

Article

The Impact of Service Orientation and Airport Service Quality on Passenger Satisfaction and Image: Evidence from Indonesia

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Abstract: *Background:* Airport service quality and service orientation are important aspects of managing passenger satisfaction and airport image. The aim of this paper is to analyze the influence of service orientation and airport service quality on airport image through passenger satisfaction as an intervention variable. *Methods:* The survey was conducted on 356 passengers at the departure area and lounge. Samples were taken at five major airports in Indonesia, including Soekarno Hatta International Airport. To test the influence of exogenous variables on endogenous variables through intervening variables, a quantitative testing analysis test was carried out using the structural equation model partial least square (SEM-PLS). *Result:* The research results show that service orientation has a significant and positive effect on airport service quality, passenger satisfaction, and airport image. Moreover, service quality also has a positive effect on passenger satisfaction and the airport's image. Empirically, passenger satisfaction has been proven to mediate the influence of service quality and service orientation on airport image. It has been proven that airport operators who focus on passengers through service orientation can increase passenger satisfaction and the airport's image. *Conclusions:* Focusing on passengers' needs while at the airport is an important aspect for airport operators who aim to manage their emotions, which encourages passengers to use paid services while in the waiting room. The use of this paid service will directly increase the airport's aeronautical revenue. Future research needs to consider the influence of image on purchase intention and return to the airport.

Keywords: airport service quality; service orientation; passenger satisfaction; airport image



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1. Introduction

Air transport is one of the most dominant service sectors in the world, with airports becoming important facilities for supporting the natural aeronautical sector, as well as preparing domestic and international aviation infrastructures. Based on the importance of airports in supporting the aviation industry, the analysis of service quality related to passenger satisfaction has become a source of concern [1]. International airports that are included in the ASEAN Open Sky agreement are Soekarno-Hatta International Airport (CGK) and Kuala Lumpur International Airport (KNO) [2]. As a predictor in building user perceptions, service quality is often emphasized differently by study experts, such as its impact on satisfaction, trust, perceived value, as well as corporate and airport image [3–5]. An airport, as a public service facility, is also expected to operate independently toward providing efficient and high-quality assistance to different customers [6]. This is because passengers' perception of quality is traditionally associated with process efficiency, short waiting times, and the positive attitude of the service team in the processing area [1].

Based on these descriptions, service quality, satisfaction, and the image of the airport are very critical. This is because service quality is considered one of the factors contributing

to the attractiveness and competitiveness of an airport [7]. More advanced aviation hub infrastructures are also appealing to passengers, whose feedback on service helps improve service quality [8]. Since pleasure is the key to demonstrating airport operational effectiveness [9], overall service quality management needs to include passenger satisfaction [10]. This is due to the correlation of satisfaction to service quality, which can impact the overall experience of a location or airport. In tourism, the perception of a tourist destination or country is commonly formed at airports [11], with passengers who are satisfied with the aviation hub service deciding to visit its location. Moreover, other sectors have extensively analyzed the relationships between these concepts, including the lodging [12] and recreation [13] industries in the United States, as well as forest visitors [14].

A literature study from Usman et al. [15], specifically, a research report on the topic of airport service quality, focused on the influence of service quality on passenger satisfaction and was shown to have implications for the airport's image. No empirical studies have reported the influence of service orientation on airport service management and passenger satisfaction. In fact, airport operators who focus on passengers' expectations and needs while at the airport reduce the gap between expectations and realization so that passengers are satisfied with the quality of airport services. This indicated the necessity for airport managers to consider the expectations and needs of passengers as service users. Besides the need to measure their level of satisfaction with the available service, the patterns by which airport operators better understand passenger expectations and needs are also necessary to explore through the implementation of a service-oriented method. In cases such as the banking sector, companies that had a customer-oriented determination were subsequently capable of strengthening the level of customer service and satisfaction [16]. This was also true for the revenue of retail organizations [17]. Based on literature studies, several gaps were observed in the analysis of service-based orientation and its possible impact on the quality of airport service, customer satisfaction, and airport image.

This study aimed to fill the research gap on how to impact service orientation on airport service quality, satisfaction, and airport image using a partial least squares structural equation model (SEM-PLS) approach. The first research question relates to how service orientation influences airport service quality, satisfaction, and airport image. Second, how does airport service quality influence airport satisfaction and image? Third, what is the influence of service orientation and service quality on an airport's image through passenger satisfaction?

Theoretically, this investigation helps deepen the current understanding of the relationship between service orientation and airport service to improve passenger satisfaction and airport image in general. In practical terms, it is expected that this research can provide assistance in the form of valuable guidance for airport managers in formulating strategies to improve service quality and enhance the overall image and experience at the airport for passengers and all stakeholders involved.

2. Literature Review

2.1. Service Orientation

The definition of service orientation varies among published works; however, most describe service orientation as the attitude of employees adopted to satisfy customer needs [18]. Service orientation is a process carried out by organizations to provide services to create service excellence [19]. Another definition of service orientation is the stage of a company's marketing strategy that is customer-oriented [20].

According to various studies, service orientation is a part of the total organizational culture [21]. In this context, a long-term organizational climate is developed when an organization implements policies, practices, and procedures with a specific scope of purpose. This includes the development of a suitable atmosphere or the involvement of frontline employees in the service process [22]. Long-term consumer expectations have also been commonly met by businesses developing, maintaining, and applying service-oriented processes [19,23]. Furthermore, service orientation is an ongoing organizational activity that

supports and provides assistance to foster excellence [19] and customer-focused marketing tactics [24]. By emphasizing the value development and excellence in service delivery, customer satisfaction has also been prioritized [25]. This demonstrated that organizations with a service-oriented culture strongly and positively affected the mindset of the employees serving as service personnel and were highly helpful in achieving a competitive advantage [26]. Long-term relationships between employees and customers were also formed in companies with a service-oriented culture [27].

Based on various reports, the concept of service orientation was recognized and operationalized in different patterns. This concept contains two categories, namely, the individual and organizational levels [20]. Firstly, the individual level of service orientation emphasizes the personal characteristics of assistance providers [28]. The concept of service orientation is also useful for various companies in solving customer problems [29]. As observed in the telecommunication and health industries, service and customer orientation influenced satisfaction [16,23]. This was in line with [30], where customer orientation was a strategic decision that utilized all company resources to support and satisfy profit-generating customers.

In this study, the implemented service orientation dimensions emphasized the recent analyses from [16,31] and early reports conducted in [21]. From these dimensions, the customer treatment prioritizing employee interactions with customers during the service process was initially emphasized. This interaction included the interpersonal delivery of high-quality service and the prevention of customer problems. Service technology was the second dimension, which focused on the design of service delivery systems. This involved the use of technology in supporting the service process starting from passengers arriving at the airport during check-in as well as boarding and baggage handling. The third dimension was also service leadership, which encompassed the commitment of airport managers to service. Meanwhile, service training was considered the fourth dimension, involving the extent to which airport managers invested in employees for the tutoring of the skills needed to meet customer assistance demands [31].

2.2. Airport Service Quality

Service quality has been extensively analyzed for a variety of businesses, including the airport sector. In this case, several studies have focused on the perception of service quality for a specific firm and the patterns by which the ensuing behavior was critical for the business [32]. The concept of service quality also encompassed a comparison of expectations with impressions of assistance delivery patterns [9]. In the work of Parasuraman et al. [33], the SERVQUAL model was established, using 22 measurement items to assess service quality across five dimensions, namely, reliability, assurance, tangibles, empathy, and responsiveness. For reliability, the physical facilities and the appearance of the staff were considered major contributors, with assurance emphasizing precise and consistent service performance. The tangible aspects also included the patterns by which the personnel assisted customers and provided prompt service, with empathy focusing on the staff members' understanding and capacity to provide service capable of inspiring clients' trust and confidence. According to [34,35], three dimensions of service quality were observed, namely, technical (perceived by consumers), functional (perceived by customers regarding the technical outcome), and image quality. From this context, most of the service quality characteristics identified by Parasuraman et al. were concerned with functional value [36]. In the airport industry, some reports have also addressed several related issues to investigate and develop service quality assessments known as ASQUAL [1,37].

To measure airport service quality, a variety of metrics have been proposed in the relevant literature. In the airport service quality expectation model, [1] identified three dimensions. These dimensions included the following: (1) a function relating to the effective and convenient movement of passengers, as well as the ability of airport personnel to solve problems; (2) interactions relating to quality emanating from the communication between passenger and airport service providers; (3) a discussion about the patterns by

which airport servicescape transformed into activities capable of developing a pleasant passenger experience [37]. Based on Yeh and Kuo, the quality of passenger service in an Asia–Pacific airport was assessed regarding six key criteria, namely, comfort, processing time, convenience, staff courtesy, information visibility, and security [38]. Airport service quality was also measured in [9] based on ground transportation, check-in service, departure security inspection, signs and information, and assistance and facilities. In [39], airport services were classified into passenger core and support, as well as visitor management assistance, for appropriate measurements. Furthermore, [40,41] measured airport service quality through various aspects, such as facilities, check-in, servicescape, security, atmosphere, convenience, mobility, and price. In this context, the term servicescape contained airport signs, layout, and transfer amenities, with the ambiance including acceptable noise, comfortable temperature, and fragrance. Since different experts used distinct words and measures to assess airport service quality, several overlapping interpretations were observed. Based on Yeh and Kuo [38], a common understanding of service performance at airports was observed, with quality and dimensions being context-specific applications. Since the major goal of the service supply was to satisfy customers, a passenger survey was considered the most effective technique to measure their contentment and reflect service quality. Therefore, this present study assessed airport service quality using passenger perceptions regarding the five dimensions proposed in [40,41].

2.3. Passenger Satisfaction

Passenger satisfaction, as evidenced in other businesses, is critical for airport service quality performance. According to [42], total satisfaction was a function of all transaction-specific satisfaction and a sum of general experiences with the firm. In this case, overall contentment was a greater predictor of repurchase intention than transaction-specific happiness. Another previous study also stated that satisfaction influenced loyalty and post-purchase behaviors, enabling its vitality for many service providers [43,44]. In this case, passenger satisfaction was a key performance metric for airport operations [7] and was linked to customers' perceptions of service quality and servicescape [40]. Airports and airlines have also recognized the need to analyze air traveler happiness and define service quality indicators to improve travel experience [45]. Therefore, this present study assessed passenger satisfaction based on passenger perceptions of the implemented airport service.

The investigated passenger perspectives of service quality and their impact on value, contentment, airport image, and post-purchase behavior [46] also examined the effects of various relevant factors on customer satisfaction using a cause-and-effect model [47]. This analysis investigated the factors of airport passenger satisfaction, the nature of the link between contentment and service value, as well as the moderating effect of innovation on quality enhancement [48]. According to Moon et al., the links between an airport's physical environment, consumer emotions (pleasure and arousal), and satisfaction were explored, accompanied by an analysis of the role of emotions in mediating the relationship between the physical environment and satisfaction [49].

2.4. Airport Image

Customers were commonly responsible for defining a corporate organization in their minds through its image [3,7]. This was formed from the elements of various goods and attributes through beliefs, ideas, and feelings about specific products [50,51]. When a person obtains information about an object, the information is processed in the brain to build the shape of the commodity's description. In the context of MSMEs, brand equity is influenced by social media [52]. Passengers were also capable of favorably describing or recalling the specific acquisition of high-quality service when positive attitudes were emphasized about a specific airport. According to [53], three visual components were proposed, namely, the cognitive, effective, and conative image. In this context, the cognitive image emphasizes the evaluation of recognized products and attributes, with the effective component being linked to the motivations of users. For example, users were often motivated toward using

the products or services of an organization due to being aware of the available quality. Meanwhile, conative image emphasized decisions or behavioral activities, as customers commonly selected the information processed by the previous components through a cognitive visual aid.

Since the image was frequently perceived from various angles, cognitive and emotional appraisal influenced the recognition of a tourism destination picture [51]. This literature emphasized the corporate image [54], brand image [55], and company image [56]. Meanwhile, the airport was considered the first impression for tourists about a destination [57]. This indicated that passenger evaluations of airport service quality [58] or overall opinion [41] shaped the image of the aviation hub. Some investigations [3,58] also primarily encompassed physical features, emphasizing the high impressionability of passengers, such as ambient circumstances, signs, symbols, and spatial function. These features were then classified as physical and psychological, comprising the cognitive part of an airport's image [58]. Based on Suter et al., the emotive image emerging from passenger sentiments of interest, relaxation, or stress toward the airport was analyzed. In this case, the evaluated characteristics were examined in an airport-based context [58]. Therefore, this present study examined the airport image in relation to passengers' perceptions of service and airport facilities.

2.5. Model and Hypothesis

2.5.1. The Relationship between Service Orientation and Airport Service Quality

Passengers, as users of an airport service, are expected to be served wholeheartedly while at the airport. To meet these expectations, airport operators need to prioritize the delivery of quality service. When these operators closely consider passengers, airport service can be described as customer-centered. Besides presently providing physical facilities that cater to passenger needs, the operators are also capable of producing customer-focused assistance through service orientation. This is because service orientation involves comprehending the needs of passengers during their time at the airport through the management of airport assistance quality and exceeding expectations. These pursuits of excellence in customer service often cause the development of a sustainable competitive advantage [59]. According to Khan et al., an improvement in the sustainable profitability of a service company was achieved through customer orientation, due to being able to meet appropriate needs via adequate products and service [60]. In this case, service organizations should fully focus on customers through a service-based orientation to deliver quality service, satisfaction, and sustainability. Latyshova et al. also stated that customer acclimatization was a strong variable in the delivery of quality service using an appropriate service-based orientation [61]. In Gonu et al. [16], customer-oriented companies provided quality service to satisfy their customers, indicating that service orientation was very important in building airport assistance values [16,61]. Based on these descriptions, the following hypothesis is stated:

Hypothesis 1 (H1). *Service orientation positively influences airport service quality.*

2.5.2. The Relationship between Service Orientation and Passenger Satisfaction

Passengers traveling by air transport are expected to pass through the airport and, therefore, experience its service. Besides being landing areas for journey continuation, airports also presently provide passengers with higher expectations regarding their service. To meet these expectations, airport operators need to focus on providing quality services to passengers. This is because a customer-oriented service is crucial in generating value and satisfaction [16,62,63]. In the banking sector, satisfaction is also the most significant customer attitude towards a product or service [64]. Considering the context of service at airports, passengers, as service users, are often more focused and alert than operators. Therefore, service orientation is likely to positively impact passenger satisfaction, leading to the provision of the following hypothesis:

Hypothesis 2 (H2). *Service orientation positively affects passenger satisfaction.*

2.5.3. The Relationship between Service Orientation and Airport Image

In this study, the direct impact of service orientation on airport image quality is also examined. This indicates that a financially successful organization is expected to have a better understanding of customers through orientation to their needs [65]. For service companies, the information obtained from customers about their needs and preferences often leads to service advantages [66]. According to [65], customer service orientation positively impacted a restaurant's image. This proved that the orientation variable improved quality assessment, leading to the enhancement of the restaurant's image and customer satisfaction. The direct effect of customer orientation was also supported, certifying its position as the fundamental driver of all important positive behavioral outcomes, evaluations, and attitudes. These results are consistent with several previous reports [65], leading to the provision of the following hypothesis:

Hypothesis 3 (H3). *Service orientation positively impacts airport image.*

2.5.4. The Relationship between Airport Service Quality and Passenger Satisfaction

According to the service sector, the quality of service is closely linked to customer satisfaction. Based on relevant literature, the quality of airport service directly affects the satisfaction of passengers [3,5,66,67]. Therefore, airport service quality positively impacts user satisfaction in the Indonesian aviation sector, leading to the provision of the following hypothesis:

Hypothesis 4 (H4). *Airport service quality positively influences passenger satisfaction.*

2.5.5. The Relationship between Airport Service Quality and Airport Image

Quality of service is divided by service sector to ensure the formation of an image through the contributor. In this case, the company is expected to obtain several benefits when a positive image is constructed [68]. Quality is also an important aspect of building the brand image of a company, which is closely related to service delivery [68,69]. This is because the image of the company is formed through the evaluation of the service process [58]. Based on airport assistance, service quality is often responsible for contributing to the formation of an airport's image. These conditions suggest that the positive or negative perception of an airport depends on the quality of service provided by the operator to passengers. Based on previous reports, a positive relationship was observed between airport service quality and image [3,5,70,71] however, the work of Saut and Song emphasized that there was no significant influence [3]. From these descriptions, the airport image emphasized by passengers is closely related to service attributes, leading to the following hypothesis:

Hypothesis 5 (H5). *Airport service quality positively affects airport image.*

2.5.6. The Relationship between Passenger Satisfaction and Airport Image

Corporate image is one aspect considered important in the overall evaluation process of services provided by a company [72]. According to Saut and Song, the image directly influences customer behavior and intentions in the purchase transaction. Satisfaction is also an important antecedent of the company image, becoming an interesting topic for service department experts. Furthermore, [73] stated that an organizational image was affected by the provision of a high-quality service, leading to greater value and satisfaction in the customer's experience. In this case, the satisfaction of service users is expected to directly affect an airport's image, leading to the following hypotheses:

Hypothesis 6 (H6). *Passenger satisfaction positively impacts airport image.*

Hypothesis 7 (H7). *Service orientation positively impacts the airport image-mediated effect on passenger satisfaction.*

Hypothesis 8 (H8). *Airport service quality positively impacts the airport image-mediated effect on passenger satisfaction.*

The research model in (Figure 1) can be seen that there are 6 hypotheses to test the direct effect and 2 hypotheses to test the mediating effect of passenger satisfaction on airport image.

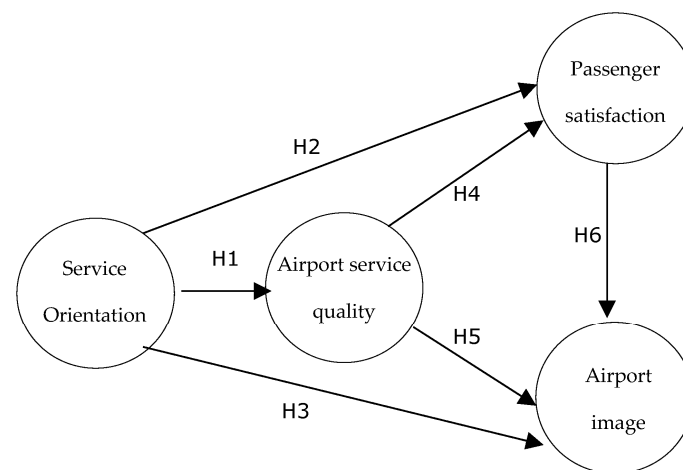


Figure 1. Study model and hypothesis.

3. Methodology

3.1. Partial Least Square Structural Equation Model

In this study, a quantitative method was used through confirmatory analysis based on the study objectives. The partial least squares structural equation model (PLS-SEM) was also appropriately implemented for quantitative statistical analysis to examine the link between exogenous and endogenous variables through intervening determinants. Since the theoretical findings and study model provided were very sophisticated, this statistical method was adopted [74]. Based on the analysis, a questionnaire was used to obtain data from departing passengers in Soekarno Hatta, Juanda, Kualanamu, Yogyakarta, and Sepinggan International Airport. A multi-item measurement scale ranging from 1 (strongly disagree) to 10 (strongly agree) was also implemented [75]. Moreover, to assess the instrument's suitability as a data collection tool, validity and reliability tests were performed. The second stage was also conducted to obtain data on a sample of participants when all statement items were valid and reliable. In the third stage, structural relationship analysis using SmartPLS version 3 was then carried out. To assess the study model and hypothesis, Smart PLS version 3 software was also used to perform partial least squares structural equation modeling (PLS-SEM). Furthermore, PLS-SEM provided the advantage of employing a construct model with a single item size and non-normally distributed data [72,74,75].

3.2. Data Collection

Base on Table 1, a total of 356 participants were sampled proportionally in each of the five major Indonesian airports. The sampling technique used was systematic probability. The sample of passengers comprised those waiting in the airport departure seats and lounges. The fifth passenger who was sitting was asked to participate in the questionnaire. If the passenger moved or refused, the surveyor chose the passenger sitting next to him. This was accompanied by the selection of a minimum sample size of 100 for five construct

elements [76]. To ensure that the samples obtained were representative, selections were also randomly conducted from people waiting to depart in the airport and lounge area. In this study, the number of samples was 356, all of which were taken proportionally from respondents at the five main airports in Indonesia. To ensure that the samples taken were representative, samples were taken randomly from passengers waiting to depart in the terminal and lounge area. According to sex, the respondents were 53% male and 47% female. Non-business travel destinations accounted for 18%, business 28%, education 6%, and tourism travel 47%. By type of flight, 72% were domestic flights and 28% were international flights. Meanwhile, based on the frequency of trips, 0–2 times accounted for 55%, 3–5 times 25%, and more than 5 times 19%.

Table 1. Sample characteristic (N: 356).

Criteria	Freq	%
Gender		
Male	188	53%
Female	168	47%
Total	356	100
Trip purpose		
Tourism travel	169	47
Business	99	28
Non-business	65	18
Education	23	6
Total	356	100
Type of flight		
Domestic	258	72
International	98	28
Total	356	100
Travel frequency		
1–2 trips	197	55
3–5 trips	90	25
>5 trips	69	19
Total	356	100

3.3. Measurement

Service orientation was measured using passenger focus (three items) and service-based failure prevention and recovery (three items) based on [21]. Airport service quality was also measured using four dimensions, namely, servicescape (four items), interactional quality (three items), functional quality (three items), and outcome quality (three items), based on [76,77]. Moreover, passenger satisfaction was measured using two dimensions, namely, the cognitive aspect (two items) and the affective aspect (two items), as emphasized in [3]. The dimension of airport image was also analyzed according to airport brand (three items), airport credibility (three items), and airport reputation (three items), based on [3]. All of item measurement can be seen in Appendix A Table A1.

4. Result

4.1. Construct Validity and Reliability Test

In this study, the methods used to assure the dependability of the employed constructs were implemented to examine their validity and reliability. This indicated that the measurement construct items virtually produced all components with a loading factor value

greater than 0.70, emphasizing the threshold criteria proposed by Hair et al. [78]. The item construct airport service quality ASQ7 (0.681) was also among the items with values less than 0.70. According to [78] external loading test, ASQ7 was eliminated from the model since the values less than 0.70 did not meet the threshold standard. For each construct, Cronbach's alpha and composite reliability (CR) values were also less than 0.60, indicating that the reliability analysis met the requirements (Table 2).

Table 2. Construct validity.

Latent Variable	Dimension	Item	Loading	Cronbach's α	CR	AVE
Airport service quality	Servicescapes	ASQ1	0.801	0.940	0.948	0.626
		ASQ2	0.841			
		ASQ3	0.857			
		ASQ4	0.833			
	Interaction Quality	ASQ5	0.885			
		ASQ6	0.900			
		ASQ7	0.681 *			
	Outcome Quality	ASQ8	0.897			
		ASQ9	0.895			
		ASQ10	0.869			
	Functional Quality	ASQ11	0.903			
		ASQ12	0.915			
		ASQ13	0.794			
Service orientation	Passenger Focus	SEO1	0.897	0.948	0.959	0.795
		SEO2	0.929			
		SEO3	0.918			
	Services Failure and Recovery	SEO4	0.924			
		SEO5	0.940			
		SEO6	0.930			
Passenger satisfaction	Cognitive	SAT1	0.794	0.800	0.871	0.629
		SAT2	0.871			
	Affective	SAT3	0.904			
		SAT4	0.897			
Airport image	Airport Brand	AIM1	0.745	0.936	0.947	0.664
		AIM2	0.814			
		AIM3	0.767			
	Airport Credibility	AIM4	0.830			
		AIM5	0.878			
		AIM6	0.842			
	Airport Reputation	AIM7	0.759			
		AIM8	0.892			
		AIM9	0.792			

* loading factor under 0.70 eliminated from model.

According to Hair et al., Cronbach's alpha (0.7) was used to measure dependability with upper and lower bounds. In Table 2, the Cronbach's alpha values of all constructs

were between 0.800 and 0.948, which was greater than the 0.6 indicated by Hair et al. (2017). A composite reliability rating from 0.6 to 0.7 was also suitable for exploratory analysis, with the CR coefficients of all constructs being between 0.871 and 0.959 and considered acceptable (Table 2). Table 3 presents the heterotrait–monotrait (HTMT) correlation ratio for discriminant validity. This demonstrated that all HTMT values were less than 0.90, with discriminant validity of the conceptions being considered acceptable [79].

Table 3. Discriminant validity HTMT ratio.

	AIM	ASQ	SAT
Airport image (AIM)			
Airport service quality (ASQ)	0.791		
Passenger satisfaction (SAT)	0.534	0.497	
Service Orientation (SEO)	0.812	0.761	0.487

4.2. Structure Model (Inner Model)

The coefficient of determination (R^2) was used to represent the predictive accuracy of the model. This showed that the square correlation between a specific endogenous construct and the expected value was implemented for appropriate calculation [78]. For example, Chin (1998) claimed that endogenous LV values of 0.670, 0.333, and 0.190 were characterized as high, average, and weak, respectively [80]. Table 4 shows that the R^2 value for the airport image is 0.759; this means it is in a high position. The airport image is influenced by a satisfaction score of 75.9%. The R^2 value for passenger satisfaction is 0.278, which means it is in a weak position. Passenger satisfaction is influenced by service quality and service orientation by 27.8%, and the remainder is influenced by variables not examined in this model. Meanwhile, the R^2 value for airport service quality is 0.579, in a moderate position. This shows that airport service quality is influenced by service orientation by 57.9%, while the rest is influenced by variables not examined in this model.

Table 4. Result of R^2 and Q^2 .

	R^2	Q^2
Airport image	0.759	0.498
Airport service quality	0.579	0.359
Passenger satisfaction	0.278	0.172

The Q^2 was also related to the predictive significance analysis of the inner model and the patterns by which eliminated data were projected. Table 4 presents the Q^2 values of all endogenous components obtained using blindfolding techniques. These values were greater than zero, proving that airport image (0.498), airport service quality (0.359), and passenger satisfaction (0.172) provided explicit support for the hypothesis about the endogenous construct.

4.3. Hypothesis Test

Based on the analysis of H1, service-based orientation positively affects airport service quality. This indicated that the hypothesis was supported by a t -sat of 23.659 (>1.96), coef of 0.761, and p -value of 0.000 under <0.05 . The analysis of H2 also encompassed the positive influence of service orientation on passenger satisfaction, emphasizing acceptance through a t -sat of 3.589 (>1.96), coef of 0.257, and p -value of 0.000 under <0.05 . For H3 measurement, service orientation positively impacted airport image, confirming support through a t -sat of 8.699 (>1.96), coef of 0.429, and p -value of 0.000 under <0.05 . According to the analysis of H4, airport service quality positively affected passenger satisfaction, and the hypothesis was supported by a t -sat of 4.353 (>1.96), coef of 0.302, and p -value of 0.000 under <0.05 .

The analysis of H5 also encompassed the positive influence of airport service quality on airport image, prioritizing acceptance through a t -sat of 8.528 (>1.96), coef of 0.432, and p -value of 0.000 under <0.05 . Meanwhile, for H6, passenger satisfaction positively impacts airport image, and the hypothesis was supported by a t -sat of 3.038 (>1.96), coef of 0.001, and p -value of 0.001 under <0.05 . Overall, the direct influence of exogenous variables on endogenous variables is accepted. This shows that both service orientation and airport service quality are proven to directly influence passenger satisfaction and airport image.

Hypothesis H7 is proven, namely, that passenger satisfaction mediates the influence of service orientation on an airport's image with a path coefficient value of 0.028, t -statistic of 2.253 (>1.96), and p -value of 0.012 under <0.05 . For Hypothesis H8, it is also proven that passenger satisfaction mediates the influence of airport service quality on an airport's image with a path coefficient value of 0.033, a t -statistic of 2.398, and a p -value of 0.006 under <0.05 . Overall, it is proven that passenger satisfaction has a mediating effect on the influence of service orientation and service quality on an airport's image. Table 5 presents all the outputs of the hypothetical analysis. Meanwhile, the structural model resulting from path analysis using SEM-PLS can be seen in Figure 2.

Table 5. Summary hypothesis test result.

	Relations	SE	T-Statistic	Coef.	p -Value	Result
Direct Hypothesis						
H1	SEO \rightarrow ASQ	0.032	23.659	0.761	0.000	Accepted
H2	SEO \rightarrow SAT	0.072	3.589	0.257	0.000	Accepted
H3	SEO \rightarrow AIM	0.049	8.699	0.429	0.000	Accepted
H4	ASQ \rightarrow SAT	0.069	4.353	0.302	0.000	Accepted
H5	ASQ \rightarrow AIM	0.052	8.258	0.432	0.000	Accepted
H6	SAT \rightarrow AIM	0.036	3.038	0.110	0.001	Accepted
Indirect Hypothesis						
H7	SO \rightarrow SAT \rightarrow AIM	0.013	2.253	0.028	0.012	Accepted
H8	ASQ \rightarrow SAT \rightarrow AIM	0.013	2.498	0.033	0.006	Accepted

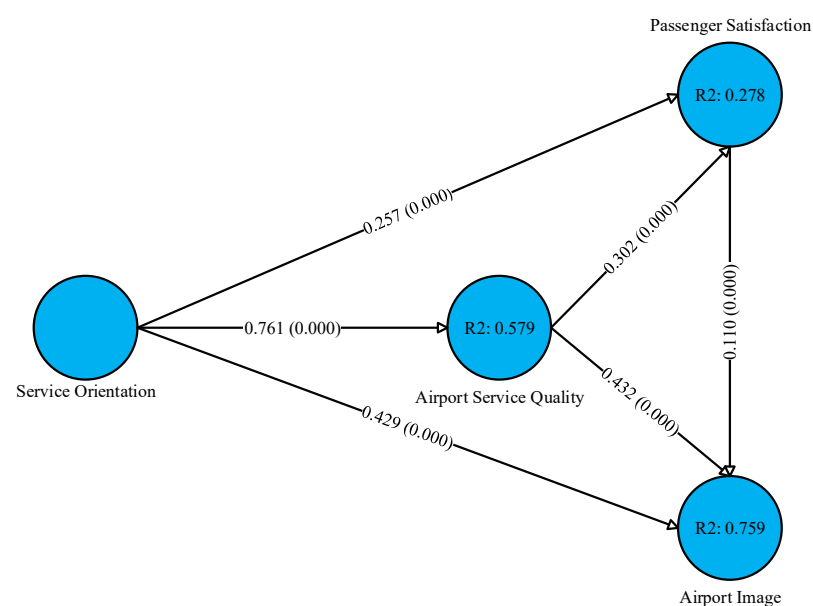


Figure 2. A nexus between service orientation and airport service quality, passenger satisfaction, and airport image.

5. Discussion and Implications

According to the statistical analysis results, all hypothetical analyses were significant for all implemented variables. This proved that service orientation, including passenger focus and service-based failure prevention and recovery, majorly and positively affected airport service quality (H1). In the context of airport management, the service policies implemented by airport operators influence the operational activities of airport service quality management. This finding is in line with that of [16,62], who found that service orientation with a focus on passengers is the key to developing service quality in every organization, including airport services. These research results illustrate that the service activities offered by airport operators in Indonesia can increase if an emphasis is placed on passenger needs. Because service quality is subjective and can be perceived differently by the recipient (passenger), passengers provide a positive and high-quality response if their needs exceed their expectations. Therefore, airport operators who are passenger-oriented and who directly focus on their needs, and operators who are able to handle their complaints quickly, will have a positive impact on service quality. Service orientation requires direct customer involvement to provide important information for companies to meet needs with the correct service products; moreover, in the long term, service orientation is useful in achieving profits and understanding customer needs. Therefore, it is clear that, when airport operators are oriented toward passengers' needs, it is likely that the quality of the services offered will be of high quality.

The analysis of H2 also showed that service orientation (SO) significantly and positively influenced passenger satisfaction. This indicated that passenger-oriented aviation hub operators play a significant role in shaping a positive response to satisfaction. In this case, an operator's increasing understanding of the passengers' needs led to a higher satisfaction score. Although studies emphasizing this variable were not found in the airport sector, some banking reports have shown that customers whose needs were financially met were most likely to be satisfied and always exhibit positive attitudes [65]. The findings of this research are in line with the results of research from [16,81], in the banking sector context, proving that, if bank customers' needs are met, then they will most likely feel satisfied and give a positive response. This applies to the airport industry: if airport operators specifically carry out needs analysis and customer value analysis and then focus on service actions, they can optimize customer attitudes and performance results.

For H3, service orientation significantly, directly, and positively impacted the airport's image. These results were consistent with [65], where customer-oriented managers directly enhanced the restaurant's image. It also strengthened the role of service orientation in the airport sector, which was an important aspect for managers to prioritize the needs of passengers in building a positive image. In this case, managers should understand the characteristics and needs of passengers at airports to publicly improve their reputations. If the service from the airport operator meets the needs of passengers then passengers will have a positive response to the airport they have visited; therefore, positive reviews can directly improve the image of the airport itself.

Furthermore, the analysis of H4 emphasized the direct effect of airport service quality (ASQ) on passenger satisfaction (PS). This demonstrated that airport operators emphasizing service quality obtained a positive response in the form of satisfaction. Passengers departing from an airport also expected valuable assistance in the form of physical and personnel aspects. From these results, the existence of a significant positive relationship between service quality and satisfaction showed that poor service quality was caused by poor assistance value. Therefore, the provision of services that meet customer expectations was one of the steps enabling the calmness of passengers through satisfaction. This was in line with the results of [3,5,70], where airport terminal users considered service quality when obtaining a significant and positive impact on passenger satisfaction.

Based on the analysis of H5, airport service quality (ASQ) positively impacted the airport image (AIM). These results were in line with those of [47], where passengers stated that the good experience obtained from airport operators was a favorable factor for

the formation of a positive image. In this case, the quality of the service provided was highly considered, including the facilities, the interaction of the assistance, the friendly service, as well as the clean and pleasant airport environment. These elements were often emphasized by the users of air transport services in the context of building a positive airport image. From the results, service quality aspects included special concerns and continuous improvements for airport operators. These were not in line with the results of [3], who found that service quality did not positively affect airport image.

The analysis of H6 also proved that the satisfaction of passengers influenced an airport's image. From this context, satisfaction significantly and positively affected the airport's image. These results were in line with those of [3,5,58,70], where a positive image was most likely formed when passengers were satisfied with the airport's service. In this case, the airport was considered to be the location where passengers received a service that significantly influenced satisfaction and increased the airport's image. These results were considered for operators to ensure passenger satisfaction through various services, ranging from the periods of departure to the arrival at the airport.

Hypotheses 7 and 8 are proven, namely, that passenger satisfaction has a mediating effect on the influence of service orientation and that airport service quality affects an airport's image. This shows that managing passengers' emotions at the airport will have a positive effect on passengers, who then positively review the airport on social media and direct reviews. In the short term, these positive reviews have a positive impact on overall airport service performance. This finding is in line with the stimulus organism theory (SOR) by [82], in which service orientation and airport service quality are stimuli that are responded to by organisms (passengers) as users of airport services in the form of passenger satisfaction, which then has positive implications for improving the airport's image. Managing passengers' emotions while in the airport terminal area is an important aspect to positively improve the airport's image and develop a superior service performance.

6. Conclusions

Firstly, service orientation significantly and positively affected the quality of airport service in Indonesia. From this context, airport operators understanding the expectations and needs of passengers formulated appropriate service standards. Secondly, service orientation influenced passenger satisfaction, indicating that airport operators highly focused on passengers successfully ensured maximum contentment through the service provided. Thirdly, service orientation impacted the formation of the airport's image. This demonstrated that the operators who seriously understood the needs of passengers, in the long run, formed a positive image of the aviation hub. Fourthly, service quality directly affected satisfaction and the airport's image. When the quality of the airport service was managed according to passenger expectations, standard responses were formed, emphasizing the positive effects of satisfaction on the aviation hub's image. From these results, the management of airport service quality involves the physical aspects of the service; moreover, it is important for operators to understand passenger needs through service orientation so that passengers respond positively to the service, thus improving the airport's image.

There are several limitations to this research. First, the respondents only consisted of passengers who were waiting at the departure gate and lounge. Future research needs to increase the number of samples with other airport service users besides passengers, such as immigration officers, airline officers, and immigration and customs. The addition of a comprehensive sample will provide a complete picture of future research results. Second, the unit of analysis is the sampling location at the five main airports in Indonesia. Future research needs to compare with airport service users in developed countries so that a complete picture of the different characteristics of passengers in developing and developed countries can be obtained, which is useful for airport operators in formulating service strategies to achieve a competitive advantage.

These results provided a practical contribution for airport operators to better understand the needs and expectations of passengers. Besides emphasizing the physical aspect of the services offered, the operators should also understand and realize the needs of the users. By using service orientation, the level of airport assistance should also be more consistent to manage passenger satisfaction and the positive image of the aviation hub. This model needs to be practically implemented by managers to accommodate the changing characteristic expectations and requirements of passengers as airport users.

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Appendix A

Table A1. Structure of the questionnaire.

Items	Measurement	Sources
ASQ1	Public facilities at this airport are adequate	[3,10,83]
ASQ2	The airport terminal area is free from waste	
ASQ3	This airport toilet is clean and dry	
ASQ4	The airport terminal area has adequate lighting	
ASQ5	The airport staff had a friendly and polite attitude in serving me	
ASQ6	The airport staff were knowledgeable enough to answer my questions	
ASQ7	The airport staff are not willing to accept any gifts from me	
ASQ8	I feel comfortable when waiting in the departure area of this airport	
ASQ9	I feel comfortable with the room temperature settings at this airport	
ASQ10	The flight information provided at this airport is clear, accurate, and precise	
ASQ11	The signs at the airport have helped me get to my destination quickly	
ASQ12	This airport provides clear information before and after the flight	
ASQ13	I have plenty of time to do other work at this airport	
SEO1	I feel that my hopes and needs have been met by the airport management	[23,60,84]
SEO2	The officers at this airport were more willing to help than I needed	
SEO3	The officers at the airport quickly helped me without having to ask	
SEO4	This airport management has a high commitment to passenger rights	
SEO5	My ideas and suggestions were responded to quickly by the airport operators	
SEO6	When I experienced problems at this airport, my complaints were quickly responded to and handled	

Table A1. Cont.

Items	Measurement	Sources
SAT1	This airport overall provided a very satisfactory service for me	[85]
SAT2	This airport has provided a memorable experience for me	
SAT3	It was a wise decision for me to choose this airport for traveling	[86]
SAT4	It is the right thing for me to travel using this airport	
AIM1	The name of this airport has shown local attributes that are in harmony with historical heritage	[3,5,58]
AIM2	This airport displays local arts and culture, bringing me closer to the local cultural heritage	
AIM3	This airport makes more of an impression than any other airport I have visited	
AIM4	I do not feel afraid of the threat of terrorism because at this airport there has been good prevention	
AIM5	I give a positive review about this airport	
AIM6	This airport has implemented health protocols to protect passengers	
AIM7	This airport has a good reputation	
AIM8	I always find positive reviews about this airport	
AIM9	I have never heard any negative news about this airport in the media	

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