(Research) Article

The Impact of Facilities, Image, Price, and Service Quality on the Increase of Citilink Passengers in Semarang

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Abstract: This study aims to analyze the simultaneous effect of the variables of facilities, corporate image, price perception, and service quality on the increase in passenger numbers for Citilink Indonesia Airlines at Jenderal Ahmad Yani International Airport Semarang. The air transportation service sector requires a comprehensive understanding of the factors driving customer loyalty and purchasing decisions to maintain the company's competitiveness. The research method used is descriptive quantitative, with data collected from questionnaires distributed to 100 respondents who are passengers of Citilink Indonesia Airlines. Data analysis was performed using multiple linear regression, resulting in the equation $Y = 0.214 + 0.205X_1 + 0.171X_2 + 0.337X_3 + 0.144X_4 + \mu$. The study's results show that both partially and simultaneously, facilities, corporate image, price perception, and service quality have a positive and significant effect on the increase in passenger numbers. Price perception was found to be the dominant factor, with the highest regression coefficient, followed by facilities. Managerial implications suggest that airlines and airport operators focus on setting competitive prices and improving facilities to sustain passenger growth.

Keywords: Citilink Indonesia; Corporate Image; Passenger Numbers; Price Perception; Service Quality.

1. Introduction

In the last decade, the air transport sector in Indonesia has experienced significant growth, making it one of the key and highly competitive modes of transportation. This growth has created challenges for airlines and airport managers to consistently attract and retain passenger volume. Citilink Indonesia, as one of the aviation service providers, operates amidst this intense competition, especially at Jenderal Ahmad Yani International Airport Semarang. The company's performance is measured, among other things, by the increase in passenger numbers, which is directly influenced by non-technical factors such as service experience and brand image.

The competitive dynamics demand airlines not only offer affordable prices but also provide added value through adequate facilities, a strong corporate image, and excellent service quality. Data on air traffic at Ahmad Yani Airport shows that Citilink Indonesia served more than 150,000 passengers over a six-month period in 2023, highlighting the importance of evaluating the key driving factors to maintain and increase these numbers. This research focuses on four main factors: facilities, corporate image, price perception, and service quality, which are believed to be the key factors in consumer decisions when choosing an airline.

This study aims to empirically analyze the influence of four independent variables—facilities, corporate image, price perception, and service quality—on the dependent variable of increasing passenger numbers. The specific objectives are to test the significance and direction of the relationship of each variable partially, as well as analyze the combined

influence of these four variables simultaneously. The results of this analysis are expected to provide strategic guidance for airline management and airport operators.

Although many previous studies have linked service marketing factors with consumer outcomes, the main focus has often been on intermediary variables such as customer satisfaction or loyalty (Parasuraman et al., 2019; Oliver, 2020). Previous studies on airlines tend to be fragmented, often only examining two or three variables (Service Quality and Ticket Price) in relation to Customer Satisfaction, or (Service Quality and Corporate Image) in relation to Consumer Loyalty. The research gap addressed by this study is the lack of comprehensive studies that simultaneously test these four variables (Facilities, Corporate Image, Price Perception, and Service Quality) to explain direct variation in Increasing Passenger Numbers as a business success metric in the specific environment of Jenderal Ahmad Yani Semarang Airport.

The novelty of this research lies in the integration of a comprehensive model, analyzing the four key driving factors (4 IVs) against Increasing Passenger Numbers (DV) using primary data from Citilink Indonesia passengers. The use of the "Increase in Passenger Numbers" as a direct business performance indicator, compared to attitude variables (Satisfaction or Loyalty) which are more abstract, provides high novelty and managerial relevance. Additionally, the case study context of Citilink Airlines at Jenderal Ahmad Yani Semarang Airport offers specific findings that may differ from other airports in Indonesia (Development of Air and Sea Transport in Bali Province, January 2025).

The benefits of this research are divided into two categories. First, academic benefits, which enrich the body of knowledge in the fields of transportation management and service marketing, especially in the context of airlines in Indonesia. This research is expected to serve as a reference for future researchers who are interested in developing more complex models, such as by adding mediation or moderation variables.

Second, practical benefits, which provide input and concrete considerations for the management of Citilink Indonesia Airlines and PT. Angkasa Pura I (Persero), the airport operator. The data and conclusions drawn can be used as a basis for formulating operational policies and marketing strategies that are more targeted to maintain a positive image and achieve the target increase in passenger numbers.

2. Literature Review
Theoretical Framework

Increase in Passenger Numbers (Y). In the context of air transportation, the increase in passenger numbers is a key performance indicator that reflects the success of an airline in attracting consumers and competing in the market. This can be measured through increased flight frequency, customer base growth, and the expansion of fleet size (Zeithaml et al., 2020). This increase is the end result of positive evaluations from passengers regarding the overall service experience provided by the airline.

Facilities (X1). Facilities or tangibles are the physical evidence of services that can be seen and felt by consumers, which include comfortable waiting areas, internet access availability, and complete equipment at the dropzone. According to Kotler and Keller (2019), facilities play an important role in shaping initial expectations and perceptions of service quality before and during the service consumption process. The presence of adequate and modern facilities is crucial in the aviation industry to ensure passenger comfort.

Corporate Image (X2). Corporate image is the overall perception and belief held by the public regarding an organization or airline. A positive image is built through consistency in performance, employee professionalism, customer trust, and the company's ability to innovate (Oliver, 2020). A strong brand image provides a competitive advantage that can enhance customer loyalty (Suratno et al., 2021).

Price Perception (X3). Price perception is the customer's evaluation of how appropriate the offered price is relative to the quality received. In the context of low-cost carriers (LCC) such as Citilink, the price should be perceived as competitive with other competitors, affordable for various segments of society, and provide value consistent with the service offered (Schiffman and Wisenblit, 2023). A positive price perception can be a decisive factor in the purchase decision.

Service Quality (X4). Service quality is defined as the degree of alignment between customer expectations and the service performance they receive (Parasuraman et al., 2019). The SERVQUAL framework identifies five dimensions: Tangibles, Reliability, Responsiveness, Assurance, and Empathy. A service is said to be of high quality if it meets or exceeds customer expectations (Hardiyansyah, 2011 in Lokawati, 2025).

Previous Research

A study by Suratno et al. (2021) found that Service Quality and Corporate Image significantly and simultaneously influenced Customer Loyalty (Lion Air) through Customer Satisfaction. This study concluded that these two variables had a 71.2% impact on Customer Loyalty. The main difference from the current research is its focus on Customer Loyalty, rather than directly on the Increase in Passenger Numbers.

A study by Hardiyansyah (in Lokawati, 2025) regarding the influence of Check-In Service Quality on Passenger Satisfaction (Jeju Air) showed positive and significant results. Although focused on service quality, this study only took one dimension (check-in service) and tested its impact on Satisfaction, while the current study uses the five SERVQUAL dimensions and focuses on the Increase in Passenger Numbers.

A review conducted by the Siber Research Nusantara Journal (2024) concluded that Service Quality, Ticket Price, and Flight Facilities positively influenced Customer Satisfaction in a partial manner. This result supports the relationship between the independent variables similar to the current study, but its dependent variable is Customer Satisfaction, which is an attitude variable, differing from the Increase in Passenger Numbers as a performance variable.

A study on Nam Air (2020) showed that Service Quality and Ticket Price both had a partial and simultaneous impact on Customer Satisfaction. This finding reinforces the important role of service quality and price as key factors considered by passengers, similar to the focus on these two variables in this study, but it did not include the Facility and Corporate Image variables.

Overall, previous research mostly used Customer Satisfaction or Customer Loyalty as the dependent variable. This journal fills the gap by simultaneously testing the combination of the variables Facilities, Corporate Image, Price Perception, and Service Quality on a more concrete business performance variable, namely the Increase in Passenger Numbers, in the specific context of Citilink Airlines in Semarang.

3. Research Method

The research design used is a quantitative method with a descriptive approach, aimed at analyzing the cause-and-effect relationship between independent and dependent variables. The population in this study consists of all passengers of Citilink Indonesia Airlines at Jenderal Ahmad Yani International Airport Semarang. A sample of 100 respondents was determined using a non-probability sampling technique, specifically incidental sampling, where respondents were selected randomly when meeting the researcher. Primary data was collected through the distribution of questionnaires, while secondary data on passenger movement was obtained from the airport's official sources.

Data analysis was conducted using descriptive analysis to describe the characteristics of the respondents and research variables, as well as quantitative analysis with a Multiple Linear Regression model processed using SPSS v.26 software. The prerequisite tests conducted include validity, reliability, and classical assumption tests (normality, multicollinearity, autocorrelation, and heteroscedasticity). Hypothesis testing was carried out through the T-Test (partial) to examine the influence of each independent variable and the F-Test (simultaneous), along with testing the coefficient of determination (R^2).

4. Results and Discussion

Research Results

The results of the multiple linear regression analysis (Table 4.29) show the following model equation: $Y = 0.214 + 0.205X1 + 0.171X2 + 0.337X3 + 0.144X4 + \mu$

Where:

Y = Increase in Passenger Numbers,

X1 = Facilities,

X2= Corporate Image,

X3= Price Perception,

X4= Service Quality.

Table 1. Summary of Regression Test Results and Coefficient of Determination.

Variable	Regression Coefficient (B)	t-Statistic	Significance (Sig.)	Explanation
Facilities (X1)	0.205	Significant	< 0.05	Positive & Significant Impact
Corporate Image (X2)	0.171	Significant	< 0.05	Positive & Significant Impact
Price Perception (X3)	0.337	Significant	< 0.05	Positive & Significant Impact
Service Quality (X4)	0.144	Significant	< 0.05	Positive & Significant Impact
R^2 (Coefficient of Determination)	0.701 (70.1%)	-	-	-

The results of the t-test (partial) show that all independent variables (X1, X2, X3, X4) have significance values (Sig.) less than 0.05, and the t-statistic is greater than the t-table value (2.297), so it can be concluded that, partially, Facilities, Corporate Image, Price Perception, and Service Quality all have a positive and significant effect on the Increase in Passenger Numbers. Simultaneously (F-test), the four variables also have a significant effect. The R^2 value of 0.701 indicates that 70.1% of the variation in Increase in Passenger Numbers is explained by this model, while the remaining 29.9% is influenced by other variables outside the model.

Discussion

Effect of Price Perception (X3)

The Price Perception variable shows the highest regression coefficient (0.337), placing it as the top factor influencing the Increase in Passenger Numbers. This result indicates that for Citilink passengers at Ahmad Yani Airport, the alignment of the offered price, price competitiveness between airlines, and price affordability are key considerations when choosing a flight. These findings are consistent with previous research (Nam Air, 2020), which highlighted Ticket Price as a significant factor influencing customer decisions. This reinforces the proposition that in the LCC aviation industry, a smart pricing strategy is key to attracting passenger volume.

Effect of Facilities (X1)

Facilities rank as the second most influential factor with a coefficient of 0.205. Indicators such as comfortable waiting areas, internet availability, and adequate dropzone equipment are important drivers. Improving physical facilities has been shown to directly attract more passengers, in line with the findings of the Siber Research Nusantara Journal (2024), which found that Flight Facilities impact Customer Satisfaction. Airport and airline authorities must continue to maintain these facilities to support a pleasant travel experience.

Effect of Corporate Image (X2)

Corporate Image has a coefficient of 0.171. Indicators such as passenger trust, employee professionalism, and airline innovation are key to a positive image. A good image serves as a guarantee of quality in the eyes of consumers, although its impact is less than that of price and facilities. These results are similar to the Consumer Loyalty study of Lion Air (2021), which also found that Corporate Image has a significant effect, strengthening the argument that image is a strategic asset influencing business outcomes.

Effect of Service Quality (X4)

Service Quality, despite having the lowest coefficient (0.144) among the independent variables, still shows a positive and significant impact on the Increase in Passenger Numbers. This variable includes Tangibles, Reliability, Responsiveness, Assurance, and Empathy. The importance of service quality is also supported by the SERVQUAL theory (Parasuraman et

al., 2019) and research on check-in services (Lokawati, 2025), which affirms that service is a fundamental prerequisite for customer satisfaction and purchase decisions.

Comparison of Findings and Novelty

This study found Price Perception to be the dominant factor, followed by Facilities. This finding differs from many traditional service industry literatures that often place Service Quality (X4) as the most dominant variable. This difference highlights the characteristics of the LCC airline market in Semarang, which is highly sensitive to monetary value and physical facilities.

Analysis of Novelty (Research Gap)

As outlined in Chapter I, the novelty of this study successfully closes the research gap by simultaneously testing this model with four variables against a real performance variable (Increase in Passenger Numbers). The success of this model, explaining 70.1% of the variation, shows that the combination of these four factors, especially Price and Facilities, is the key to airline business growth at this location.

Managerial Implications for Price and Facilities

The main implication is that airlines should prioritize transparent and competitive pricing strategies. In terms of Facilities, investments in comfortable waiting areas, internet connectivity, and smooth dropzone processes should be maintained and improved.

Managerial Implications for Corporate Image and Service

For Corporate Image and Service Quality, improvements should focus on enhancing Trust and Employee Professionalism. Although these factors have smaller coefficients, they act as hygiene factors that must be met to support passenger decisions driven by price and facilities.

5. Conclusions

Based on the results of the multiple linear regression analysis and hypothesis testing, it can be concluded that the variables Facilities (X1), Corporate Image (X2), Price Perception (X3), and Service Quality (X4) both partially and simultaneously have a positive and significant effect on the Increase in Passenger Numbers (Y) for Citilink Indonesia Airlines at Jenderal Ahmad Yani International Airport Semarang. The Price Perception variable is the most dominant factor in influencing passenger decisions, followed by Facilities. Overall, these four variables can explain 70.1% of the variation in the increase in passenger numbers.

As a recommendation, the management of Citilink Indonesia Airlines is advised to maintain pricing consistency and competitiveness, as well as continue to improve the comfort of airport facilities. For future research, it is recommended to add other variables that may influence the increase in passenger numbers, considering the 29.9% variation that is unexplained in this model, such as promotion variables, e-ticketing (Zeithaml et al., 2020), or brand trust.

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