

The Effect Of Company Image And Service Quality On The Satisfaction Of Lion Air Users In West Java

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ABSTRACT

The airlines industry encompasses various companies that provide flight services for passengers and cargo, and involves various aspects of complex management. In Indonesia, the airline industry continues to grow and develop in line with economic development and increased community mobility. This has created intense competition among airlines that are competing to offer better service and satisfaction. One of the long-standing players in the Indonesian airline industry is Lion Air. The purpose of this study was to determine the effect of Company Image and Service Quality on User Satisfaction of Lion Air airlines in West Java. The type of research used is descriptive and verification with an approach using quantitative methods, The results of data research, then the research instrument analysis, classical assumption test, descriptive and verification analysis.

The results of the study show that most respondents gave high ratings to the variables of Company Image, Service Quality, and User Satisfaction of Lion Air airlines in West Java. Company Image and Service Quality have a positive and significant influence on User Satisfaction, both partially and simultaneously. The contribution of these two variables is 21.1 percent.

Keywords: Company Image, Service Quality, User Satisfaction.

I. INTRODUCTION

Indonesia is one of the countries with good aviation market potential. This is reinforced by a statement from Gregg Gildemann, regional director of market analysis for Boeing Commercial Airplanes, who said that Indonesia has the largest aviation market in Southeast Asia Permana, (2022). This statement refers to data showing that Indonesia's population accounts for 41% of the total population of Southeast Asia and that Indonesia's GDP is US\$1.1 trillion, accounting for 35% of Southeast Asia's economy. These figures certainly represent a strong and promising potential for Indonesian aviation in the Southeast Asian arena. In addition, in terms of aircraft purchases and trade value, Indonesia is also recorded as the second fastest growing aviation market in the world after China (Statista, 2024). Even the International Air Transport Association (IATA) projects that Indonesia will become the sixth-largest air transport market in the world by 2034. Recent data also shows a 30% increase in the number of airline passengers in Indonesia in 2023 compared to 2022 (CNBC Indonesia, 2024). These data are an interesting phenomenon in terms of the potential progress of Indonesia's aviation industry/airlines.

As one of the most promising and important sectors in the Indonesian economy, the aviation industry plays a strategic role in supporting connectivity between regions and the growth of tourism and the economy. This situation requires Indonesian airlines to grow and develop. An airline is a company, either government-owned or private, that specifically provides air transportation services for the general public, both scheduled

and unscheduled Darmawan et al.,(2023) . Airlines are an integral part of the air transportation sector, which plays a vital role in connecting various destinations in Indonesia. This industry includes various companies that provide flight services for passengers and cargo, and involves various complex management aspects. In Indonesia, the airline industry continues to grow and develop in line with economic development and increased community mobility. This has created fierce competition among airlines that are vying to offer better services and satisfaction.

One of the long-standing players in the Indonesian aviation industry is Lion Air. Legally, Lion Air is a private Indonesian airline that was established in 1999 and began operations at the end of June 2000 Darmawan et al., (2023) . This airline has experienced significant growth by securing more than one contract, one of which is a US\$ 46.4 billion aircraft procurement contract with Airbus and Boeing for a fleet of 234 Airbus A320 units and 203 Boeing 737 MAX units Darmawan et al., (2023). This means that history has recorded the great potential of Lion Air. The fact that Lion Air is less competitive than other airlines can also be seen from the Airline Index report released by Bounce. In 2022, Lion Group airlines, namely Lion Air and Wings Air, were listed in the report as among the ten worst airlines in the world in 2022(Databoks, 2022) . The assessment is based on several indicators such as punctuality, food and entertainment quality on board, flight cancellation rates, seat comfort, staff service quality, and baggage policy. Based on these indicators, Lion Air received the lowest score in the world, which was 0.72 on a scale of zero to ten. This is as shown in Figure 1.1. Lion Air is in first place, followed by Wings Air and several airlines from other countries such as Flydubai, AirAsia (India and Malaysia), Shenzhen Airlines, VivaAerobus, Wizz Air, Ryanair, and Volaris. Therefore, Lion Air was declared the worst airline in the world in 2022. Even in 2023, Lion Air is still listed as one of the ten worst airlines in the world with a much lower score of 0.37 (Liputan6.com, 2023).

The low scores achieved by Lion Air in the Top Brand Awards brand index and Bounce airline index are also reinforced by several relevant facts from reliable news platforms. According to (Liputan6.com, 2021), in 2020 Lion Air was also listed by the Indonesian Consumers Foundation (YLKI) as the airline with the highest complaint rate (18.7%) in the transportation sector (Liputan6.com, 2021). The majority of complaints submitted by consumers were related to ticket refund issues, accounting for 62.5%

(Liputan6.com, 2021).

From 2019 to 2021, Lion Air's brand index experienced the sharpest decline compared to other airlines. The score dropped from 19.20 in 2019 to 9.80 in 2021. However, from 2022 to 2024, Lion Air began to experience an increase in its brand index score. This increase is a positive sign after several years of sharp decline. The score was 10.10 in 2022 and 13.60 in 2024. Despite this increase, Lion Air's brand index is still the lowest in the last two years. This means that Lion Air is still less competitive and less satisfying than other airlines such as Air Asia, Batik Air, Citilink, and Garuda Indonesia.

The phenomena and facts described in the previous paragraph indicate problems that could impact user satisfaction with Lion Air. This can be seen from the perspective of poor service quality and the potential for a negative image of Lion Air in the eyes of the public. In theory, satisfaction is the level of feeling a person experiences after

comparing the perceived performance of a product with their expectations Roellyanti, (2019) .

In theory, satisfaction is the level of feeling a person experiences after comparing the perceived performance of a product with their expectations Roellyanti, (2019) . Satisfaction is one strategy for winning market competition. Satisfaction can be influenced by service quality and company image.

User satisfaction with Lion Air is key to the airline's business sustainability in order to win the market competition. Based on data from Lion Air app reviews on Google Play Store that the author took at random, these reviews contain statements of dissatisfaction that were agreed upon by more than 20 users. However, factors such as service quality and corporate image still appear to have issues that need to be optimized.

Corporate image must also be considered in improving customer satisfaction, as image is the public's perception of the company's identity. A positive corporate image can certainly influence customer satisfaction, and a good corporate image can be seen from the company's service and facilities. The better the service and facilities provided, the more positively customers view the company. Thus, a good company image can influence customer satisfaction.

According to The 2022 Airline Index report released by Bounce, two airlines owned by Lion Group, namely Lion Air and Wings Air, were among the ten worst airlines in the world in 2022 (Databoks, 2022) . This reflects Lion Air's poor image, which is caused by several factors such as punctuality, the quality of food and entertainment on board, the flight cancellation rate, the comfort of the seats, the quality of staff service, and baggage policy. Therefore, Lion Air was declared the worst airline in the world in 2022.

Service is one of the most important aspects in the aviation industry because good service impacts customer satisfaction. When customers receive good and comfortable service during their journey, they will use the service again and leave a positive impression, while poor service will lead to customer dissatisfaction and leave a negative impression. As stated in Roellyanti (2019) , service quality is a measure of how well the level of service provided meets consumer expectations. This means that service quality is determined by the company's ability to meet consumer needs in line with their expectations. Good service quality tends to increase user satisfaction, while poor service quality can lead to user disappointment.

Based on the background of the problem described above, the objectives of this study are as follows: First, to determine the respondents' perceptions of the company's image, service quality, and user satisfaction with Lion Air in West Java. Second, to determine the effect of company image on the satisfaction of Lion Air users in West Java partially. Third, to determine the effect of service quality on the satisfaction of Lion Air users in West Java partially. Fourth, to determine the simultaneous effect of company image and service quality on the satisfaction of Lion Air users in West Java.

II. THEORETICAL BASIS

Marketing Management

Marketing is a series of processes and managerial activities that enable individuals/groups to obtain what they want and need by creating, offering, and exchanging products that have value for others, or any activities related to the delivery of products or services from producers to consumers (Novi Angga, 2023).

Corporate Image

According to David and Lego in Putra et al. (2021), corporate image is how the public perceives a company, its products, and all the direct and indirect effects of the company's existence on society. Meanwhile, Siringoringo and Kurniawan define corporate image as the public's perception/opinion of a company, which is formed from their overall impression, according to Putra et al. (2021). This corporate image is related to the company's physical attributes and behavior, product innovation and service, and the impression of the quality of the company's communication in establishing relationships with consumers. Meanwhile, according to Abdul Majid in Fauzana & Nina Madiawati (2020), corporate image is the public's perception of whether a company is good or bad in their minds.

Service Quality

According to Tjiptono in Fakhruddin (2020), service quality is an effort to fulfill consumer desires and needs and the appropriateness of its delivery in meeting consumer expectations. Service quality can also be defined as the relationship between products and services to fulfill consumer desires so that a sense of satisfaction is formed in the minds of consumers (Fakhruddin, 2020). According to Hardiani & Niemah (2022), service quality is related to how well a company provides services to meet consumer expectations. Service quality is also interpreted as part of the level of guest or customer satisfaction (Pratama & Widagdo, 2023).

III. RESEARCH METHODOLOGY

This research is descriptive and verifiable in nature, using a quantitative approach. Data was obtained from the research sample and analyzed using a descriptive approach () as well as quantitative verifiable analysis and interpreted descriptively (Sugiyono, 2023).

Population and Sample

The population in this study consists of users or individuals who have used Lion Air services, both male and female, residing in West Java. The exact population size is unknown. Therefore, the sample size was calculated using Cochran's formula. The sample size determined in this study was 385 respondents.

Data Collection Techniques

The data in this study consists of secondary and primary data. Secondary data was obtained from printed and electronic documents, both published and unpublished. The primary data collection technique was to distribute questionnaires via Google Forms.

In the primary research, the researchers used the ordinal data scale method. According to Elidawaty et al (2021) , the ordinal scale has a higher level than the nominal scale. This ordinal scale is often referred to as a ranking scale. This is because with an ordinal scale, numerical symbols of measurement results are displayed in addition to differences that indicate the order or level of objects to be measured according to certain characteristics. Ordinal scales also have clear values, but there is no distance (difference), because one does not know how far the distance is between dissatisfaction and satisfaction. This study uses a five-category attitude measurement scale.

Data Analysis Method

Before analyzing the research data, the quality of the research data was tested. The data quality testing included testing the research instruments, namely testing the quality of the data using data validity and reliability tests. Classical assumption tests were also conducted to test the feasibility of the data using normality, multicollinearity, heteroscedasticity, autocorrelation, and linearity tests.

After conducting data quality testing, descriptive data analysis was performed to describe the research results in the form of research objects and research variables, as well as verifiable analysis to analyze the research hypothesis.

IV. RESULTS AND DISCUSSION

Respondent Characteristics

Table 1 Respondent Characteristics

Gender	Number	Percentage
Male	202	52
Female	183	48
Total	385	100
Age	Number	Percentage
20-25 years old	202	52
25-30 years old	172	45
30-40 years old	7	2
>40 years old	4	1
Total	385	100
Education	Number	Percentage
Junior High School	1	0
High School	198	51
D3	62	16
Bachelor's Degree	122	32
Master's Degree	1	0
Doctorate	1	0
Total	385	100%
Income	Amount	Percentage
< 2 million	121	31%
2 million - 3 million	14	4
3 million - 4 million	15	4
> 4 million	235	61%
Total	385	100%
Jobs	Number	Percentage
Students/University	129	34
Students		
Civil Servants	15	4
Private Sector	28	7
Employees		
Self-employed	183	48
Other	30	14
Total	385	100

Source: Data Processing Results 2025

The respondents in this study involved 385 consumers who were users or individuals who had used Lion Air services, both male and female, residing in West Java. Based on gender, the majority of respondents were male (52%), while only 48% were female. In terms of age, most respondents were aged 20-25 years (52%), indicating that Viva Cosmetics' target market is largely dominated by Generation Z. In terms of education, the majority of respondents had a high school education (51%), in line with graduates who dominate various employment sectors. The majority of respondents had an income above IDR 4,000,000 (61%). Finally, in terms of occupation, the majority of respondents were self-employed (48%), indicating that most respondents who use Lion Air's services are self-employed. Lion Air's services are dominated by self-employed individuals who use Lion Air's services more frequently.

Data Quality Test Results

The results of data quality analysis, consisting of validity and reliability tests, show that each statement item from the instrument on the variables of user satisfaction, company image, and service quality is valid, which means that the data from this study is reliable (valid).

The reliability test results show that each statement item from the instrument on the user satisfaction variable, company image variable, and service quality variable is reliable, which means that the data from this study is consistent.

Classical Assumption Test Results

The Normality Test results conducted using the Kolmogorov-Smirnov (KS) Test assume that the residuals are normally distributed, indicating normal results. The results of the heteroscedasticity test show that the regression model does not exhibit heteroscedasticity, so the regression model can be used to predict the dependent variable (user satisfaction) based on the independent variables (company image and service quality). The results of the autocorrelation test for the variables of Company Image, Service Quality, and User Satisfaction indicate that the data does not exhibit autocorrelation between the research variables. The results of the linearity test show that in this study there is a linear relationship between the independent variables of Company Image and Service Quality and the dependent variable of User Satisfaction. The results of the multicollinearity test can be concluded that there is no multicollinearity between the research variables.

From the results of the classical assumption test, it can be concluded that the model produced in this study can be used to predict the effect of independent variables (Company Image and Service Quality) on the dependent variable of User Satisfaction.

Descriptive Analysis Results

According to Sugiyono (2020) descriptive analysis is part of statistical testing used to analyze data by providing a description or overview of the collected data as it is, without intending to make conclusions that apply to the general public or generalizations.

1. Company Image

Based on the analysis, the Company Image score was 76.87, indicating a high category because most respondents agreed with it.

2. Service Quality

Based on the analysis, Service Quality scored 76.86%, indicating a high category because the majority of respondents agreed with it.

3. User Satisfaction

Based on the score analysis, overall User Satisfaction reached 80.36%, which indicates that User Satisfaction falls into the high category because 6 most respondents agreed with this statement.

Results of Multiple Linear Regression Analysis

Based on the Multiple Linear Regression calculation between the independent variables of Company Image (X1) and Service Quality (X2) and the dependent variable of User Satisfaction (Y), the following results were obtained:

Table 2 Multiple Linear Regression Analysis Results
Coefficients^a

Model	Coefficients				t	Sig.
	Unstandardized Coefficients	Standardized Coefficients				
	B	Std. Error	Beta	Error		
1	(Constant)	7.784	.863		9,021	.000
	X1TOTAL	.311	.044	.327	7,067	.000
	X2.TOTAL	.093	.016	.269	5,818	.000

a. Dependent Variable: YTOTAL

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Source: Data Processing Results 2025

From the results of the multiple linear regression test, a regression equation can be created, namely:

$$Y = 7.784 + 0.311 X1 + 0.093 X2 + e$$

Based on the regression equation, the effect of variables on Purchase Decisions is as follows:

1. Constant Value: 7.784, indicating that Company Image (X1) and Service Quality (X2) have a positive and significant effect on User Satisfaction (Y).
2. Company Image: The regression coefficient of 0.311 means that every one-unit increase in Company Image increases User Satisfaction by 0.311.
3. Service Quality: The regression coefficient of 0.093 means that every one-unit increase in Service Quality increases User Satisfaction by 0.093.

Partial Test Results (T)

The t-test is used to test the significance of the relationship between the Company Image variable (X1) and Service Quality (X2) and their partial effect on the User Satisfaction variable (Y). To determine the results of the t-test, the t-table is first sought as follows:

$$T_{table} = t (\alpha/2; n-k-1)$$

$$t(0.025; 385-3-1) = 381$$

$$T_{table} = 1.649$$

The following are the results of testing the influence of independent variables X1 and X2 on the dependent variable Y

Table 3 Partial Test Results (T)

Model		Coefficients ^a		t	Sig.
		Unstandardized Coefficients	Standardized Coefficients		
		B	Std. Error	Beta	
1	(Constant)	7.784	.863		9,021
	X1TOTAL	.311	.044	.327	7,067
	X2.TOTAL	.093	.016	.269	5,818

a. Dependent Variable: YTOTAL

Source: Data Processing Results 2025

Table 3 shows the results of the partial test (T) as follows:

1. Company Image (X1) has a t-value of 7.067 with a significance value of 0.000 (less than 0.05) and a t-value greater than the table t-value of 1.649 ($7.067 > 1.649$). This means that Company Image has a significant effect on User Satisfaction. This is reinforced by the results of the study Pratama & Widagdo (2023) which shows that company image has a significant effect on user satisfaction.
2. Service Quality (X2) shows a t-value of 5.818 with a significance value of 0.000 (less than 0.05) and a t-value greater than the table t-value of 1.649 ($5.818 > 1.649$). This indicates that Service Quality has a significant effect on User Satisfaction. This is reinforced by the results of the research Hardiani & Niemah (2022) which shows that service quality has a significant effect on user satisfaction.
- 3.

Simultaneous Test Results (F)

In this study, the F test was used to determine the level of significance of the influence of the independent variables X1 and X2 simultaneously on the dependent variable Y. To

determine the results of the F test, the F table was first calculated as follows: $F_{table} = f(k;n-k)$

$$3; 385-3=382$$

Therefore, $F_{table} = 2.63$.

The following are the results of the F test for variables X1 and X2 against Y:

Table 4 Simultaneous Test Results (F)

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F
1	Regression	330.619	2	165,309	52,227
	Residual	1,209,12	382	3,165	
	Total	1,539,74	384		
		0			

a. Dependent Variable: YTOTAL

b. Predictors: (Constant), X2.TOTAL, X1TOTAL

Source: Data Processing Results 2025

The F test results in Table 4 above show that the calculated F value of 52.227 is greater than the table F value (2.63) with a significance level of 0.000 (less than 0.05). Therefore, it can be concluded that the variables of Company Image and Service Quality have a simultaneous and significant effect on the variable of User Satisfaction. Thus, H4 is accepted, which states that Company Image and Service Quality have a simultaneous and significant effect on the User Satisfaction variable.

Results of the Coefficient of Determination Test

The following are the results of the Coefficient of Determination Test (R2) as shown in the table below:

Table 5 Results of the Coefficient of Determination Test (R2)

Model Summary				
Model	R	Adjusted R-Square	Standard Error of the Estimate	
1	.463 ^a	.215	.211	1.779
a. Predictors: (Constant), X2.TOTAL, X1.TOTAL				

Source: Data Analysis Results 2025

In this study, the Adjusted R Square value was used because more than two independent variables were used. Table 5 above shows that the coefficient of determination (Adjusted R Square) value is 0.211 or 21.1%. This means that 21.1% of User Satisfaction can be influenced by the variables of Company Image and Service Quality. The remaining 78.9% is influenced by other variables.

V. CONCLUSION AND RECOMMENDATIONS

Conclusion

1. Most respondents gave high ratings to the variables of Company Image, Service Quality, and User Satisfaction with Lion Air in West Java.
2. Company image has a significant and positive effect on user satisfaction in part.
3. Service quality has a significant and positive effect on user satisfaction in part.
4. Company Image and Service Quality have a significant and positive effect on User Satisfaction.
5. Corporate Image and Service Quality together contribute 21.1% to Purchase Decisions, while 78.9% is influenced by other variables not examined in this study.

Recommendations

1. 75.43%. I believe that this airline has a better image than its competitors. This assessment is based on several indicators such as punctuality, the quality of food and entertainment on board, the flight cancellation rate, the comfort of the seats, the quality of staff service, and baggage policy.
2. 66.86% of Lion Air employees provide fast in-flight services. This score indicates that some respondents disagree with this statement. This means that some users still consider the fast in-flight service provided to be unsatisfactory. Therefore, the author suggests that the airline always pay attention to the quality and performance of its employees, for example by conducting regular monthly

evaluations of employees. Rewards could also be given to employees who perform well.

3. As much as 75.74% of respondents chose to fly with this airline, which is a wise choice. This result shows that some respondents think Lion Air is a good choice, but in reality, many airlines have much better services and facilities than Lion Air. Therefore, the author suggests that Lion Air should always improve its services and facilities to become the best choice for airline users.

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