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## The Effect of Airport Service Innovation on Customer Satisfaction and Increasing Customer Value

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**Abstract:** This study explores the impact of service innovation on customer satisfaction, with customer value acting as an intervening variable at Soekarno-Hatta International Airport. This research focuses on three primary variables: Service Innovation (X1), Customer Value (Z), Customer Satisfaction (Y). This study uses quantitative research methods with Sem-PLS analysis techniques, with data collected from 100 respondents who had experience using airport technology services on both international and local flights. These findings reveal that Service Innovation (X1) positively affects both Customer Satisfaction (Y) and Customer Value (Z). Moreover, Customer Value (Z) significantly influences Customer Satisfaction (Y). The results also demonstrate that Service Innovation (X1) has an indirect positive effect on Customer Satisfaction (Y) through Customer Value (Z). This research highlights the importance of service innovation in improving the overall customer experience and value perception, thus enhancing passenger satisfaction at airports.

**Keyword:** Service Innovation, Customer Value, Customer Satisfaction, Airport, Soekarno-Hatta International Airport.

### INTRODUCTION

The aviation industry is a fast-growing and fast-moving business sector. An important factor that airports must prioritize is the passenger experience in safety and comfort with all facilities (August et al., 2023). Followed by a significant increase in passenger volume, it is a challenge for airports to ensure smooth operations and passenger satisfaction. The airport is the most important facility in air transportation services because of its function as a place to depart and land aircraft, transfer passengers and transport goods (cargo) and post (Christina Rosalia et al., 2023).

According to Kotler (2006) in a journal Wonmaly & Yudianto (2023) "satisfaction is a person's feeling of pleasure or disappointment that arises after comparing the perceived product performance against the expected performance". Passenger satisfaction created from matching expectations with what actually happens can provide many benefits and advantages that will be obtained. Customer satisfaction can provide benefits, including the relationship between the

company and consumers becoming harmonious, providing a good basis for repeat purchases and creating consumer loyalty.

Sangadji (2014) stated in the journal Rohaeni & Marwa (2018) that "Passenger satisfaction is a person's feeling of pleasure or disappointment in the comparison between consumer impressions of the level of performance of real or actual products and services with performance as expected". According to Lovelock-Wright, translated by Tjiptono (1997) in the journal Rohaeni & Marwa (2018) argues that "Service quality is the level of excellence of products and services that are expected at that level of excellence to fulfill consumer desires". There are many factors that affect passenger satisfaction with a service but according to previous research there are two strong factors that affect customer satisfaction with a service and become a benchmark for determining the level of passenger satisfaction, namely security checks, and facilities at the airport.

Reported by Kompas.com, edited by Haryanti Puspa Sari and Sakina Rakhma Diah Setiawan (17/04/2024), Statistics Center and according to Ayshia Putri & Kalbuana (2024) Soekarno-Hatta International Airport is the busiest airport in Indonesia. The following is a table of the number of passengers on domestic routes and international routes at Soekarno-Hatta International Airport in 2021 - 2024 between January - June:

**Table 1. Number of Passengers Data**

Year	Domestic (Pax)	International (Pax)
2021	7.945.377	612.230
2022	16.065.900	3.751.993
2023	18.538.674	6.783.267
2024	8.838.810	3.843.585

Source: Badan Pusat Statistik 2024

Based on table 1, it can be seen that the development of Soekarno-Hatta International airport passengers on both domestic and international routes has increased significantly every year, so that service quality is a very important factor to be considered by the Soekarno-Hatta International airport (CGK). The development of service quality is a good step in carrying out airport readiness in situations where demand for aircraft use increases. Service quality is a major factor in influencing passenger assessments of airport performance so that airport managers need to create service innovations that will support existing facilities so that passengers feel satisfied with the services provided. The community also assesses how the quality of service provided by the airport, the quality of service that is maximized, effective, efficient and certainty in time will be preferred by passengers (Ariyono, 2018).

The increase in the number of passengers recorded from 2021 to 2024 according to the central statistics agency in 2024 shows a significant increase in flights at Soekarno Hatta International Airport, both domestic and international flights. With this increase, Soekarno Hatta International Airport is developing a service system using modern technology so that the passenger experience of airport services is getting better in the hope of maintaining the satisfaction felt by passengers. The public also assesses how the quality of services provided by transportation service providers ranging from service, comfort and safety, where the airport is one of the largest supporting infrastructure for air transportation facilities and the development of increasingly sophisticated service facilities. Airport managers as organizers of the air transportation sector are required to be able to provide facilities and always provide optimal service and know the influence and function of technological innovations used that can affect passenger satisfaction so that they can create service innovations that can provide passenger satisfaction and good customer value.

## Literature review

### 1. Service Innovation

Service innovation refers to efforts to create positive changes in the delivery of public services to the community. Service innovation can involve the development of new ideas, new processes, new technologies, or new approaches to delivering services that are more effective, efficient, and responsive to community needs. As according to Dhewanto (2014) mentions innovation as new combinations of factors of production made by entrepreneurs and thinks innovation is a critical driving force in economic growth. Innovations applied to companies to be more effective are innovations in products, processes, services, and the use of technology. Emphasizing the need for airports to adapt and introduce innovative services to meet the growing demands of passengers and to ensure their safety and satisfaction. (August et al., 2023).

Kaban (2020) said to ensure passenger satisfaction at Soekarno Hatta International Airport, the airport can provide innovative services to passengers such as:

#### a. Terminal Facilities

There are several facilities including: self-service check-in, auto-gate system, digital lounge, and airport micro hotel.

#### b. Security Check

It consists of: X-ray, facial recognition technology, and biometric system.

In addition, the research findings show that service innovation has a significant impact on customer satisfaction, emphasizing its importance in shaping the overall perception of the airport.

### 2. Customer Value

Passenger value refers to the perceived benefit that passengers believe they receive from a product or service compared to the cost or sacrifice required to obtain it. It is an overall assessment of the utility of a product based on the customer's perception of what they receive and what is given. Basically, it is the passenger's judgment regarding the overall value of the product or service, taking into account the benefits and costs associated with it (Kim & Park, 2019).

From the research results Hijjah & Ardiansari (2015) customer value has a direct effect on customer satisfaction. Passenger value is needed so that visitors who come not only get the product but visitors also get value in the form of fulfilling expectations at the cost that has been incurred.

### 3. Customer Satisfaction

According to Kotler (2015) cited in Kurniawan & Soliha, n.d (2022) that satisfaction is a person's feeling of pleasure or disappointment that arises after comparing between his perceptions or impressions of the performance or results of a product and his expectations.

According to Firdaus & Sobarna (2021) In order to achieve satisfaction among consumers quickly, innovation in particular increases the potential of businesses to meet very high customer needs. Therefore, there is a clear correlation between service innovation and customer satisfaction.

### Hypotesis Formulation

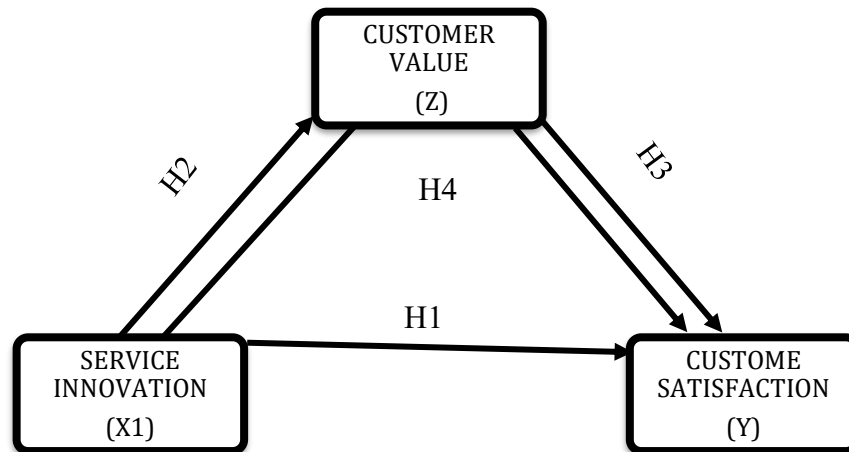


Figure 1. Hypothesis

Hypothesis 1: Service Innovation on Customer Satisfaction

Hypothesis 2: Service Innovation on Customer Value

Hypothesis 3: Customer value on Customer Satisfaction

Hypothesis 4: Service Innovation to Customer Satisfaction through Customer Value

**1. H1: Service Innovation (SI) affects Customer Satisfaction (CS)**

Service Innovation is a change made by the airport to the services provided to passengers, be it renewable services or improving service quality. Service Innovation is a very important factor for the airport to do because it affects the sense of satisfaction felt by passengers. Regarding various aspects of modern services, customer interaction with institutions is the most effective element of passenger satisfaction, followed by technological developments, provision of new services and delivery systems. (*International Journals of Multidisciplin*, n.d.).

**2. H2: Service Innovation (SI) affects Customer Value (CV)**

Chen (2015) shows that service innovation significantly affects passenger value where service innovation acts as a moderator.

**3. H3: Customer Value (CV) affects Customer Satisfaction (CS)**

According to Ikasari (2013) there is a significant and good relationship between passenger value and passenger satisfaction. Passenger satisfaction has a strong influence on passenger value, because the higher the value that passengers have for a service, the greater the level of passenger satisfaction.

**4. H4: Service Innovation (SI) has an indirect positive effect on Customer Satisfaction (CS) through Customer Value (CV).**

According to Triono (2023) shows that through enhancing passenger value, service innovation can have an impact on passenger satisfaction. Improvements in infrastructure and technology, for example, can enhance the passenger experience and increase perceived value among passengers. Increased passenger satisfaction can result from higher perceived value received from the service.

### METHOD

A quantitative approach strategy was used in this study. Based on slovin calculation we get a total of 100 sample from the total respondents who are passengers who have or have used flight services at Soekarno-Hatta International airport were used as samples in this study with a survey instrument in the form of a questionnaire distributed through social media such as Whatsapp, Instagram, Line, and the responses were measured using a Likert scale.

SEM-PLS (Structural Equation Modeling Partial Least Squares) technique was used to analyze the data. SEM-PLS is a component-based estimation approach theory that differs from

traditional covariance-based SEM by not assuming a common factor structure. This approach consists of two sub-models: Measurement model, which represents the relationship between observed data and latent variables, and structural model, which estimates latent variables through linear regression. It solves the structural equation model iteratively, using the measurement model and structural model in turn to estimate the latent variables (Monecke & Leisch, 2012).

The formulation of the problem is the result of identifying the problem by observing the phenomena that occur at Soekarno Hatta Airport, so that the research carried out is more focused. With this approach, researchers can solve service innovation problems in creating customer assessments. In this study, customer perceptions of service as satisfying their needs and expectations in measuring satisfaction.

This research uses 2 types of data, namely:

1. Primary data

Data obtained from questionnaires distributed online to airport users.

2. Secondary data

This data uses articles and literature relevant to the research topic.

**Table 2. Measurement of variables**

Variable	Operational Definition	Dimensions	Source
<b>Services Innovation</b>	Significant and renewable quality improvements to the company's existing services	1. Security 2. New technology 3. Better user experience	(Eldo & Mutiarin, 2019) (Yazid, n.d) (Cahyo, 2018)
<b>Customer Value</b>	The perceived benefits of passengers' perceptions and trust in the quality of products and services obtained are worth the costs and sacrifices incurred.	1. Emotional value 2. Social value 3. Performance Value	(Hijjah & Ardiansari, 2015) (Kim & Park, 2019), (Analisa Pengaruh Customer Value.Pdf, n.d.)
<b>Passenger Satisfaction</b>	Fulfillment of passenger expectations of the service provided as a whole	1. Expectation Match 2. Interest in reuse 3. Willingness to recommend	(Tjiptono, 2008) & (Meithiana, 2019)

**RESULTS AND DISCUSSION**

**Validity Test**

Validity testing based on the Outer Loading and VIF (Variance Inflation Factor) values aims to determine whether each indicator has a good contribution in measuring the construction (Latent Value) by measuring the number > 0.7 and whether each indicator has a problem with multicollinearity based on the number < 0.5. If the Outer Loading results show a number > 0.7 then each indicator is considered to have a good contribution in measuring the construction and vice versa. If the VIF results show the number < 0.5, it is stated that each indicator does not have a problem with multicollinearity and vice versa based on respondent data.

**Table 3. Result of Validity Test**

	Code	Outer Loading	VIF
Customer Satisfaction	CS1	0.832	2.996
	CS10	0.822	3.452
	CS2	0.840	3.783
	CS3	0.789	2.578
	CS4	0.863	4.136
	CS5	0.872	4.504
	CS6	0.797	2.645
	CS7	0.846	3.587
	CS8	0.875	3.923
	CS9	0.855	3.516
Customer Value	CV3	0.845	2.393
	CV4	0.882	2.863
	CV5	0.844	2.421
	CV8	0.857	2.553
	CV9	0.869	2.775
Service Innovation	SI 2	0.813	2.417
	SI 3	0.845	2.843
	SI 4	0.843	2.752
	SI 5	0.804	2.119
	SI 8	0.788	2.356
	SI 1	0.832	2.511

Source: Output processed using SEM-PLS

In this table the validity test uses outer loading and VIF values to determine the accuracy of indicator in measuring latent constructs. Outer loading values above 0,7 indicate that an indicator has good contribution in measuring a construct and VIF values below 5 indicate that there is no multicollinearity.

**Discriminant Validity – Heteroit – Monotrait Ratio of Correlations (HTMT)**

**Table 4. Validity Test Results and HTMT 3 Variables**

	Customer Satisfaction	Customer Value	Service Innovation
Customer Satisfaction			
Customer Value	0.935		
Service Innovation	0.861	0.875	

Source: Output processed using SEM-PLS

HTMT testing is a method used in probability logic (PLS) analysis to determine the convergent and discriminant consistency of constructs. It calculates the ratio between the correlation between constructs and the correlation within the same construct. If the ratio is less than 0.9, the construct is considered good convergent and can be distinguished from others. HTMT testing helps identify inconsistent or irrelevant indicators and can help identify issues in the analysis process. If the HTMT value is more than 0.9 or less than 0.85, it's important to re-examine each indicator used to measure the construct, check for overlap, and consider using more sophisticated analytical methods.

Based on table 1.4, it shows that this study has variables that have a value above the <0.9 criterion, which means that it does not have good discriminant validity, moderate, and one good relationship because it shows a value in accordance with the validity criteria.

## Cross Loading

**Table 5. Test Results of Cross Loading Value of All Indicators**

	CS	CV	SI
CS1	<b>0.832</b>	0.705	0.664
CS10	<b>0.822</b>	0.755	0.707
CS2	<b>0.840</b>	0.757	0.647
CS3	0.789	0.620	0.579
CS4	<b>0.863</b>	0.744	0.707
CS5	<b>0.872</b>	0.750	0.668
CS6	0.797	0.661	0.677
CS7	<b>0.846</b>	0.761	0.638
CS8	<b>0.875</b>	0.762	0.687
CS9	<b>0.855</b>	<b>0.807</b>	0.758
CV3	0.738	<b>0.845</b>	0.681
CV4	0.771	<b>0.882</b>	0.720
CV5	0.713	<b>0.844</b>	0.687
CV8	0.751	<b>0.857</b>	0.665
CV9	0.787	<b>0.869</b>	0.666
SI 2	0.725	0.662	<b>0.813</b>
SI 3	0.608	0.654	<b>0.845</b>
SI 4	0.617	0.646	<b>0.843</b>
SI 5	0.687	0.709	<b>0.804</b>
SI 8	0.595	0.617	0.788
SI 1	0.710	0.620	<b>0.832</b>

Source: Output processed using SEM-PLS

When the cross-loading value is more than 0.7, an indicator of discriminant validity is considered good, means that high cross loading values on the measured constructs indicate that the indicators have good validity in measuring their respective variable. Based on this table, it can be seen that most of the indicators have higher loading values on the variable they measure, indicating strong discriminant validity.

## Reliability Test

**Table 6. Composite Reliability**

Variabel	Cronbach's Alpha	Composite Reliability (Rho A)	Composite Reliability (Rho C)	Average Variance Extracted (AVE)
Customer Satisfaction	<b>0.953</b>	<b>0.955</b>	<b>0.960</b>	<b>0.705</b>
Customer Value	<b>0.912</b>	<b>0.912</b>	<b>0.934</b>	<b>0.739</b>
Service Innovation	<b>0.903</b>	<b>0.904</b>	<b>0.925</b>	<b>0.674</b>

Source: Output processed using SEM-PLS

To assess reliability, values for Cronbach's alpha and Composite reliability were used. Reliability is considered satisfactory when the Cronbach's alpha (Cr A) value has a value > 0.7 indicating good consistency, if the Composite Reliability (Rho-A) produces a number > 0.7 indicating a reliable variable which means that the composite reliability of the indicators shows a reliable variable and a consistent and good relationship with the indicators. AVE (Average Variance Extracted) to measure the proportion of variance explained by the variable for each indicator where the value > 0.5 indicates that more than 50% of the variance of the indicators can explain the variable. In this study, the results show results that are in accordance with the criteria, which means that the level of reliability is quite high.

Sem – PLS Algorithm

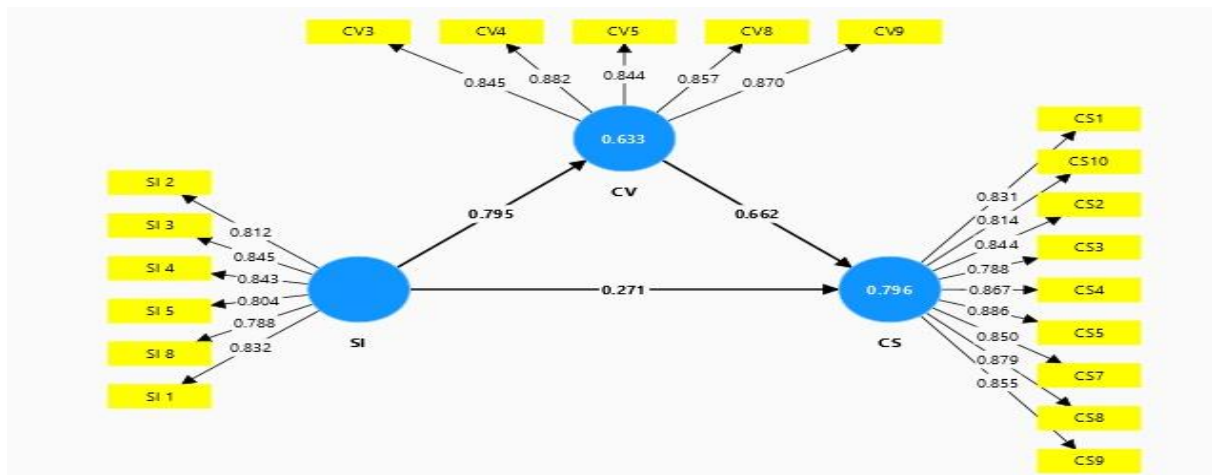


Figure 2. Model Structural

R-square Results

Table 7. Nilai R-Square

Variabel	R-square
Customer Satisfaction	0.797
Customer Value	0.633

Source: Data Processed Using SEM-PLS

R-Square analysis is carried out to determine how much influence the independent variable has on the dependent variable, based on the calculation results in table 7, it can be seen that the results of the R-Square value show that the service innovation variable has a great ability to influence and explain the Customer Satisfaction construct variable by 79.7% because it has a value greater than 0.5 and Customer Satisfaction affects Customer Value by 63.3% because it has a value greater than 0.5.

F-square Results

The F-square test is conducted to determine the magnitude of the influence of the independent variable on the dependent variable in a structural context, the results listed also help in knowing whether there is a significant effect or not from the independent variable to the dependent variable. In general, the F-square value can be said to have an influence if the value shows number 0.02 which is considered to have a small influence, 0.15 has a medium influence, and 0.35 has a high value in measuring the size effect.

Table 8. F-Square Values

Variabel	CS	CV	SI
CS			
CV	0.745		
SI	0.156	1.723	

Source: Data Processed Using SEM-PLS

Based on the calculation results in table 8, it can be seen that the results of the F-square value show that the Customer Satisfaction (CS) variable has an F-Square value of 0.745 on the Customer Value (CV) variable, this indicates that the CS variable has a strong effect on the CV variable, then the Customer Satisfaction (CS) variable has an F-Square value of 0.156 on the Service Innovation (SI) variable which indicates that the CS variable considerable effect on the

SI variable, and the Customer Value (CV) variable has an F-square value of 1.723 on the Service Innovation (SI) variable, which indicates that the CV variable strongly influence on the SI variable.

**Path Coefficient**

**Table 9. Results of Path Direct Coefficients**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Status
SI -> CS	0.294	0.299	0.102	2.890	0.004	Accepted
SI -> CV	0.795	0.789	0.065	12.268	0.000	Accepted
CV -> CS	0.641	0.633	0.104	6.147	0.000	Accepted

Source: Data Processed Using SEM-PLS

**1. First Hypothesis Path Testing (SI -> CS)**

Testing the Service innovation (SI) path hypothesis on Customer Satisfaction (CS) has the aim of testing whether the Service innovation (SI) variable has a positive effect on the Customer Satisfaction (CS) variable. Based on the table above, it shows that there is a significant and positive relationship between Service innovation (SI) on Customer satisfaction (CS) with an original sample value = 0.294, sample mean = 0.299, standard deviation = 0.102, t-stats = 2.890, and p value = 0.04 <0.05, this proves that Service innovation (SI) has a positive influence on Customer satisfaction (CS).

H1: Service Innovation (SI) has an effect on Customer Satisfaction (CS) is accepted

**2. Second Hypothesis Path Testing (SI -> CV)**

Furthermore, testing the second path, namely the relationship between Service Innovation (SI) to Customer Value (CV) in the table shows the original sample value = 0.795, sample mean = 0.789, standard deviation = 0.065, t-stats = 12.268, and p values = 0.00 <0.05 which indicates a positive relationship, and this proves that Service Innovation (SI) has a positive influence on Customer Value (CV).

H2: Service Innovation (SI) has an effect on Customer Value (CV) is accepted

**3. Third Hypothesis Path Testing (CV -> CS)**

Based on the table above, it shows that there is a significant and positive relationship between customer value and customer satisfaction with an original sample value = 0.641, sample mean = 0.633, standard deviation = 0.104, t-stats = 6.147, and p values = 0.00 <0.05, this proves that Customer Value (CV) has a positive influence on Customer Satisfaction (CS).

H3: Customer Value (CV) has an effect on Customer Satisfaction (CS) is accepted

**Tabel 10. Hasil Path non-direct Coefficients**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values	Status
SI -> CV -> CS	0.510	0.498	0.084	6.076	0.000	Accepted

Source: Data processed using SEM-PLS

**4. Fourth Hypothesis Path Testing (SI -> CV -> CS)**

Finally, there is an indirect positive relationship between service innovation on customer satisfaction through customer value with an original sample value = 0.510, sample mean = 0.498, standard deviation = 0.084, t-stats = 6.076, and p values = 0.00 which is in accordance with the criteria where the p values criteria are <0.05. Thus proving that there is a positive indirect relationship between Service Innovation (SI) on Customer Satisfaction (CS) through Customer Value (CV).

H4: Service Innovation (SI) has an indirect positive effect on Customer Satisfaction (CS) through Customer Value (CV) is accepted.

## CONCLUSION

This study uses Soekarno-Hatta International airport as the object of research with 100 respondents who have the criteria of people who have or have used Soekarno-Hatta International airport services. Based on the results of the research conducted, it can be concluded that:

1. The coefficient in the first path hypothesis, namely Service Innovation (SI), is proven to have positive effect on Customer Satisfaction (CS), based on the results of the coefficient value is 0.004, so that it can be said that the influence between the two variables is accepted, means that service innovation have a significant effect on the satisfaction felt by passengers.
2. The coefficient in the second path hypothesis, namely Service Innovation (SI), is proven to have a positive effect on Customer Value (CV), based on the results of the sample origin value of 0.000, so that it can be said that the influence between the two variables is accepted. This means that by increasing service innovation to passengers, the Company can increase the value of stronger passengers.
3. The coefficient in the third path hypothesis, namely Customer Value (CV), is proven to have a positive effect on Customer Satisfaction (CS), based on the results of the sample origin value of 0.000, so that it can be said that the influence between the two variables is accepted. This means that if the passenger value is good, it can create increased passenger satisfaction.
4. The coefficient in the fourth path hypothesis, namely Service Innovation (SI) has an indirect positive effect on Customer Satisfaction (CS) through Customer Value (CV), based on the results of the sample origin value of 0.000, so that it can be said that the influence between variables is accepted. This means that indirectly the positive passenger value of service innovation creates increased passenger satisfaction.

Furthermore, the study demonstrates that customer value has a strong positive effect on passenger satisfaction, suggesting that improved perceptions of value lead to higher levels of satisfaction. Moreover, service innovation indirectly boosts passenger satisfaction by enhancing customer value, highlighting the importance of focusing on value creation through service improvements.

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