

## THE IMPACT OF CUSTOMER HANDLING ON SAFETY TOWARD THE CUSTOMER BEHAVIOR AND CUSTOMER SATISFACTION IN GARUDA INDONESIA AIRLINE

Yasmine Arifah Azizah Liling<sup>1</sup>, Nuramwaalia<sup>2</sup>, Edhie Budi Setiawan<sup>3</sup>, Prima Widiyanto<sup>4</sup>  
<sup>1,2,3,4</sup> Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia  
\*Corresponding author: yasmine.arifah@gmail.com

**Abstract.** This research was conducted to acknowledge how the customer satisfaction has impact towards the airlines and how the airlines deals with customers in terms of service quality and safety, and the role of the customer in airline selection for the services provided by an airline. This study used the Probability Sampling technique with sampling method. It is because sampling of members of the population is done randomly without regard to strata that exist in that population. The analysis is a quantitative study with SEM-PLS. Garuda Indonesia is one of many airlines that are widely used for traveling because of its services on leisure and safety and how its staffs handle the customers. The results of this research show that there is a significant relation between customer handling and safety because with good handling and safety procedure by the airline, customer will be satisfied by the service. To maintain customer's satisfaction Garuda Indonesia needs to know about customers behavior from their needs and interest.

**Keywords :** *Customer Handling, Customer Behavior, Customer Satisfaction, Safety*

### INTRODUCTION

The Ministry of Tourism is actively promoting the 'Wonderful Indonesia' campaign that shows the natural beauty of Indonesia because of the increasing number of domestic and foreign tourists visiting Indonesia in 2011-2015. Garuda has a good brand image towards the tourist who visits Indonesia, but it has several disadvantages, such as the price of the ticket offered is higher than its competitors such as Lion Air and AirAsia (Harjati, 2018).

Garuda Indonesia has succeeded on OTP ranking as the outcome of strong offering and any other possible service for the customers. (antaranews, 2019). This Airline always has to stay on monitoring and maintaining the performance of its accuracy from flight operations, staff's awareness, service quality and implementing security and safety as the commitment to promote the aspects of 'Operational Safety.', so the airline would run safely, on time, and comfortably.

**Table Total Number Of Garuda Passengers Each Years**

|                      | 2018      | 2019      |
|----------------------|-----------|-----------|
| DOMESTIC FLIGHT      | 1,487,885 | 1,437,417 |
| INTERNATIONAL FLIGHT | 456,068   | 364,795   |

Source : Garuda Indonesia Inner Feature Operational Result

It is very important for an airline to train its employees to serve passengers and fulfill their needs when they want to do a flight. A Standard Operating Procedure (SOP) routine has to be followed by employees from each step instructions on how to organize the works. SOP becomes an integral part of a successful quality system for every organization, because SOP provides information for members of organization to help them to do their job properly, and consistently. Because SOP keeps the employees to achieve the end of the results as what have been determined. (Joymalya Bhattacharya, 2007). SOP must develop the sustainable service standards, and provide series of evidence on commitments towards protecting patients. Those are like providing assistance to ensure service quality and consistency, help ensure that good practice are always achieved at all times, offering many ways to maximize the expertise of all team members, and help avoid confusion about who is doing what (role clarification). All of these are further useful tools for every staff member to gain their own self-knowledge for the job, other than that it is also contributing to the audit process.

## **LITERATURE REVIEW**

### **1. Safety**

Safety is a human effort to create safety in a work process that aims to protect every individual right to safety in doing work for the welfare of life and to increase productivity, ensure the safety of every other person who is in the place, and the source of production is maintained and used safely and efficiently (Dwi Kusuma Wardani, 2017). The primary aim of safety management is to intervene in the causation process that leads to accidents and incidents (Sisilia, 2009) minimizing losses provides goal setting, planning, and measuring organizational performance (measuring) in the form of a safety program that must be carried out gradually and systematically. The safety program is an integrated set of regulations and activities aimed at improving safety. The safety and security for consumers are provided in the Law concerning Aviation. Aviation security means protections to aviation against any violation of law through from any aspects, such as human resources, facilities as well as procedures (Kementrian Perubungan, 2009).

### **2. Customer Behavior**

The company have to learn about consumer behavior because it can helps the companies to improve a marketing strategy (Chandra, 2012). It can helps the company to highlight what is consumers decision in buying something, relating to what they need, want, and desire towards various brands and products. The consumer behavior involves intangible services and ideas, along with tangible products. Behavior is a real act of consumers that can be observed directly. Behavior is related to what consumers actually do. processes involved in acquiring, consuming and disposing of goods, services, experiences and ideas. It is an exchange process where there is an exchange of services and the exchange of goods (Saeed, 2019). Stages in consumer buying behavior consist of issues recognition, information search and evaluation of alternatives, decision-making of purchase, as well as purchase and post-purchase evaluation.

### **3. Customer Handling**

An airline service quality is categorized into three items: price, safety and timelines (Tsaura et al., 2002). Main things to note for in evaluating airline service quality are the

timelines, the check-in process, the luggage transportation, the comfort of passengers' seat, the quality of F&B and inboard services. In the business of Air Transportation, services are divided in two three categories, pre-flight, in-flight and post-flight (Chen & Chang, 2005). From reservations and ticket purchases, airport check-in, boarding, waiting lounge, in-flight service, and post-flight services, passengers always evaluate the service value from pre-flight to in-flight until post-flight. It is because, passengers probably spend most of their time to rate the value of the airline service they have experienced.

#### **4. Customer Satisfaction**

Customers often look for a value in the total service they have spent with their money. This condition requires many aspect from each category that is responsible for variety offering (goods or services) the usually rate from process until the final form of the product or service. (Trivsel & Trivsel, 2017). Passenger trust actually has a significant impact on passenger satisfaction (Angrahini & Lembana, 2020). Being a manager in an airline industry means that he/she is fully responsible for bringing innovative ideas to be implemented in the industry, so that it can compete or even stand out amongst others in a highly competitive airline industry. The most fundamental thing to be done in achieving aforementioned goal is to understand the needs of the consumers. Later, the manager should meet those needs or even exceed those needs. In scaling up the service quality of the industry, it must reliably be assessed and determined first before applying it in the field. Many factors determine airline's success, but the most important factor is the fine quality service itself. Delivering first-rate quality service is considered as a crucial strategy for its success and competition.

### **HYPOTHESIS**

#### **1. The Effect Of Customer Handling ( $X^1$ ) On Customer Behavior (Y)**

The implementation of service quality on customer behavioral has higher influence to the intention to the mediation customer satisfaction.(Chandra, 2012). Service quality is described as a result of comparison of expectations of the quality of consumer services with company performance perceived by consumers. Customer satisfaction is significantly affected by how the airline handle the customer and the service quality that it provides. It is already a common understanding that service quality also has direct and positive effect on consumer behavioral intention.

*H1 : Customer Handling has a small impact to customer behavior.*

#### **2. The Effect of Safety ( $X_2$ ) on Customer Behavior (Y)**

With the existence of a safety service in an airline, someone can choose and determine the selection of the airline, so it becomes a reason for consumers to re-use services at a company. 'Safety, comfort and cleanliness of area' and 'responsiveness of attendant' becomes the important point for the airline. These results becomes the point that are always being reviewed and have to be improved. (Tsaura et al., 2002)

*H2 : Airline safety has medium impact to customer behavior*

#### **3. The Effect of Customer Behavior (Y) On Customer Satisfaction (Z)**

Excellent service quality is expected by consumers. Therefore, it is important for the company to give a satisfaction effect on customer behavioral intentions, to understand

that a customer makes the decision to stay with or move from the company. Satisfaction received by consumers will vary between people, however, it is simply understood that if consumers are satisfied with something, then consumers will intend to visit again. (Olorunniwo et al., 2006)

*H3 : Customer Behavior has medium impact to customer Satisfaction*

#### 4. The Effect of Customer Handling ( $X_1$ ) On Customer Satisfaction (Z)

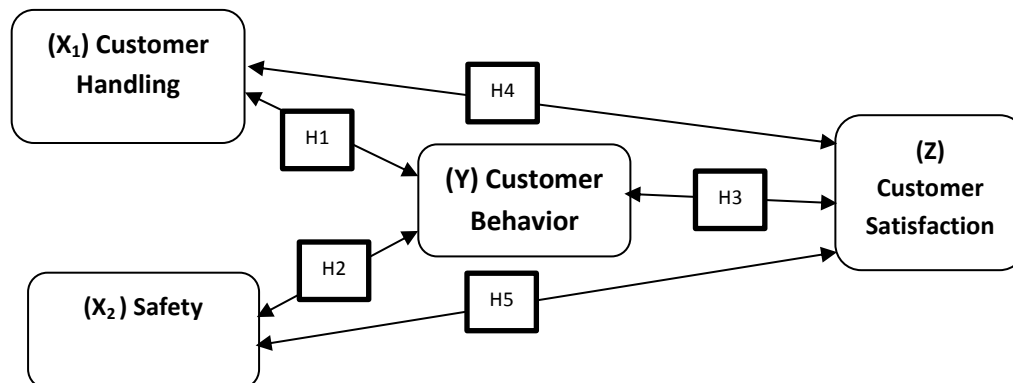
An airline is an industry that provides services, while companies that provide services must know what is needed, expected, and needed by consumers. (Sukma, 2018) It is inevitable that passengers' judges and thoughts towards the performance of an airline industry is biased by their own expectation. It is important to take a note for airline industry to identify and study about expectations from their customers to maximize their service in order to increase the customers satisfaction toward the service (Hussain et al., 2015)

*H4 : Customer handling has small impact toward customer satisfaction*

#### 5. The Effect Of Safety ( $X_2$ ) On Customer Satisfaction (Z)

Safety is one of many aspects that becomes an important point for customer satisfaction, and becomes stronger point for leisure passengers than business passengers. (Sandada & Matibiri, 2016) Passengers feel 'safe and comfortable' is one of the points for airlines, because when a passenger feels that the service he gets is good and he feels safe with his flight, then, he will feel satisfied and will likely use the same airlines on another occasion. (Sukma, 2018)

*H5 : Airline Safety has big impact toward the Customer Satisfaction*



*Figure 1. Framework*

## RESEARCH METHOD

This research adapts the statement about Customer handling ( $X_1$ ) from (Tsaura et al., 2002), Safety ( $X_2$ ) from (Liou et al., 2008), Customer Behavior (Y) from (Yilmaz et al., 2014), and Customer Satisfaction (Z) from (Fečiková, 2004). The sampling technique used in this study is the Probability Sampling technique with a simple random sampling method. It is said Simple because the sampling is done randomly without regard to strata that exist in that population. The scale used in this study is the Likert scale (scale from 5 (very agree) – 1 (very disagree). Likert scale items are arranged based on customers who have experience fly with Garuda Indonesia Airline. The data test procedure for this analysis is a quantitative study with SEM based on a component or variance approach, also known as Partial Least Square (PLS). PLS is applied to explain the presence or absence of relationships between latent variables (predictions). PLS can also confirm the theory (Chin & Newsted, 1999).

**Table 1**  
**Measurement Items**

| Construct                                         |                  | Item                                                                                                                   |
|---------------------------------------------------|------------------|------------------------------------------------------------------------------------------------------------------------|
| <b>Customer Handling</b><br>(Tsaura et al., 2002) | X <sub>1.1</sub> | The Call Center is available 24 hours to help                                                                          |
|                                                   | X <sub>1.2</sub> | The flight ticket reservation and purchase process is easily accessible                                                |
|                                                   | X <sub>1.3</sub> | The cabin crew is very responsive when I need something during the flight                                              |
|                                                   | X <sub>1.4</sub> | Employees provide information and notifications clearly and accurately                                                 |
| <b>Safety</b><br>(Liou et al., 2008)              | X <sub>2.1</sub> | Cabin crews explain what not to do when flying                                                                         |
|                                                   | X <sub>2.2</sub> | The cabin crew explains the safety procedures in case of an emergency.                                                 |
|                                                   | X <sub>2.3</sub> | I felt safe while flying with this airline                                                                             |
|                                                   | X <sub>2.4</sub> | If turbulence occurs, the cabin crew explains what to do                                                               |
| <b>Customer Behavior</b><br>(Yilmaz et al., 2014) | Y.1              | I chose this airline because it has good service.                                                                      |
|                                                   | Y.2              | the service provided by the airline matches the price I paid                                                           |
|                                                   | Y.3              | I chose to use this airline because the aircraft seats are nice and comfortable                                        |
| <b>Customer Satisfaction</b><br>(Fečiková, 2004)  | Z.1              | the quality of service provided is as expected.                                                                        |
|                                                   | Z.2.             | I am satisfied with the responsiveness of the airline to fulfill customer needs as i expected                          |
|                                                   | Z.3              | Because I am satisfied with the service during my flight, I will recommend to friends or relatives to use this airline |

## DISCUSSION AND RESULTS

### • Characteristics of respondents

From 100 respondents, it can be seen that 90% customers are dominated by 17 until 25 years old customers who have traveled with Garuda Indonesia airline in domestic or international route. Then, it is also found that respondents are acknowledge and understand how the service products offered by Garuda Indonesia as a satisfaction with the quality of service.

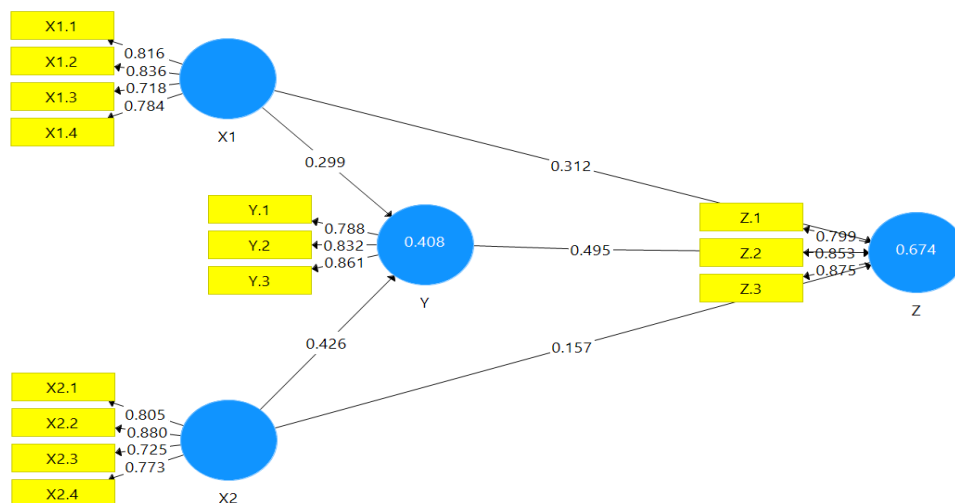
• **Evaluation of Measurement Models (Outer Model)**

Evaluation of the measurement model consists of three steps, namely convergent validity test, discriminant validity test, and composite reliability test.

**Table 2. Convergent validity and Average Variance Extracted (AVE)**

| CONSTRUCT                    | ITEM                   | OUTER LOADING | SAMPLE MEAN | T STATISTIC | AVE   | RESULT       |
|------------------------------|------------------------|---------------|-------------|-------------|-------|--------------|
| <b>CUSTOMER HANDLING</b>     | <b>X<sub>1.1</sub></b> | 0,816         | 0,815       | 19,220      | 0,624 | <b>Valid</b> |
|                              | <b>X<sub>1.2</sub></b> | 0,836         | 0,837       | 25,645      |       | <b>Valid</b> |
|                              | <b>X<sub>1.3</sub></b> | 0,718         | 0,712       | 10,963      |       | <b>Valid</b> |
|                              | <b>X<sub>1.4</sub></b> | 0,784         | 0,774       | 13,090      |       | <b>Valid</b> |
| <b>SAFETY</b>                | <b>X<sub>2.1</sub></b> | 0,805         | 0,794       | 13,635      | 0,637 | <b>Valid</b> |
|                              | <b>X<sub>2.2</sub></b> | 0,880         | 0,879       | 29,764      |       | <b>Valid</b> |
|                              | <b>X<sub>2.3</sub></b> | 0,725         | 0,721       | 8,803       |       | <b>Valid</b> |
|                              | <b>X<sub>2.4</sub></b> | 0,773         | 0,776       | 15,302      |       | <b>Valid</b> |
| <b>CUSTOMER BEHAVIOR</b>     | <b>Y.1</b>             | 0,788         | 0,782       | 12,227      | 0,685 | <b>Valid</b> |
|                              | <b>Y.2</b>             | 0,832         | 0,829       | 19,836      |       | <b>Valid</b> |
|                              | <b>Y.3</b>             | 0,861         | 0,862       | 32,510      |       | <b>Valid</b> |
| <b>CUSTOMER SATISFACTION</b> | <b>Z.1</b>             | 0,799         | 0,790       | 15,087      | 0,711 | <b>Valid</b> |
|                              | <b>Z.2</b>             | 0,853         | 0,852       | 28,520      |       | <b>Valid</b> |
|                              | <b>Z.3</b>             | 0,875         | 0,877       | 41,110      |       | <b>Valid</b> |

Source : own calculation. 2020



**Figure 2. Loading factor**

Correlation can fulfill the convergent validity if it has value  $> 0.5$ . The output from Table 2 shows that the loading factor gives a value above the recommended value of 0.5 so that the indicators used in this study have reached convergent validity. (Chin & Newsted, 1999) In table 2, all variables have a value of  $AVE > 0.5$  so that the validity of the convergence is good. AVE value for Customer Handling is 0.624 which shows that 62.4% of information in the indicator can be reflected by customer handling. AVE value for safety is 0.637 which shows that 63.7% of the information in the four indicators can

reflect safety. AVE value for customer behavior is 0.685 which shows that 68.5% of information in the three indicators can be reflected by customer behavior. Finally, the AVE value for customer satisfaction is 0.711 which shows that 71.1% of the information in the three indicators can reflect customer satisfaction. This shows that on average each of their variables can represent more than 50 percent of the information contained in the indicator.

**Table 3. Discriminant Validity**

| ITEM             | CUSTOMER HANDLING | SAFETY | CUSTOMER BEHAVIOR | CUSTOMER HANDLING |
|------------------|-------------------|--------|-------------------|-------------------|
| X <sub>1.1</sub> | 0,816             | 0,431  | 0,485             | 0,552             |
| X <sub>1.2</sub> | 0,836             | 0,488  | 0,490             | 0,556             |
| X <sub>1.3</sub> | 0,718             | 0,419  | 0,344             | 0,479             |
| X <sub>1.4</sub> | 0,784             | 0,396  | 0,318             | 0,483             |
| X <sub>2.1</sub> | 0,534             | 0,805  | 0,431             | 0,482             |
| X <sub>2.2</sub> | 0,488             | 0,880  | 0,555             | 0,488             |
| X <sub>2.3</sub> | 0,272             | 0,725  | 0,359             | 0,328             |
| X <sub>2.4</sub> | 0,393             | 0,774  | 0,494             | 0,611             |
| Y <sub>1</sub>   | 0,373             | 0,449  | 0,788             | 0,532             |
| Y <sub>2</sub>   | 0,453             | 0,450  | 0,832             | 0,580             |
| Y <sub>3</sub>   | 0,476             | 0,548  | 0,861             | 0,731             |
| Z <sub>1</sub>   | 0,517             | 0,509  | 0,659             | 0,799             |
| Z <sub>2</sub>   | 0,590             | 0,540  | 0,691             | 0,853             |
| Z <sub>3</sub>   | 0,556             | 0,507  | 0,625             | 0,875             |

Source : own calculation. 2020

Based on Table 3, all indicators in each construction have the highest relation compared to other construction loading values, so we can conclude that discriminant validity is good. The testing method uses Composite reliability (CR) and Alpha-Cronbach method. The questionnaire can be relied on if the CR value > 0.7 and Alpha-Cronbach > 0.6. Following are the results of reliability testing.

**Table 4 Reliability Test**

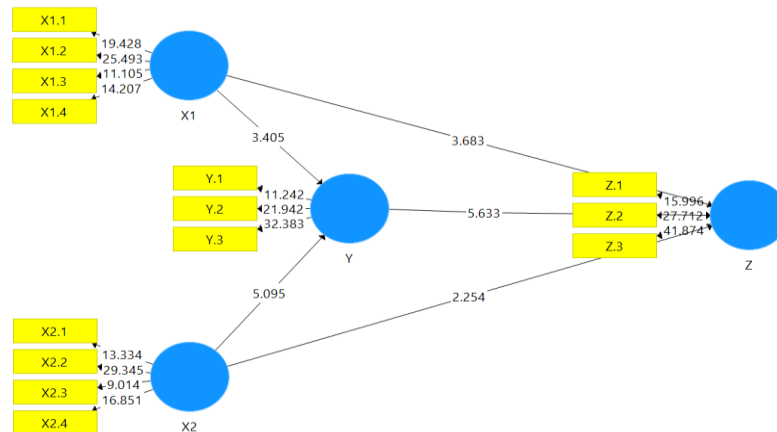
| CONSTRUCT                    | COMPOSITE REABILITY | CORNVACH'S ALPHA | DECISION    |
|------------------------------|---------------------|------------------|-------------|
| <i>CUSTOMER HANDLING</i>     | 0,869               | 0,799            | <b>Good</b> |
| <i>SAFETY</i>                | 0,875               | 0,810            | <b>Good</b> |
| <i>CUSTOMER BEHAVIOR</i>     | 0,867               | 0,771            | <b>Good</b> |
| <i>CUSTOMER SATISFACTION</i> | 0,881               | 0,796            | <b>Good</b> |

Source : own calculation. 2020

Table 4 shows all latent variables measured in this study have Cronbach's Alpha and Composite Reliability values is greater than 0.7 so that we can conclude that all latent variables are reliable, or all indicators have consistency in measuring their latent variables.

#### • Evaluation of Structural Models (Inner Model)

Testing the inner model is the development of theory-based models and theories to analyze the relationship between variables in the conceptual framework



*Figure 3. Structural model full bootstrapping*

The evaluation is arranged with a structural model in SEM with PLS by conducting an R-squared test and the significance test of the estimated path coefficient.

**Table 5 R-Square and Hypothesis Testing**

| MODEL  | PATH               | PATH<br>COEFFICIENT<br>(STANDARDIZED) | T-<br>STATISTIC | P<br>VALUES  | DECISION    | R-<br>SQUARE |
|--------|--------------------|---------------------------------------|-----------------|--------------|-------------|--------------|
| FIRST  | X <sub>1</sub> – Y | 0,299                                 | 3,370           | <b>0,001</b> | Support (+) | <b>0,408</b> |
|        | X <sub>2</sub> – Y | 0,426                                 | 4,779           | <b>0,000</b> | Support (+) |              |
|        | X <sub>1</sub> – Z | 0,312                                 | 3,508           | <b>0,000</b> | Support (+) |              |
| SECOND | X <sub>2</sub> – Z | 0,157                                 | 2,198           | <b>0,028</b> | Support (+) | <b>0,674</b> |
|        | Y - Z              | 0,495                                 | 5,478           | <b>0,000</b> | Support (+) |              |

Source : own calculation. 2020

Based on Table 5, the first model has an R-Square value of 0.408. We can interpret that the construct variability of customer handling and safety by 40.8 percent (%) can explain the construct variability of customer behavior. Whereas in the second model, the value of R-Square is 0.674. We can interpret that the variability of customer handling, safety, customer behavior can explain the variability of the construct of customer satisfaction by 67.4 percent (%).

The first hypothesis is acknowledged that customer handling has a positive and significant influence on customer behavior of 0,299. The better the way airline handles the customer; it can be a reason for customers to use the services of the airline. The second hypothesis is, safety has a positive and significant effect on customer behavior 0,426. With good safety standards is also a reason for passengers to choose these airline. The third hypothesis is customer handling has a positive and significant influence on customer satisfaction 0,312 with a good handling of passengers so that passengers will feel comfortable and satisfied with the services provided. The fourth hypothesis is, safety has a positive and significant effect on customer satisfaction 0,157.

When passengers feel safe and comfortable when they fly with the airline, they will feel satisfied and use the same airline for the next flight. The very last hypothesis is customer behavior has a positive and significant influence on customer satisfaction 0,495. Passengers will feel right with the airline if they get what they want.



Table 6 Effect Size

| PATH      | R-SQUARE EXCLUDE | F-SQUARE ( $f^2$ ) | CUT-OFF | RESULT |
|-----------|------------------|--------------------|---------|--------|
| $X_1 - Y$ | 0,345            | 0,108              | 0,02    | Small  |
| $X_2 - Y$ | 0,279            | 0,219              | 0,15    | Medium |
| $X_1 - Z$ | 0,613            | 0,192              | 0,15    | Medium |
| $X_2 - Z$ | 0,660            | 0,044              | 0,02    | Small  |
| $Y - Z$   | 0,534            | 0,445              | 0,35    | Large  |

Source : own calculation. 2020

Based on Table 6, we can conclude: first, customer handling has insignificant effect on customer behavior. Second, safety has a moderate effect on customer behavior. Third, customer handling also has a moderate effect on customer satisfaction. Fourth, safety has a small effect on customer satisfaction. Fifth, customer behavior has a significant influence on customer satisfaction. Based on the results of the calculation of Q-square ( $Q^2$ ), the value is a value of 0.461 is greater than 0 so it can be concluded that the structural model obtained has a prediction of relevance.

## CONCLUSION

Based on the research and calculation results above, it can be concluded that the impact of customer handling to customer behavior and the impact of safety on customer behavior has a small effect on this research. Second, the impact of safety to customer satisfaction and impact of customer handling on customer satisfaction has a moderate effect. Lastly, customer behavior has a significant influence on customer satisfaction. Also, it can be concluded that the structural model obtained has a prediction of relevance of hypothesis that have been decided. It is clear that when the management of the airline keeps maintaining the quality of service and safety standard, the customers will stay and re-purchase the airline for the next flight. The advice that can be given to Garuda Indonesia is, hopefully the airline can maintain and improve the quality of service for passengers from every aspect such as safety, comfort, leisure, and communication towards the passengers. Besides these aspects, the point of customer behavior is all about their needs and interest and it has a very big impact to their (customer) satisfaction. Hopefully Garuda Indonesia can learn better about what customers' needs and interests to improve the quality of the existing services.

## REFERENCE

- Angrahini, D., & Lembana, A. (2020). *COULD SATISFACTION ON THE AIRLINE 'S SERVICE QUALITY (AIRQUAL) MAKE LION AIR 'S CUSTOMERS TRUST AND BECOME LOYAL TO THE AIRLINE COMPANY? (AIRQUAL) MAKE LION AIR 'S CUSTOMERS TRUST AND BECOME*. May 2019. <https://doi.org/10.25170/jm.v15i2.470>
- antaranews. (2019). Garuda Indonesia retains top ranking for "OTP" in 2019. *Gusti Nur Cahya Aryani*. <https://en.antaranews.com/news/126761/garuda-indonesia-retains-top-ranking-for-otp-in-2019>
- Chandra, B. (2012). *PENGARUH SERVICE QUALITY TERHADAP CUSTOMER BEHAVIORAL INTENTION DENGAN MEDIASI CUSTOMER SATISFACTION*. 12(1), 49–67.

- Chen, F. Y., & Chang, Y. H. (2005). Examining airline service quality from a process perspective. *Journal of Air Transport Management*, 11(2), 79–87. <https://doi.org/10.1016/j.jairtraman.2004.09.002>
- Chin, W., & Newsted, P. (1999). Structural Equation Modeling Analysis with Small Samples Using Partial Least Square. *Statistical Strategies for Small Sample Research*.
- Dwi Kusuma Wardani. (2017). *PENGARUH SIKAP PENGETAHUAN KESELAMATAN KERJA DAN IKLIM KESELAMATAN KERJA TERHADAP PERILAKU KESELAMATAN PADA KARYAWAN PRODUKSI PT. SEMEN INDONESIA (PERSERO) Tbk*. 1–14.
- Fečiková, I. (2004). An index method for measurement of customer satisfaction. *TQM Magazine*, 16(1), 57–66. <https://doi.org/10.1108/09544780410511498>
- Harjati, L. (2018). *PENGARUH CITRA MEREK DAN KUALITAS LAYANAN TERHADAP LOYALITAS PELANGGAN MASKAPAI GARUDA INDONESIA*. 8(November), 55–70.
- Hussain, R., Al Nasser, A., & Hussain, Y. K. (2015). Service quality and customer satisfaction of a UAE-based airline: An empirical investigation. *Journal of Air Transport Management*, 42, 167–175. <https://doi.org/10.1016/j.jairtraman.2014.10.001>
- Joymalya Bhattacharya, M. (2007). Guidance for Preparing Standard Operating Procedures ( SOPs ). *Epa*, 5(April), 1–55.
- Kementrian Perubungan. (2009). *UU No.1 Tahun 2009.pdf*.
- Liou, J. J. H., Yen, L., & Tzeng, G. H. (2008). Building an effective safety management system for airlines. *Journal of Air Transport Management*, 14(1), 20–26. <https://doi.org/10.1016/j.jairtraman.2007.10.002>
- Olorunniwo, F., Hsu, M. K., & Udo, G. J. (2006). Service quality, customer satisfaction, and behavioral intentions in the service factory. *Journal of Services Marketing*, 20(1), 59–72. <https://doi.org/10.1108/08876040610646581>
- Saeed, Z. (2019). A study of theories on consumer behavior. 有关消费者行为的一个综述, *February*, 2020. <https://doi.org/10.13140/RG.2.2.14215.85929>
- Sandada, M., & Matibiri, B. (2016). *AN INVESTIGATION INTO THE IMPACT OF SERVICE QUALITY , FREQUENT FLIER PROGRAMS AND SAFETY PERCEPTION ON SATISFACTION AND CUSTOMER LOYALTY IN THE AIRLINE INDUSTRY IN SOUTHERN AFRICA*. 11(1), 41–53. <https://doi.org/10.1515/jeb-2016-0006>
- Sisilia, Y. (2009). *Implementasi Sistem Manajemen Keselamatan Sebagai Standar Keselamatan Pelayanan Lalu Lintas Udara*. 16, 140–146.
- Sukma, A. (2018). *PENGARUH KUALITAS LAYANAN, PERSEPSI KESELAMATAN DAN PROGRAM LOYALITAS TERHADAP KEPUASAN DAN LOYALITAS PENUMPANG MASKAPAI PENERBANGAN PADA STUDI KASUS BATIK AIR DI SURABAYA*.
- Trivsel, C., & Trivsel, S. (2017). *Customer satisfaction and customer loyalty*. November.

- Tsaura, S. H., Chang, T. Y., & Yen, C. H. (2002). The evaluation of airline service quality by fuzzy MCDM. *Tourism Management*, 23(2), 107–115. [https://doi.org/10.1016/S0261-5177\(01\)00050-4](https://doi.org/10.1016/S0261-5177(01)00050-4)
- Yılmaz, V., Aktaş, C., & Çelik, H. E. (2014). *Development of a Scale for Measuring Consumer Behavior in Store Choice Tüketici Market Seçim Davranışının Ölçülmesi İçin Bir Ölçek Geliştirme*. October.