x domestic trip using Lion Air baggage facilities within the last 2 years. The results of the analysis of the Structural Equation Model (SEM) using AMOS version 22.0 software show that the variable pre-flight service quality has an insignificant relationship to passenger satisfaction, in-flight service quality has a significant relationship to passenger satisfaction, post-flight service quality has a significant relationship to passenger satisfaction, covid-19 protocol service quality has a significant relationship to passenger satisfaction, pre-flight service quality has a significant relationship to passenger loyalty, in-flight service quality has a significant relationship to passenger loyalty, post-flight service quality has a significant relationship to passenger loyalty, covid-19 protocol service quality has an insignificant relationship to passenger loyalty, and passenger satisfaction has a significant relationship to passenger loyalty.

KEYWORDS: Pre-flight Service Quality, In-flight Service Quality, Post-flight Service Quality, Covid-19 Protocol Service Quality, Passenger Satisfaction, Passenger Loyalty

I. INTRODUCTION

The emergence of Low Cost Airline in Indonesia had a positive feedback form the society as can seen from the increasing number of passenger each year. Several airlines that work on the low-cost carrier market segmentation are: Lion Air, Citilink and Air Asia Indonesia.

Lion Air was founded by Rusdi and Kusnan Kirana on October 19, 1999 and started operating on June 30, 2000. Without taking a long time, in the early of 2006, Lion Air had successfully overtaken Garuda Indonesia in the first place as the domestic flight market leader. Based on data from the INACA Annual Report 2016 – 2020, Lion Air remained as the domestic market leader with the most acquisition of passengers in Indonesia. In 2020, Lion Air as the Low Cost Airline ranks first by carrying 12.517 million passengers (35%) per year, followed by Batik Air which is also a subsidiary of the company from the Lion Group with the acquisition of 6.123 million people (17%), Citilink 5.421 million people (15%), Garuda Indonesia 4.619 million people (13%), Wings Air 2.817 million people (8%), Sriwijaya 1.590 million people (5%), Indonesia Air Asia 1.113 million people (3%), Nam Air 688 thousand people (2%), and other airlines with percentage of 2%.

Therefore, this study focus on the loyalty of Lion Air with most acquisition of passenger defeating other full service and low cost airlines in Indonesia. Consumer loyalty is a positive attitude towards a brand, commitment to a brand has the intention to continue purchasing in the future (Amaranggana & Rahanatha, 2018). Consumer loyalty will be high if a product is considered capable of providing the highest satisfaction so that customers are reluctant to switch to other brands (Steffen & Sitinjak, 2021). The research gap in this study is based on the study conducted by Kusumasasti & Hadiwidjojo (2017), service quality has no significant influence towards customer loyalty however according to Tanomsin & Chen (2018) there are significant influence between service quality

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and customer loyalty. The second gap is based on the study conducted by Tanomsin & Chen (2018), customer satisfaction has a significant influence towards customer loyalty however according to Saputra & Setyadi (2020), customer satisfaction has no positive and significant influence towards customer loyalty.

II. LITERATURE REVIEW

Passenger Loyalty

Customer loyalty according to Kotler and Keller (2016: 153) is commitment held by a customer to repurchase a product or service consistently or sustainably in the future. Loyal customers uphold a commitment to repurchase a product or service preferred consistently in the future, despite the influence of the situation and effort marketers in changing behavior (Taylor et al., 2004).

Passenger Satisfaction

Oliver (1981) defines satisfaction as a feeling of pleasure or disappointment that results from comparing a product's perceived performance (or outcome) in relation to his expectations. According to Kotler (2004), consumer satisfaction is the result felt by the buyer who experiences a performance company that lives up to their expectations.

Service Quality

In the aviation industry, service quality consists of various interactions between customers and airlines represented by employees to influence customer perception and operator image (Gursoy et al., 2005). According to Lovelock and Waright (2005: 96) service quality is a customer's long-term cognitive evaluation of service delivery of a company.

Pre-flight Service Quality

Duarte & Herlina (2020) defines pre-flight service quality as a series of several service activities provided by the company to prior to the passenger traveling. Pre-flight service quality is the main stage of the flight service process to passengers that happened before the boarding stages (Munusamy et al., 2011)

In-flight Service Quality

According to Duarte & Herlina (2020), in-flight service quality relates to service activities during boarding process includes seating comfort, food quality, in-flight entertainment services, crew courtesy and language skills. In-flight service quality is the quality of service when the flight takes place, which can affect customer satisfaction and this is commonly called with "moments of truth" in airline services (Munusamy et al., 2011).

Post-flight Service Quality

Munusamy et al. (2011) argues that post-flight service quality is the last stage of flight service process that occurs after airline passengers get off aircraft. Namukasa (2013) explain that post-flight service quality includes Frequent Flyer Program (FFP) and also precise and timely baggage handling. Post-flight service quality is an important factor that has an impact on building good relationships with customers and ultimately affect satisfaction and loyalty.

Covid-19 Protocol Service Quality

According to Chuenyindee et al. (2022), the implementation of the covid-19 protocol refers to conditions where people are careful in using transportation due to virus transmission and crowds. Limitation number of passengers in an aircraft, proper using of personal protective equipment (PPE), and the application of the safety protocol is a form of the covid-19 protocol service quality run by aviation company (Sun et al., 2021).

Hypothesis of this study is listed as following:

- H1: Pre-flight service quality has a significant influence on passenger satisfaction.
- H2: In-flight service quality has a significant influence on passenger satisfaction.
- H3: Post-flight service quality has a significant influence on passenger satisfaction.
- H4: Covid-19 protocol service quality has a significant influence on passenger satisfaction.
- H5: Pre-flight service quality has a significant influence on passenger loyalty.
- H6: In-flight service quality has a significant influence on passenger loyalty.
- H7: Post-flight service quality has a significant influence on passenger loyalty.
- H8: Covid-19 protocol service quality has a significant influence on passenger loyalty.
- H9: Passenger satisfaction has a significant influence on passenger satisfaction.

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III. RESEARCH ISSUE AND METHODOLOGY

This research will adopt a quantitative approach with causal research method, which will prove that there is a causal relationship between the variables studied based on observations of the consequences that occur. Causal-comparative research is ex post facto in nature, meaning that data is collected after observing a phenomenon that has already occurred and reviewing ongoing and past data. Darwin et al. (2021) also added that research using the causal-comparative method aims to describe the situation that occurs from the variables and hypotheses that exist in a study to draw a conclusion. Non-probability sampling method, namely snowball sampling is implemented in this study as the number of Lion Air Passenger in Medan, Indonesia is unknown. The characteristics of the respondents are men and women aged between 18-60, lived in Medan, Indonesia, and have done at least 1 x domestic trip with the use of Lion Air baggage facility within the last 2 years. The sample in this study is collected from questionnaires filled by 125 respondents with a total of 25 indicators. The measurement scale adopted in this study is Likert scale with the scale between 1-5 with scale values includes strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5). The results of this study will refer to the Structural Equation Model (SEM) analysis method using AMOS 22.0 software.

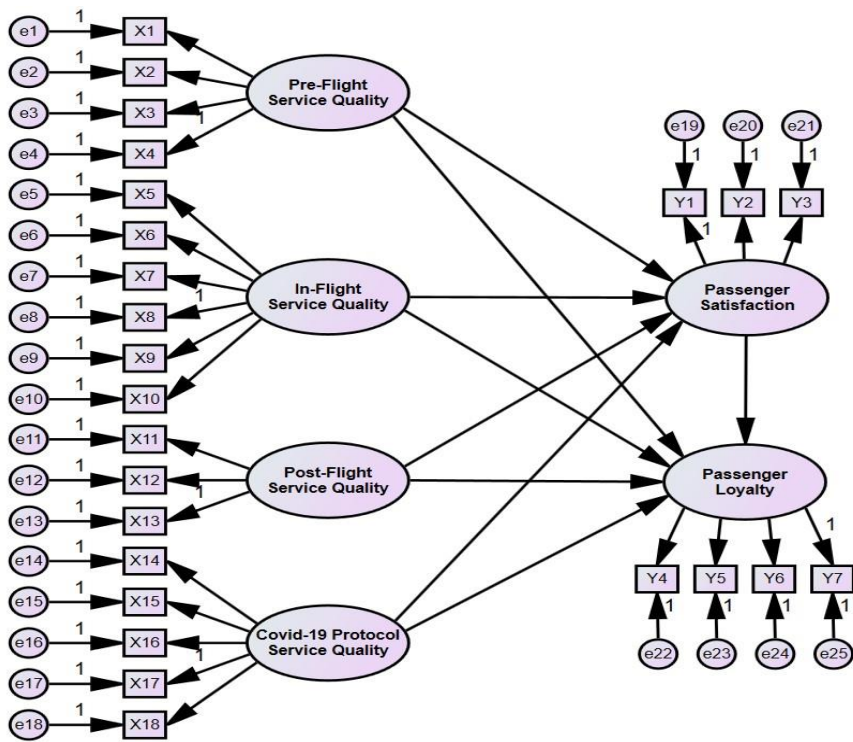
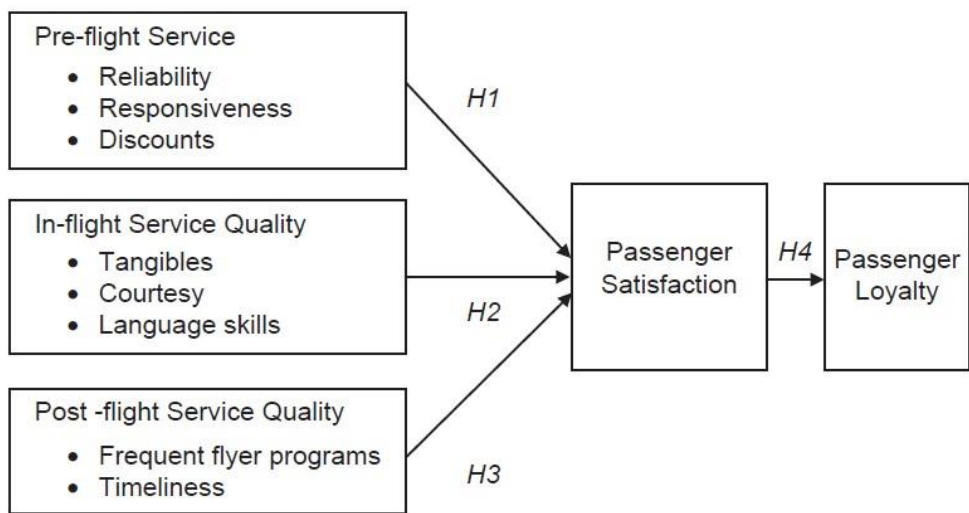


Figure 1. Research Framework

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The Structural Equation Model in this study is described as following.

$$PS = \alpha1.PRE + \alpha2.IN + \alpha3.POST + \alpha4.COV + \delta1$$

$$PL = \alpha5.PRE + \alpha6.IN + \alpha7.POST + \alpha8.COV + \alpha9.PS + \delta2$$

with:

δ = Disturbance term PRE = Pre-flight Service Quality

IN = In-flight Service Quality

POST = Post-flight Service Quality

COV = Covid-19 Protocol Service Quality

PS = Passenger Satisfaction

PL = Passenger Loyalty

IV. FINDINGS

Characteristics of Respondents

As explained previously, the data are retrieved using non-probability sampling method on 125 respondents, in which the details can be seen as below.

Table 1. Respondent Profile

	Gender	Frequency	Percent	Cummulative Percent
Valid	Laki Laki	55	44%	44%
	Perempuan	70	56%	100%
	Total	125	100%	
	Latest Education	Frequency	Percent	Cummulative Percent
Valid	SMA/SMK/Sederajat	37	29.6%	29.6%
	D3	8	6.4%	36%
	Sarjana (S1)	74	59.2%	95.2%
	Sarjana (S2)	6	4.8%	100%
	Total	125	100%	
	Job Profile	Frequency	Percent	Cummulative Percent
Valid	Siswa/Mahasiswa	52	41.6%	41.6%
	Karyawan Swasta	59	47.2%	88.8%
	Karyawan BUMN	6	4.8%	93.6%
	Lainnya	8	6.4%	100%
	Total	125	100%	
	Age	Frequency	Percent	Cummulative Percent
Valid	20-30 tahun	106	84.8%	84.8%
	30-40 tahun	16	12.8%	97.6%
	40-60 tahun	3	2.4%	100%
	Total	125	100%	

Evaluation of Outliers

Outliers are observations which are different when compared to other observations in an extreme form of single and combination variables (Hair et al., 1995 in Ferdinand, 2002). Outliers evaluation was divided into two, namely univariate outliers and multivariate outliers.

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Univariate Outliers

Testing for univariate outliers can be done by determining the upper threshold value, where these are categorized as outliers. In this case, it is carried out in a standard score or it can also be said to be a z-score by converting the value of the research data. The results of the univariate outlier test in this research produce Z-score values for all indicators in the range -3 to +3, with the lowest value -2.654 and the largest value 1.621. Thus it can be concluded that univariately there are no outliers in this research data.

Multivariate Outliers

Multivariate outlier detection can be performed using the Mahalanobis Distance (Mahalanobis d-Squared), in principle, the Mahalanobis d-Squared is a measure for evaluating the position of each observation compared to the center of all observations in a set of variables (Hair et al., 2014: 67). The resulting Mahalanobis d-Squared is evaluated using χ^2 (chi-square) in degrees of freedom equal to the number of indicators used in the SEM model. If there are observations that produce d-Squared Mahalanobis values greater than the chi-square value at $df = \text{number of indicators}$ and a significance level of 0.001, these observations are identified as multivariate outliers. The result of calculating the chi-square table is 52.62. The results of the multivariate outlier detection showed that all observations had a d-squared mahalanobis value that was smaller than the chisquare table limit of 52.62, so that none of the observations (respondents) were indicated as outliers and all of them could be used for further analysis.

Evaluation of Multicollinearity and Singularity

Singularity and multicollinearity can be detected through the value of the determinant covariance matrix. A very small determinant value is an indication of a multicollinearity or singularity problem. Grewal, Cote, and Baumgartner (2004:519) regarding multicollinearity and measurement error in SEM, states that in addition to using a determinant covariance matrix, multicollinearity detection can be done with a correlation matrix. In the correlation matrix, a correlation value of 0.80 or more indicates the presence of multicollinearity (Hair et al. 2014: 157). Another approach is to use the Variance Inflation Factor (VIF) value, with the VIF limit <10 for the condition that singularity and collinearity do not occur (Hair et al. 2014: 157). The result in this research shows that the independent (exogenous) constructs all produce a VIF value of less than 10. The value of the determinant covariance matrix is also greater than zero, so does the correlation matrix between indicators (sample correlation matrix) which produces the highest value of 0.720 and the correlation between exogenous constructs produces the highest value of 0.119 (no correlation value that exceeds the value of 0.80). Thus it can be concluded that in this research model there is no multicollinearity and singularity, so that the assumption of the absence of multicollinearity and singularity in the research model can be fulfilled.

Confirmatory Factor Analysis of Exogenous Variables

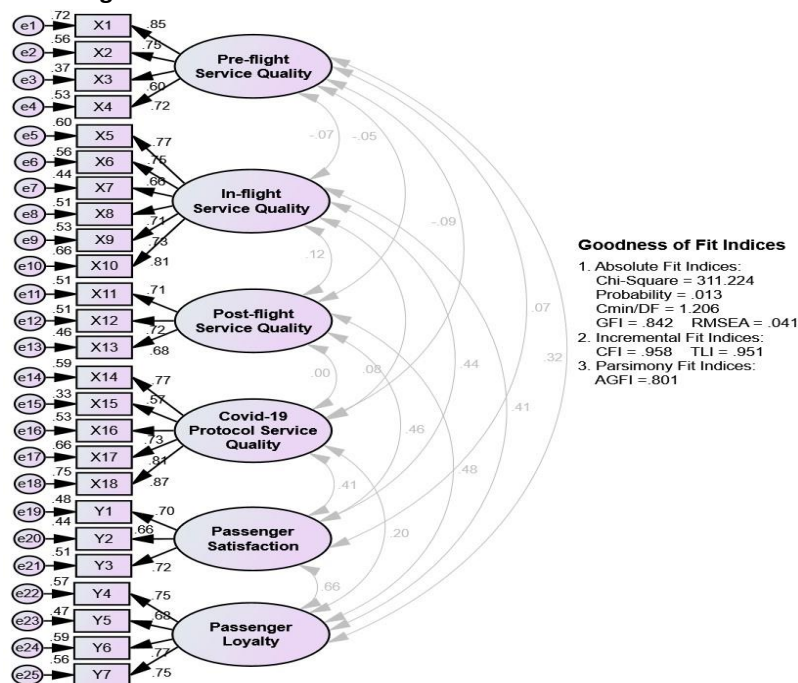


Figure 2. Confirmatory Analysis Pre-flight Service Quality, In-flight Service Quality, Post-flight Service Quality, Covid-19 Protocol Service Quality, Passenger Satisfaction dan Passenger Loyalty

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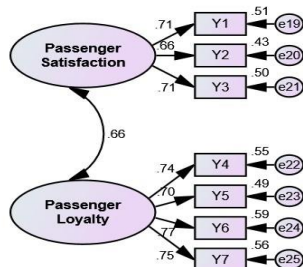
An assessment of exogenous constructs will be carried out in the confirmatory analysis section in order to test the suitability of the model and the unidimensionality of the exogenous construct. In this study, there are five independent variables that will be used as measurement models for confirmatory analysis of exogenous constructs, namely Pre-flight Service Quality, In-flight Service Quality, Post-flight Service Quality, Covid-19 Protocol Service Quality. Pre-flight Service Quality variable consists of four indicators, In-flight Service Quality consists of six indicators, Post-flight Service Quality consists of three indicators, Covid-19 Protocol Service Quality consists of five indicators.

Table 2. Factor Weight Test and Factor Value Loading for Pre-flight Service Quality, In-flight Service Quality, Post-flight Service Quality, Covid-19 Protocol Service Quality

			Estimate	S.E.	C.R.	P	Std. Estimate
X1	<---	PRE	1.000				.850
X2	<---	PRE	.846	.103	8.215	***	.747
X3	<---	PRE	.568	.083	6.870	***	.605
X11	<---	POST	1.000				.715
X12	<---	POST	1.188	.196	6.047	***	.717
X13	<---	POST	1.071	.175	6.123	***	.679
X5	<---	IN	1.000				.774
X6	<---	IN	.847	.100	8.451	***	.748
X7	<---	IN	.626	.087	7.191	***	.662
X8	<---	IN	.679	.085	7.997	***	.714
X9	<---	IN	.885	.107	8.278	***	.726
X10	<---	IN	1.010	.109	9.255	***	.814
X4	<---	PRE	.709	.085	8.389	***	.725
X14	<---	COV	1.000				.765
X15	<---	COV	.746	.119	6.252	***	.571
X16	<---	COV	1.085	.140	7.779	***	.729
X17	<---	COV	1.372	.161	8.514	***	.815
X18	<---	COV	1.331	.172	7.748	***	.865

Table 2 describe the critical ratio for the Pre-flight Service Quality, In-flight Service Quality, Post-flight Service Quality, Covid-19 Protocol Service Quality variables which is greater than 2.00. Thus, it can be concluded that all the indicators are from latent factors meaning that all indicators are accepted. Table 2 also shows the value of the lambda loading factor for each variable that has a value greater than 0.40 and these indicators simultaneously show unidimensional latent variables.

Confirmatory Factor Analysis of Endogenous Variables



Goodness of Fit Indices

- Absolute Fit Indices:
Chi-Square = 27.338
Probability = .011 Cmin/DF = 2.103
GFI = .942 RMSEA = .094
- Incremental Fit Indices:
CFI = .952 TLI = .922
- Parsimony Fit Indices:
AGFI = .876

Figure 3. Confirmatory Analysis for Passenger Satisfaction and Passenger Loyalty

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There are two dependent variables in this study that are used as a measurement model for endogenous construct confirmatory analysis, namely Passenger Satisfaction and Passenger Loyalty. There are 3 indicators for Passenger Satisfaction, 4 indicators for Passenger Loyalty. The results of the confirmatory analysis can be seen in Figure 3.

Table 3. Factor Weight Test and Factor Value Loading for Passenger Satisfaction and Passenger Loyalty

		Estimate	S.E.	C.R.	P	Std. Estimate
Y7 <---	PL	1.189	.159	7.463	***	.747
Y6 <---	PL	1.030	.128	8.017	***	.769
Y5 <---	PL	.881	.121	7.271	***	.698
Y4 <---	PL	1.000				.744
Y3 <---	PS	1.089	.173	6.309	***	.706
Y2 <---	PS	.957	.156	6.125	***	.657
Y1 <---	PS	1.000				.712

Based on table 3, the critical ratio for the variables Passenger Satisfaction and Passenger Loyalty is greater than 2.00, which means that all indicators are significantly indicators derived from the resulting latent factors. Therefore, all indicators are acceptable. The table above also shows the value of the lambda loading factor in each variable which has a value greater than 0.40 so that these indicators simultaneously present unidimensional to latent variables.

Full Structural Equation Model Analysis

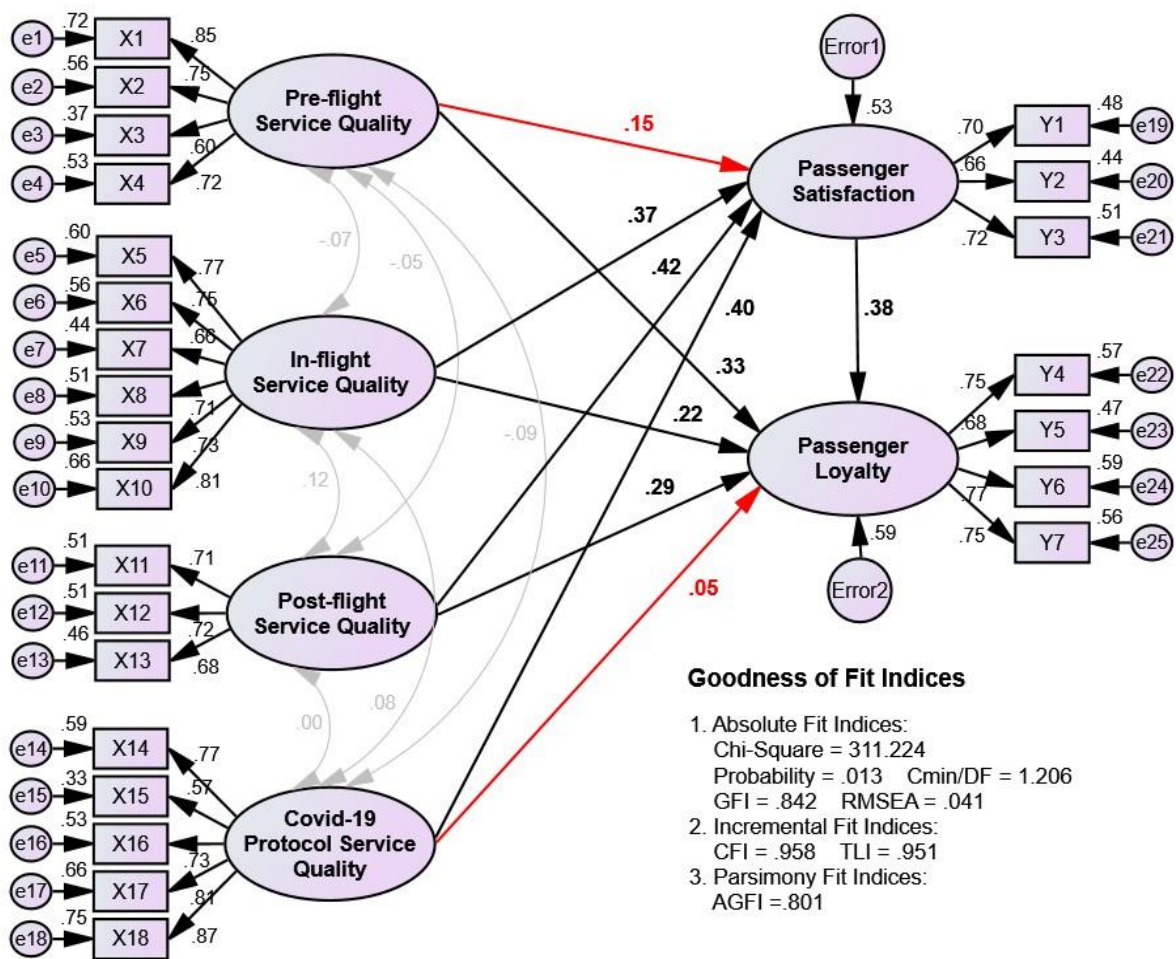


Figure 4. Full Structural Model

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Figure 4 show that all model suitability criteria were met, which allows the structural model to be accepted. A good fit indicates that the model has a good model fit, where marginal fit indicates that the model is within acceptable parameters.

Table 4. SEM Model Feasibility Testing Index (Base Model)

Kriteria <i>Goodness of Fit</i>		Full Model	Nilai Kritis	Kesimpulan
<i>Absolute Fit Indices</i>	<i>Probability Chisquare</i>	0,013	> 0,05	<i>Even Good fit</i>
	<i>Cmin/DF</i>	1,206	≥ 2,00	<i>Good fit</i>
	<i>GFI</i>	0,842	≥ 0,90	<i>Marginal fit</i>
	<i>RMSEA</i>	0,041	≥ 0,08	<i>Good fit</i>
<i>Incremental Fit Indices</i>	<i>TLI</i>	0,951	≥ 0,95	<i>Good fit</i>
	<i>CFI</i>	0,958	≥ 0,95	<i>Good fit</i>
<i>Parsimony Fit Indices</i>	<i>AGFI</i>	0,801	≥ 0,90	<i>Marginal fit</i>

Table 5. Hypothesis Analysis Result

<i>Hypothesis</i>	<i>Std Estimate</i>	<i>C.R.</i>	<i>P-value</i>	<i>Analysis</i>
H1: Pre-flight service quality has a significant influence on passenger satisfaction.	0,148	1,524	0,128	Rejected
H2: In-flight service quality has a significant influence on passenger satisfaction.	0,373	3,649	0,000	Accepted
H3: Post-flight service quality has a significant influence on passenger satisfaction.	0,418	3,524	0,000	Accepted
H4: Covid-19 protocol service quality has a significant influence on passenger satisfaction.	0,396	3,758	0,000	Accepted
H5: Pre-flight service quality has a significant influence on passenger loyalty.	0,325	3,272	0,001	Accepted
H6: In-flight service quality has a significant influence on passenger loyalty.	0,219	2,031	0,042	Accepted
H7: Post-flight service quality has a significant influence on passenger loyalty.	0,291	2,297	0,022	Accepted
H8: Covid-19 protocol service quality has a significant influence on passenger loyalty.	0,054	0,513	0,608	Rejected
H9: Passenger satisfaction has a significant influence on passenger satisfaction.	0,382	2,284	0,022	Accepted

The hypothesis analysis result shown in table 5 is concluded from the following explanation:

1. The estimated effect of the coefficient of pre-flight service quality on passenger satisfaction shows an insignificant effect with a CR value of 1.524 (smaller than 1.96) and a significance value (p-value) of 0.128 (greater than the 5% significance level). The resulting coefficient of influence is only 0.148, meaning that the better the quality of service before the flight takes place has not had a real impact on increasing passenger satisfaction. Thus, the first hypothesis which states that pre-flight service quality has a significant effect on passenger satisfaction on the domestic airline Lion Air in Medan, cannot be accepted (H1 is rejected).
2. The estimated results of the coefficient of the effect of in-flight service quality on passenger satisfaction show a significant effect with a CR value of 3.649 (greater than 1.96) and a significance value (p-value) of 0.000 (smaller than the 5% significance level). The resulting coefficient of influence is 0.373 (positive), meaning that the better the quality of service during the flight,

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the passenger satisfaction will increase. Thus, the second hypothesis which states that in-flight service quality has a significant effect on passenger satisfaction on the domestic airline Lion Air in Medan, can be accepted (H2 accepted).

3. The results of the estimated effect of the coefficient of post-flight service quality on passenger satisfaction also show a significant effect with a CR value of 3.524 (greater than 1.96) and a significance value (p-value) of 0.000 (smaller than the 5% significance level). The resulting influence coefficient is 0.418 (positive), meaning that the better the service quality after the passengers get off the plane, the passenger satisfaction will increase. Thus, the third hypothesis which states that post-flight service quality has a significant effect on passenger satisfaction on the domestic airline Lion Air in Medan, is also acceptable (H3 is accepted).
4. The estimated results of the coefficient of influence of Covid-19 protocol service quality on passenger satisfaction also show a significant effect with a CR value of 3.758 (greater than 1.96) and a significance value (p-value) of 0.000 (smaller than a significant level of 5%). The resulting coefficient of influence is 0.396 (positive), meaning that the better the quality of the Covid-19 health protocol service, the passenger satisfaction will increase. Thus, the fourth hypothesis which states that Covid-19 protocol service quality has a significant effect on passenger satisfaction on the domestic airline Lion Air in Medan, is also acceptable (H4 is accepted).
5. The estimated results of the coefficient of pre-flight service quality on passenger loyalty show a significant effect with a CR value of 3.272 (greater than 1.96) and a significance value (p-value) of 0.001 (smaller than 5% significance level). The resulting influence coefficient is 0.325 (positive), meaning that the better the quality of service before the flight takes place will increase passenger loyalty. Thus, the fifth hypothesis which states that pre-flight service quality has a significant effect on passenger loyalty on the domestic airline Lion Air in Medan, can be accepted (H5 is accepted).
6. The estimated effect of the coefficient of in-flight service quality on passenger loyalty also shows a significant effect with a CR value of 2.031 (greater than 1.96) and a significance value (p-value) of 0.042 (smaller than the 5% significance level). The resulting coefficient of influence is 0.219 (positive), meaning that the better the quality of service during the flight, the more loyal the passengers will be. Thus, the sixth hypothesis which states that in-flight service quality has a significant effect on passenger loyalty on the domestic airline Lion Air in Medan, is also acceptable (H6 is accepted).
7. The estimated results of the effect coefficient of post-flight service quality on passenger loyalty also show a significant effect with a CR value of 2.297 (greater than 1.96) and a significance value (p-value) of 0.022 (smaller than the 5% significance level). The resulting coefficient of influence is 0.291 (positive), meaning that the better the quality of service after the passengers get off the plane, the more loyal the passengers will be. Thus, the seventh hypothesis which states that post-flight service quality has a significant effect on passenger loyalty on the domestic airline Lion Air in Medan, is also acceptable (H7 is accepted).
8. The estimated results of the coefficient of influence of Covid-19 protocol service quality on passenger loyalty show an insignificant effect with a CR value of 0.513 (smaller than 1.96) and a significance value (p-value) of 0.608 (greater than a significant level of 5%). The resulting coefficient of influence is only 0.054, meaning that the better the quality of the Covid-19 health protocol service has not had a real impact on increasing passenger loyalty. Thus, the eighth hypothesis which states that Covid-19 protocol service quality has a significant effect on passenger loyalty on the domestic airline Lion Air in Medan, cannot be accepted (H8 is rejected).
9. The estimated results of the coefficient of the effect of passenger satisfaction on passenger loyalty show a significant effect with a CR value of 2.284 (greater than 1.96) and a significance value (p-value) of 0.022 (smaller than the 5% significance level). The resulting influence coefficient is 0.382 (positive), meaning that the higher the passenger satisfaction, the higher the passenger loyalty. Thus, the ninth hypothesis which states that passenger satisfaction has a significant effect on passenger loyalty on the domestic airline Lion Air in Medan, can be accepted (H9 is accepted).

V. CONCLUSION

Based on research that has been conducted on 125 respondents, who are men and women with an age range of 18-60 years and based on data processing using software AMOS 22.0, the results as follow: the Pre-Flight Service Quality variable has no significant effect on Passenger Satisfaction with a CR value of 1.524 and a regression coefficient of 0.148; the In-Flight Service Quality variable has a significant effect on Passenger Satisfaction with a CR value of 3.649 and a regression coefficient of 0.373; the variable Post-Flight Service Quality has a significant effect on Passenger Satisfaction with a CR value of 3.524 and a regression coefficient of 0.418; the Covid-19 Protocol Service Quality variable has a significant effect on Passenger Satisfaction with a CR value of 3.758 and a regression coefficient of 0.396; the variable Pre-Flight Service Quality has a significant effect on Passenger Loyalty with a CR

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value of 3.272 and a regression coefficient of 0.325; the In-Flight Service Quality variable has a significant effect on Passenger Loyalty with a CR value of 2.031 and a regression coefficient of 0.219; the variable Post-Flight Service Quality has no significant effect on Passenger Loyalty with a CR value of 0.513 and a regression coefficient of 0.054; the Passenger Satisfaction variable has a significant effect on Passenger Loyalty with a CR value of 2.284 and a regression coefficient of 0.382.

SUGGESTION

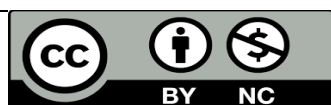
1. Post-Flight Service Quality
 - Perform responsive acts towards complaints
 - Provide complaint and suggestion platform to accommodate passenger feedback
 - Implement sales promotion strategy for instance by giving birthday coupons for regular customers
2. Covid-19 Protocol Service Quality
 - Continue the implementation of High Efficiency Particulate Air Filter and Aircraft Exterior and Interior Cleaning (AEIC)
 - Conduct announcement mentioning the aircraft has fully sterilized right before the aircraft board in the objection to create passenger trust and relief regarding to their concern towards the spread of Covid-19 virus.
3. In-Flight Service Quality
 - Perform "A-D check" – aircraft interior and exterior maintenance in a timely manner.
 - Provide proper language training (especially Indonesian language) for cabin crew
4. Pre-Flight Service Quality
 - Employ adequate human resources to support pre-flight services
 - Provide training for employee to keep professional in performing main job descriptions and including handling complaints
 - Set an attractive pricing and promotions strategy, for instance prepaid bundling purchase

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