

Airline services and passenger loyalty among Southeast Asian legacy carriers: The mediating role of customer-based brand equity

Hife, Octavius Salvador Garcia ✉

Graduate School, Lyceum of the Philippines University - Batangas, Philippines

Ylagan, Alex D.

Lyceum of the Philippines University - Batangas, Philippines (alexylagan04@gmail.com)



ISSN: 2243-7770

Online ISSN: 2243-7789

OPEN ACCESS

Received: 13 March 2025

Revised: 20 April 2025

Accepted: 23 April 2025

Available Online: 25 April 2025

DOI: 10.5861/ijrsm.2025.25043

Abstract

This dissertation investigates the relationship between airline services, customer-based brand equity (CBBE), and passenger loyalty within Southeast Asian legacy airlines. The study explores how specific airline services, including cabin features, flight schedules, and customer service, impact CBBE and subsequently influence passenger loyalty. Grounded in Aaker's Brand Equity Model and Keller's insights on brand management, this research employs quantitative methods to analyze responses from airline passengers across the region. The research findings highlight that high-quality airline services directly enhance CBBE, which in turn strengthens passenger loyalty. Key components such as brand awareness, perceived quality, and brand associations serve as significant mediators in this relationship. Additionally, the study emphasizes emotional attachment and word-of-mouth advocacy as critical factors driving customer loyalty, particularly in competitive markets like Southeast Asia. The study also uncovers unique cultural and economic factors influencing these relationships in the regional context, offering insights into the dynamics of customer behavior. Through rigorous data analysis, including the use of descriptive statistics and comparative tests, this research provides actionable recommendations for airlines to enhance their competitive positioning. By improving service quality and fostering stronger brand equity, legacy airlines can build sustainable customer loyalty, thereby establishing benchmarks for excellence within the Southeast Asian airline industry.

Keywords: airline service, passenger loyalty, customer-based brand equity, Southeast Asia, legacy carriers, airline industry

Airline services and passenger loyalty among Southeast Asian legacy carriers: The mediating role of customer-based brand equity

1. Introduction

In recent years, the global aviation sector has witnessed significant growth in passenger traffic and the expansion of airline services. Driven by globalization and technological advancements, this surge escalated the demand for air travel and intensified competition among carriers worldwide (Bilal, 2023; Iqbal et al., 2023). Southeast Asia, with its strategic geographical location, robust economic growth, and thriving tourism industry, has emerged as a dynamic region fueling this demand. Amidst this competitive landscape, legacy airlines in Southeast Asia continue to differentiate themselves through exceptional service delivery and strong customer-based brand equity, while adapting to evolving market expectations.

Despite this promising growth trajectory, gaps existed in the literature regarding the interplay between service quality, customer-based brand equity, and passenger loyalty in Southeast Asia (Kim & Lim, 2023; Christina, 2022). Empirical evidence underscored the pivotal role of service quality in determining airline competitiveness and forging passenger loyalty (Bilal, 2023; Iqbal et al., 2023; Tian & Mohd Arif, 2023). However, how these factors interacted within Southeast Asia's unique cultural and economic context remained underexplored. This study addressed these gaps by examining how key dimensions of airline services influenced customer-based brand equity and passenger loyalty among Southeast Asian legacy carriers, with the aim of enhancing existing strategies and supporting mutual benchmarking across the region.

Anchored in Aaker's Brand Equity Model and Kevin Lane Keller's Strategic Brand Management, this study focused on three main variables: airline services, customer-based brand equity, and passenger loyalty. Airline services encompassed tangible cabin features, flight schedules, ground staff services, flight attendant services, and online services. Aaker's model included brand awareness, brand associations, perceived quality, brand image, and brand loyalty, which were crucial for understanding customer-based brand equity in this context (Aaker, 1991; Keller & Swaminathan, 2019). The Theory of Relationship Marketing emphasized the importance of long-term customer relationships in understanding passenger loyalty, including repeat patronage, emotional attachment, word-of-mouth advocacy, resistance to switch, and engagement with loyalty programs (Morgan & Hunt, 1994). By integrating these theories, the study aimed to clarify how effective service delivery supports brand equity and contributes to fostering sustained loyalty among passengers of Southeast Asian legacy airlines.

By integrating sub-variables identified in the literature, the study aimed to develop a comprehensive framework that captures the relationship between airline services, brand equity, and passenger loyalty among Southeast Asian legacy airlines. Research emphasized that tangible cabin features, efficient flight schedules, and exemplary ground and in-flight services are crucial for enhancing customer satisfaction and loyalty (Kim & Lim, 2023; Lee & Seo, 2022). Moreover, customer-based brand equity plays a mediating role in the relationship between service quality and passenger loyalty (Bilal, 2023; Iqbal et al., 2023). The resulting framework is intended not only to guide airline executives in refining service strategies and loyalty initiatives but also to serve as a benchmarking tool for continuous improvement across regional carriers.

The primary intention of this study was to contribute to the existing body of knowledge by examining the interplay between airline services, customer-based brand equity, and passenger loyalty within Southeast Asian legacy airlines. By analyzing how specific aspects of airline services affect brand equity and, subsequently, passenger loyalty, the research sought to offer strategic insights and practical recommendations that can support service enhancement, brand development, and loyalty-building. Moreover, the study aims to serve as a regional benchmark, enabling airlines to learn from shared practices and elevate competitiveness in the global airline industry.

The rationale for this study lay in the need to better understand how specific dimensions of airline services impact brand equity and passenger loyalty within Southeast Asian legacy carriers. Beneficiaries include airline executives, marketing professionals, and customer experience teams, who can leverage the findings to refine service strategies, enhance brand equity, and implement loyalty programs aligned with passenger expectations. Additionally, service quality and IT divisions may apply the insights to improve operational responsiveness, while strategic planning offices can utilize the framework as a basis for benchmarking and continuous improvement. The study also offers value to academics, policymakers, and future researchers exploring customer loyalty in the context of a rapidly evolving aviation industry.

The primary output was a comprehensive framework designed to guide Southeast Asian legacy airlines in leveraging high-quality service delivery and robust customer-based brand equity to enhance passenger loyalty and overall competitiveness. Rather than prescribing a uniform solution, the framework offers strategic insights and actionable recommendations that support benchmarking and continual improvement across carriers. It contributes to the academic discourse on airline management and marketing while providing a practical tool for industry professionals seeking to elevate service standards, strengthen brand equity, and foster sustained customer loyalty in an increasingly competitive market.

The scope of this study encompassed the examination of airline services, customer-based brand equity, and passenger loyalty among Southeast Asian legacy carriers. Data were collected from passengers who had flown with these airlines, ensuring broad demographic representation across the region. While the study employed a stratified sampling method based on the proportional distribution of passengers per airline—ensuring fair representation—several limitations were acknowledged. First, the study was geographically confined to Southeast Asia, which may limit the generalizability of findings beyond the region. Second, the reliance on self-reported data introduced the possibility of response bias, as participants' recollections and subjective perceptions may have influenced their answers. Third, the dynamic nature of the aviation industry, including shifts in airline policies, technological innovations, and traveler behavior, presents a challenge in capturing long-term patterns. Fourth, although the survey was administered in English with simplified and accessible language, minor language barriers were encountered in multilingual settings, potentially affecting full comprehension of some items. Fifth, while great effort was made to approach passengers across various flight schedules and locations, certain time constraints during travel may have influenced the depth of responses. Lastly, the study focused exclusively on legacy carriers and did not account for low-cost carriers, which may have provided additional comparative insights. Despite these limitations, the study offers valuable findings and practical recommendations that support service improvement, strategic planning, and customer relationship enhancement among Southeast Asian legacy airlines.

1.1 Objectives of the Study

This research investigated the relationship between airline services and passenger loyalty among legacy carriers in the Southeast Asia region, with a particular focus on the mediating role of customer-based brand equity. Specifically, the study: (1) assessed airline services in terms of tangible cabin features, flight schedules, ground staff services, flight attendant services, and online airline services; (2) assessed passenger loyalty in terms of repeat patronage, emotional attachment, word-of-mouth advocacy, resistance to switch, and engagement with loyalty programs; and (3) assessed customer-based brand equity in terms of brand awareness, brand associations, perceived quality, brand image, and brand trust; Furthermore, the study (4) examined the significant relationship between airline services and passenger loyalty, and how this relationship was mediated by customer-based brand equity; Lastly, it (5) proposed a framework that illustrated the interconnected roles of airline services, brand equity, and passenger loyalty to support benchmarking and continuous improvement among legacy carriers in Southeast Asia.

2. Methodology

Research Design - This study adopts a quantitative descriptive research design utilizing descriptive correlational analysis to assess the relationships and significant differences in airline service quality, customer-based brand equity (CBBE), and passenger loyalty among Southeast Asian legacy airlines (Bilal, 2023). This dual-focus approach was essential to capture current service practices and measure the degree of association between airline services and loyalty outcomes within the context of Southeast Asia's competitive airline industry. The descriptive element of this design provided a detailed snapshot of current practices, including tangible cabin features, flight schedules, ground staff services, flight attendant services, and online platforms, as well as passenger perceptions of brand awareness, brand associations, perceived quality, and brand loyalty (Tian & Mohd Arif, 2023).

Participants of the Study - The study on the strategic implications of airline services on customer-based brand equity and passenger loyalty among Southeast Asian legacy carriers engaged a demographically relevant group of participants. Specifically, participants were required to be at least 18 years old to ensure legal consent capabilities, to have traveled by air within Southeast Asia in the past two years, and to have experience flying with at least one of the Southeast Asian legacy carriers. A calculated sample size of 385 respondents, derived using Raosoft with a 5% margin of error and a 95% confidence level, provided a statistically representative sample of the air travel population within Southeast Asia's legacy airline market. This sample size aligns with best practices in quantitative research to balance reliability and logistical feasibility, allowing for robust data analysis reflective of the broader population's perceptions. Initially, stratified sampling allocated participants proportionately to the passenger traffic of each Southeast Asian legacy carrier, ensuring each airline was represented according to its market share. This comprehensive participant selection and sampling strategy supports the validity and applicability of the study's findings, offering a robust foundation for understanding customer perceptions of brand equity and loyalty in the context of Southeast Asia's legacy airline sector.

Table 1

Stratified Sampling of Respondents by Southeast Asian Legacy Carriers

Airline Company	2023 Passenger Traffic	Stratified Sample Size
Royal Brunei Airlines (BI)	375,417	1
Cambodia Angkor Air (K6)	650,000	3
Garuda Indonesia (GA)	14,280,000	55
Lao Airlines (QV)	542,547	2
Malaysia Airlines (MH)	14,500,000	56
Myanmar National Airlines (UB)	600,150	2
Philippine Airlines (PR)	14,030,000	55
Singapore Airlines (SQ)	26,486,078	103
Thai Airways International (TG)	9,430,000	37
Vietnam Airlines (VN)	18,200,000	71
Total:	9,909,4192	385

Data Gathering Instrument - The primary data collection tool for this study was a structured questionnaire adapted and modified from Hife and Ylagan's (2022) research on airline services and passenger loyalty in the Philippines. Drawing from key studies on airline services (Hife & Ylagan, 2022), customer-based brand equity (Chen & Tseng, 2010), and passenger loyalty (Chonsalasin et al., 2020; Shen & Yahya, 2021), the questionnaire was customized to reflect the distinct context of Southeast Asian legacy carriers. The instrument was divided into five parts: (1) evaluation of airline services (tangible cabin features, flight schedules, ground staff, flight attendant services, and online services); (2) assessment of customer-based brand equity (brand awareness,

associations, perceived quality, brand image, and trust); and (3) evaluation of passenger loyalty (repeat patronage, emotional attachment, advocacy, resistance to switching, and loyalty program engagement). A 4-point Likert scale, ranging from Strongly Agree to Strongly Disagree, was used to capture standardized feedback.

To ensure validity and reliability, the adapted instrument underwent a rigorous validation process. A panel of experts—including a Senior Air Carrier Safety Inspector, a Manager of Safety and Standards in Cabin Operations, and a PhD professor with airline industry experience—reviewed and refined the questionnaire. Their combined expertise ensured the tool’s clarity, relevance, and alignment with aviation standards and academic rigor. A pilot test was conducted among respondents in Los Angeles, California, to identify any potential issues and refine the instrument before broader deployment. The reliability test confirmed that all sections—covering service, brand equity, and loyalty indicators—demonstrated excellent reliability, supporting the instrument’s robustness for the Southeast Asian legacy airline context.

Table 2
Reliability Test Results

Indicators	Cronbach Alpha	Remarks
Tangible Cabin Features	0.932	Excellent
Flight Schedules	0.935	Excellent
Ground Staff Services (During Check-In)	0.931	Excellent
Flight Attendant Services (During In-Flight)	0.943	Excellent
Online Airline Services	0.95	Excellent
Repeat Patronage	0.932	Excellent
Emotional Attachment	0.929	Excellent
Word-of-Mouth Advocacy	0.928	Excellent
Resistance to Switch	0.938	Excellent
Engagement with Loyalty Programs	0.935	Excellent
Brand Awareness	0.928	Excellent
Brand Associations	0.928	Excellent
Perceived Quality	0.931	Excellent
Brand Image	0.929	Excellent
Brand Trust	0.934	Excellent

Data Gathering Procedures - This study focused on collecting accurate and comprehensive data to examine the relationship between airline services, customer-based brand equity, and passenger loyalty among Southeast Asian legacy carriers. The Southeast Asian aviation sector, a major hub for air travel due to its strategic location and booming tourism industry, comprises both legacy and low-cost carriers. Prior to data collection, the researcher secured approvals from relevant academic and industry bodies to ensure ethical compliance.

Between June 19 and September 1, 2024, the researcher conducted fieldwork at major airports across ten Southeast Asian countries. Respondents were engaged at check-in counters, pre-departure lounges, and waiting areas. A QR code and survey link were provided, allowing participants to complete the questionnaire conveniently via their devices, with follow-up reminders sent when needed. Language support was offered during face-to-face interactions to address minor challenges related to English proficiency and digital literacy. Eligible respondents were aged 18 and above and had traveled on a legacy airline within the past two years. Informed consent was obtained, and confidentiality was strictly maintained. Real-time monitoring of survey responses enabled the researcher to track participation across airlines, ensuring a diverse and representative

sample.

The survey distribution strategy covered peak and off-peak travel periods and included multiple carriers and airports, avoiding time-based or airline-specific biases. A stratified sampling approach was employed based on passenger volume data, ensuring proportional representation and minimizing underrepresentation of any carrier. Despite natural variations in passenger flow, the sampling strategy accounted for these differences, enhancing the reliability and generalizability of the findings within the Southeast Asian legacy airline context. Through strategic engagement, careful sampling, and ethical practices, the study successfully gathered data that accurately reflects the passenger experience across a broad range of legacy carriers in the region.

Data Analysis - To assess the core components of airline services, customer-based brand equity, and passenger loyalty, weighted means were calculated. To further examine relationships among variables, Pearson's correlation analysis measured the strength and direction of associations between airline services, brand equity, and passenger loyalty. This analysis highlighted how perceptions of airline services aligned with brand equity and loyalty components, providing insights into the interconnectedness of these constructs.

Ethical Considerations - This research prioritized ethical integrity by strictly adhering to data privacy laws across Southeast Asia, including Singapore's PDPA, the Philippines' Data Privacy Act of 2012, and Thailand's PDPA, aligning with GDPR principles. These laws required informed consent, guaranteed data subject rights, and mandated data protection. To maintain confidentiality, all personal identifiers were excluded from the final report. Before participating, respondents reviewed a detailed consent form outlining their rights, responsibilities, and the study's purpose, ensuring voluntary and informed participation. Although airline personnel could access data for research purposes, respondent identities remained confidential. Throughout the study, the researcher maintained objectivity, presenting findings based solely on collected data without personal bias, ensuring transparency and credibility. Ethical considerations were upheld from data collection to results reporting, fostering respondent trust and academic integrity. The study also underwent and passed a rigorous ethics review by the Committee on Ethical Review, affirming that all procedures complied with established ethical standards for participant treatment and data handling.

3. Results and discussion

Table 3

Summary Table on Airline Services

Indicators	Weighted Mean	Verbal Interpretation	Rank
Tangible Cabin Features	3.45	Agree	2
Flight Schedules	3.37	Agree	5
Ground Staff Services (During Check-In)	3.41	Agree	4
Flight Attendant Services (During In-Flight)	3.62	Strongly Agree	1
Online Airline Services	3.43	Agree	3
Composite Mean	3.46	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table 3 presents a summary of the respondents' perceptions regarding various airline service indicators. The indicators are ranked based on their weighted means, providing insight into which aspects of airline services are viewed most favorably by passengers. With a composite mean of 3.46, the general sentiment falls under the "Agree" category, suggesting that the respondents positively perceive the overall quality of services provided by airlines. The highest two indicators in the ranking of airline services are Flight Attendant Services (During In-Flight) and Tangible Cabin Features. Flight Attendant Services secured the top spot with a weighted mean of 3.62, indicating passengers strongly agree with the quality of these services. Meanwhile, Tangible Cabin Features earned a weighted mean of 3.45, placing it second.

Flight Attendant Services (During In-Flight) emerged as the highest-ranked indicator, reflecting the critical role that interpersonal interactions play in shaping the overall passenger experience. This result highlights the

significant value passengers place on service quality, attentiveness, and care provided by the airline crew during flights. In Southeast Asia, cultural norms often emphasize hospitality, personal attention, and respect, making passengers particularly sensitive to the quality of in-flight service. Flight attendants are often seen as the face of the airline, acting as primary points of contact who address passenger needs, resolve issues, and ensure a safe and pleasant journey. Their ability to create a positive and memorable experience directly contributes to higher satisfaction and passenger loyalty. Several studies underscore the importance of flight attendant services in enhancing passenger satisfaction and loyalty. According to Iqbal et al. (2023), the quality of interactions between passengers and flight attendants significantly shapes customers' perceptions of service excellence, often resulting in repeat patronage. Passengers tend to associate positive in-flight experiences with the overall brand image of the airline, strengthening brand loyalty.

Flight Schedules being the lowest indicator in the ranking suggests that passengers might experience challenges related to convenience, flexibility, and reliability in flight timetables. In the highly competitive airline industry—particularly in Southeast Asia, where budget carriers and multiple flight options are available—even minor delays or inconvenient schedules can negatively impact passenger satisfaction. Travelers often prioritize flights that align with their personal or professional commitments, and any disruption or lack of convenient flight timings could lead to dissatisfaction. As the lowest-ranking indicator, this result reflects the growing demand for more reliable and passenger-focused scheduling practices. For Southeast Asian legacy carriers, this highlights the importance of prioritizing operational transparency, proactive communication, and efficient schedule management to enhance customer-based brand equity (CBBE) and build stronger loyalty through consistent service delivery.

Several studies emphasize the importance of flight schedules and their impact on passenger satisfaction and airline preferences. According to Arora and Mathur (2020), passengers highly value timely and convenient flight schedules, especially business travelers who prioritize punctuality to avoid disruptions in their professional commitments. Research by Sun et al. (2020) suggests that consistent on-time performance significantly enhances customer satisfaction, fostering trust and loyalty towards airlines. When flights are delayed or rescheduled without adequate notice, passengers experience increased frustration, resulting in lower satisfaction levels. Operational constraints, including limited airport capacity and air traffic congestion, further complicate scheduling. Research by Oliveira et al. (2023) suggests that while external factors can influence flight delays, passengers still expect airlines to proactively manage these challenges and minimize disruptions through efficient planning.

Table 4

Summary Table on Passenger's Perception on Brand Equity

Indicators	Weighted Mean	Verbal Interpretation	Rank
Brand Awareness	3.46	Agree	4.5
Brand Associations	3.46	Agree	4.5
Perceived Quality	3.48	Agree	2.5
Brand Image	3.48	Agree	2.5
Brand Trust	3.49	Agree	1
Composite Mean	3.47	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 – 1.49 = Strongly Disagree

Table 4 summarizes passengers' perceptions of brand equity among Southeast Asian legacy airlines, with a composite mean of 3.47, interpreted as “Agree.” This suggests that, on average, passengers have positive perceptions across the evaluated brand equity dimensions. The table consolidates indicators such as brand awareness, associations, perceived quality, brand image, and trust, each receiving relatively high scores, indicating that passengers generally agree with the brand equity attributes presented by these airlines. This composite mean reflects the overall strength of these airlines' brand positioning, suggesting consistent performance in maintaining customer trust, quality perceptions, and brand awareness across the region. The highest two indicators in the rank, according to Table 13, are Brand Trust (3.49) and Perceived Quality/Brand

Image (tied at 3.48). These indicators reflect strong agreement from passengers regarding their positive perception of the airline's reliability and the quality of services provided.

Brand Trust emerges as the highest indicator in the rank because it is a cornerstone of customer loyalty and long-term brand equity, particularly in the airline industry. Trust plays a crucial role in passengers' decision-making processes, especially given the uncertainties often associated with air travel, such as flight delays, cancellations, and safety concerns. When passengers trust an airline, they feel more confident about their choice, believing that the airline will meet their expectations for safety, reliability, and quality service. This trust extends beyond punctuality and safety to include the airline's ability to handle unexpected issues, such as lost baggage or rebooking needs—critical factors for repeat patronage. Based on the study by Lee and Seo (2019), brand credibility and satisfaction play pivotal roles in customer loyalty within airline alliances, with trust acting as a key determinant. Trust enhances passengers' emotional attachment to airlines that consistently meet their service expectations, thereby fostering brand loyalty through deeper customer connections. Furthermore, Park (2020) explains how cultural marketing activities can enhance brand image and, consequently, brand loyalty. Airlines that promote trust through cultural relevance and quality experiences simplify passengers' decision-making process, particularly in markets with many competitors. Trust also leads to improved word-of-mouth marketing, where satisfied customers recommend trusted airlines to their network.

The two lowest indicators in the ranking for passenger perception of brand equity are Brand Awareness and Brand Associations, both with a weighted mean of 3.46. These indicators share the same ranking position, suggesting that while passengers generally agree on the presence of awareness and associations related to the airline's brand, these aspects are comparatively weaker than other dimensions such as trust and quality. The lowest indicator in the rank, Brand Awareness, reflects a critical challenge for airlines striving to establish a strong and lasting presence in the minds of consumers. This result suggests that passengers may not consistently recall or recognize the airline's brand compared to competitors. One possible reason for this is the competitive landscape in Southeast Asia, where both legacy carriers and low-cost carriers (LCCs) vie for visibility. Passengers are frequently exposed to multiple airline promotions, making it difficult for any single brand to stand out unless it invests heavily in continuous marketing campaigns. Additionally, fluctuations in marketing efforts—such as inconsistent branding messages or limited visibility across digital platforms—may contribute to weaker brand awareness.

Several studies support the analysis that low brand awareness can present significant challenges for airlines operating in competitive markets. According to Koech et al. (2023), brand awareness significantly influences consumer behavior, as frequent-flyer programs can attract customers even when awareness is low. This highlights the importance of these programs in bridging gaps in visibility. Based on the study by Min (2020), frequent interaction with airlines through social media marketing strengthens brand awareness and enhances purchase intentions, suggesting that airlines need to engage actively with digital platforms to maintain visibility.

The low score for brand associations suggests that passengers may not strongly connect specific positive attributes or values with the airline's brand. This could indicate that the airline has not effectively communicated a unique identity or differentiating qualities that resonate with its audience. When passengers are unable to associate the airline with aspects such as reliability, comfort, innovation, or customer-centric values, it becomes challenging for the airline to cultivate emotional connections and loyalty. A key reason for this low result may be the airline's struggle to maintain consistency in its service delivery or branding efforts across various markets. If passengers experience inconsistencies in areas such as customer service, in-flight experiences, or operational reliability, it weakens the brand's associations in their minds. Additionally, a lack of targeted marketing campaigns or storytelling that emphasizes the airline's unique strengths can prevent passengers from forming meaningful brand associations.

Several studies emphasize the importance of building strong brand associations for airlines, supporting the need for consistent branding and emotional connections to foster loyalty. According to Leon and Dixon (2023),

service quality, trust, and satisfaction significantly enhance behavioral loyalty, underscoring the importance of emotional associations in the airline industry. Passengers with positive brand associations tend to exhibit greater trust, which enhances their preference for a particular airline. The competitive pressure from low-cost carriers (LCCs) has further challenged legacy airlines in maintaining strong brand identities. As Yoon (2021) points out, LCCs redefine market expectations with lower fares and convenience, making it imperative for legacy carriers to justify premium pricing through unique brand propositions.

Table 5*Summary Table on Passenger Loyalty*

Indicators	Weighted Mean	Verbal Interpretation	Rank
Repeat Patronage	3.40	Agree	2
Emotional Attachment	3.41	Agree	1
Word-of-Mouth Advocacy	3.39	Agree	3
Resistance to Switch	3.28	Agree	5
Engagement with Loyalty Programs	3.34	Agree	4
Composite Mean	3.36	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 – 1.49 = Strongly Disagree

Table 5 presents a summary of passenger loyalty indicators with their corresponding weighted means and ranks. The composite mean for all indicators is 3.36, which falls within the "Agree" range. On average, respondents generally agree with the statements related to passenger loyalty, indicating a moderate level of loyalty among passengers. The highest two indicators in the summary of passenger loyalty, as shown in Table 19, are Emotional Attachment with a weighted mean of 3.41 and Repeat Patronage with a weighted mean of 3.40. Both indicators fall under the "Agree" category, revealing that passengers express a strong emotional connection to the airlines and are inclined to fly repeatedly with the same carriers.

The highest indicator, Emotional Attachment, reflects the deep psychological connection passengers develop with the airline. This result suggests that beyond functional aspects, such as service quality or convenience, passengers place significant value on emotional experiences. Airlines that foster positive emotions through personalized services, reliable interactions, and memorable journeys create a sense of belonging and loyalty. Emotional attachment also grows from passengers' comfort with familiar airline brands, reinforcing trust over time. In the Southeast Asian context, where cultural values often emphasize relationships and long-term connections, emotional bonds with service providers, including airlines, are particularly relevant. Passengers may associate positive travel memories, such as family vacations or smooth business trips, with specific airlines, further strengthening this attachment.

Several studies emphasize the importance of emotional attachment in building strong customer loyalty across service industries, including airlines. According to Iqbal et al. (2023), passenger satisfaction plays a pivotal role in fostering loyalty, particularly when moderated by factors like price sensitivity. Emotional attachment becomes essential for airlines seeking to build meaningful connections with customers, beyond rational aspects such as cost or convenience. The study by Lee and Lee (2022) highlights that in-flight emotional responses enhance both satisfaction and subjective happiness, which subsequently reinforce brand commitment. This positive emotional attachment often leads to increased customer retention and advocacy. In Indonesia, Nugroho and Suprpti (2022) found that customer engagement mediates the relationship between brand experience and customer loyalty, emphasizing that personalized services help airlines establish lasting emotional ties.

The lowest-ranked indicator, "Resistance to Switch," reflects a significant challenge for airlines in retaining loyal customers. One of the primary reasons for its lower ranking could be the intense competition within the Southeast Asian aviation market, where passengers are often presented with a wide range of airline options, including low-cost carriers that offer more affordable fares. Given the increasing focus on price sensitivity among travelers, especially in a cost-conscious market, passengers may be less resistant to switching airlines if they perceive better value or promotions elsewhere. Additionally, airline services, while important, might not

always be perceived as distinctive enough to create strong emotional or psychological barriers that would prevent customers from exploring other airlines.

Lastly, the rise of low-cost carriers in the region, which frequently promote discounts or limited-time offers, may encourage customers to switch more readily, particularly if their primary loyalty is to price rather than to a specific airline brand. This suggests that while airlines may provide satisfactory service, the loyalty they foster may be more situational and driven by short-term factors, such as fare deals, rather than a deep-rooted brand commitment. Therefore, passengers may not hesitate to switch if they encounter a better deal or more convenient flight schedule, leading to a lower score for resistance to switch. Several studies explore the concept of brand loyalty and switching behavior in competitive airline markets, shedding light on the factors contributing to passengers' low resistance to switching carriers. Research suggests that price sensitivity plays a major role in driving customer decisions in the airline industry. According to Lee, et al (2023), financial and relational switching costs can act as barriers to switching, but passengers often prioritize lower fares, making it challenging to retain brand loyalty.

Table 6 displays the association between Airline Services and Passenger Perception's on Brand Equity. The computed r-values indicates a strong direct correlation and the resulted p-values were less than the alpha level. This means that there were significant relationship exists and implies that the better is the airline services, the higher is the perception on brand equity.

Table 6

Relationship Between Airline Services and Passenger Perception's on Brand Equity

Tangible Cabin Features	r-value	p-value	Interpretation
Brand Awareness	.663**	0.000	Highly Significant
Brand Associations	.729**	0.000	Highly Significant
Perceived Quality	.739**	0.000	Highly Significant
Brand Image	.721**	0.000	Highly Significant
Brand Trust	.753**	0.000	Highly Significant
Flight Schedules			
Brand Awareness	.720**	0.000	Highly Significant
Brand Associations	.720**	0.000	Highly Significant
Perceived Quality	.744**	0.000	Highly Significant
Brand Image	.721**	0.000	Highly Significant
Brand Trust	.720**	0.000	Highly Significant
Ground Staff Services (During Check-In)			
Brand Awareness	.669**	0.000	Highly Significant
Brand Associations	.708**	0.000	Highly Significant
Perceived Quality	.763**	0.000	Highly Significant
Brand Image	.751**	0.000	Highly Significant
Brand Trust	.763**	0.000	Highly Significant
Flight Attendant Services (During In-Flight)			
Brand Awareness	.739**	0.000	Highly Significant
Brand Associations	.738**	0.000	Highly Significant
Perceived Quality	.730**	0.000	Highly Significant
Brand Image	.742**	0.000	Highly Significant
Brand Trust	.756**	0.000	Highly Significant
Online Airline Services			
Brand Awareness	.741**	0.000	Highly Significant
Brand Associations	.738**	0.000	Highly Significant
Perceived Quality	.780**	0.000	Highly Significant
Brand Image	.782**	0.000	Highly Significant
Brand Trust	.771**	0.000	Highly Significant

Legend: Significant at p-value < 0.01

The table highlights the highly significant relationships between various airline services and passengers' perceptions of brand equity. Each category of service—such as tangible cabin features, flight schedules, ground staff services, flight attendant services, and online airline services—shows strong positive correlations with brand awareness, brand associations, perceived quality, brand image, and brand trust. The p-values are all below 0.01, confirming the high level of significance. These findings suggest that enhanced airline services

significantly improve passengers' perceptions of the airline's brand equity. This insight emphasizes the importance of delivering consistent, high-quality services to establish a strong brand image and foster trust among customers.

The highly significant results indicate a strong and consistent relationship between airline services and customer-based brand equity components. This outcome suggests that passengers directly link their experiences with airline services to how they perceive, trust, and value the airline's brand. Services such as flight schedules, tangible cabin features, flight attendants, ground staff, and online platforms are integral to creating seamless and positive travel experiences. Passengers tend to develop favorable brand perceptions when these services meet or exceed expectations. A well-organized flight schedule ensures reliability and convenience, which translates into greater brand trust. Similarly, tangible cabin features like comfortable seating or in-flight amenities enhance passengers' satisfaction and foster stronger brand associations. The role of flight attendants and ground staff is also crucial, as excellent customer service leaves lasting impressions, contributing to brand awareness and emotional attachment.

Several studies have supported the significant relationship between service quality and brand equity in the airline industry. According to Teoh et al. (2023), flight schedules influence passengers' perceptions of reliability, contributing to brand trust and repeat patronage. The study emphasizes that punctuality and frequency of flights enhance customer satisfaction, which fosters stronger brand loyalty. Tangible cabin features, such as comfortable seating and in-flight entertainment, also directly affect passenger experiences and satisfaction, leading to positive brand associations, as highlighted by Hassan and Salem (2021). Moreover, seamless online services contribute to convenience and strengthen customer perceptions of the brand. Shah et al. (2020) argue that passengers who can easily book flights, manage itineraries, and access customer support online are more likely to develop positive brand associations.

Table 7

Relationship Between Airline Services and Passenger Loyalty

Tangible Cabin Features	r-value	p-value	Interpretation
Repeat Patronage	.637**	0.000	Highly Significant
Emotional Attachment	.672**	0.000	Highly Significant
Word-of-Mouth Advocacy	.669**	0.000	Highly Significant
Resistance to Switch	.586**	0.000	Highly Significant
Engagement with Loyalty Programs	.608**	0.000	Highly Significant
Flight Schedules			
Repeat Patronage	.704**	0.000	Highly Significant
Emotional Attachment	.715**	0.000	Highly Significant
Word-of-Mouth Advocacy	.656**	0.000	Highly Significant
Resistance to Switch	.619**	0.000	Highly Significant
Engagement with Loyalty Programs	.620**	0.000	Highly Significant
Ground Staff Services (During Check-In)			
Repeat Patronage	.655**	0.000	Highly Significant
Emotional Attachment	.712**	0.000	Highly Significant
Word-of-Mouth Advocacy	.677**	0.000	Highly Significant
Resistance to Switch	.578**	0.000	Highly Significant
Engagement with Loyalty Programs	.580**	0.000	Highly Significant
Flight Attendant Services (During In-Flight)			
Repeat Patronage	.663**	0.000	Highly Significant
Emotional Attachment	.694**	0.000	Highly Significant
Word-of-Mouth Advocacy	.637**	0.000	Highly Significant
Resistance to Switch	.518**	0.000	Highly Significant
Engagement with Loyalty Programs	.548**	0.000	Highly Significant
Online Airline Services			
Repeat Patronage	.712**	0.000	Highly Significant
Emotional Attachment	.739**	0.000	Highly Significant
Word-of-Mouth Advocacy	.678**	0.000	Highly Significant
Resistance to Switch	.581**	0.000	Highly Significant
Engagement with Loyalty Programs	.614**	0.000	Highly Significant

Legend: Significant at p-value < 0.01

Table 7 presents the highly significant relationships between various aspects of airline services and passenger loyalty indicators. The data reveals a robust association across all categories of services—tangible cabin features, flight schedules, ground staff services, flight attendant services, and online airline services—with key loyalty outcomes such as repeat patronage, emotional attachment, word-of-mouth advocacy, resistance to switch, and engagement with loyalty programs. Each correlation is marked with p-values below 0.01, underscoring the strength and significance of these relationships. This indicates that enhanced service quality in any domain fosters stronger passenger loyalty.

The highly significant results in the table suggest that all dimensions of airline services—tangible cabin features, flight schedules, ground staff services, flight attendant services, and online airline services—play critical roles in shaping passenger loyalty. These findings highlight the interconnected nature of service quality and customer behavior, where passengers are more likely to exhibit loyalty when their service expectations are met or exceeded. The significance across all categories may be attributed to the competitive environment within the airline industry, where passengers have multiple options and tend to stay loyal to airlines that deliver consistent, reliable, and superior service experiences. Moreover, the highly significant relationship across all categories reflects the evolving expectations of modern travelers. Passengers now seek not only transportation but also comfort, convenience, and personalized service throughout their travel journey. Airlines that meet these expectations effectively differentiate themselves in the market, securing long-term loyalty. Thus, these significant findings suggest that every aspect of service quality must be optimized, as even minor lapses in one area could negatively impact the overall customer experience, weakening brand trust and reducing engagement with loyalty programs.

Several studies have explored the critical role of various service dimensions in shaping passenger loyalty. According to Leon and Dixon (2023), tangible cabin features, such as seat comfort, cleanliness, and in-flight entertainment, significantly enhance customer satisfaction, directly contributing to increased loyalty. Passengers are more likely to return to airlines that provide physical comfort and a pleasurable in-flight experience. Similarly, Deepa et al. (2021) highlight that airlines with seamless flight schedules, minimizing delays and disruptions, gain higher customer trust and foster repeat patronage. Timeliness is a decisive factor, especially for business travelers, who value efficiency. Finally, the interplay between service quality and loyalty programs plays a vital role in retaining customers. Sarpong (2021) argues that even when tangible service elements are strong, the presence of well-structured loyalty programs deepens engagement and motivates passengers to remain loyal. Loyalty programs that provide personalized benefits and rewards based on passenger preferences ensure continuous engagement with the brand, strengthening customer loyalty over time. These studies collectively highlight the importance of delivering across multiple service touchpoints to sustain and enhance airline loyalty.

Table 8

Relationship Between Passenger Perception's on Brand Equity and Passenger Loyalty

Brand Awareness	r-value	p-value	Interpretation
Repeat Patronage	.787**	0.000	Highly Significant
Emotional Attachment	.805**	0.000	Highly Significant
Word-of-Mouth Advocacy	.746**	0.000	Highly Significant
Resistance to Switch	.637**	0.000	Highly Significant
Engagement with Loyalty Programs	.671**	0.000	Highly Significant
Brand Associations			
Repeat Patronage	.789**	0.000	Highly Significant
Emotional Attachment	.822**	0.000	Highly Significant
Word-of-Mouth Advocacy	.819**	0.000	Highly Significant
Resistance to Switch	.738**	0.000	Highly Significant
Engagement with Loyalty Programs	.772**	0.000	Highly Significant

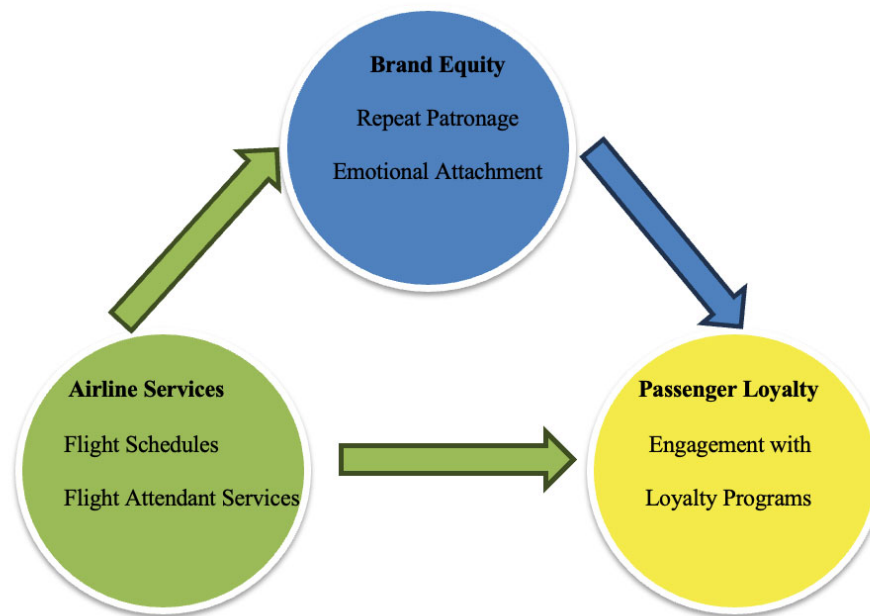
Perceived Quality			
Repeat Patronage	.779**	0.000	Highly Significant
Emotional Attachment	.831**	0.000	Highly Significant
Word-of-Mouth Advocacy	.785**	0.000	Highly Significant
Resistance to Switch	.708**	0.000	Highly Significant
Engagement with Loyalty Programs	.716**	0.000	Highly Significant
Brand Image			
Repeat Patronage	.767**	0.000	Highly Significant
Emotional Attachment	.811**	0.000	Highly Significant
Word-of-Mouth Advocacy	.766**	0.000	Highly Significant
Resistance to Switch	.704**	0.000	Highly Significant
Engagement with Loyalty Programs	.704**	0.000	Highly Significant
Brand Trust			
Repeat Patronage	.787**	0.000	Highly Significant
Emotional Attachment	.847**	0.000	Highly Significant
Word-of-Mouth Advocacy	.800**	0.000	Highly Significant
Resistance to Switch	.744**	0.000	Highly Significant
Engagement with Loyalty Programs	.720**	0.000	Highly Significant

Legend: Significant at p-value < 0.01

Table 8 highlights the highly significant relationships between passenger perceptions of brand equity and passenger loyalty. The data reveal strong correlations across various dimensions, with brand awareness, brand associations, perceived quality, brand image, and brand trust all showing highly significant associations with key aspects of passenger loyalty. These include repeat patronage, emotional attachment, word-of-mouth advocacy, resistance to switch, and engagement with loyalty programs. Each indicator achieved a p-value less than 0.01, confirming the strength of these relationships and emphasizing the pivotal role of brand equity in fostering passenger loyalty. The highly significant results in Table 8 indicate that brand equity plays a crucial role in shaping passenger loyalty. Each dimension of brand equity—awareness, associations, perceived quality, brand image, and trust—serves as a foundational element that influences passengers' continued engagement with the airline. When passengers recognize and associate a brand with positive experiences, high service standards, or reliability, they are more inclined to develop emotional attachment, recommend the airline to others, and remain loyal despite market competition.

The significant impact of brand awareness suggests that familiarity with the airline creates a sense of trust and dependability, which encourages repeat patronage. Similarly, strong brand associations, such as linking the airline with luxury, comfort, or affordability, resonate deeply with travelers and can reinforce their commitment to the brand. Perceived quality also emerged as essential, reflecting passengers' desire for consistent service delivery, which influences not only satisfaction but also their willingness to advocate for the airline.

The highly significant relationships suggest that airlines cannot rely on one dimension of brand equity alone but must cultivate a well-rounded brand strategy. A comprehensive approach that ensures strong brand identity, consistent service quality, and customer trust will more effectively convert passengers into loyal customers, especially in a highly competitive industry like aviation. Several studies have explored the connection between brand equity and passenger loyalty, supporting the findings in Table 8. One study emphasizes that brand awareness is essential for airline success, as it creates recognition and familiarity, which reduce passengers' perceived risks when selecting a service. When passengers repeatedly encounter a brand in positive contexts, they are more likely to choose it over competitors, reinforcing loyalty over time (Yoon, 2021). Studies on perceived quality reveal that service consistency across touchpoints, from flight attendants to ground staff, strengthens customer satisfaction and loyalty. Passengers who receive high-quality experiences are more likely to develop positive emotions toward the brand, translating into repeat patronage and positive word-of-mouth recommendations (Iqbal et al., 2023). Brand image has also been found to play a critical role in shaping customer behavior. A strong, positive image helps passengers form emotional bonds with the airline, which fosters long-term loyalty. This emotional connection encourages passengers to engage with loyalty programs and resist switching to other airlines, even when faced with temporary inconveniences such as flight delays (Park,



2022).

Figure 1. Sal Garcia-Hife's AS-BE-PL Framework for Legacy Carriers in Southeast Asia

As seen in figure 1, the Airline Services–Brand Equity–Passenger Loyalty (AS-BE-PL) framework examines how operational service quality, branding strategies, and loyalty programs interact to drive long-term passenger loyalty among Southeast Asian legacy carriers. The study found that while airline services—such as flight schedules and flight attendant performance—strongly influence passengers' perceptions of brand value, they have minimal direct effect on loyalty. Instead, Customer-Based Brand Equity (CBBE) serves as a critical mediator, linking operational excellence to loyalty through emotional attachment, trust, and positive brand associations. Loyalty programs enhance this effect by offering rewards that deepen engagement. Operationally, airline services form the foundation for brand impressions, but their true value emerges when integrated with branding strategies that foster emotional connections. Represented by green (services), blue (brand equity), and yellow (loyalty) in the model, the framework emphasizes the need to align service quality with brand-building and reward systems. Theoretical grounding is based on customer-based brand equity theory, expectancy-disconfirmation theory, and relationship marketing, while recognizing limitations, such as external market forces and differences between legacy and low-cost carriers.

Strategically, the AS-BE-PL framework informs airlines on resource allocation, customer behavior prediction, service improvement, loyalty program design, market segmentation, crisis management, and sustainable branding. Practical applications were illustrated by Singapore Airlines, Cathay Pacific, and Garuda Indonesia, showing how these carriers leveraged operational excellence, emotional branding, and loyalty engagement to build competitive advantage. Roles and responsibilities are clearly divided: operations teams ensure service quality; marketing teams manage branding; CRM teams design loyalty programs; senior management oversees strategic alignment; while finance and HR provide support in funding and human resource development. Cross-functional collaboration and integrated systems are critical for maintaining consistency across service delivery, brand messaging, and loyalty efforts. Performance is evaluated using operational metrics (e.g., on-time performance), brand equity indicators (e.g., brand trust, Net Promoter Score), and loyalty metrics (e.g., repeat patronage, customer lifetime value). Airlines must also benchmark against competitors and combine quantitative with qualitative feedback to continuously refine their strategies. Airlines must implement safeguards, such as compliance with data protection regulations, ethical marketing practices, and corporate social

responsibility efforts to foster trust and brand credibility. Finally, the framework's adaptability is emphasized. It can be tailored for low-cost carriers, alliances, and even industries beyond aviation, such as hospitality and retail. Continuous improvement through employee involvement, emerging technologies like AI, and proactive market benchmarking are essential for maintaining the framework's relevance and effectiveness in a dynamic environment.

4. Conclusions and recommendations

4.1 Conclusions

From the derived findings, the study concludes the following: In-flight flight attendant service emerged as the most appreciated, particularly for its professionalism and attentiveness. Meanwhile, responsiveness from ground staff and flight schedule reliability showed areas for improvement, highlighting operational inconsistencies that affect the passenger experience. Loyalty was shaped by emotional attachment, positive experiences, and advocacy, with weaker performance seen in repeat patronage and resistance to switching. This indicates that while satisfaction is high, competitive offers easily influence passenger decisions, underscoring the need to strengthen emotional and relational bonds. The study confirms that CBBE mediates the relationship between airline services and passenger loyalty. High-quality services enhance brand perceptions, which in turn cultivate greater loyalty—particularly through repeat patronage, emotional connection, and advocacy behaviors. Factors such as flight schedules, flight attendant service, emotional attachment, and loyalty program engagement were identified as strong predictors of passenger loyalty. These emphasize the need for airlines to consistently balance efficiency with personalized service delivery. The proposed Airline Services–Brand Equity–Passenger Loyalty (AS-BE-PL) framework offers Southeast Asian legacy carriers a strategic model for enhancing service delivery, building strong brand equity, and fostering long-term loyalty. It encourages benchmarking and continuous improvement tailored to regional passenger expectations.

4.2 Recommendations

From the derived findings, the following recommendations are proposed: Airlines should tailor services and promotions based on identified passenger profiles—particularly Millennial and leisure travelers. This can be done through segmented marketing campaigns, dynamic pricing, and bundled offers. Passenger data analytics should be regularly used to inform personalized communication and loyalty incentives. Addressing the low ratings for prompt service, airlines should implement targeted training programs focused on service speed and proactive communication. Real-time service audits, queue monitoring systems, and KPI tracking (e.g., average response time to passenger requests) can ensure measurable improvements in responsiveness. Investment in AI-powered customer support (e.g., multilingual chatbots), app-based self-service tools, and real-time flight update systems is essential to improving digital engagement. KPIs such as digital satisfaction scores, resolution time, and platform usability feedback should be tracked to ensure success. Legacy carriers should integrate customer-based brand equity (CBBE) into their loyalty strategies by emphasizing emotional branding, consistent visual identity, and value-based messaging. Airlines like Singapore Airlines and Thai Airways serve as benchmarks in culturally resonant branding. Emotional connection KPIs (e.g., Net Emotional Value) can be tracked to measure brand affinity. Future researchers are encouraged to expand the application of the AS-BE-PL Framework to other contexts, such as low-cost carriers and non-Southeast Asian markets. Comparative studies may explore how socio-economic conditions, cultural values, and regulatory environments influence brand equity and loyalty dynamics.

5. References

Aaker, D. A. (1991). *Managing brand equity: Capitalizing on the value of a brand name*. Free Press ; Maxwell Macmillan Canada ; Maxwell Macmillan International.

- Bilal, S. (2023). Airline Management and Customer Experience an Empirical Study from Indian Aviation Sector. *Journal of Social Responsibility, Tourism and Hospitality*, 41, 1–14. <https://doi.org/10.55529/jsrth.41.1.14>
- Chen, C.-F., & Tseng, W.-S. (2010). Exploring Customer-based Airline Brand Equity: Evidence from Taiwan. *Transportation Journal*, 49(1), 24–34. <https://doi.org/10.2307/40904819>
- Chonsalasin, D., Jomnonkwao, S., & Ratanavaraha, V. (2020). Key Determinants of Airline Loyalty Modeling in Thailand. *Sustainability*, 12(10), 4165. <https://doi.org/10.3390/su12104165>
- Christina, C. (2022). Pengaruh E-Servqual Terhadap Loyalitas Pelanggan Online Garuda Indonesia Airlines. *Niagaawan*, 11(3), 214. <https://doi.org/10.24114/niaga.v11i3.35949>
- Hassan, T. H., & Salem, A. E. (2021). Impact of Service Quality of Low-Cost Carriers on Airline Image and Consumers' Satisfaction and Loyalty during the COVID-19 Outbreak. *International Journal of Environmental Research and Public Health*, 19(1), 83. <https://doi.org/10.3390/ijerph19010083>
- Hife, O. S. G., & Ylagan, A. D. (2022). Airline Services towards Passenger Satisfaction and Loyalty in the Philippines. *International Journal on Hospitality and Tourism Research*, 1(1), 1–11.
- Iqbal, A., Sufyan, M., Salalm, A., Shaikh, M. A., & Khan, M. F. (2023). When Satisfaction Takes Flight: Unraveling the Impact of Passenger Satisfaction on Passenger Loyalty with the moderating role of Price Sensitivity in Airline Industry. *Research Journal for Societal Issues*, 5(3), 73–95. <https://doi.org/10.56976/rjsi.v5i3.138>
- Keller, K. L., & Swaminathan, V. (2019). *Strategic Brand Management: Building, Measuring and Managing Brand Equity*, 5th Global Edition (5th ed.). Pearson Education.
- Kim, H.-J., & Lee, G.-M. (2023). The Effects of Wellness Perceptions on Airline Inflight Service Quality & Customer Citizenship Behavior: The Role of Moderating Potential Travel Desire. *Journal of Tourism and Leisure Research*, 35, 201–222. <https://doi.org/10.31336/JTLR.2023.4.35.sp2.201>
- Koech, A. K., Buyle, S., & Macário, R. (2023). Airline brand awareness and perceived quality effect on the attitudes towards frequent-flyer programs and airline brand choice—Moderating effect of frequent-flyer programs. *Journal of Air Transport Management*, 107, 102342. <https://doi.org/10.1016/j.jairtraman.2022.102342>
- Lee, S., & Kim, S. (2020). The Influence of Purchase Channel Knowledge, Travel Experience, and Gender on Online Travel Reservation Channel Choice: Comparison between Flight and Accommodation Reservation Services. *Journal of Tourism Management Research*, 24(5), 541–564. <https://doi.org/10.18604/tmro.2020.25.5.25>
- Lee, S.-M., Lee, D., & Seo, W.-S. (2023). Airline customer equity and brand dynamics: Analyzing the moderating effect of switching costs. *The Tourism Sciences Society of Korea*, 47(8), 133–157. <https://doi.org/10.17086/JTS.2023.47.8.133.157>
- Lee, S.-M., & Seo, W.-S. (2019). The Impact of Brand Credibility, Brand Equity and Brand Satisfaction on Brand Loyalty towards Global Airline Alliances: The Moderating Effects of Switching Cost. *The Tourism Sciences Society of Korea*, 43(7), 163–181. <https://doi.org/10.17086/JTS.2019.43.7.163.181>
- Lee, S.-M., & Seo, W.-S. (2022). The impact of global airline alliance's brand credibility on decision convenience, brand equity, and purchase intentions. *The Tourism Sciences Society of Korea*, 46(7), 143–160. <https://doi.org/10.17086/JTS.2022.46.7.143.160>
- Lee, W. S., Tang, R., Moon, J., & Myungkeun, S. (2022). The structural relationship between a low-cost carrier's service experience, corporate social responsibility, brand love, and reuse intention: The case of Southwest Airlines. *Journal of Air Transport Management*, 102, 102216–102216. <https://doi.org/10.1016/j.jairtraman.2022.102216>
- Leon, S., & Dixon, S. (2023). Airline satisfaction and loyalty: Assessing the influence of personality, trust and service quality. *Journal of Air Transport Management*, 113, 102487. <https://doi.org/10.1016/j.jairtraman.2023.102487>
- Morgan, R. M., & Hunt, S. D. (1994). The Commitment-Trust Theory of Relationship Marketing. *Journal of Marketing*, 58(3), 20–38. <https://doi.org/10.1177/002224299405800302>
- Nugroho, R. A., & Suprpti, N. W. S. (2022). The Role of Customer Engagement in Mediating the Influence of

- Brand Experience and Customer Satisfaction on the Customer Loyalty of Full-Service Airline in Indonesia. *Journal of Business and Management Review*, 3(2), 138–157.
<https://doi.org/10.47153/jbmr32.3132022>
- Oliveira, A. V. M., Oliveira, B. F., & Vassallo, M. D. (2023). Airport service quality perception and flight delays: Examining the influence of psychosituational latent traits of respondents in passenger satisfaction surveys. *Research in Transportation Economics*, 102, 101371.
<https://doi.org/10.1016/j.retrec.2023.101371>
- Park, H.-J. (2020). A study on the effectiveness of chat-bot service on service value and service acceptance attitude: Case study of “D” Airlines. *International Journal of Tourism and Hospitality Research*, 34(11), 111–124. <https://doi.org/10.21298/IJTHR.2020.11.34.11.111>
- Sarpong, S. (2021). Can Loyalty be extended to Airlines? An Inquisition from Air Passengers. *ATHENS JOURNAL OF TOURISM*, 8(4), 233–246. <https://doi.org/10.30958/ajt.8-4-2>
- Shah, F. T., Syed, Z., Imam, A., & Raza, A. (2020). The impact of airline service quality on passengers’ behavioral intentions using passenger satisfaction as a mediator. *Journal of Air Transport Management*, 85, 101815. <https://doi.org/10.1016/j.jairtraman.2020.101815>
- Shen, C., & Yahya, Y. (2021). The impact of service quality and price on passengers’ loyalty towards low-cost airlines: The Southeast Asia perspective. *Journal of Air Transport Management*, 91, 101966.
<https://doi.org/10.1016/j.jairtraman.2020.101966>
- Sun, X., Chung, S., & Ma, H. (2020). Operational Risk in Airline Crew Scheduling: Do Features of Flight Delays Matter?*. *Decision Sciences*, 51(6), 1455–1489. <https://doi.org/10.1111/deci.12426>
- Teoh, K. B., Gan, K. H., Darishini, L., Umamageswari, U., Neoh, K. Y., Jivega, N., Low, Y. L., Lu, S., Mah, E. T., & Ma, Y. Q. (2023). A Study on Customer Satisfaction of AirAsia Berhad. *International Journal of Tourism and Hospitality in Asia Pasific*, 6(3), 133–147. <https://doi.org/10.32535/ijthap.v6i3.2170>
- Tian, X., & Mohd Arif, L. S. B. (2023). Determination of customer brand loyalty on airlines in Malaysia. *Migration Letters*, 20(6), 265–281. <https://doi.org/10.59670/ml.v20i6.3478>

