International Journal of Management Science and Information Technology
IJMSIT

E-ISSN: 2774-5694 P-ISSN: 2776-7388 OPEN ACCESS

Volume 6 (1), January-June 2026, 667-676
DOI: https://doi.org/10.35870/ijmsit.v6i1.6735

Analysis of Overbooking Management Strategies at Garuda Indonesia Airline at Zainuddin Abdul Madjid Lombok International Airport

Furkan [1*], Amelia Puspa Tamara [2]
[1*,2] Department of air transportation Management, Sekolah Tinggi Teknologi Kedirgantaraan Yogyakarta, Bantul Regency, Special Region of Yogyakarta, Indonesia.

Email: furkanmyamin@gmail.com [1*], amelia.puspa@sttkd.ac.id [2]

Article history:
Received March 04, 2026
Revised May 28, 2026
Accepted May 29, 2026

Abstract

This study aims to analyze the overbooking management strategy implemented by Garuda Indonesia Airlines at Zainuddin Abdul Madjid International Airport, Lombok. This study contributes to the field of management science by providing insights into operational decision-making, service recovery strategies, and customer relationship management in the aviation industry. The research method used is a qualitative analytical approach, with data obtained from primary data collected through observation and interviews and secondary data collected through documentation and literature studies. Data analysis was conducted using the Miles and Huberman model, which includes data collection, data reduction, data presentation, and conclusion drawing. To test the validity of the data, triangulation techniques and a double-check process were used with respondents to ensure the suitability, accuracy, and consistency of the data obtained during the study. The results of the study indicate that overbooking generally occurs during peak travel periods, especially when major events are held in Lombok. The handling strategies implemented include reminders and confirmation of passenger departures, a personal approach in conveying information, strategies for identifying passengers affected by overbooking, rebooking flights, providing compensation and supporting facilities, upgrading service classes if available, providing waiting rooms during waiting times, as well as Ticket Sales Control and monitoring of passenger data. These findings emphasize the importance of strengthening operational controls, reservation system accuracy, and service coordination to minimize the impact of overbooking in order to maintain operational effectiveness and passenger satisfaction.

Keywords:
Overbooking; Denied Boarding; Handling Strategy; Garuda Indonesia Airlines.

1. INTRODUCTION

The aviation industry is a strategic transportation sector that plays a vital role in supporting human mobility, trade, and tourism growth, both domestically and internationally. From a management and information systems perspective, this industry is required to maintain a balance between operational efficiency and service quality. Post-COVID-19 pandemic, the aviation sector has shown significant recovery. Data from the International Air Transport Association (IATA, 2024) shows that global passenger traffic in November 2023 increased by 29.7% compared to the previous year and has reached 99% of pre-pandemic levels. This situation has encouraged airlines to optimize flight capacity and revenue management strategies to meet increasing market demand.

One commonly implemented strategy is overbooking, which involves selling tickets in excess of the number of available seats to anticipate no-shows. According to Dalalah et al. (2020), this strategy is part of revenue management aimed at improving operational efficiency and reducing losses due to empty seats.

However, overbooking also carries the risk of denied boarding for passengers. Travel and Tour World (2025) reports that millions of passenger's experiences denied boarding each year due to overbooking. This situation indicates that strategies for handling affected passengers are a crucial factor in minimizing the negative impact of overbooking on service quality. Similarly, Fukui and Nagata (2020) explain that passengers are more likely to accept overbooking policies if airlines provide adequate compensation and the opportunity to voluntarily give up their seats. This finding suggests that the success of overbooking implementation depends not only on operational efficiency but also on the quality of service provided to passengers.

In the context of service, Tran (2024) states that effective service recovery strategies, such as providing compensation, apologies, and prompt handling, can increase customer satisfaction and maintain loyalty. These findings demonstrate that the quality of passenger handling is a crucial factor in the aviation industry. Similarly, Paramitha (2019) explains that overbooking practices still generate numerous complaints regarding consumer protection in Indonesia, while Subekti (2019) found that service quality significantly influences airline customer loyalty. Therefore, overbooking management requires attention not only to operational aspects but also to service aspects to maintain customer satisfaction and loyalty.

In a national context, Garuda Indonesia, as a full-service airline, is required to maintain premium service standards while maintaining operational efficiency. This challenge also occurs at Zainuddin Abdul Madjid International Airport in Lombok, which is experiencing an increase in passenger numbers due to the growth of the tourism sector and the hosting of various national and international events in the Mandalika area. During peak periods (high season), the surge in ticket demand has the potential to increase the risk of overbooking, necessitating a systematic, data-driven, and customer satisfaction-oriented management strategy.

Although various studies have discussed overbooking, service quality, and operational efficiency, most have focused on legal aspects, revenue management, or service separately. Therefore, there remains a research gap in examining the integration of operational efficiency and service management in handling overbooking, particularly at regional airport operations. This research aims to address this gap by examining the handling of overbooking on Garuda Indonesia flights at Zainuddin Abdul Madjid International Airport in Lombok.

Based on this description, this study aims to: (1) analyze the service flow and strategies for handling passengers affected by overbooking; and (2) identify the causal factors and obstacles faced by airlines in the practice of overbooking. Theoretically, this research is expected to enrich studies of operational management and service management in the aviation industry. Practically, the results are expected to provide input for airlines in improving planning accuracy, strengthening operational coordination, and developing effective service recovery strategies to maintain customer satisfaction and loyalty.

2. RESEARCH METHOD

2.1. Research Design

This study uses a qualitative approach with an analytical case study design. A qualitative approach was chosen because the study aims to gain an in-depth understanding of overbooking management strategies in a real operational context, specifically at Garuda Indonesia at Zainuddin Abdul Madjid Lombok International Airport. The case study design allows researchers to explore phenomena contextually and comprehensively, as well as analyze the interaction between operational management and service management aspects. This approach is in line with the research objectives, which focus on analyzing the processes, strategies, and constraints in overbooking practices.

2.2. Research Informants

The research subjects consisted of operational personnel directly involved in handling overbookings. The informant selection technique used purposive sampling, with the following criteria: (1) direct involvement in the passenger service process; (2) understanding of overbooking handling procedures; and (3) having handled overbookings more than six times. There were two informants in this study:

a. One Garuda Indonesia branch manager in Lombok (Informant 1).
b. One PBCM (Passenger Business & Customer Management) leader of PT Gapura Angkasa (Informant 2).
c. One Ground Handling officer responsible for ticket sales, check-in, and boarding gate services (Informant 3).

The selection of these three informants was based on their roles and direct involvement in the overbooking handling process within Garuda Indonesia's operational environment. The Lombok branch manager plays a role in operational supervision, policy-making, and coordination of irregularity handling at the managerial level. The PBCM (Passenger Business & Customer Management) leader of PT. Gapura Angkasa is responsible for controlling passenger service, coordinating among operational officers, and implementing overbooking handling in the field. Meanwhile, Ground Handling officers play a technical role directly involved in passenger services, such as ticket sales, check-in, and boarding. Ground Handling

officers also rotate across several service units, thus gaining comprehensive operational experience related to passenger service processes and handling overbooking situations. Therefore, these three informants are considered capable of comprehensively representing managerial, coordinating, and operational perspectives in this study.

2.3. Research Procedures and Timeline

The research was conducted from January to February 2026 in the ticketing, check-in counter, and boarding gate areas. The research procedures included:

a. Initial observation to understand operational flows.
b. Conducting semi-structured interviews.
c. Collecting supporting documents (Passenger Rights).
d. Gradual and interactive data processing and analysis.

2.4. Data Collection Techniques and Instruments

This study uses several data collection techniques:

a. Direct observation, conducted to understand the operational flow of passenger services and the process of handling overbooking in the field.
b. Semi-structured interviews, used to explore in-depth information from informants directly involved in operations.
c. Documentation: The documents analysed include Garuda Indonesia's Passenger Rights policy and public documents related to denied boarding.
d. Literature Study: Used to strengthen the theoretical basis related to overbooking, revenue management, and service recovery.

2.5. Data Analysis Techniques

Data analysis uses Miles and Huberman's interactive model, which consists of:

a. Data Collection – Data collection through interviews, observation, and documentation.
b. Data Reduction – The process of selecting, simplifying, and coding data to identify main themes.
c. Data Display – Presentation of data in narrative form and flowcharts.
d. Conclusion Drawing/Verification – Drawing conclusions based on patterns and relationships between findings.

The use of flowcharts aims to map the flow of the overbooking handling strategy systematically, thereby facilitating the interpretation of managerial and operational processes. The analysis flow can be illustrated in the diagram (Figur 1).

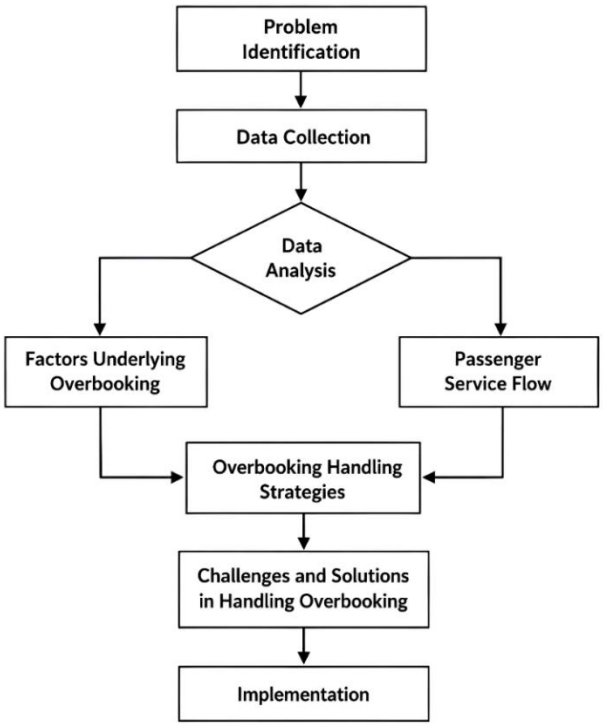

Figure 1. Data analysis flowchart

2.6. Data Validity and Credibility

To ensure data validity, this study employed triangulation techniques, comparing the results of interviews, observations, and documentation. Furthermore, the researchers double-checked or reconfirmed the interview results with respondents to ensure data consistency, avoid misunderstandings in interpreting information, and enhance the credibility and consistency of the research findings.

2.7. Ethical Considerations

This study adheres to research ethics principles by:

a. Obtaining informed consent from informants prior to interviews.
b. Maintaining the confidentiality of informants' identities.
c. Using data solely for academic purposes.
d. Not disclosing confidential internal documents (airline internal SOPs).

3. RESULTS AND DISCUSSION

3.1. Results

3.1.1. Passenger Service Flow Affected by Overbooking

The overbooking management process begins with initial detection conducted internally by the airline through its flight operations system. Monitoring is carried out in stages, starting 14 days, 7 days, 3 days, and finally 1 day before scheduled departure to anticipate the possibility of excess passenger numbers exceeding the aircraft's seating capacity (informant 1). During this process, officers check ticket sales data and available seat capacity. During check-in, the Departure Control System (DCS) will issue an alert if the number of passengers exceeds the available seat capacity, typically indicated by a minus number such as minus 1, minus 2, or minus 3 (informant 2 & 3). This notification is received by check-in counter and ticketing/customer service staff, who immediately coordinate the handling with supervisors, the airline, and those authorized to make operational decisions.

Once an overbooking situation is identified, coordination is conducted between work units, involving the airline, ground handling personnel on duty at Garuda Indonesia, leaders, supervisors, and management such as station managers and district managers, if special policies are required (informant 1 & 2). This coordination is carried out to ensure that affected passengers are handled according to applicable operational procedures. In addition, the back office is also involved in preparing operational requirements, including administration and compensation requirements. Furthermore, the airline confirms passenger departures through personal communication with passengers who have completed web check-in but have not yet arrived at the airport (informant 1, 2 & 3). Confirmation is made via mobile phone based on confidential passenger reservation data. This communication serves as a reminder of the flight schedule and to confirm whether the passenger will continue their journey. If a passenger does not show up, available seats can be used to assist other passengers affected by overbooking.

In practice, passengers affected by overbooking are generally those who check in last when all seats are full (informant 2 & 3). Furthermore, passengers with duplicate or identical seat numbers may also be affected due to data discrepancies or operational errors in the airline's seating arrangement system (informant 1). The determination of affected passengers is based on actual flight operational conditions, taking into account passenger data, seat availability, and check-in times through the airline's operational system.

As a form of service responsibility, airlines provide special treatment and compensation to affected passengers in accordance with airline operational regulations, which refer to Law of the Republic of Indonesia Number 1 of 2009 concerning Aviation (informant 1). This regulation stipulates that air transportation companies are responsible for passenger losses resulting from irregularities, including overbooking. The form of compensation and treatment provided may vary by airline, as not all are specifically regulated by law. However, airlines strive to fulfill passenger rights and maintain service quality through professional handling.

After the departure process is complete, airlines carry out monitoring and service resolution through reporting and operational documentation. Every irregularity, including overbooking, must be reported in the form of a daily report or trip report, which outlines the irregularities and corrective actions taken. Ground handling reports on operational activities in the field, while the airline reports on policies, forms of handling, and operational requirements incurred during the handling process. This documentation then becomes part of an internal evaluation and audit to ensure that all handling processes are carried out in accordance with applicable operational procedures (informant 1 & 2).

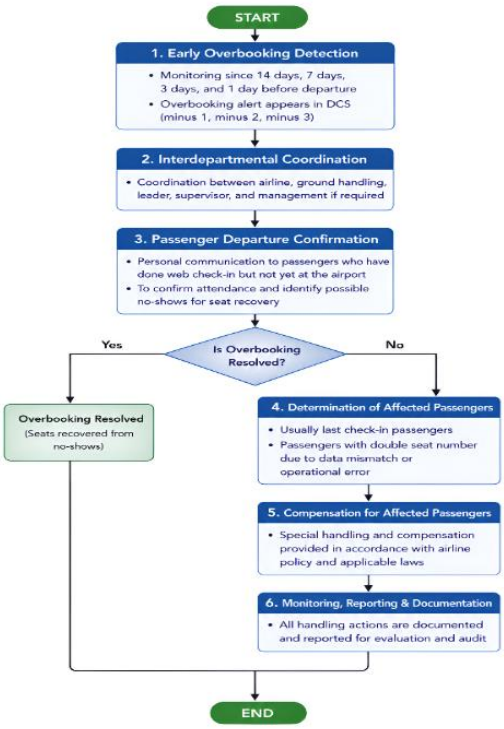

Figure 2. Passenger overbooking service flows

3.1.2. Strategy for Handling Passengers Affected by Overbooking

Based on interviews, Garuda Indonesia's strategy for handling passengers affected by overbooking is implemented through structured and coordinated operational procedures. This strategy demonstrates the airline's responsibility to maintain smooth flight operations and fulfill passenger rights and comfort. The strategy for handling passengers affected by overbooking is as follows:

a. Passenger Departure Reminders and Confirmation. Garuda Indonesia's initial strategy for handling overbookings is to issue reminders and confirmation of passenger departures through personal communication before the flight departs. This process aims to ensure passenger attendance and identify any potential empty seats for no-show passengers. If seats are available, they can be used to assist other passengers affected by the overbooking (informant 1. 2 & 3).
b. Personal Approach to Information Delivery. In the event of an overbooking, information is delivered personally only to affected passengers. This approach ensures more focused, professional communication and minimizes unrest in the airport service area. General information is usually only provided if operational disruptions impact all passengers (informant 1, 2 & 3).
c. Strategy for Determining Passengers Affected by Overbookings. The determination of affected passengers is based on actual flight operational conditions, passenger data, and seat availability in the airline's system. Passengers most commonly affected are those who checked in last and those assigned duplicate seats due to inconsistencies in flight operational data resulting from system errors (informant 1, 2 & 3).
d. Flight Rebooking. As a follow-up to overbooking, airlines offer affected passengers the option of rebooking based on seat availability and available flight schedules. Passengers can be transferred to the next Garuda Indonesia flight or to another airline if necessary. This policy demonstrates the airline's responsibility to affected passengers (informant 1, 2 & 3).
e. Compensation and Supporting Facilities. Airlines provide compensation and supporting facilities to affected passengers in accordance with applicable operational conditions and policies. These facilities can include hotel accommodation, transportation, meals, and replacement flight tickets. Furthermore, airlines continue to provide passengers with updates until the handling process is complete (informant 1, 2 & 3).
f. Service Class Upgrades. Under certain circumstances, airlines may provide upgrades to affected passengers if seats in a higher class are still available. This policy is implemented to help reduce the number of passengers unable to secure economy class seats while maintaining smooth flight operations (informant 1. 2 & 3).
g. Provision of Lounge Facilities During Waiting Periods. Passengers who must wait for connecting flights due to rebooking's can be provided with lounge access as a form of compensation and service improvement. This facility aims to ensure passenger comfort while waiting for their next flight (informant 1 & 2).

h. Ticket Sales Control and Passenger Data Monitoring. As a preventative measure, airlines control ticket sales and monitor passenger data periodically before departure. Monitoring is conducted 14 days, 7 days, 3 days, and 1 day before the flight to anticipate the possibility of overbooking. In addition, airlines also implement an inventory restocking strategy to provide reserve seats as an alternative to handling affected passengers (informant 1).

3.1.3. Factors Underlying Overbooking Practices at Garuda Indonesia

Based on the results of an interview with informant 1, Garuda Indonesia's overbooking practice is a systematically planned operational policy based on historical data. This policy is not implemented randomly, but rather as part of the airline's capacity and revenue management strategy. The factors underlying the overbooking practice are as follows:

a. Changes in Aircraft Type or Capacity. One factor that causes overbooking is a change in aircraft type or capacity due to flight operational considerations. This condition occurs when an aircraft originally planned to have a larger seating capacity is replaced by another aircraft with a smaller capacity. As a result, the number of tickets sold exceeds the number of seats available on the replacement aircraft, resulting in an overbooking situation.
b. System Error. Another factor that causes overbooking is disruptions or errors in the flight's operational system. System errors can cause ticket sales to continue even though the actual seating capacity is full. Furthermore, system errors can also cause inconsistencies in reservation data and delays in updating seat capacity, resulting in ticket sales exceeding the available seat capacity.
c. Human Error. Overbooking can also occur due to human error in flight operational processes. This can include negligence by staff in system management, errors in flight data input, or the continued ticket sales process even though the flight is full. Human error can cause mismatches between passenger data and seat capacity, leading to overbooking.
d. Revenue Management and High Passenger Demand. Overbooking is also used as part of airline revenue optimization strategies, particularly during periods of high passenger demand (peak season), such as holidays, weekends, or during national or international events in Lombok. Under these conditions, economy class ticket sales typically remain open even though economy class seats are full, as business class seats are still available. This strategy is implemented to maximize aircraft occupancy rates and avoid empty seats upon departure, as aircraft seats are non-reservable or reusable. In practice, airlines capitalize on the possibility of no-show passengers and make operational adjustments, such as upgrading economy class passengers to business class if all passengers are present on the flight.

3.1.4. Challenges Faced by Airlines in Handling Overbooking

Based on the results of interviews, Garuda Indonesia's handling of overbooking is not free from various operational constraints that arise in the field. These constraints are related to aspects of service, coordination, time, and limited flight capacity. The obstacles faced include:

a. Solution or compensation not yet received by passengers. The main obstacle in handling overbookings arises when the solution or compensation offered by the airline is not yet acceptable to passengers. This situation is usually caused by a mismatch between passenger expectations and available alternative solutions, such as a replacement flight schedule that is too late or compensation that is deemed inadequate. To address this, frontline staff engage in persuasive communication in accordance with operational procedures. If an agreement cannot be reached, the handling process will be continued by a supervisor or superior to negotiate and offer additional, more flexible solutions (informant 1, 2 & 3).
b. Limited availability of alternative flights. Another obstacle faced by airlines is the limited availability of alternative flights, especially during periods of high passenger demand. This situation limits the opportunity to transfer passengers because most seats on connecting flights are already full. As a solution, airlines can transfer passengers to other airlines if seats are available or rebook them to a later flight, along with compensation in accordance with applicable policies (informant 1, 2 & 3).
c. Communication Barriers in Handling Overbookings. Communication barriers also pose a challenge in handling overbookings, as information must be conveyed carefully to avoid misunderstandings or escalating passenger emotions. Differences in passenger responses and understanding of operational conditions often slow down the resolution process. To maintain a conducive situation, officers employ clear, structured, and empathetic communication, involving supervisors or superiors when necessary to ensure effective negotiation and solution delivery (informant 2 & 3).

3.2. Discussion

3.2.1. Interpretation of Findings and Their Relation to the Research Question

This study aims to analyse the service flow, handling strategies, causal factors, and challenges faced by airlines in handling overbookings. The results indicate that Garuda Indonesia's overbooking management is carried out through a structured mechanism focused on passenger service and smooth flight operations. The management process begins with early detection through the flight operations system, coordination between

work units, passenger departure confirmation, identification of affected passengers, and finally, compensation and service resolution through operational reporting.

These findings align with the service recovery theory of Lovelock & Wirtz (2021), which states that companies need to implement service recovery measures to mitigate the impact of service failures and maintain customer satisfaction. In this study, service recovery measures include rebooking's, hotel amenities, meals, service class upgrades, lounge access, and intensive communication with passengers affected by overbookings. This management also reflects the concepts of distributive justice and interactional justice from Zeithaml, Bitner & Gremler (2023), as the airline strives to provide appropriate compensation while maintaining empathetic and professional communication with passengers.

Furthermore, the strategy of providing reminders and confirming departures to passengers before the departure date demonstrates a preventative approach to handling overbookings. This strategy aligns with the opinion of Nazifi, Baryannis, and Dani (2020), who stated that proactive communication and advance notification can mitigate the negative impact of overbookings on customer perceptions. By personally confirming with passengers who have checked in online but have not yet arrived at the airport, airlines can anticipate the possibility of empty seats and minimize the risk of denied boarding.

In the handling process, airlines also implement operational strategies such as rebooking flights, transferring to other airlines, providing upgrades to business class, and providing lounge access for affected passengers. These strategies demonstrate that customer service focuses not only on passenger departures but also on maintaining customer comfort and satisfaction during service disruptions. This aligns with Kotler & Keller's (2021) customer service theory, specifically regarding service speed, interaction quality, problem-solving skills, and providing customer value and satisfaction.

Research findings indicate that overbooking practices are influenced by several factors, such as changes in aircraft capacity, system errors, human error, revenue optimization strategies, and high passenger demand. These findings align with the overbooking theory by McGunagle et al. (2020), which states that overbooking is a revenue management strategy to optimize seat occupancy and minimize losses due to empty seats. In practice, Garuda Indonesia maintains economy class ticket sales when business class seats are still available to maintain optimal occupancy. If there is an overcrowding situation, some economy class passengers can be upgraded to business class based on seat availability.

Conversely, the study found several obstacles in handling overbookings, such as unpaid compensation for passengers, limited alternative flights, and communication barriers in sensitive operational situations. These conditions indicate that the success of overbooking management is greatly influenced by the interpersonal communication skills of staff and the flexibility of operational policies in the field. These findings align with the customer service theory by Kotler & Keller (2021), which emphasizes the importance of quality interactions, empathy, and problem-solving skills in maintaining customer satisfaction during service disruptions.

Overall, the research results indicate that Garuda Indonesia's handling of overbookings involves the following approaches:

a. Preventive, through monitoring passenger data and confirming departures before the flight date.
b. Operational, through inter-unit coordination, ticket sales control, and flight capacity management.
c. Compensatory, through rebooking's, hotel amenities, meals, lounges, and service class upgrades.
d. Communicative, through a personal approach and persuasive communication with affected passengers.

3.2.2. Unexpected Findings

Several findings that were not fully predicted in the initial research assumptions include, overbooking monitoring is conducted well in advance of the departure date.

a. Garuda Indonesia monitors potential overbookings in stages, starting 14 days, 7 days, 3 days, and finally one day before flight departure. Monitoring is carried out through ticket sales controls, seat capacity checks, and regular passenger data updates. These findings indicate that overbooking management is not only implemented when problems arise on the day of departure, but is prepared well in advance as a form of operational anticipation.
b. A personal and confidential communication approach in conveying overbooking information. The airline does not convey overbooking information openly to all passengers at the airport, but only to passengers who are truly affected. Information is conveyed in a personal manner to maintain a conducive situation and avoid causing anxiety or panic among other passengers. These findings indicate that overbooking management also involves communication management strategies and service psychology.
c. An inventory opening and closing strategy as a measure to anticipate overbooking. Another interesting finding is the existence of an inventory opening and closing strategy in the ticketing system. Under certain circumstances, airlines may temporarily hold the sale of seats on subsequent flights to keep them available as an alternative to transferring passengers affected by overbooking. This strategy demonstrates the existence of sufficiently flexible operational controls in anticipating the possibility of excess passengers.
d. Passengers who check in last are most likely to be affected by overbooking. Another interesting finding is that passengers affected by overbooking are not always affected by double seat numbers, but more often

occur among passengers who check in last when all seats are full. This finding suggests that check-in time is an important operational factor in determining which passengers are affected by overbooking.

These findings demonstrate that overbooking management practices are not solely technical and operational in nature, but also involve short-term anticipatory strategies, sales system controls, service communication management, and flight operational arrangements to maintain smooth service and passenger satisfaction.

3.2.3. Practical and Theoretical Implications

3.2.3.1. Practical Implications

Practically, this study shows that monitoring ticket sales and passenger data 14 days, 7 days, 3 days, and even 1 day before departure helps airlines anticipate potential overbookings early. The use of a DCS system also facilitates the detection of excess seating capacity during the check-in process. Furthermore, a personal and confidential communication strategy with affected passengers is considered effective in maintaining a conducive service environment. Handling through rebooking's, flight transfers, hotel and lounge facilities, and service upgrades also helps maintain passenger satisfaction during the overbooking process.

3.2.3.2. Theoretical Implications

Theoretically, this study supports the service recovery theory of Lovelock & Wirtz (2021) and Zeithaml, Bitner & Gremler (2023), which emphasizes the importance of service recovery through rapid response, good communication, and compensation to maintain customer satisfaction. This research also aligns with Kotler & Keller's (2021) customer service theory regarding the importance of service speed, communication quality, and problem-solving skills in handling service disruptions. Furthermore, the research findings reinforce McGunagle et al.'s (2020) overbooking theory, which argues that overbooking is part of a revenue management strategy to optimize aircraft seat occupancy.

3.2.4. Research Limitations

Some limitations that need to be acknowledged:

a. The research was conducted at one airport and one airline, so the generalization is limited.
b. The data is qualitative and interview-based, thus relying on the subjectivity of the informants.
c. No quantitative analysis was conducted on the no-show rate or the actual overbooking ratio.
d. This limitation can affect the interpretation of results, particularly in the comparative aspect between airlines.

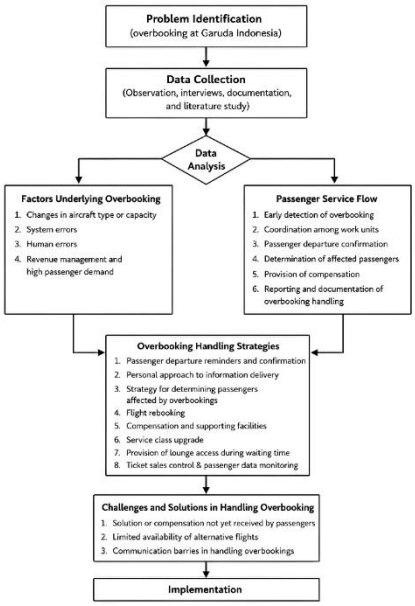

Figure 3. Research Flowchart

4. CONCLUSION

This study aims to analyze the service flow, handling strategies, causal factors, and obstacles faced by airlines in handling overbookings on Garuda Indonesia flights at Zainuddin Abdul Madjid International Airport, Lombok. The results indicate that overbookings are handled systematically through monitoring ticket sales and passenger data 14 days, 7 days, 3 days, and 1 day before departure, early detection through

the Departure Control System (DCS), coordination between work units, passenger departure confirmation, and the provision of compensation and operational documentation.

The implemented handling strategies include personal communication with affected passengers, rebooking flights, transfers to other airlines, providing hotel and lounge facilities, upgrading service classes, and controlling ticket sales through inventory opening and closing strategies. These handling strategies demonstrate the airline's responsibility to maintain smooth operations and quality service to passengers.

Overbooking practices are influenced by several factors, such as changes in aircraft capacity, system errors, human error, and revenue management strategies to optimize seat occupancy during periods of high passenger demand. However, in practice, airlines also face various obstacles, such as compensation solutions that passengers have not yet received, limited alternative flights, and communication challenges in sensitive service situations.

Theoretically, this research supports the service recovery theory of Lovelock & Wirtz (2021) and Zeithaml, Bitner & Gremler (2023) regarding the importance of service recovery through communication, compensation, and fair handling to maintain customer satisfaction. This research also aligns with the customer service theory of Kotler & Keller (2021) and the overbooking theory of McGunagle et al. (2020), which positions overbooking as part of an airline's operational and revenue management strategy.

This research is limited to a single airline and a single research location, so it is recommended that future research use a quantitative approach or compare airlines to obtain broader results. Overall, effective overbooking management requires a balance between operational control, service strategy, technology utilization, and protection of passenger rights.

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