



The Impact of Service Transformation, Self-Check-in on Pelita Air Loyalty, Mediated by Customer Satisfaction

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Abstract: This study examines the effect of implementing self-check-in machines on customer satisfaction as part of Pelita Air's service transformation at Soekarno-Hatta International Airport in 2024. This study uses a quantitative method by distributing questionnaires to Pelita Air passengers who use self-check-in machines with a purposive sampling technique. From a population of 505.022 passengers, a sample of 100 respondents was taken. Data analysis used SEM-PLS (Structural Equation Model-Partial Least Square) with independent variables of service transformation (X1) and Implementation of self-check-in machines (X2), Customer Satisfaction (Y) as a mediating variable and Customer Loyalty (Z) as a dependent variable. The result of this study are that service transformation and implementation of self-check-in machines have a significant direct effect on customer loyalty mediated by customer satisfaction.

Keywords: Customer Satisfaction, Customer Loyalty, Self-Check-in machine, Service Transformation

INTRODUCTION

Currently, the growth of technology in the world of aviation in Indonesia is experiencing very rapid development. Technological tools are getting more sophisticated in Service Transformation and can help the community to more easily complete all their activities. Service transformation is a process of changing and improving the services provided to users that aims to improve service quality and efficiency. This transformation uses technology to convert analog processes into digital or automated processes that were previously done manually (Uri, Height, and Aerospace, 2023). There are many supporting applications and advanced technology to help air transportation service users, which can reduce queues at the airport. The increase in passengers at Soekarno-Hatta International Airport affects the flow of check-in counter queues. It can be seen that from 2019 to 2024 the

passenger flow at Soekarno-Hatta International Airport has increased (Central Statistics Agency (BPS - Statistics Indonesia), n.d.).

Table 1. Number of Passengers at Soekarno-Hatta International Airport

Year	Number of Domestic Passengers	Percentage	Year	Number of International Passengers	Percentage
2019	19.267.081	16%	2019	7.898.824	6,5%
2020	8.621.796	7,1%	2020	1.517.922	1,2%
2021	7.945.377	6,6%	2021	612.230	0,5%
2022	16.065.900	13,3%	2022	3.751.993	3,1%
2023	18.538.674	15,4%	2023	6.783.267	5,6%
2024	5.693.336	4,70%	2024	2.536.999	6,3%

Source: BPS – Statistics Indonesia

The table above shows that it continues to increase the passenger flow of Soekarno-Hatta International Airport from both domestic and international flights. In 2020-2021 due to the impact of COVID-19, flights at Soekarno-Hatta International Airport experienced a drastic decrease, but in 2022 the number of passengers increased again until 2024. The increase in passengers also occurred at Pelita Air airline. (Saragi Sitio, 2018) defines Pelita Air as one of the airlines in Indonesia that has 2 types of businesses, namely aero is charter aircraft and non-aero aircraft is a company such as a passenger, oil, and gas.



Figure 1. Number of Passengers of Pelita Air

Source: PT Pelita Air Service

The diagram above is valid data from (Lorenzo Anugrah Mahardika-Bisnis.com, 2023), the data is the total passenger flow of Pelita Air in 2024 during January-June as many as 505,022 people. It can be seen in the graph above that passenger flows in 2024 are stable, which means that there is no significant decline. Especially in the flow of Eid in April, the number of Pelita Air passengers has increased significantly.

In previous years, the airport only enforced conventional check-in served by check-in counter officers. Services at this check-in counter usually experience long queues, with the development of sophisticated technology and systems, in previous years the airport only enforced conventional check-in served by check-in counter officers. Services at this check-in counter usually experience long queues, with the development of sophisticated technology and systems, Pelita Air 2023 has provided a check-in machine kiosk (self-check-in machine) that can make it easier for service users and reduce queues. The move is part of a broader digital transformation, including the launch of a mobile app in 2022 (Pelita Air, 2022). Pelita Air has transformed airport as the provision of self-check-in machine services located at Soekarno-Hatta International Airport.

Soekarno-Hatta International Airport is a provider of places for self-check-in machines. Self-check-in machine is a facility that can function to complete procedures,

security requirements, and a service by using the machine independently but cannot be used for *baggage drop*. Self-check-in machines are very easy to use, passengers only need a barcode and then scan it or passengers can also enter the e-ticket number, choose a seat, and print the boarding pass (Ardiansyah and Ahyudanari, 2017). This allows Pelita Air users at Soekarno-Hatta International Airport to use the self-check-in machine conveniently. Comfort can be inferred from how satisfied a person is using a technology or service provided, with the increase in passengers at Soekarno-Hatta International Airport, comfort is an important factor for passengers in terms of time and queue (Bongso & Kristiawan, 2022).

Pelita Air has facilitated self-check-in machines at Soekarno-Hatta International Airport which are located in terminals 3, E17, E18, E19, E20, and E21 (Pelita Air, 2018). Pelita Air customer satisfaction is one of the indicators that shows the quality response of a service provided. If the response given by the users is good, then they will be loyal to the services we provide, meaning that consumers who have loyalty are consumers who will buy products and use services repeatedly (Dewa Ayu Dwi Indra Swari, Ni Putu Cempaka Dharmadewi Atmaja & Daniel Manek, 2024). So, the development of this technology can increase the interest of air transportation service users. From the description above, the researcher conducted a study on one of the Pelita Air airlines, this is for several reasons, namely to determine the efficiency of self-check-in machine services to customer satisfaction for Pelita Air customer loyalty and the efficiency of using self-check-in machines at Soekarno-Hatta International Airport in 2024.

Literature Review

Self-Check-in Machine

Self-check-in machine is an innovation in the form of service technology that makes it easier for airport passengers to get services without the involvement of staff (Castillo-Manzano & López-Valpuesta, 2013). Facilities used to complete procedures, safety requirements, and services using machines independently. Self-check-in machines are not included for baggage drops. The use of Self-check-in machines can make it easier for passengers, save time and reduce queues so that they can streamline services. Self-check-in machine is also a system to carry out various departure procedures such as selecting seats, and printing boarding pass independently (Ardiansyah & Ahyudanari, 2017).

Service Transformation

(Utami, 2023) defines Service Transformation as a change that involves innovation and technological development in the modern era. This happens in the Company's operational management to improve optimal and quality service efficiency. With this service transformation, the company can respond quickly to customer needs, minimize manual errors, and provide more personalized and satisfactory services. Service transformation can also encourage companies to continue to adapt to new technological growth, strengthen competitiveness and create a superior customer experience. Service transformation is a continuous innovation process, where companies utilize digital technology to create something new in providing services (Hadiono & Noor Santi, 2020).

Customer Satisfaction

(Gultom, Arif, and Muhammad Fahmi, 2020) Customer satisfaction is a thought that is measured by trust when the customer buys a product or service and already trusts it. Customer satisfaction occurs when they feel that their needs are met as expected. Therefore, service quality will be a benchmark for customer satisfaction to compete with other companies. Satisfying customer needs is essential because it can increase competitive advantage. Consumers who are satisfied with the products and services they provide will return to buy and use the company's services. According to Philip Kotler in (Maulidiah et al.,

2023) Explain that customer satisfaction is a person's feeling of joy or disappointment after comparing what has been expected from a product or service they have purchased or felt. If the products and services provided are following customer expectations, then customers will feel happy.

Customer Loyalty

Loyalty is a bond between consumers and a brand. Loyal customers do not only buy products or repeatedly, but recommend them to others to use the product or service (Setiawan, 2021). (Khamdan Rifa'i, 2021) defines customer loyalty measurement as a process that involves assessing consumer attitudes and behaviors towards a product or brand. Attitude reflects the opinion, perception, and tendency of customers to recommend the product to others (word of mouth), while behavior refers to real actions of consumers such as the frequency of purchases, repeated use of the product and participation in loyalty programs.

METHOD

Hypothesis

Service Transformation Affects Customer Satisfaction

In research (Aplikasi & Prama, 2024) the transformation of services in the form of digital effects on customer satisfaction. There is a positive and significant influence between service transformation and customer satisfaction. It aims to create efficient operational effectiveness and involves supporting instruments, namely ease of access, speed of use, security of customer data, and comfort during use or process.

H1: Service Transformation has a positive influence on customer satisfaction.

The Implementation of Self-Check-in Affects Customer Satisfaction

In research (Bintang & Ariebowo, 2024) Regarding the implementation of self-check-in machines, it is concluded that there is a significant influence on customer satisfaction. The implementation of self-check-in involves the resources and facilities used to meet customer needs as the achievement of its goals (Saragi Sitio, 2018).

H2: The implementation of self-check-in machines has a positive influence on customer satisfaction.

Customer Satisfaction Affects Customer Loyalty

In Research (Dewa Ayu Dwi Indra Swari, Ni Putu Cempaka Dharmadewi Atmaja & Daniel Manek, 2024) The results of the study show that customer satisfaction has a positive effect on customer loyalty, concluding that customer satisfaction in using a product with high quality, customers will be loyal and loyal to the company. Customers will buy and reuse the product or service repeatedly.

H3: Customer satisfaction has a positive influence on customer loyalty.

Service Transformation Affects Customer Loyalty

In research (Felix & Rembulan, 2023) The results of the study show that digital transformation has a positive effect on customer loyalty, concluding that the factors of service quality, product quality, good technology quality, and good offers for customers will be key in creating a positive experience for customers.

H4: Service transformation has a positif influence on customer loyalty.

The Implementation of Self-Check-in Affects Customer Loyalty

In research (Suprpto & Setyawardani, 2023) The results of the self-service research have a significant influence on customer loyalty, concluding that if the service technology provided is of high quality and very good to use, the self-service user will have higher loyalty.

H5: The implementation of self-check-in has a positif influence on customer loyalty.

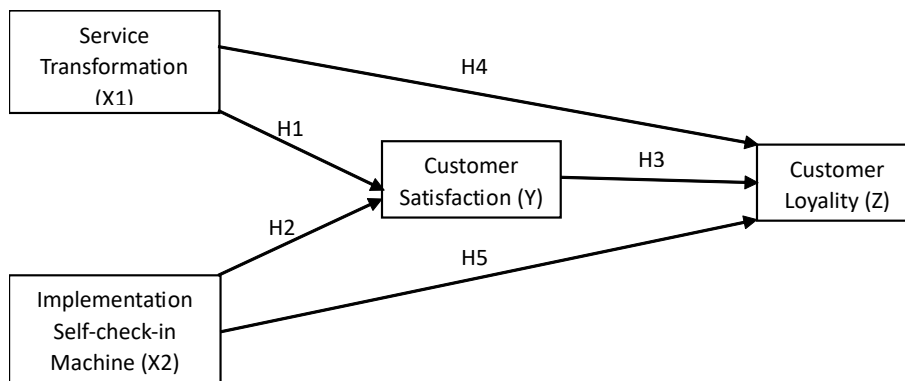


Figure 2. Conconceptual Framework

Based on the conceptual framework above, it can be explained that this study has two independent variables, namely X1 Service Transformation, X2 Self-Check-in Implementation, mediation variable Y Customer Satisfaction, and a dependent variable namely Z Customer Loyalty and this study has 5 hypotheses to be tested.

Method

This study uses a quantitative method using primary data in the form of surveys (questionnaires) and observations (observations) in data collection using a Likert scale of 1-4, namely 1= strongly disagree, 2= disagree, 3= agree, 4= strongly agree. Data from this study was obtained by distributing a questionnaire form to passengers who had used the self-check-in machine for Pelita Air Airlines at Soekarno-Hatta International Airport, with a Pelita Air passenger population of 505,022 passengers and a sample of 100 people. The research sample was obtained through a purposive sampling technique with specific criteria, namely male or female respondents, at least 17 years old, having used Pelita Air airline, and having experience using a self-check-in machine. Data analysis was carried out using a structural equation model based on SEM-PLS (structural equation modeling partial least square) with SmartPLS software.

Table 2. Indicators

Variable	Indicators	Source
Service Transformation (X1)	TP 1. Airport Services TP 2. Driving Performance Productivity TP 3. Competitive Service	(Utami, 2023)
Implementation of Self-Check-in (X2)	PS 1. Self-Check-in Machine Access PS 2. Resources PS 3. Queue	(Hardianika, 2023)
Customer Satisfaction (Y)	KP 1. Expectations KP 2. Performance KP 3. Comparison	(Bintang & Ariebowo, 2024)
Customer Loyalty (Z)	LP 1. Overall Satisfaction LP 2. Retention	(Vera Lusiana, 2015)

RESULT AND DISCUSSION

Validity and Reliability Test

This test is to ensure that all statements in the questionnaire have high validity. The test in the image above uses 100 samples. High validity is indicated by a loading factor value greater than 0.7. This means that the statement has a strong relationship with the concept that you want to measure and be declared valid or following the standard.

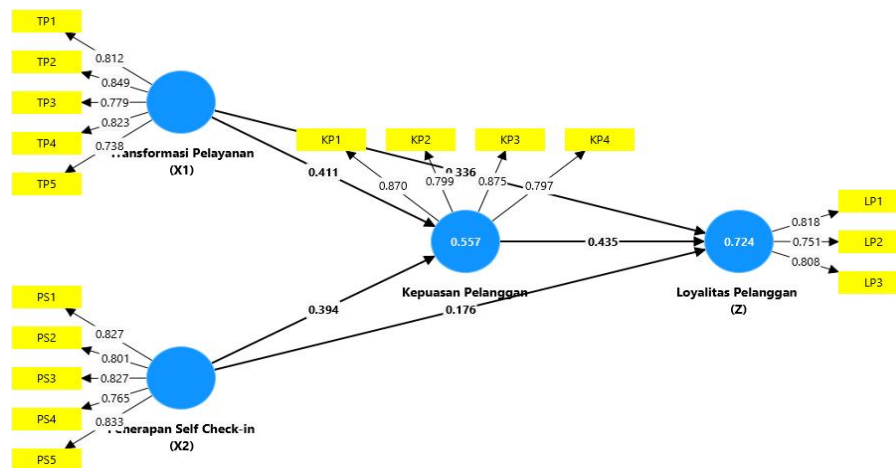


Figure 3. PLS-SEM Alogaritm Outer Loading

Table 3. Convergent Validity

Variable	Customer Satisfaction (Y)	Customer Loyalty (Z)	Self-Check-in Deployment (x2)	Service Transformation (X1)	Result
KP1	0.870				VALID
KP2	0.799				VALID
KP3	0.875				VALID
KP4	0.797				VALID
LP1		0.818			VALID
LP2		0.751			VALID
LP3		0.808			VALID
PS1			0.827		VALID
PS2			0.801		VALID
PS3			0.827		VALID
PS4			0.765		VALID
PS5			0.833		VALID
TP1				0.812	VALID
TP2				0.849	VALID
TP3				0.779	VALID
TP4				0.823	VALID
TP5				0.738	VALID

The data analysis in Table 3 shows that it has a good reliability score (loading factor) with a result above 0.70 to measure the extent to which each statement measures the same concept (convergent validity), seen the value of the loading factor and the Average Variance Extracted (AVE). If the AVE value is less than 0.5, it means that these statements are sufficient in measuring the concept in question.

Discriminant Validity

Table 4. Fornell-Lacker

	Customer Satisfaction (Y)	Customer Loyalty (Z)	Self-Check-in Deployment (X2)	Service Transformation (X1)
Customer Satisfaction (Y)	0.836			
Customer Loyalty (Z)	0.788	0.793		
Self-Check-in Deployment (X2)	0.689	0.715	0.811	
Service Transformation (X1)	0.694	0.763	0.716	0.801

Based on the table above, all the roots of the AVE (Fornell-Lacker Criterion) of each construct are more than their correlation with other variables. X1 the AVE value is 0.642 then the root of the AVE is 0.801. The value of 0.801 is greater in correlation with other constructs. Each construct such as Customer Satisfaction (0.836), Customer Loyalty (0.793), Self-Check-in Implementation (0.811) and Service Transformation (0.801) has a larger square root of AVE than its correlation with other constructs. Since all latent variables of the AVE root value > Correlation with other constructs, the discriminatory validity requirements in this model have been met.

Reliability Test

Compositional reliability > 0.60 shows that the measurement of a construct is consistent (Berkes, F. and Davidson-Hunt, 2007). From the validity test, all variables that are declared valid have an AVE value greater than 0.50 (Noor, 2014)

Table 5. Reability Test

Variable	Cronbach's Alpha	Average Variance Extracted (AVE)	Result
Customer Satisfaction (Y)	0.856	0.699	VALID
Customer Loyalty (Z)	0.704	0.629	VALID
Self-Check-in Deployment (x2)	0.870	0.658	VALID
Service Transformation (X1)	0.860	0.642	VALID

The results of the discrimination validity test in Table 4 show that each variable of Service Transformation (X1), Self-Check-in Implementation (X2), Customer Satisfaction (Y), and Customer Loyalty (Z) has an Average Variance Extracted (AVE) value above 0.50 and a

Cronbach's alpha value above 0.60. From the test, the four variables have met the criteria of good reliability .

The Goodness of Fit Test

Table 6. R Square

	R Square	R Adjusted	Square Result
Customer Satisfaction (Y)	0.557	0.548	Moderate
Customer Loyalty (Z)	0.724	0.716	Moderate

The R Square value in Table 5 is used to measure how well a model can explain variations in data. The higher the R Square value, the better the model. An R Square value of 0.75 indicates an excellent model, 0.50 is quite good and 0.25 is not good. To assess the overall suitability of the model, the Goodness-of-Fit (GoF) calculation method can be used.

GoF Formula:

1. GoF

$$\sqrt{AVE \times R^2}$$

$$\sqrt{0.657 \times 0.6405} = 0.6486$$

From the results of the calculation above, the value of Goodness of Fit (GoF) in this study is 0.6486. This research model shows excellent combined performance on a scale of 0-1. The scale is divided into a small GoF of 0.1, a medium GoF of 0.25, and a large GoF of 0.38. The value in the calculation above can be concluded that the model or combined performance between the outer and inner models is valid even though it has a large category GoF value above 0.38.

Hypothesis Test

Dirrect Effect

Table 7. Dirrect Effect

	Original Sample (O)	T Statistics	P Values	Result
Service Transformation (X1) - > Customer Satisfaction (Y)	0.411	2.960	0.003	ACCEPTED
Self-Check-in Implementation (X2) - > Customer Satisfaction (Y)	0.394	2.672	0.008	ACCEPTED
Customer Satisfaction (Y) - > Customer Loyalty (Z)	0.435	4.412	0.000	ACCEPTED
Service Transformation (X1) - > Customer Loyalty (Z)	0.336	3.939	0.000	ACCEPTED

Self-Check-in Deployment (X2) Customer Loyalty > (Z)	0.176	2.367	0.018	ACCEPTED
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To test the correctness of the hypothesis, this study uses the T-test. If the calculated t-value is greater than the t-table value, then an alternative hypothesis is accepted. Based on Table 6, Service Transformation (X1) influences Customer Satisfaction (Y) with a t-statistic value of $2,960 > 1.96$ and the original sample value of 0.411. The implementation of Self-Check-in (X2) influenced Customer Satisfaction (Y) with a t-statistic value of $2,672 > 1.96$ and an original sample value of 0.394. Customer Satisfaction (Y) influences Customer Loyalty (Z) with a t-statistic value of $4.412 > 1.96$ and the original sample value of 0.435. Service Transformation (X1) influences on Customer Loyalty (Z) with a t-statistic value of $3.939 > 1.96$ and the original sample value of 0.336. The application of the Self-Check-in Machine (X2) has a moderate effect on Customer Loyalty (Z) with a t-static value of $2,367 > 1.96$ and an original sample value of 0.176. It can be summarized that 5 hypothesis that have been tested are accepted in this study.

Service Transformation (X1) affects Customer Satisfaction (Y)

Service transformation has a significant effect on customer satisfaction. This research concludes that service transformation creates efficient operational effectiveness involving technology as a supporting tool to facilitate the use process, speed, and comfort for Pelita Air customers. This research is in line with (Application & Prama, 2024) which concludes that by utilizing digital technology, the process becomes efficient and effective, and can provide good benefits and experiences of customers.

The implementation of Self-Check-in (X2) affects Customer Satisfaction (Y)

The application of self-check-in machines has a significant effect on customer satisfaction. The study concluded that the implementation of self-check-in can reduce queues and be more efficient than using traditional check-in. This research is in line with (Bintang & Arieboowo, 2024) (Putri et al., 2018) which found that self-check-in proved to be more efficient in saving time and providing a good solution to break down queue congestion.

Customer Satisfaction (Y) affects Customer Loyalty (Z)

Customer satisfaction has a significant effect on customer loyalty. This study concludes that providing good quality service is an important aspect of customer satisfaction so that customers can reuse the product or service repeatedly. This research is consistent with (Dewa Ayu Dwi Indra Swari, Ni Putu Cempaka Dharmadewi Atmaja & Daniel Manek, 2024) who find high customer satisfaction will encourage them to continue to choose the same product or service.

Service Transformation (X1) influences on Customer Loyalty (Z)

Service transformation has a significant effect on customer loyalty, this study concludes that service transformation is one of the important things for a company to create customer loyalty by creating services with modern technology. This research is in line with (Felix & Moon, 2023) which explains that digital transformation can provide user convenience and good product quality to build customer loyalty.

The implementation of Self-Check-in Machine (X2) influences on Customer Loyalty (Z)

The implementation of self-check-in has a significant effect on customer loyalty. This study concludes that passengers often prioritize time efficiency, convenience, and service

effectiveness, therefore the implementation of self-check-in is a good thing for customer loyalty. This can be seen from the smooth self-check-in process, starting from user interaction with the machine screen to the ease of printing boarding passes. This research is in line with (Shahid Iqbal et al., 2018) which concludes that the higher the quality of service provided, the greater customer loyalty.

Indirect Effect

Table 8. Indirect Effect

		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Self-Check-in Implementation (X2)	-	0.171	0.166	0.071	2.429	0.015
Customer Satisfaction (Y)	>					
Customer Loyalty (Z)	->					
Service Transformation (X1)	->	0.179	0.182	0.075	2.377	0.017
Customer Satisfaction (Y)						
-> Customer Loyalty (Z)						

In Table 7, the T value of $2,429 > 1.96$, the results of this study are contrary to the research (Suprpto & Setyawardani, 2023) which explains that the customer satisfaction variable is not a mediating variable in the influence of self-service technology on customer loyalty. Furthermore, a T value of $2,377 > 1.96$ and a p-value of 0.017 showed that service transformation indirectly affected customer satisfaction with customer loyalty. The results of this study are in line with (Fatimah, 2024) which concludes that customer satisfaction can mediate between digital transformation and customer satisfaction. The results can be concluded that the implementation of self-check-in affects customer loyalty and service transformation affects customer loyalty. Similarly, customer satisfaction can mediate between the implementation of self-check-in and service transformation.

CONCLUSION

Based on this research conducted on Pelita Air Airline regarding the impact of self-check-in machines in service transformation on Pelita Air customer satisfaction at Soekarno-Hatta International Airport in 2024. This research resulted in the transformation of service and the implementation of self-check-in had a significant effect on customer satisfaction and customer loyalty. Furthermore, customer satisfaction has a significant effect on customer loyalty. Service transformation is a good thing in the application of self-check-in machines to customer satisfaction for the sake of customer loyalty. If the services and facilities provided can be used and are of good quality, then customers will use the product repeatedly and provide recommendations to other customers.

Implications

The results of this study show that the impact of the implementation of Pelita Air's self-check-in machine at Soekarno-Hatta International Airport in 2024 produces quite satisfactory results. However, there are supporting instruments that need to be considered for

the future sustainability of Pelita Air. In the service transformation, it is necessary to improve the strategy to reduce queues and time efficiency by providing quality service, inventory management, and Pelita Air staff training.

Regarding the implementation of self-check-in machines, it is necessary to pay attention to each machine used so that routine checks are carried out so that system errors do not occur and minimize this. The use of self-check-in machines will certainly be effective and efficient if the machine does not experience errors that will have an impact on the number of queues. In customer satisfaction, it is necessary to improve the services provided to customers such as improving service quality, building continuous innovation, and understanding customer desires with communication. This must be considered by Pelita Air for the long-term needs of the Company's sustainability regarding the satisfaction and loyalty of Pelita Air passengers at Soekarno-Hatta International Airport.

Research Limitations

This research has several limitations in its preparation, these limitations can be used as a direction for future researchers:

1. This study only used a sample of 100 respondents in testing the data. This is due to the limitation of research time. It is hoped that future research can use more samples for the optimization of broader and detailed data analysis.
2. This study only uses a quantitative approach. It is hoped that further research will use a mix method approach both quantitative and qualitative.
3. This study uses SmartPLS 4 software with 30 days user free trials, so it is constrained in data analysis. For this reason, it is hoped that further research will use SmartPLS software with no limit users to get optimal results.
4. Further research is expected to add variables, to strengthen the analysis and direction of research to be better.

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