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Assessing the Effect of Service Excellence on Passenger Satisfaction at Regional Airports

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Abstract

Purpose: This study analyzes the effect of check-in counter staff service excellence on passenger satisfaction at Sentani International Airport, Papua, Indonesia. The research was motivated by persistent queues and declining comfort during peak hours, indicating that service excellence has not been fully optimized despite existing government and corporate service standards.

Methodology/approach: A quantitative descriptive approach was applied using structured questionnaires distributed to 100 passengers. Service excellence was measured through the 6A Model (Ability, Attitude, Appearance, Attention, Action, Accountability), while passenger satisfaction was evaluated through perceived service quality, staff service, airline image, and punctuality. Data were analyzed using SPSS 25.0 with validity, reliability, and classical assumption tests, followed by simple linear regression.

Results/findings: Service excellence significantly and positively affected passenger satisfaction ($\beta = 0.589$, $t = 12.764$, $p < 0.001$, $F = 162.89$, $R^2 = 0.803$). Among the 6A dimensions, attitude (friendliness, politeness, professionalism) scored highest, while action (responsiveness, speed) was lowest.

Conclusion: The findings confirm that implementing service excellence at check-in counters is crucial for enhancing passenger satisfaction and strengthening the airport's image as Papua's main air transport hub. Practically, improving staff responsiveness and operational efficiency can enhance service perception and foster passenger loyalty.

Limitations: The study is limited to Sentani International Airport, and results may vary across airports with different characteristics.

Contribution: This study validates the 6A model in a regional airport context and offers insights for PT Angkasa Pura and policymakers to optimize staff performance and passenger experience.

Keywords: *Accountability, Attitude, Passenger Satisfaction, Sentani Airport, Service Excellence*

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1. Introduction

Indonesia, as an archipelagic country with more than 17,000 islands, relies heavily on air transportation to support community mobility (Nasrullah, Rubiono, Sulung, & Prayitno, 2024; Suharyanto et al., 2020). In the eastern region, particularly Papua, the combination of mountainous terrain and maritime geography makes air transport the most practical and reliable mode of travel. Sentani International Airport, located near Jayapura, serves as the principal gateway linking Papua with other parts of

Indonesia. Beyond its connectivity function, the airport also acts as a central hub that facilitates passenger movement and supports regional socio-economic activities and tourism development.

Sentani International Airport is managed by PT Angkasa Pura Indonesia (PT. API), which is responsible not only for providing facilities but also for ensuring the quality of passenger services. According to the Indonesian Minister of Transportation Regulation No. 30 of 2021, airport operators must meet minimum service standards, including the speed and friendliness of check-in staff. PT Angkasa Pura's operational guideline specifies that the ideal check-in service time should not exceed two minutes and thirty seconds. In practice, passenger satisfaction is strongly influenced by the quality of service received. Services that meet or exceed expectations are categorized as service excellence. Therefore, implementing service excellence is essential for maintaining passenger satisfaction and improving overall service quality (Garg & Sharma, 2024; Kossmann, 2017; Usman, Azis, Harsanto, & Azis, 2022).

However, field observations revealed that during peak hours, long queues were still visible in the check-in area (Figure 1). This situation forces passengers to wait for extended periods, creates discomfort, and may reduce their perception of the airport's service quality. The queues extending to the departure entrance indicate that the expected service excellence of check-in staff has not been fully achieved. Such inefficiency affects passengers' direct experience and may also harm the airport's and airlines' reputations.

Figure 1. Passenger check-in queues at Sentani International Airport
Source: Author Documentation

Previous studies have demonstrated that service-related factors play a significant role in determining passenger satisfaction. A study conducted in Caticlan, Philippines, emphasized that staff responsiveness and communication are strongly associated with passenger satisfaction. Similarly, an analysis of the 50 busiest airports in Europe revealed that staff performance is the most influential predictor of satisfaction, whereas facilities such as shopping and Wi-Fi were found to have no significant impact (Bakır et al., 2022). In addition, a machine learningbased study in Southeast Asia identified staff behavior and queue management as dominant factors shaping the passenger experience (Pholsook, Ramjan, & Wipulanusat, 2025).

Study at Yogyakarta International Airport, one of Indonesia's major airports, confirmed that a positive airport experience, particularly in terms of service, significantly influences passenger satisfaction. The findings also revealed that service quality can foster repeat intention as well as positive word of mouth (Isyana, 2023). Furthermore, research conducted in Lisbon (Ferreira, Serra, Costa, & Almeida) highlighted that delays in the check-in process not only increase operational costs but also reduce passenger comfort (Adacher & Flamini, 2021). Similarly, a study in Lagos, Nigeria, demonstrated that operational risks such as delays and staff unprofessionalism have a significant negative effect on passenger satisfaction (Noah, 2025).

Waiting time and the implementation of self-service technologies have also been proven to be important in fostering long-term loyalty (Mainardes, de Melo, & Moreira, 2021). A study in Laos added another dimension, showing that brand credibility and loyalty programs can also influence passenger satisfaction (Law, Zhang, & Gow, 2022). Meanwhile, research in Brazil found that airport service quality impacts not only satisfaction but also trust, perceived value, and corporate image (Zhou et al., 2024). Beyond the aviation sector, a study on healthcare services in Wuhan, China, revealed a similar pattern, where dignity and communication received the highest ratings, while promptness was relatively low. This finding aligns with the broader tendency that staff attitudes are valued more highly than technical speed.

Although numerous studies have explored service excellence and passenger satisfaction in various airport contexts, empirical research focusing on Papua remains scarce. The region's distinctive geographical characteristics characterized by mountainous terrain, limited infrastructure, and lower levels of automation make it highly dependent on air transportation (Yuliana et al., 2019). Most existing studies concentrate on major airports in Java or international hubs, thereby overlooking regional conditions and passenger demographics unique to eastern Indonesia. Unlike previous studies that primarily examined large or highly automated airports, this research focuses on a regional setting. In this setting, service processes rely more on manual operation and interpersonal interaction. This condition offers a new perspective on how service excellence functions in less-developed airport environments. The situation highlights the need to examine whether the global determinants of passenger satisfaction, particularly the dimensions of the 6A model (Ability, Attitude, Appearance, Attention, Action, and Accountability), apply similarly in a remote regional environment.

Therefore, this study aims to analyze the effect of check-in counter staff service excellence on passenger satisfaction at Sentani International Airport, Papua, Indonesia, and to identify the most dominant service dimensions influencing satisfaction. By addressing this research gap, the study contributes to the literature by empirically validating the 6A model in a regional airport context, extending service excellence theory beyond major urban airports, and providing practical insights for PT Angkasa Pura and policymakers to enhance service quality and passenger experience in eastern Indonesia.

2. Literature Review and Hypothesis Development

2.1. Service Excelence

Service excellence refers to the systematic effort of organizations to deliver superior service quality that consistently meets or exceeds customer expectations. According to Ritonga and Ganyang (2020), service excellence represents the highest level of service provided by an organization to fulfill both internal and external customer needs. In the aviation industry, Kossmann (2017) emphasizes that service excellence extends beyond friendliness; it encompasses a structured and strategic approach to service quality management, including staff competence, communication, responsiveness, and accountability.

To conceptualize service excellence more comprehensively, this study adopts the 6A Model Ability, Attitude, Appearance, Attention, Action, and Accountability as proposed in service management literature. Each dimension represents a behavioral or operational aspect of front-line performance that influences customer perceptions of quality. Integrating the 6A framework with classical satisfaction theories such as SERVQUAL and Expectancy–Disconfirmation Theory as stated by Oliver in 1980 provides a stronger theoretical foundation (Midor & Kučera, 2018; Ramasamy, Ramasamy, & Ramasamy, 2024). In the SERVQUAL model, dimensions such as *responsiveness* and *assurance* align closely with *Action* and *Ability* in the 6A model, while *Empathy* corresponds to *Attention* and *Attitude*. From the perspective of Expectancy Disconfirmation Theory, passengers evaluate service performance against their expectations, when the 6A dimensions are consistently demonstrated, perceived service quality exceeds expectations, resulting in satisfaction. Thus, the 6A model operationalizes the behavioral aspects of service delivery that drive the satisfaction mechanism proposed by these classical theories, offering a holistic framework for assessing front-line service performance at airports.

2.2. Passanger Satisfaction

Passenger satisfaction is a psychological response that arises when the perceived performance of airport services meets or exceeds passenger expectations. Etymologically, the term satisfaction originates from the Latin words *satis* (meaning "enough") and *facio* (meaning "to do"), reflecting the notion of adequacy in fulfilling needs (Apriyadi, 2017). According to Kotler in Awan (2022), satisfaction represents a sense of pleasure or disappointment resulting from comparing perceived performance with expectations. Purwita and Bintoro (2019) further explain that satisfaction is a function of the relationship between expectation and perception, emphasizing the importance of performance consistency.

In the context of airport management, satisfaction reflects the passengers' overall evaluation of the airport's ability to deliver reliable, responsive, and empathetic services. These factors are strongly shaped by front-line staff behavior, communication style, and operational efficiency—elements that are central to the 6A model. Therefore, service excellence becomes a key antecedent in forming positive passenger experiences and loyalty.

2.3. Research Gap and Theoretical Framework

Previous research on customer satisfaction has largely focused on manufacturing, hospitality, and digital service industries, emphasizing technical quality, usability, or brand perception (Khoerunisa, Astuti, & Mardiatmi, 2025; Seneviratne & Colombage, 2023). However, empirical studies exploring *service excellence* in airport operations, particularly in Indonesia's eastern regions such as Papua is remain scarce. Most existing research examines large or international airports with advanced automation systems, whereas regional airports still rely heavily on manual operations and interpersonal interaction.

2.4. Hypothesis Development

Extensive research across industries confirms that service quality is a major determinant of customer satisfaction. Hsu, Chen, and Feng (2024) demonstrated a strong relationship between product quality and satisfaction in the automotive parts sector, while Seneviratne and Colombage (2023) found that system quality and user support significantly influence satisfaction in ERP usage. Similarly, Khoerunisa et al. (2025) reported that service quality and positive electronic word-of-mouth increase satisfaction and loyalty in hospitality services.

Building on these findings, this study posits that in airport operations, the delivery of service excellence reflected through professional ability, empathy, responsiveness, and accountability will enhance passenger satisfaction. When front-line staff consistently demonstrate these qualities, passengers perceive higher service quality, leading to positive disconfirmation of expectations as explained by Expectancy–Disconfirmation Theory.

H1: Service excellence has a positive and significant effect on passenger satisfaction at Sentani International Airport, Papua.

3. Research Methods

This study employed a quantitative approach with a descriptive design to analyze the effect of excellent service by check-in counter staff on passenger satisfaction at Sentani International Airport, Papua. Primary data were collected through a structured survey conducted between March and June 2025. The independent variable in this study is excellent service, measured using the 6A Model (Ability, Attitude, Appearance, Attention, Action, Accountability) (Nurdianti, 2022). The dependent variable is passenger satisfaction, assessed through four dimensions: perceived service quality, staff service factors, airline image, and punctuality, as illustrated in Figure 2. All indicators were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree) (da Silva, Zunaida, & Deka, 2024).

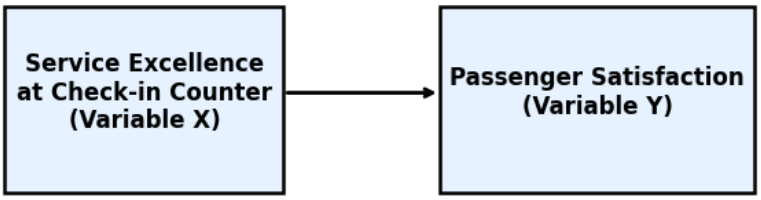

Figure 2. Research Variable Framework
Source: Author's Earlier Framework

The study population comprised all departing passengers at Sentani International Airport. As the exact population size was not available, the minimum required sample was estimated using the Hosmer–Lemeshow method, which recommends a minimum of 10 respondents per estimated parameter in regression analysis (Luo, Tan, Zhao, & Li, 2022). Considering the six dimensions of the 6A model and four satisfaction indicators, a sample size of 100 respondents was deemed adequate to ensure reliable parameter estimation and statistical power. Sampling was conducted using a simple random sampling technique, ensuring that each passenger had an equal chance of being selected. Data were obtained through (1) direct observations of queue and service conditions, (2) questionnaire distribution in the departure terminal, and (3) documentation from airport management.

Data analysis was performed using IBM SPSS Statistics version 25.0, a widely recognized software for behavioral and management research (Manan, Nursari, Sejati, Yoesseri, & Mareta, 2024). Validity testing was conducted using Pearson's correlation, and reliability was examined using Cronbach's Alpha, with a threshold value of 0.70 indicating acceptable internal consistency (Kennedy, 2022; Mainardes et al., 2021). Classical assumption tests included normality (Kolmogorov–Smirnov), heteroscedasticity (Spearman's rank correlation), and linearity testing (Luo et al., 2022). To test the hypothesis, simple linear regression was applied to determine the effect of service excellence on passenger satisfaction (Rachman & Ariyanti, 2025). The coefficient of determination (R^2) was used to evaluate the explanatory power of the model.

Regarding external validity, although the sample represents only passengers at Sentani International Airport, the findings are expected to be generalizable to other regional airports in Indonesia with similar service structures and operational characteristics. This enhances the study's practical applicability while acknowledging contextual limitations related to regional infrastructure and passenger profiles.

4. Result and Discussion

4.1. Result

4.1.1. Respondent Characteristics

The demographic profile of the respondents (N = 100) is presented in Table 1. Female passengers slightly dominated the sample (51%), with the majority belonging to the 21–30 years age group (39%), followed by 31–40 years (28%). Most respondents reported traveling through Sentani International Airport 1–5 times per year (53%). In terms of airlines, Lion Air (30%) and Trigana Air (27%) were the most frequently used carriers. Regarding travel purpose, the majority (44%) reported "other purposes" (mainly family and health-related trips), while leisure (24%) and education (20%) also constituted a substantial portion.

Table 1. Demographic profile of respondents (N = 100)

Variable	Category	Frequency	Percentage
Gender	Male	49	49.0%
	Female	51	51.0%
Age	<20	17	17.0%
	21–30	39	39.0%
	31–40	28	28.0%
	41–50	11	11.0%
	>50	5	5.0%

Visit Frequency	<1 time/year	27	27.0%
	1–5 times/year	53	53.0%
	>5 times/year	20	20.0%
Airlines Used	Garuda Indonesia	6	6.0%
	Batik Air	13	13.0%
	Lion Air	30	30.0%
	Sriwijaya Air	13	13.0%
	Trigana Air	27	27.0%
	Wings Air	5	5.0%
	Super Air Jet	6	6.0%
Purpose of Travel	Business/Duty	13	13.0%
	Leisure	24	24.0%
	Education	20	20.0%
	Others (family/health etc)	44	44.0%

Source: SPSS output, processed by researcher (2025)

4.1.2. Validity, Reliability, and Regression Analysis Results

Table 2 summarizes the results of all statistical tests performed, including validity, reliability, normality, heteroscedasticity, linearity, regression, t-test, and coefficient of determination. The validity test results show that all items for both variables (Service Excellence and Passenger Satisfaction) have *r-calculated* values greater than *r-table* (0.1966, df = 98, α = 0.05). This confirms that each questionnaire item is valid and capable of accurately measuring the intended construct. The reliability test using Cronbach's Alpha also indicates high internal consistency, with coefficients of 0.896 for Service Excellence and 0.868 for Passenger Satisfaction. Both values exceed the minimum threshold of 0.60, which means the research instrument is reliable and can be trusted for further analysis.

The classical assumption tests demonstrate that the data meet the requirements for regression analysis. The normality test shows a significance value of 0.091 (>0.05), indicating normally distributed data. The heteroscedasticity test yields a significance value of 0.054 (>0.05), proving no heteroscedasticity problem in the model. Furthermore, the linearity test produces a significance value below 0.001, confirming that the relationship between Service Excellence and Passenger Satisfaction is linear.
The regression analysis provides a clear model:

$$Y=4.313+0.589XY = 4.313 + 0.589XY=4.313+0.589X$$

This equation implies that for every one-unit increase in Service Excellence, Passenger Satisfaction increases by 0.589 units.

Hypothesis testing with the t-test shows that the service excellence variable has a t-value of 19.983, which is much higher than the t-table value of 1.655, with a significance level <0.001. This result indicates that Service Excellence has a positive and statistically significant effect on Passenger Satisfaction. The analysis further demonstrates that the coefficient of determination (R^2) was 0.803, indicating that 80.3% of the variation in passenger satisfaction is explained by service excellence, while the remaining 19.7% is attributable to other factors not included in the model. This relatively high R^2 value suggests that the model possesses strong explanatory power.

Table 2. Instrument Testing and Regression Analysis Results

Test / Variable	Item	r-count	r-table	Cronbach's α	Sig.	Remark
Validity (X – Service Excellence)	12 indicators	0.540–0.769	0.1966	0.896	<0.05	All valid

Validity (Y – Passenger Satisfaction)	8 indicators	0.646–0.838	0.1966	0.868	<0.05	All valid
Reliability	X	–	–	0.896	>0.60	Reliable
	Y	–	–	0.868	>0.60	Reliable
Normality	–	–	–	–	0.091	Normal
Heteroscedasticity	–	–	–	–	0.054	No heteroscedasticity
Linearity	X → Y	–	–	–	<0.001	Linear
Regression	Constant (a)	–	–	–	<0.001	4.313
	Coefficient (b)	–	–	–	<0.001	0.589
t-test	t-count = 19.983	t-table = 1.655	–	–	<0.001	Significant
Coefficient of Determination (R^2)	–	–	–	–	–	0.803 (80.3%)

Source: SPSS output, processed by researcher (2025)

4.1.3. Descriptive Statistics of Service Excellence and Passenger Satisfaction

Based on the results of the descriptive analysis presented in Figure 3, it can be observed that the service excellence of check-in counter staff at Sentani International Airport obtained an average score of 3.19, falling into the "fairly agree" category. The highest indicator was attitude, with a score of 3.35, indicating that passengers perceived friendliness, politeness, and professionalism of staff as the most prominent aspects. Conversely, the lowest indicator was action, with a score of 2.75, suggesting that respondents still consider responsiveness and service speed as areas that need improvement. Meanwhile, other indicators such as ability, attention, accountability, and appearance were also rated as "fairly agree," with relatively stable average values.

For the passenger satisfaction variable, the average score was 3.35, categorized as "fairly agree." The highest indicator was perceived service quality, with a score of 3.47, showing that passengers considered the quality of services they experienced to be good. On the other hand, the lowest score was recorded for airline image, at 3.18, which indicates that airline reputation is still not a dominant factor in shaping passenger satisfaction. Other indicators, such as employee service factors and timeliness, also showed fairly good scores, averaging above 3.30. These results suggest that service excellence at the check-in counter was positively perceived by passengers, especially in terms of attitude and accountability, although weaknesses remain in the action dimension that requires greater attention. Similarly, passenger satisfaction levels were rated as fairly good, with service quality being the most appreciated aspect, while airline image still needs to be strengthened.

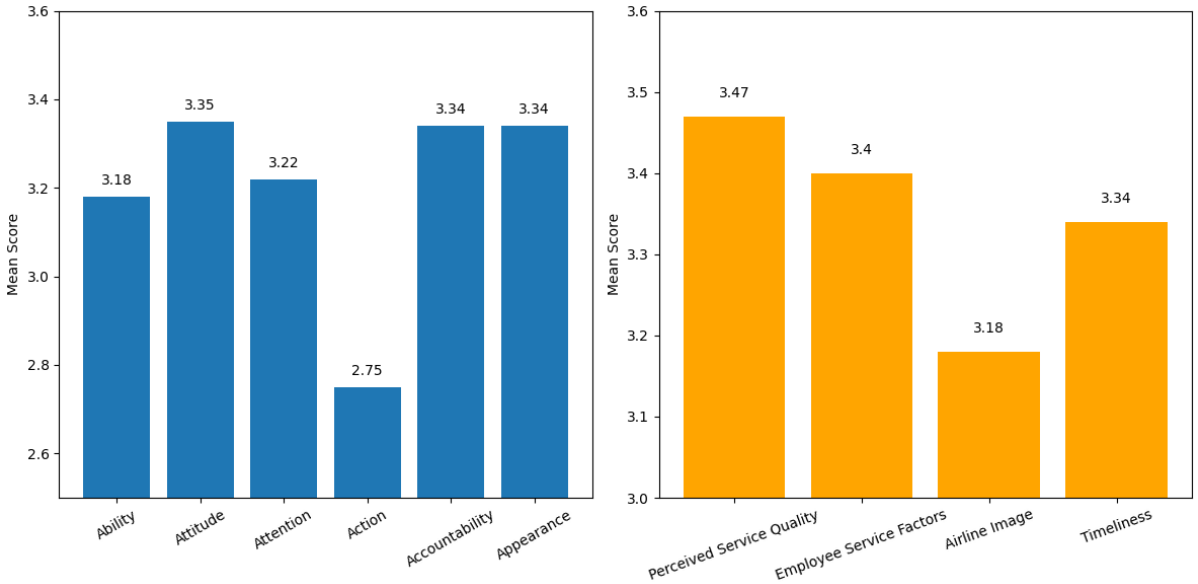

Figure 3. Distribution of Respondents' Responses on Service Excellence and Passenger Satisfaction
Source: Primary data processed by the researcher, 2025.

4.2. Discussion

4.2.1. Empirical Findings and Theoretical Comparison

The result indicate that the majority of respondents were within the productive age group (21–40 years), with a relatively balanced distribution between male and female passengers. Most respondents traveled with Lion Air and Trigana Air, with journeys predominantly for non-business purposes such as family, education, and healthcare. This highlights that air transportation in Papua, particularly through Sentani Airport, serves not only business activities but also the social and basic needs of the community. Therefore, the implementation of fast, friendly, and professional service at the check-in area is vital in ensuring passenger satisfaction (Kossmann, 2017).

The validity and reliability tests confirmed that all research instruments were valid and reliable. All indicators of the service excellence variable (X) and passenger satisfaction (Y) showed r-values higher than the r-table (0.1966). The Cronbach's Alpha values were 0.896 for service excellence and 0.868 for passenger satisfaction, both exceeding the minimum standard of 0.60. This indicates that the instruments were consistent, trustworthy, and appropriate for further analysis (Suhardi, 2023).

Moreover, the results of the classical assumption tests reinforced the robustness of the regression model. The Kolmogorov–Smirnov normality test produced a significance value of 0.091 (>0.05), confirming that the data were normally distributed. The heteroscedasticity test yielded a significance of 0.054 (>0.05), suggesting no indication of heteroscedasticity. Meanwhile, the linearity test yielded a significance of <0.001, indicating a strong linear relationship between service excellence and passenger satisfaction. Simple regression analysis generated the following equation:

$$Y=4{,}313+0{,}589XY = 4{,}313 + 0{,}589XY=4{,}313+0{,}589X$$

This equation demonstrates that even without improvements in service excellence (X = 0), passenger satisfaction remains at a baseline score of 4.313. The regression coefficient of 0.589 indicates that each one-unit increase in service excellence contributes to a 0.589-unit increase in passenger satisfaction. The t-test produced a value of 19.983 with a significance level of <0.001, confirming that service excellence has a significant effect on passenger satisfaction. Furthermore, the coefficient of determination (R^2) was 0.803, meaning that 80.3% of the variance in passenger satisfaction was explained by service excellence at the check-in counter, while the remaining 19.7% was influenced by other factors, such as airport facilities, flight punctuality, baggage handling, and external conditions.

These findings are consistent with research conducted at Yogyakarta International Airport, which demonstrated that positive passenger experiences significantly enhance satisfaction, intention to return, and positive word of mouth (Isyana, 2023). Similar results were also reported in other service industries, such as the hospitality sector, where service quality and brand image were found to significantly increase guest satisfaction Andriani, Fadjar, Muzakir, and Tambaru (2025), and in urban transport operations, where adaptive service management was essential to maintain satisfaction amid fluctuating passenger volumes (Istifaroh, Fajri, & Purwanto, 2025). Moreover, a study in the Meepago–Papua region emphasized that integrating local wisdom *Aweta Ko Enaa Agapida* strengthens employee discipline and responsibility Pali, Hidayah, and Parmono (2024), reflecting values consistent with the *attitude* and *accountability* dimensions of the 6A model. Together, these studies reinforce that service excellence—supported by adaptability, image consistency, and local cultural values—is central to improving passenger satisfaction at Sentani Airport.

Similar patterns were also found in the financial service sector. A study on BSB Mobile users at Bank Sumsel Babel Syariah Palembang showed that system quality, service quality, and relational marketing significantly increased user satisfaction and loyalty (Toni, 2025). This finding strengthens the evidence that consistent service quality and strong relational engagement play a vital role in building customer trust and satisfaction, both in digital banking and airport service contexts. Consistent with these findings, a study on Telkomsel customers in Palu City revealed that price policy, brand image, and product quality significantly influenced customer satisfaction (Ila, Dg. Parani, Adam, & Palawa, 2025). This supports the notion that maintaining fair pricing, strong brand perception, and reliable service performance are key factors in sustaining satisfaction and loyalty across various service industries, including aviation.

Additionally, operational research at Lisbon Airport emphasized that optimal check-in service quality directly contributes to passenger satisfaction, particularly regarding waiting times (Adacher & Flamini, 2021). This aligns with the findings at Sentani Airport, where long queues during peak hours remain a critical issue that can diminish comfort. Supporting evidence from Nigeria further reveals that operational risks, such as service delays, are significantly and negatively correlated with passenger satisfaction (Noah, 2025). Thus, the better airport staff apply the principles of service excellence, the lower the potential service risks that could compromise the passenger experience.

4.2.2. Managerial Interpretation and Policy Implications

Beyond statistical validation, the findings offer valuable managerial implications for PT Angkasa Pura as the operator of Sentani International Airport. Each 6A dimension represents a specific area of service management that can be strengthened to enhance passenger satisfaction. Ability highlights the importance of continuous technical training to improve staff competence in handling check-in procedures and communication with passengers. Attitude, which received the highest score, shows that friendliness and professionalism are well-developed strengths that should be maintained through incentive and recognition programs. Appearance emphasizes the need for maintaining uniform discipline and grooming standards, reinforcing the corporate image of the airport. Attention reveals the necessity of improving empathy and personalized service, particularly during congestion or flight delays. Action, which scored the lowest, points to the urgency of enhancing responsiveness through better queue management, digital check-in kiosks, and real-time coordination systems. Finally, Accountability reflects the value of reliability and consistency, suggesting that PT Angkasa Pura should strengthen performance monitoring and implement measurable service indicators.

From a broader managerial perspective, these insights align with the *Excellent Service Value* framework established by PT Angkasa Pura I and with the airport service performance standards set by Indonesia's Ministry of Transportation through Regulation No. 30 of 2021. Enhancing the lower-performing dimensions (Action and Attention) can significantly improve service efficiency and comfort for passengers, especially in regional airports with limited infrastructure (Garg & Sharma, 2024) ; Usman et al., 2022). This interpretation provides practical direction for PT Angkasa Pura to integrate human resource development, service innovation, and digital transformation in advancing service excellence across Papua and other eastern Indonesian airports.

5. Conclusions

5.1. Conclusion

This study confirms that service excellence at the check-in counter significantly and positively affects passenger satisfaction at Sentani International Airport, Papua. The regression results show that 80.3% of satisfaction variation is explained by service excellence, emphasizing the importance of staff performance in shaping passenger perceptions. Among the six 6A dimensions, *Attitude* was the strongest contributor, while *Action* was the weakest, indicating that responsiveness and speed during peak hours need improvement. Theoretically, the study validates the 6A model in a regional airport context, extending its relevance beyond large urban settings. Practically, the findings provide managerial direction for PT Angkasa Pura to enhance responsiveness and empathy through staff training, queue management optimization, and digital service innovation.

5.2. Suggestions

To enhance service performance, airport management should prioritize improving the *Action* and *Attention* dimensions through targeted staff training, digital queue systems, and real-time coordination tools. Consistent service monitoring and reward-based motivation programs can sustain employee professionalism and accountability. Collaboration with airlines and regulators is also essential to maintain integrated service standards and ensure consistent passenger satisfaction.

5.3. Limitations and Further Research

This study is limited to the context of Sentani International Airport in Papua, which may restrict the generalizability of its findings to other airports with different operational conditions. The analysis focused only on service excellence at the check-in counter, excluding other factors such as facilities, punctuality, and digital services that may also influence passenger satisfaction. Future research should expand the scope to multiple airports, include additional variables, and apply mixed or longitudinal methods to capture broader and more dynamic insights into service excellence and passenger experience

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