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## **The Influence of Citilink Flight Traffic on Traffic Density at Soekarno – Hatta Airport**

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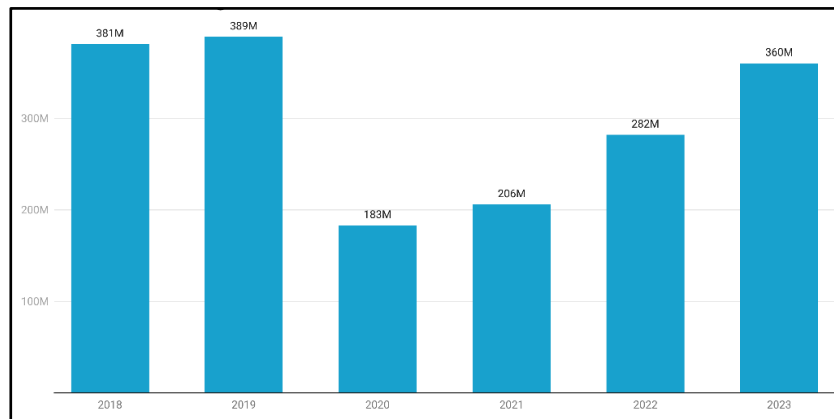
**Abstract:** Soekarno-Hatta International Airport, one of Indonesia's busiest airports, faces the challenge of high air traffic congestion. Airlines, including low-cost carriers (LCCs) like Citilink, play a crucial role in this congestion dynamic. This study aims to analyze the influence of Citilink airline flight traffic on traffic density at Soekarno-Hatta Airport and identify factors that influence the choice of flight schedules and routes. The research method employed is a mixed-methods approach that combines quantitative and qualitative methods. Quantitative data in the form of daily departure data from November 14, 2024, to January 31, 2025, were analyzed using simple linear regression with the help of SPSS and JMP Pro. Meanwhile, qualitative data were obtained through structured interviews with the Flight Permit Lead of PT. Citilink Indonesia. The results show that Citilink flight traffic has a significant impact on density at Soekarno-Hatta Airport, contributing 25.7% to total density, 59.6% on the busiest route (Jakarta-Denpasar), and 15.7% during peak hours. It was also found that the main factors influencing flight schedule selection are market demand during peak hours, a focus on priority routes, and an operational strategy that emphasizes On-Time Performance (OTP) and coordination with AirNav Indonesia.

**Keywords:** *Airport Density; Flight Traffic; Soekarno-Hatta Airport.*

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### **INTRODUCTION**

The global aviation industry has undergone significant changes in recent years. This is due to various factors, one of which is the worldwide pandemic, which has had a substantial impact on human mobility (Kalić et al., 2022; Peranginangin et al., 2022; Wicaksono, Sonhaji, & Mubarok, 2022). A report from the (Statista Research Department, 2024), shows that the total traffic in global aviation experienced a drastic decline in 2020. Previously, the number of global flights continued to increase, from 381 million flights in 2018 to 389 million flights in 2019.

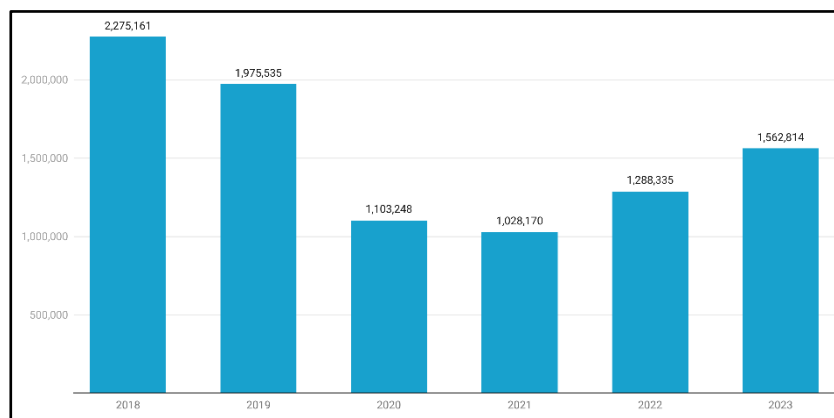


Source: Statista.com, 2024.

Figure 1. Number Traffic World Aviation Year 2018 – 2023

Indonesia is a developing country in Southeast Asia with diverse industries, including aviation. This sector plays a crucial role in the Indonesian economy, as aviation is a key pillar of economic growth. With its geographical location consisting of many islands, Indonesia desperately needs aircraft to improve inter-island connectivity (Rumani et al., 2023; Wicaksono et al., 2022).

Therefore, this country requires support from various efficient modes of transportation, namely land, sea, and air. Air transportation has become the primary choice for the public, especially for long-distance travel, as reflected in the high passenger demand for both domestic and international flights (Fakhrudin, 2019; Wicaksono et al., 2024).

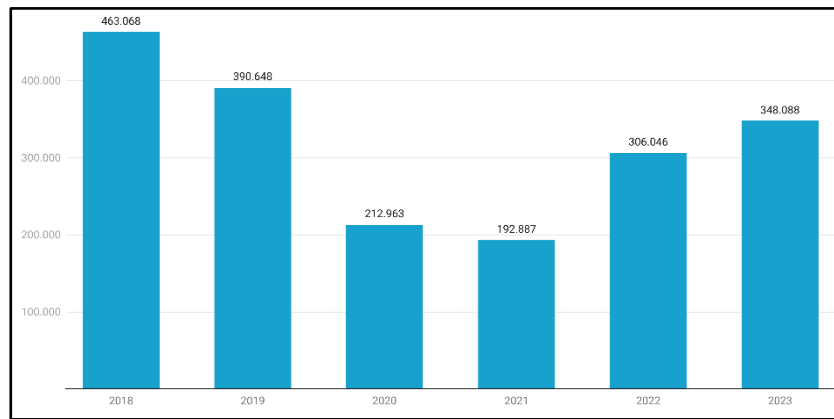


Source: Ministry of Transportation of the Republic of Indonesia, 2023.

Figure 2. Number of Traffic Flights in Indonesia

Indonesia has numerous international airports serving a variety of airlines. One of them is Soekarno-Hatta International Airport, which serves as the main gateway and is located in Tangerang Regency, Banten Province (PT Angkasa Pura, 2025).

Currently, Soekarno-Hatta International Airport has experienced significant progress, as evidenced by its adequate facilities and the increasing number of airlines adding routes to various regions in Indonesia (Perdana, 2022). This has resulted in a steady increase in passenger numbers each year. This high demand directly impacts airline operations (Fakhrudin, 2019).



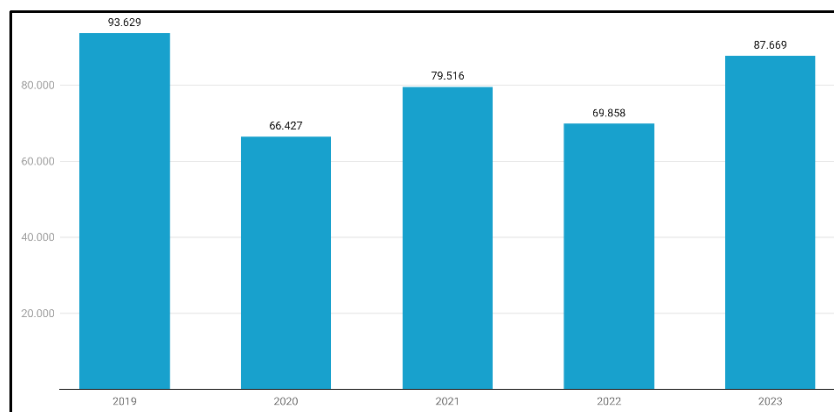
Source: Ministry of Transportation of the Republic of Indonesia, 2023.

Figure 3. Number of Traffic Flights at Soekarno-Hatta

The world of aviation in Indonesia has continued to develop since the emergence of airlines with a low-cost concept (Low-cost carrier) in the mid-2000s. The presence of these low-cost airlines has created competition among companies that were previously served by only a few airlines. This competition is evident in the "fare war" between airlines to capture the market (Bahrawi et al., 2007).

A low-cost carrier (LCC) is an air transportation business that offers efficiency and simplicity, while maintaining safety as its primary concern. LCCs are characterized by the elimination of conventional ticketing systems, the absence of meals (no frills), and the elimination of entertainment such as movies and music.

In addition, LCCs typically use a single aircraft type for operational efficiency, employ outsourcing and contracts for non-vital human resources, and sell tickets directly to avoid commission fees. Of all the airlines in Indonesia, only three operate low-cost carriers/LCCs: PT Lion Air, PT Citilink as a subsidiary of PT Garuda Indonesia, and PT Indonesia Air Asia (Rizki, 2013).



Source: Ministry of Transportation of the Republic of Indonesia, 2023.

Figure 4. Number of Traffic Citilink Airline Flights

Citilink applies lower-middle-class market segmentation, with the main target being the domestic market. Positioning as an airline with the LCC concept (Low-Cost Carrier), which is hassle-free and emphasizes typical Indonesian hospitality. Citilink also analyzes market conditions such as demand, product competition, and seasonality to determine the product

launch time, which is adjusted to market dynamics (Ridho et al., 2023). Thus, an analysis of the relationship between TrafficCitilink airline and airport density is crucial to evaluate the performance of how influential the airline is on Soekarno-Hatta Airport (Amin, 2013).

Various previous studies have addressed topics related to passenger numbers, aviation industry development, airfares, air traffic management, and service quality. However, studies specifically highlighting the relationship between flight traffic and airport congestion levels are still relatively limited. Based on this, this study seeks to answer two main questions:

**H1: Does Citilink's departure traffic affect departure traffic density at Soekarno-Hatta Airport? And;**

**RQ1: What factors influence the choice of flight times for Citilink?**

In line with these questions, this study aims to analyze the extent of the influence of Citilink's flight traffic on traffic density at Soekarno-Hatta Airport and identify the factors that influence the airline's choice of flight schedules and routes.

## LITERATURE REVIEW

The number of flights is the primary target that airlines aim to achieve to improve operational efficiency, expand their target market, and increase profitability. The number of flights is also used as an indicator to assess the success of airline marketing. Furthermore, sales performance is a common factor used to measure the results of all airline strategies. Therefore, the ideal measure to use is activity-based, which can describe the marketing activities that contributed to achieving the number of flights (Amin, 2013).

Indicators that influence traffic, namely airfare, quality of service during flights, and ease of access. Airport capacity planning aims to prepare facilities to accommodate the number of passengers and aircraft by existing traffic demand and meet certain standards. This planning is part of the overall airport development, outlined in the airport master plan (Ashford et al., 2011).

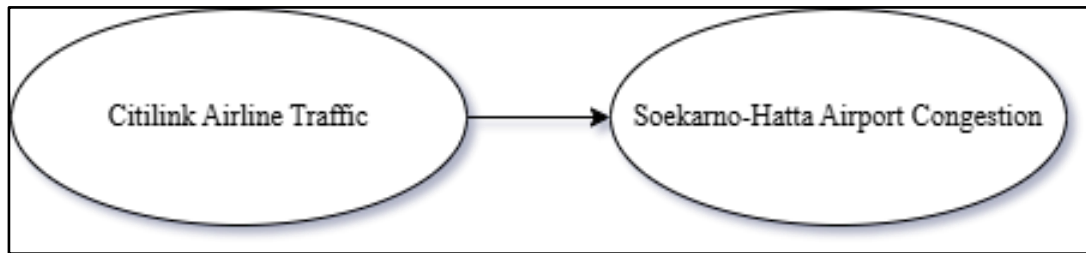
Density is the average number of vehicles per unit length of observed road. Furthermore, density can also be defined as the number of vehicles moving along a road section (Yusri et al., 2019). Meanwhile, density is one of the three main conditions of traffic flow that describes the number of vehicles passing through a particular highway or lane (Rustam et al., 2023).

Traffic density refers to the number of vehicles within a given distance or space at a given time. High density can cause congestion, reduced vehicle speeds, and an increased risk of accidents. Meanwhile, road capacity describes the maximum number of vehicles a road can serve in a given period. This capacity is influenced by road design, traffic conditions, and other factors. Achieving optimal road capacity is crucial to ensuring smooth traffic flow (Rustam et al., 2023).

## Hypothesis Development

The number of flights is measured by using the total existing flight schedule as an indicator of marketing activity (Castelli et al., 2012). Meanwhile, according to (Hakim, 2017), the density of flights is (Density), which is symbolized by the notation  $D$ , refers to the number of vehicles in a certain unit of road length, usually measured in units of vehicles per kilometer

(vehicles/km), so the hypothesis is developed: Traffic Citilink Airline Affects Overcrowding Traffic Soekarno-Hatta Airport.

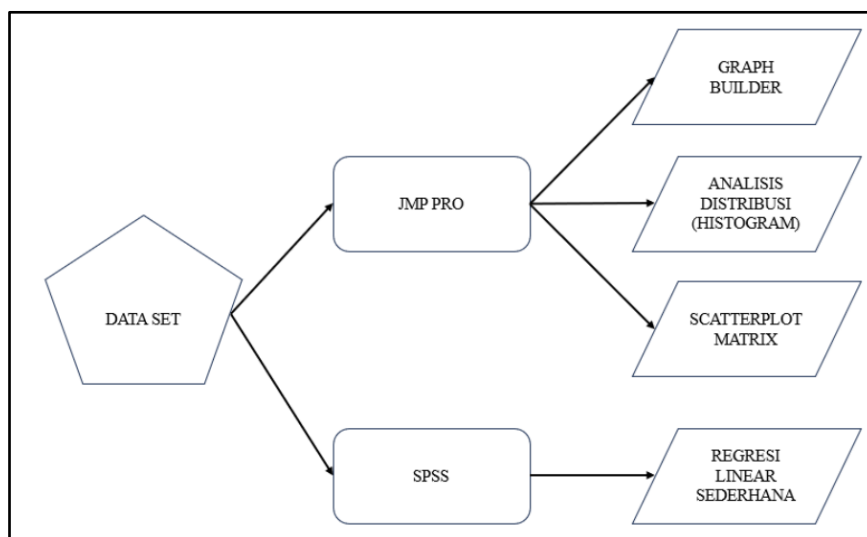


Source: Processed by the author, 2025.  
Figure 5. Conceptual Framework

### METHOD

The research method used is a mixed-method approach, combining quantitative and qualitative techniques (Harrison et al., 2020; Leech et al., 2010; Mikalef et al., 2019). Quantitative data, consisting of daily departure data from November 14, 2024, to January 31, 2025, were analyzed using simple linear regression with the aid of JMP Pro and SPSS. Meanwhile, qualitative data were obtained through structured interviews with the Flight Permit Lead of PT. Citilink Indonesia. This research is a type of causal research because it is intended to analyze the influence of variables (S. Putra et al., 2023). In this study, the variables in question are the traffic of Citilink airline on the congestion at Soekarno-Hatta Airport. In addition, this study applies a descriptive analysis approach to show the pattern of traffic flights during peak hours every day, the most frequently operated airlines, and the most frequently flown routes from Soekarno-Hatta Airport.

Research variables are characteristics, traits, or values of individuals, objects, or activities that have certain variations and are determined by researchers to be studied and used as a basis for concluding. In this study, data collection uses independent variables (variable X) and dependent variables (variable Y). Such as a case in point. In this research, the research variables can be described in Figure 5.



Source: Processed by the author, 202  
Figure 6. Analysis Method

This study used secondary data for main data to run JMP Pro and SPSS (see figure 6). Secondary data is often collected by organizations or institutions with expertise and strong research methods. Therefore, secondary data is often considered to have high validity and reliability (Gonzalez et al., 2021; Lai, 2021; Pettersen & Schulman, 2019; Pradhan & Hati, 2022). Using secondary data that has undergone a careful collection and analysis process can provide strong confidence in the results of the research or analysis conducted (S. Putra et al., 2023).

Schedule data departure, which is on the website, Injourney Airport Soekarno-Hatta, collected daily from November 14, 2024, to January 31, 2025, using Instant Data Scraper. Instant Data Scraper is a Chrome extension that allows users to extract website information without programming skills (Sukmana & Mayani, 2024).

Data flight departure Citilink airline was acquired from Flight Operation (Flops) PT. Citilink Indonesia is located at Terminal 3 of Soekarno-Hatta Airport. This data is collected daily by personnel. Flight Operation Officer (FOO) and summarized in one month using Microsoft Excel. Data collection techniques are the most important step in research, as the primary goal of research is to obtain data. The data used in this study is secondary data. Data can be collected through various methods, from various sources, and in various situations or contexts (Hair et al., 2019; Lazazzara et al., 2020; Sugiyono, 2017). The data collection techniques in this study are:

1. Literature review

Literature review (library research) is a data collection method conducted by studying and understanding various theories from the literature relevant to the research topic (Adlini et al., 2022). The results of quantitative data processing serve as the initial source for analysis by comparing them with findings from previous researchers or references from other relevant literature (Sebele-Mpofu, 2020).

2. Interview

Interviews are a data collection technique used both when researchers conduct preliminary studies to identify problems that need to be researched, and when researchers want to dig for more in-depth information from sources (Hair et al., 2020; Jöhnk et al., 2021). Researchers will conduct interviews online with Flight Permit Lead at PT. Citilink Indonesia, after the results of quantitative data processing were combined with the analysis results based on library research, this study used structured interviews, where the researcher prepared research instruments in the form of questions to be asked to the informants.

## **RESULT AND DISCUSSION**

### **Result**

#### **Airlines with the highest flight frequency**

Data analysis was carried out using the JMP Pro 17 application to identify airlines with the highest number of flights. Based on the analysis, the following results were obtained regarding the airlines with the highest operational intensity at Soekarno-Hatta Airport during the specified period:

Tabel 1. Results of Airlines with the Highest Flight Frequency

NO	NOVEMBER		DECEMBER		JANUARY	
	AIRLINE	AMOUNT	AIRLINE	AMOUNT	AIRLINE	AMOUNT
1	GARUDA INDONESIA	1586	GARUDA INDONESIA	2998	GARUDA INDONESIA	2806
2	BATIK AIR	1217	BATIK AIR	2285	BATIK AIR	2076
3	CITILINK INDONESIA	1101	CITILINK INDONESIA	2093	CITILINK INDONESIA	2039
4	SUPER AIR JET	911	SUPER AIR JET	1998	SUPER AIR JET	1899
5	LION MENTARI	554	LION MENTARI	1309	LION MENTARI	1224

Source: Citilink (Data processed) 2025.

### Flight Destinations with the Highest Frequency

Data analysis was carried out using the JMP Pro 17 application to identify flight destinations with frequency. The highest number of flights is at Soekarno-Hatta Airport. The analysis shows the most frequently served flight routes from November 14, 2024, to January 31, 2025, as follows:

Tabel 2. Results of Flight Destinations with the Highest Frequency

NO	NOVEMBER		DECEMBER		JANUARY	
	OBJECTIVE	AMOUNT	OBJECTIVE	AMOUNT	OBJECTIVE	AMOUNT
1	DPS NGURAH RAI	640	DPS NGURAH RAI	1371	DPS NGURAH RAI	1298
2	SIN CHANGI	523	SIN CHANGI	1085	SIN CHANGI	1070
3	SUB JUANDA	502	SUB JUANDA	949	KNO KUALANAM U	940
4	UPG HASANUDDIN	463	UPG HASANUDDIN	910	KUL KUALA LUMPUR	902
5	KUL KUALA LUMPUR	456	KNO KUALANAM U	899	SUB JUANDA	832

Source: Citilink (Data processed) 2025.

### Distribution by Flight Time

The analysis was conducted using the JMP Pro 17 application by identifying flight distribution based on departure times within a specified timeframe. The results of this analysis provide an overview of flight distribution patterns over a specific period, as follows:

Tabel 3. Results Based on Flight Time Distribution

PERIOD	NOVEMBER		DECEMBER		JANUARY	
	SOETTA	CITILINK	SOETTA	CITILINK	SOETTA	CITILINK
00:00 – 02:59	538	95	1030	175	1057	160
03:00 – 05:59	560	84	1173	179	1089	191
06:00 – 08:59	1536	189	3087	331	2868	314
09:00 – 11:59	1582	180	3139	383	2984	353
12:00 – 14:59	1454	192	2809	296	2686	303
15:00 – 17:59	1460	211	2952	434	2777	408
18:00 – 20:59	817	165	1621	291	1588	296
21:00 – 23:59	399	19	749	51	646	63

Source: Citilink (Data processed) 2025.

### Results of Simple Linear Regression

#### 1. Departure regression traffic Citilink airlines regarding the density of traffic at Soekarno-Hatta Airport departure

Tabel 4. Results of Linear Regression on Total Flights

Model	Understandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	206.668	59.584		3.469	.001
	Citilink	4.526	.876	.507	5.165	.000

Source: Secondary data (processed), 2025.

Based on the amount of data contained in Table 4, the t-table value used in the test is 1.664. The results of the path coefficient analysis, as output by SPSS, show that the calculated t-value is 5.165, indicating that it exceeds the t-table value (calculated  $t > t\text{-table}$ ) with a significance level of 0.000 ( $p < 0.05$ ). Thus, it can be concluded that the research hypothesis is accepted, indicating that the variable traffic of Citilink airline has a significant influence on congestion at Soekarno-Hatta Airport.

Tabel 5. Results of the Departure Determination Coefficient for Citilink Airlines regarding the density traffic at Soekarno-Hatta Airport departure

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.507	.257	.248	29.89690

Source: Secondary data (processed), 2025.

Based on the results of the regression analysis conducted, the coefficient of determination (R-squared) value was obtained as 0.257. This shows that the variable traffic of Citilink airline is able to explain 25.7% of the density traffic at Soekarno-Hatta Airport. In other words, a 25.7% (quarter of total traffic) change in the density of traffic at Soekarno-Hatta Airport is affected by the Citilink airline. 25,7% is a big number of traffic when it compare to another airport in Indonesia. It was recorded that citilink has 2000 (and more) flights in Januari 2025.

## 2. Density regression on the traffic of Citilink airline on the busiest route from Soekarno-Hatta Airport

Tabel 6. Results of Linear Regression on the Busiest Route

Model	Understandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	22.218	1.895			11.724	.000
1 Citilink	3.003	.282	.772		10.664	.000

Source: Secondary data (processed), 2025.

Based on the amount of data contained in Table 6, the t-table value used in the test is 1.664. The results of the path coefficient analysis, as shown in the SPSS output, indicate that the calculated t-value is 10.664, which exceeds the t-table value (calculated  $t > t\text{-table}$ ) with a significance level of 0.000 ( $p < 0.05$ ). Thus, it can be concluded that the research hypothesis is accepted, indicating that the busiest route of Citilink Airlines has a significant impact on the busiest route of Soekarno-Hatta Airport.

Tabel 7. Results of the Determination Coefficient of Citilink airline traffic density on the busiest route at Soekarno-Hatta Airport

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.772	.596	.591	3.91870

Source: Secondary data (processed), 2025.

Based on the results of the regression analysis, the coefficient of determination (R-squared) was obtained at 0.596. This indicates that Citilink's busiest routes can explain 59.6% of the busiest routes at Soekarno-Hatta Airport. In other words, 59.6% of the change in the busiest routes at Soekarno-Hatta Airport is influenced by Citilink's busiest routes.

### 3. Density regression traffic Citilink airline at the busiest time at Soekarno-Hatta Airport

Tabel 8. Results Linear Regression at Busiest Hours

Model	Understandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	79.267	5.800			13.666	.000
1 Citilink	1.822	.481	.396		3.784	.000

Source: Secondary data (processed), 2025.

Based on the amount of data contained in Table 8, the t-table value used in the test is 1.664. The results of the path coefficient analysis, as shown in the SPSS output, indicate that the calculated t-value is 3.748, which is greater than the t-table value (calculated  $t > t\text{-table}$ ) with a significance level of 0.000 ( $p < 0.05$ ). Thus, it can be concluded that the research hypothesis is accepted, indicating that the busiest hours of Citilink Airlines have a significant impact on the busiest hours of Soekarno-Hatta Airport.

Tabel 9. Results of the Determination Coefficient of Citilink airline traffic density at the busiest hours at Soekarno-Hatta Airport

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.396	.157	.146	6.59743

Source: Secondary data (processed), 2025.

Based on the results of the regression analysis, the coefficient of determination (R Square) was obtained at 0.157. This indicates that Citilink's busiest hours can explain 15.7% of the busiest hours at Soekarno-Hatta Airport. In other words, 15.7% of the change in the busiest hours at Soekarno-Hatta Airport is influenced by Citilink's busiest hours, and the other (84,3%) is influenced by the other Airlines.

## Discussion

### The Impact of Citilink Flights

#### 1. Departure Traffic Citilink Airline Responds to Overcrowding: Traffic Departure from Soekarno-Hatta Airport

Departure traffic from Citilink airline has been proven to have a significant influence on the density of traffic departures at Soekarno-Hatta Airport. This is proven through the results of statistical analysis using the t-test. The t-table value used as a reference in the test is 1.664, while the calculation results show a calculated t-value of 5.165. Because the calculated t-value is greater than the t-table ( $5.165 > 1.664$ ) and the significance level is at 0.000 ( $p < 0.05$ ), it can be concluded that the influence of the Citilink departure variable on airport traffic density is statistically significant. The results of this t-test are supported by research by (Katagame, 2024), which states that high-density traffic at Banyuwangi Airport has had a significant impact on the flight training of cadets at the Indonesian Aviation Academy Banyuwangi.

Based on the results of the regression analysis, the regression equation obtained shows that the constant coefficient is 206,668. It can be seen that if all independent variables (X) are zero, then the value of the dependent variable (Y) will remain at 206,668. Meanwhile, the

regression coefficient for variable X (Citilink) is 4,526, which indicates a positive value. This indicates that every one unit increase in variable X will cause an increase of 4,526.

The coefficient of determination (R-squared) value obtained from the regression model is 0.257. This figure shows that the variable traffic of Citilink airline is able to explain 25.7% of the density traffic at Soekarno-Hatta Airport. In other words, a 25.7% change in the density of traffic at Soekarno-Hatta Airport is affected by the Citilink airline.

## **2. Density Traffic Citilink Airlines on the Busiest Route from Soekarno-Hatta Airport**

Heavy traffic at Citilink Airlines influences the busiest routes at Soekarno-Hatta Airport. This is proven through the results of statistical analysis using the t-test. The t-table value used as a reference in the test is 1.664, while the calculation results show a calculated t-value of 10.664. Because the calculated t-value is greater than the t-table ( $10.664 > 1.664$ ) and the significance level is at 0.000 ( $p < 0.05$ ), it can be concluded that the influence of airline density on the busiest route of Soekarno-Hatta Airport is statistically significant.

Based on the results of the regression analysis, a regression equation was obtained showing a constant coefficient of 22.218. This shows that if all independent variables (X) are zero, the value of the dependent variable (Y) will remain at 22.218. Meanwhile, the regression coefficient for variable X (Citilink) is 3.003, indicating a positive value. This indicates that every one-unit increase in variable X will cause an increase of 3.003.

The coefficient of determination (R-squared) obtained from the regression model is 0.596. This figure indicates that Citilink's busiest routes can explain 59.6% of the busiest routes at Soekarno-Hatta Airport. In other words, 59.6% of the change in the busiest routes at Soekarno-Hatta Airport is influenced by Citilink's busiest routes.

## **3. Density Traffic Citilink Airlines During Busiest Hours at Soekarno-Hatta Airport**

Citilink's traffic density influences Soekarno-Hatta Airport's busiest hours. This is evidenced by the results of a statistical analysis using a t-test. The t-table value used as a reference in the test was 1.664, while the calculated results showed a t-value of 3.784. Because the calculated t-value is greater than the t-table ( $3.784 > 1.664$ ) and the significance level is at 0.000 ( $p < 0.05$ ), it can be concluded that the influence of traffic density on Soekarno-Hatta Airport is significant. *Traffic* Citilink airlines during the busiest hours at Soekarno-Hatta Airport is statistically significant. This t-test result is supported by research by (Sulthany et al., 2021), which states that the number of aircraft movements during peak hours (*peak hours*) continues to increase every month. Furthermore, (Wulandari, 2019), also revealed that in 2018, the number of aircraft movements during peak hours was recorded at 17.97, or rounded up to 18 aircraft per hour.

Based on the results of the regression analysis, a regression equation was obtained showing a constant coefficient of 79.267. This shows that if all independent variables (X) are zero, the value of the dependent variable (Y) will remain at 79.267. Meanwhile, the regression coefficient for variable X (Citilink) is 1.822, indicating a positive value. This indicates that every one-unit increase in variable X will cause an increase of 1.822.

The coefficient of determination (R-squared) obtained from the regression model is 0.157. This figure indicates that Citilink's busiest hours can explain 15.7% of the busiest hours

at Soekarno-Hatta Airport. In other words, 15.7% of the change in the busiest hours at Soekarno-Hatta Airport is influenced by Citilink's busiest hours.

## **Factors Influencing the Selection of Flight Times and Routes on Citilink Airlines**

### **1. Busiest Hour Selection Factors**

Aircraft departures from Soekarno-Hatta Airport and Citilink Airlines during November, December, and January can be seen in Table 3. A consistent pattern is seen, with the highest departure times occurring in the morning and afternoon, specifically between 9:00 and 11:59 WIB. Furthermore, the highest departure times occur in the afternoon, starting at 5:00 PM WIB. Based on research conducted by (N. A. Putra, 2025) Morning flights provide advantages for passengers because they allow them to arrive at their destination earlier, thus having enough time to rest or prepare themselves before attending meetings or business activities. Conversely, evening flights are an alternative chosen by passengers who want to return immediately after completing business matters, thus avoiding additional expenses for accommodation or overnight needs.

(Utami, 2022), also explains that the mechanisms *for time-critical cargo* flights are generally integrated with commercial flight schedules. These slots are coordinated with the respective cargo carriers and are guided by air navigation officers. *Air Traffic Controller*.

The findings of the literature study were strengthened by the results of interviews with *Flight Permit Lead PT*. Citilink Indonesia shows that the time span between 09.00 and 11.59 is categorized as *golden hour* or *golden time*, which is a period with a relatively high level of market demand, especially among business travelers. This is due to the large number of customers who make round-trip trips in one day (*one-day trip*), from Soekarno-Hatta Airport to Surabaya in the morning, and returning in the afternoon at 17.00 WIB.

Apart from that, the source also revealed that in NAC operations (*Notice of Airport Capacity*) at Soekarno-Hatta Airport, there can be up to 110 flights per hour. However, not all of these flights operate on time, because there is potential for delays. *Cancel and delay*. Therefore, the utilization strategy for the slot *time*. *Efficient* management is essential, including filling unscheduled slots. This process is typically carried out through intensive coordination with AirNav Indonesia, as AirNav is a key partner in air traffic management.

### **2. Busiest Route Selection Factors**

I Gusti Ngurah Rai International Airport (DPS) in Bali has consistently been the main departure destination over the three months, namely November, December, and January 2025 that can be seen on Table 2. Based on research conducted by (Aulia, 2017) Bali has long been recognized as a major tourist destination in Indonesia and continues to demonstrate strong appeal to international tourists. Its ability to maintain international tourist interest, even amidst the development of the global tourism industry, makes Bali's tourism industry relatively stable compared to other tourist destinations in Indonesia. This stability is supported by well-developed tourism infrastructure, a strategic location, and support from the local government in maintaining cooperation with local communities.

In addition, (Sulistiyorini, 2024), revealed that I Gusti Ngurah Rai International Airport in Bali is one of the busiest airports in Indonesia, largely due to the high volume of passengers arriving and departing through the airport. Domestic routes such as Cengkareng – Bali are a

major contributor to the high volume. *Traffic passenger* numbers are high due to the high demand from tourists and businesspeople. Furthermore, seasonal factors significantly influence the surge in passenger numbers, particularly during long holiday periods such as the end of the year, school holidays, or cultural festivals in Bali.

Results of the interview with *Flight Permit Lead from PT. Citilink Indonesia* also shows that the airline has a special strategy in setting priorities on certain routes that are considered as golden *routes*, including Cengkareng – Surabaya, Makassar, Denpasar, and Medan, which are known to have consistently high passenger load rates. The high demand on these routes makes them highly commercially attractive, leading the airline to focus its operations on efficiency and service optimization on these strategic routes. This strategy not only supports the airline's profitability but also strengthens the position of key routes in Indonesia's domestic aviation market.

## CONCLUSION

Citilink flights have been shown to influence congestion levels at Soekarno-Hatta Airport. Analysis shows that Citilink flights contribute 25.7% to the airport's total congestion. This contribution increases significantly under certain conditions. On the busiest route (Jakarta-Denpasar), Citilink's activities account for 59.6% of the congestion, and during peak hours, they contribute 15.7%. These data demonstrate that Citilink's operational activities are a significant factor in determining air traffic density at the airport.

Citilink's flight schedule is determined by three key factors: market demand, route selection, and operational strategy. First, market demand determines the schedule during peak hours (9:00-11:59 and 17:00) to serve both business and leisure passengers. Second, Citilink focuses its operations on routes with high passenger load, such as to Denpasar, Surabaya, Makassar, and Medan, to maintain profitability. Third, as a low-cost carrier (LCC), its operational strategy focuses on OTP (One-Stop Service) and collaboration with AirNav Indonesia to utilize flight schedules.

It's undeniable that airlines will always seek the best times (golden hours) and busy destinations to expand their routes. Nevertheless, airport management, regulators, and Airnav Indonesia need to conduct adequate studies and obtain slot permits to ensure flight safety. The Indonesian government, through the Ministry of Tourism, also needs to develop other regions as a means of tourism diversification. This aims not only to develop new tourist destinations but also to manage flight congestion at specific destinations and times.

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