

Analysis Of Check-In Counter, Customer Service Officer (Cso), Boarding Gate, And Terminal Infrastructure Services On Passenger Satisfaction At Juanda Airport Surabaya

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Abstract: This study examines how CSO, Check-in Counter Officer, Boarding Gate, and Terminal infrastructure affect passenger satisfaction at Juanda Airport Surabaya. Using a quantitative approach, data were obtained from 212 users who had experienced flight embarrassment using a structured questionnaire adapted from a validated measurement scale. This analysis uses Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS 4 to evaluate the hypothesized reliability, validity, and relationships. The results show that a comfortable, aesthetically pleasing and well-maintained airport environment significantly improves passenger satisfaction. CSO, Check-in Counter officer, and Boarding Gate have a significant influence on passenger satisfaction and Terminal Infrastructure does not have a significant influence.

Keywords: CSO; Check-in counter service; Boarding gate; Terminal infrastructure; Passenger satisfaction; Juanda Surabaya

1. Introduction

Juanda Airport Terminal is an air terminal that was established in 1959 and is located in the Waru Area, Sidoarjo Regency, East Java with an area of about 477 Ha. Juanda Air Terminal has two terminals, namely local and international where each terminal has an area and capacity of 62,700m² (homegrown) and 49,738m² (global) with a total capacity of 14,916 thousand people (Nurwanto and Hilal 2023). Juanda International Airport is the number 2 busiest airport with the number of service users of 4,316,508 people in 2022. The increase in the number of service users along with the easing of air travel requirements can cause frequent accumulation in the check-in area (Widyaningrum and Susanti 2023). Sudrartono & Aditiarno (2024) defines customer satisfaction as the level of feeling a person feels after comparing perceived performance with the expectations he has. In the context of airports, passenger satisfaction is influenced by the speed of service, the friendliness of the officers, the availability of information, and the comfort of the facilities available (Sudur & Pamuraharjo, 2024). Therefore, each airport service point has a strategic role in shaping the perception and overall passenger experience. However, a number of phenomena highlighted by passengers at Juanda Airport indicate the existence of The gap between expectations and performance on four key variables of service, which have the potential to lead to dissatisfaction, which the study focuses on: *check-in counter service, customer service officer, boarding gate and terminal infrastructure*.

Customer Service Officer (CSO) has a role as a direct liaison between the airport and passengers, especially in providing information, handling complaints, and special services such as *lost and found* and wheelchair assistance. The quality of CSOs is assessed from friendliness, communication skills, mastery of procedures, and effectiveness in solving problems (PC et al., 2023; Lutvi et al., 2024; Yuliyanto et al.,

2023). This service greatly determines the image of the airport in the eyes of passengers.

Customer Service Officer (*CSO*) services function as a source of information and complaint handling, with quality assessed from *responsiveness* and *assurance* (PC et al. 2023). However, passenger complaints often arise regarding the lack of accuracy, speed, and clarity of the information provided, especially when there is a sudden disruption of flight schedules. In addition, the handling of complaints that are not in accordance with the SOPs and lack of empathy by CSO officers can greatly trigger complaints and disappoint passengers, which negatively impacts the overall image of the airport (UNAIR Repository 2014; Unesa Journal 2018).

One of the important service points is *check-in counter*, which became the initial contact door between passengers and airlines. This process includes identity verification, issuance of boarding passes, and baggage handling. According to De Ataide et al. (2023) and Mahardika et al. (2022), quality of service in *check-in counter* It can be measured from the professionalism of the officers, the speed of the process, and the accuracy of passenger identification, with the ideal queue time standard of no more than 20 minutes and a maximum service time of 2 minutes 30 seconds per passenger.

The *Check-in Counter service* is the initial contact door whose quality is measured by professionalism and process speed (De Ataide et al. 2023). A critical issue highlighted by passengers in Juanda is significant long *queues* during peak hours, which often cause waiting times to exceed the ideal standard of 20 minutes (Jurnal Poltekbang 2023). This is due to the limited number of counters that are opened or the slow handling of baggage, where this inconvenience directly erodes passengers' perception of the efficiency and speed of service (STTKD Journal 2022).

The next service point is *boarding gate*, which is the last area before passengers enter the aircraft. Smooth process in *boarding gate*, from ticket verification to travel document checks, greatly affects the timeliness of departure. Amaliyah & Putra (2025) noted that technological innovations such as *face recognition boarding gate* able to shorten boarding time and increase passenger satisfaction.

The efficiency of the *Boarding Gate* is a determining factor for the punctuality of flights. Although *face recognition technology* can speed up the process (Amaliyah & Putra 2025), the phenomenon that often occurs is the *boarding process* that seems chaotic or unstructured in the queue arrangement. In addition, the comfort of the *boarding gate waiting room* is also the main highlight, related to the availability of adequate seats and room temperature conditions that often feel full and uncomfortable, adding to the stress and discomfort of passengers before entering the plane.

No less important, *Infrastructure Terminal* It also contributes greatly in creating an enjoyable experience for passengers. This infrastructure includes spatial planning, cleanliness, waiting room comfort, supporting facilities, and commercial areas. Boc et al. (2023) and Berliana et al. (2024) Finding that a well-designed and well-maintained terminal can increase a positive perception of the airport's overall quality of service.

Terminal Infrastructure *quality* is a physical attribute of an airport (*tangibles*) that includes cleanliness, spatial planning, and supporting facilities (Boc et al. 2023). A criticism that is often voiced by Juanda Airport passengers is the existence of a negative gap between expectations and perceived performance, especially in the cleanliness attributes of public facilities (such as unmaintained toilets) and the availability of inadequate or non-functioning supporting facilities, which collectively reduce the pleasant experience of passengers at the terminal (AGGREGATE 2021; Neliti 2012).

2. Literature Review

Customer service (CSO)

The Customer Service Officer (CSO) is an individual whose primary role is to serve as a direct communication link between the airport and passengers by providing information and managing various service needs (PC et al., 2023; Lutvi et al., 2024). CSOs act as a gateway for passengers to receive information about the airport and its facilities, handle complaints, and assist with matters like lost and found items or providing wheelchair services (PC et al., 2023). The significance of CSOs lies in their ability to provide quality service that meets and even exceeds customer expectations, thereby fostering a good relationship with the company and enhancing customer satisfaction and loyalty (Lutvi et al., 2024). This is particularly important given the public's increasing desire for convenience in a rapidly developing aviation industry. Key indicators for evaluating CSO performance include their friendliness, communication skills, understanding of their role as a bridge between the airport and passengers, and their ability to handle complaints and provide accurate information efficiently (Yuliyanto et al., 2023).

Check-in counter Officer

Check-in counter service is the initial point of contact where prospective passengers report to the airline to begin their flight process (Kurniawan & Haryati, 2024). Acting as the "front office" of the airline, this service is crucial for a smooth and convincing start to a passenger's journey (Sugiarti, 2023). Its primary function is to process initial reporting, verify passenger identity against their ticket, and issue a boarding pass—a vital document for accessing the departure lounge (Kurniawan & Haryati, 2024). The service also involves managing checked baggage according to weight limits and other regulations (De Ataide et al., 2023). Key indicators of check-in counter service quality include the professionalism and responsiveness of the staff, the conformity of identification, and the efficiency of the process, with a maximum queue time of 20 minutes and a service time limit of 2 minutes 30 seconds per passenger (De Ataide et al., 2023; Mahardika et al., 2022).

Boarding gate

The boarding gate is a crucial area where passengers undergo the final verification and boarding process before entering the aircraft. It serves as a special waiting lounge for passengers who have completed check-in and obtained their boarding pass (De Ataide et al., 2023). The primary purpose of an efficient boarding gate process is to ensure a smooth and timely transition of passengers onto the plane, which directly impacts operational efficiency and minimizes the risk of flight delays (Khoiriyyah & Subiyantoro, 2024). The importance of this service is highlighted by the growing use of technology, such as face recognition boarding gates, to speed up authentication and identification, thereby improving passenger satisfaction and overall experience (Amaliyah & Putra, 2025). Key indicators of a well-functioning boarding gate include a minimal boarding waiting time, the use of automation technologies, high staff efficiency in processing passengers, and a smooth, accurate verification of tickets and documents (De Ataide et al., 2023).

Terminal Infrastructure

Airport terminal infrastructure refers to the physical structures and facilities that support passenger operations and contribute to the overall customer experience (Boc et al., 2023). This includes not only operational facilities but also commercial amenities and the overall design and ambiance of the terminal. The role of terminal infrastructure is critically important as it can drive local economic development and significantly impact

national economies. A well-designed and maintained terminal simplifies passenger flow, ensures comfort and security, and can create a "wow effect" that leads to long-term satisfaction (Boc et al., 2023). Key indicators for evaluating terminal infrastructure quality include the availability and cleanliness of facilities, ease of use, design and ambiance, as well as the provision of commercial offerings and parking (Berliana et al., 2024; Boc et al., 2023). Continuous evaluation and improvement of this infrastructure are essential to meet passenger needs and enhance their overall experience.

Passenger Satisfaction

Passenger satisfaction is defined as the level of pleasure or disappointment a traveler experiences by comparing their service expectations with the actual performance received. This metric is a vital indicator of an airport's service quality, significantly influencing passenger behavior, as a lack of satisfaction may lead to a shift from public transportation to private vehicles (Singh & Kathuria, 2023). Numerous studies highlight the importance of evaluating satisfaction from the passenger's perspective to pinpoint areas for improvement, with factors such as cleanliness, comfort, and staff performance having a major impact on perceived satisfaction (Oliveira et al., 2023). Passenger satisfaction can be measured through various indicators, including expectation conformity, which gauges how well the actual service aligns with what was expected; interest in revisiting the service, which reflects the likelihood of future use; and the willingness to recommend the airline or airport to others (Yuliyanto et al., 2023).

Conceptual Framework

The Influence of Customer Service (CSO) on Passenger Satisfaction

The quality of interaction between CSOs and passengers includes friendliness, communication skills, empathy, speed of response, and the ability to solve problems appropriately. Yuliyanto et al. (2023) found that the quality of CSO services significantly affects the level of passenger satisfaction, mainly because of the role of CSOs as a direct bridge between airport managers and service users.

H1: Customer Service Officers (CSOs) have a significant influence on passenger satisfaction.

The Influence of Check-in Counter Services on Passenger Satisfaction

According to De Ataide et al. (2023) dan Ananta & Albanna (2023), service efficiency *Check-in*, including queue duration and procedural accuracy, has a significant effect on the perception of airport service quality. Mahardika et al. (2022) added that the speed of service, clarity of information, and competence of officers *Check-in* is the main indicator that affects passenger satisfaction. If the service *check-in counter* Done well, passengers will feel valued and have a positive experience, so their satisfaction levels tend to increase.

H2: Check-in Counter Service has a significant influence on passenger satisfaction

The Influence of Boarding Gates on Passenger Satisfaction

Amaliyah & Putra (2025) shows that the use of technology such as face recognition *boarding gate* can speed up the passenger verification process and increase their satisfaction. De Ataide et al. (2023) also revealed that the clarity of departure information, the availability of supporting facilities, and the coordination of officers in the area *boarding gate* has a significant influence on passenger satisfaction. If the service is in *boarding gate* Able to reduce the potential for delays and provide a smooth experience, passengers will feel more satisfied with the overall airport service.

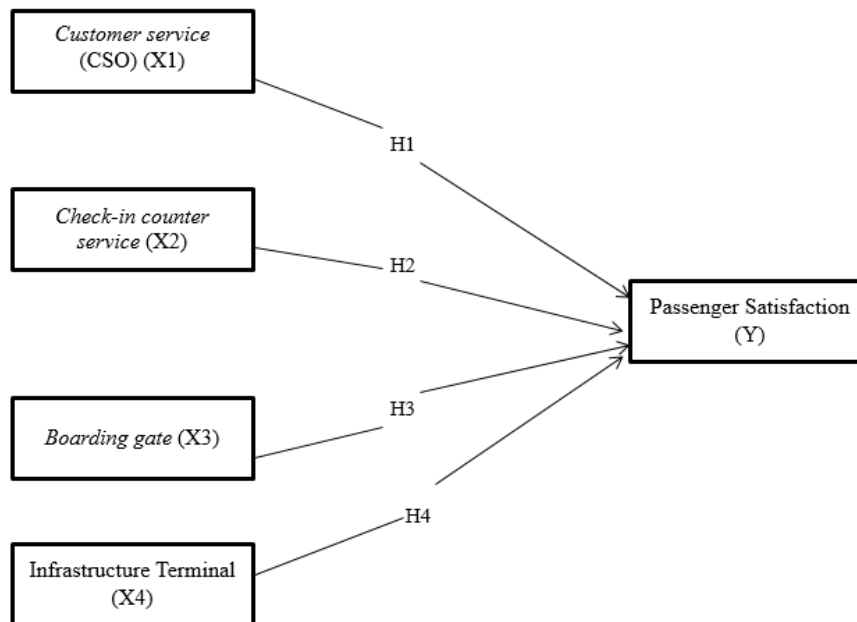
H3: Boarding Gate has a significant influence on passenger satisfaction

The Influence of Terminal Infrastructure on Passenger Satisfaction

Boc et al. (2023) states that the quality of the terminal infrastructure is closely related to the level of passenger satisfaction as it affects comfort during flight waiting. (Berliana et al. (2024) It also found that facility maintenance, service completeness, and terminal aesthetics contribute greatly to the positive experience of passengers. Therefore, good terminal infrastructure management is a determining factor in increasing the satisfaction of airport service users.

H4: Terminal Infrastructure has a significant influence on passenger satisfaction

Conceptual Framework



3. Research Method

The research approach used is a quantitative approach which according to (Jul 2023). This method is used to research a specific population or sample. The data collected is in the form of quantitative or numerical data obtained through research instruments and then analyzed statistically. This research was conducted by means of a google form one shoot to passengers or consumers who have flown through Juanda Airport Surabaya in the last four months, namely March to June 2025. In this case, the population is a generalized territory, made up of objects or subjects that have a certain number and properties, which are determined by the researcher to be analyzed and then conclusions are drawn from the results. Thus, the population includes not only people, but also objects and other natural objects. Population is also not just the number of objects or subjects being studied, but includes all the properties or characteristics possessed by the object or subject (Jul 2023). A sample is a part of the number and characteristics possessed by a population. If the population is too large and the researcher is unable to collect data from all members of the population, such as limited funds, energy, and time, then the researcher can use samples taken from that population. The results of the sample research can be used to conclude things that apply to the population as a whole. Therefore, the sample selected must be truly representative of the population. (Jul 2023). Since the population number is unknown, the determination of the number of samples in this study

refers to the opinion of the (Hair et al., 2019), i.e. the ideal number of samples in quantitative research is determined based on the number of indicators used in the analysis. suggest the minimum number of respondents is 5 to 10 times the number of indicators or question items in the research instrument. In this study, the number of indicators was $25 \times 5 = 125$. To increase the representativeness of the results and consider the possibility of incomplete or invalid data, the researchers set a sample number of 200 respondents. A questionnaire is a way of collecting data by giving a few questions or statements that have been prepared quickly to the person who answers. The person who answers gives a response, then the researcher processes the answer to get the data and information needed. This method is considered effective because it can measure predetermined variables and also obtain expectations from respondents. Thus, the purpose of using the questionnaire is to obtain relevant and accurate information (Jul 2023). To analyze the data, the researcher used the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS software version 4.0. The selection of the PLS-SEM method is based on methodological considerations that are in accordance with the characteristics of this study. (Hair et al. 2021).

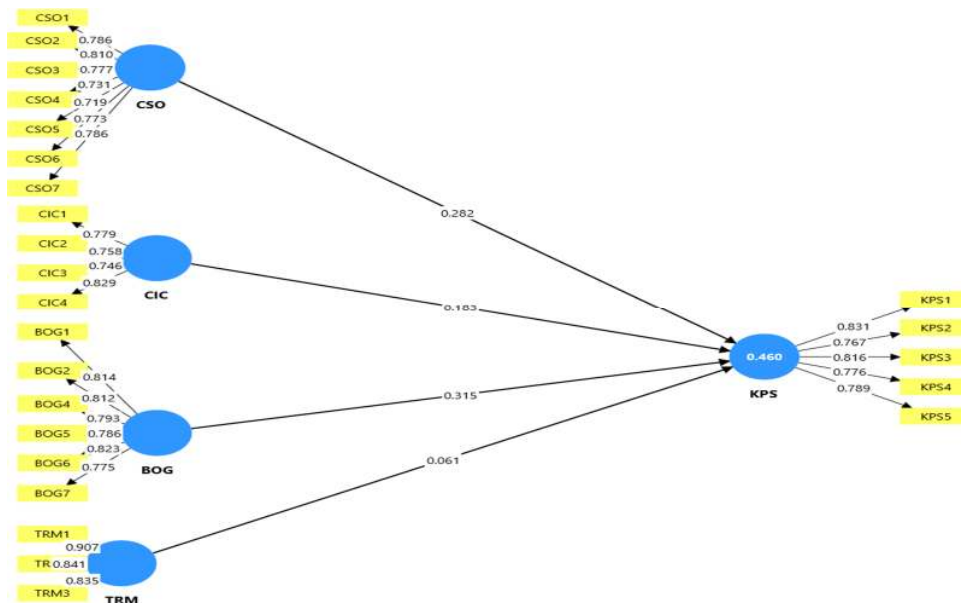
Indicator Table

Yes	Variable	Research Statement		
1	Customer Service Officer	Juanda Airport Customer Service <i>Officers</i> are able to act as a liaison between the airport and service users (passengers)	1	GROSTLOG 2023, Agus Yulianto
		Juanda Airport <i>Customer Service Officers</i> are friendly	2	
		Juanda Airport Customer Service <i>Officer</i> communicates effectively	3	
		Juanda Airport Customer Service <i>Officer</i> consistently greets passengers	4	
		Juanda airport Customer Service <i>officers</i> consistently provide information related to flights and airports clearly	5	
		Juanda airport Customer Service <i>officers</i> responded well to passenger complaints	6	
		Customer Service <i>Officers</i> handle consumer complaints well	7	
		Customer Service <i>Officers</i> are able to realize satisfactory service	8	
2	Check Counter Service	In Juanda Airport <i>Check-in Counter Officer</i> on time to carry out duties at the <i>check-in counter</i>	1	GROSTLOG 2023, Agus Yulianto
		The <i>Juanda airport check-in counter</i> officer gave a detailed explanation of the information needed by passengers	2	
		Juanda airport <i>Check in Counter</i> officers are quick to <i>respond</i> in serving passengers.	3	

Yes	Variabel	Research Statement		
		Juanda Airport <i>Check-in Counter</i> Officer checks the suitability of passenger data with tickets	4	
3	Boarding Gate	Air circulation facilities are available, in the form of air conditioners, fans and/or air vents (AC)	1	Mitrans: Journal of Transportation Applied Publication Media Vol. 1(No.3)December 2023
		At Juanda Airport, information is available in the form of audio, visual, and counter that is placed in a strategic place, easy to see, clearly read, audible, and informative; consisting of: public information system (<i>announcement</i>); <i>flight progress display</i> (FIDS); <i>public address system</i> (signage); terminal information center (information counter); and advanced transportation information (Information Services)	2	
		At Juanda Airport, there are complete toilet facilities including: sitting/squatting toilets, sanitary facilities, water, soap, tissues, hand dryers, mirrors, garbage cans, air fresheners (toilets)	3	
		At Juanda Airport Facilities are available to assist passengers with special needs	4	
		At Juanda Airport, facilities are available to perform worship	5	
		In Badara Juanda, there are rooms/places specifically provided for mothers and babies to breastfeed, change clothes, and make milk (breastfeeding place)	6	
		At Juanda Airport, good quality internet access is available	7	
		At Juanda Airport, there are facilities to charge laptops, mobile phones, tablets, and so on (Charging Station)	8	
		At Juanda Airport, there is a smoking room equipped with exhaust facilities, ashtrays, and a smoking room	9	
4	terminal infrastructure	At Juanda airport, there are facilities for passenger needs while waiting for the flight such as shops, restaurants, waiting rooms, information centers,	1	(Budi Karyono and Simarmata 2024)

Yes	Variabel	Research Statement	
		and children's play rooms	
		At Juanda Airport, there are passenger health service facilities while waiting for the flight such as medical clinics, relaxation rooms or spas	2
		Worship service facilities (prayer rooms) are available	
		At Juanda Airport, effective information and navigation systems are available inside the airport terminal, such as passenger information boards, flight information layers, and mobile applications. These devices allow travelers to navigate the terminal more quickly and provide relevant information about their flight	3
5	Passenger Satisfaction	Overall, I am very satisfied with this airport	1
		This airport exceeded my expectations	2
		This airport represents what I understand to be the ideal airport	3
		I feel I have made the right decision in choosing this airport	4
		Overall, my experience with this airport was very enjoyable	5

4. Results and Discussion



Based on the results of the PLS Algorithm, a validity test was carried out for each variable used in this study. Validity testing as follows:

Table 5

VARIABEL	INDIATOR	OUTER LOADINGS	Rule Of Thumb	Test Results
CUSTOMER SERVICE OFFICER (CSO)	CSO 1	0.786	> 0,70	Valid
	CSO 2	0.810	> 0,70	Valid
	CSO 3	0.777	> 0,70	Valid
	CSO 4	0.731	> 0,70	Valid
	CSO 5	0.719	> 0,70	Valid
	CSO 6	0.773	> 0,70	Valid
CHECK-IN COUNTER OFFICER	CSO 7	0.786	> 0,70	Valid
	CIC 1	0.779	> 0,70	Valid
	CIC2	0.758	> 0,70	Valid
	CIC3	0.746	> 0,70	Valid
BOARDING GATE	CIC 4	0.829	> 0,70	Valid
	BOG1	0.814	> 0,70	Valid
	BOG2	0.812	> 0,70	Valid
	BOG3	0.793	> 0,70	Valid
	BOG4	0.786	> 0,70	Valid
	BOG5	0.823	> 0,70	Valid
TERMINAL INFRASTRUCTURE	BOG6	0.775	> 0,70	Valid
	TRM1	0.907	> 0,70	Valid
	TRM2	0.841	> 0,70	Valid
PASSENGER SATISFACTION	TRM3	0.835	> 0,70	Valid
	KPS1	0.831	> 0,70	Valid
	KPS2	0.767	> 0,70	Valid
	KPS3	0.816	> 0,70	Valid
	KPS4	0.776	> 0,70	Valid
	KPS5	0.789	> 0,70	Valid

Based on the results of data processing using the SmartPLS 4.0 application as seen in table 5, the outer loadings value is used to determine the validity indicator. If the outer loading value is greater than 0.70, then the indicator is considered valid (Hair et al, 2021). From the table, all variable indicators have an outer loading value of more than 0.70. The indicators in the variables of Customer Service Officer (CSO), Check-in Counter Officer, Boarding Gate, Terminal Infrastructure, and Customer Satisfaction each have a Loading Factor value of more than 0.70 and none less than 0.70. Thus, it can be concluded that all indicators of such variables are valid and meet the criteria of convergent validity.

**Table 6. Discriminatory Validity
(cross loadings)**

	GOD	CIC	CSO	KPS	TRM
BOG1	0.814	0.454	0.381	0.447	0.476
BOG2	0.812	0.509	0.342	0.528	0.491
BOG4	0.793	0.473	0.341	0.458	0.366
BOG5	0.786	0.446	0.278	0.374	0.303
BOG6	0.823	0.409	0.362	0.432	0.399
BOG7	0.775	0.398	0.422	0.494	0.473
CIC1	0.464	0.779	0.415	0.438	0.424
CIC2	0.422	0.758	0.414	0.399	0.478
CIC3	0.406	0.746	0.323	0.396	0.507
CIC4	0.454	0.829	0.418	0.447	0.526
CSO1	0.336	0.334	0.786	0.394	0.297
CSO2	0.320	0.375	0.810	0.473	0.279
CSO3	0.332	0.312	0.777	0.407	0.296
CSO4	0.318	0.439	0.731	0.417	0.330
CSO5	0.404	0.425	0.719	0.351	0.372
CSO6	0.361	0.443	0.773	0.425	0.373
CSO7	0.348	0.399	0.786	0.427	0.329
KPS1	0.543	0.524	0.529	0.831	0.455
KPS2	0.453	0.414	0.380	0.767	0.345
KPS3	0.467	0.446	0.463	0.816	0.372
KPS4	0.408	0.393	0.408	0.776	0.321
KPS5	0.391	0.337	0.331	0.789	0.306
TRM1	0.501	0.560	0.395	0.412	0.907
TRM2	0.435	0.563	0.388	0.401	0.841
TRM3	0.430	0.476	0.297	0.373	0.835

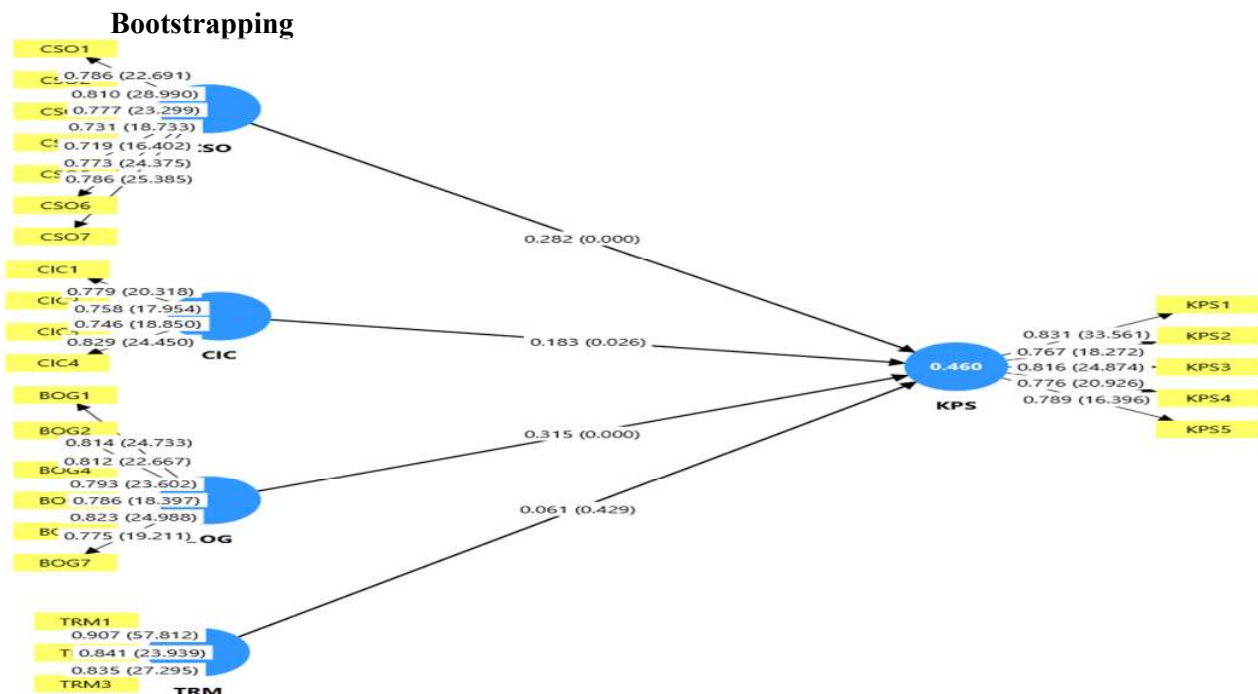
Discriminant validity ensures that each construct is capable of describing a different concept and is not the same as the other. To check this validity, the cross-search method is used by comparing how high the indicators are related to their own constructs compared to other constructs. In this study, all indicators meet these requirements, showing that each construct has different characteristics and supports discriminant validity by means of cross loadings.

Validity and Feasibility Test :

Table 7. Reliability and validity Test Results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
GOD	0.888	0.892	0.915	0.641
CIC	0.783	0.787	0.860	0.607
CSO	0.885	0.888	0.910	0.592
KPS	0.857	0.867	0.896	0.634
TRM	0.826	0.829	0.896	0.742

To ensure the model meets the requirements of convergent validity and reliability, the data passes three times of analysis. Convergent validity checks whether items measuring the same construct have a positive correlation. Based on the guide, the value of the loading indicator should be more than 0.70. In addition, the average extracted variance (AVE) must be more than 0.50 for the construct to be able to explain most of the variance of the indicator. (Hair & Alamer , 2022)



This study uses the path coefficient value on the bootstrapping menu to determine significant variables, as follows:

Table 10. Value Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
BOG -> KPS	0.315	0.308	0.075	4.176	0.000
CIC -> KPS	0.183	0.188	0.082	2.223	0.026
CSO > KPS	0.282	0.283	0.065	4.360	0.000
TRM -> KPS	0.061	0.064	0.077	0.791	0.429

In assessing the direct relationship between constructs, the path coefficient sign indicates the direction of the effect (positive or negative), while significance is determined using t-statistics (> 1.96) and p-values (< 0.05) as thresholds. (Hair & Alamer, 2022).

The Effect of Boarding Gate on Passenger Satisfaction The test conducted showed that the P value was 0.000 (less than 0.05), meaning that the Boarding Gate variable (BOG) had a significant effect on passenger satisfaction (KPS) at Juanda Airport Surabaya. This shows that the better the management and comfort of boarding gate facilities, such as the timeliness of departure, the smooth queuing process, and the clarity of information, the more passenger satisfaction will increase. This result is in accordance with the service quality theory which states that service at the end point before boarding the plane has a major impact on passengers' perception of the quality of airport service.

Effect of Check-in Counter on Passenger Satisfaction The P-value for the relationship between Check-in Counter (CIC) and Passenger Satisfaction is 0.026 which is less than 0.05. This shows that there is a significant influence. This means that the speed of service, the friendliness of the officers, and the ease of the check-in process contribute positively to the level of passenger satisfaction. The faster and easier the check-in process, the better the passenger experience will be.

The Influence of Customer Service Officers on Passenger Satisfaction A P-value of 0.000 which is smaller than 0.05 shows that the work of the Customer Service Officer (CSO) has a significant influence on the level of passenger satisfaction. This means that the presence of customer service officers who are responsive, friendly, and can provide information clearly can increase passenger comfort and trust in airport services. This factor is also one of the important determinants in shaping a positive image of the airport in the eyes of service users.

The Effect of Terminal Infrastructure on Passenger Satisfaction A P value of 0.429 greater than 0.05 indicates that Terminal Infrastructure (TRM) does not significantly affect Passenger Satisfaction. Although terminal infrastructure is an important part of airport operations, the results show that the current condition and facilities of the terminal are not yet the main factors affecting passenger satisfaction. This may be because passengers already consider the terminal infrastructure to be standard, so their increased satisfaction is

more influenced by direct services such as check-in Officer, Customer Service Officer and Boarding Gate

5. Conclusion

This study shows that the services of **customer service officers (CSOs), check-in officers, and boarding gates** affect the satisfaction of passengers at Juanda Airport Surabaya. This shows that the direct service aspect that happens directly with passengers plays an important role in shaping their satisfaction.

In contrast, terminal infrastructure has no significant impact on passenger satisfaction. This shows that while infrastructure is important to support airport operations, passengers are more concerned about the quality of service they receive directly. Therefore, to improve passenger satisfaction, improvement efforts should focus on improving the quality of service at the main points, namely CSO, check-in counter, and Boarding Gate. Meanwhile, infrastructure development remains considered a supporting factor.

6. Implications

The results of this study show that the quality of service from **Customer Service Officers (CSOs), Check-in Counter Officers, and Boarding Gates** has a big impact on passenger satisfaction. Therefore, improving the quality of interaction between officers and passengers and the use of technology services needs to be the main concern of airport managers. In contrast, the infrastructure at the terminal does not have a significant impact, so its development should be used as a supporting factor, not a top priority. The results of this study also provide opportunities for further research by adding other variables or expanding the research object to different airports so that the results are more complete and can be applied in general.

7. Research Limitations

This research was only conducted in one place, namely Juanda Airport Surabaya, focusing on four main things, namely Check-in Counter Officer, CSO, Boarding Gate, and infrastructure terminal. Therefore, this study does not include other factors such as security, cleanliness, and digital facilities. The number of people admitted was only 212 people in a given period of time, and the method used was only a quantitative approach, so it was not able to describe the differences in views or experiences of passengers in depth. To produce more complete results, subsequent research is recommended to expand the location, add variables, and combine quantitative and qualitative methods.

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