

Exploring Brand Voice Through Chatbot Interactions in Indonesian Low-Cost Airlines

Devita Auliana Putri¹, Nella Atikah²

^{1,2}Faculty of Business, LSPR Institute of Communication and Business, 10220, Indonesia

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ABSTRACT

In the digital era, artificial intelligence (AI) has become an influential tool in brand voice, especially within the airline industry. Indonesian low-cost carriers (LCCs) such as Lion Air, Citilink, and AirAsia Indonesia are increasingly integrating AI-powered chatbots into their customer service operations to enhance efficiency and shape brand perception. Despite the growing adoption of this technology, there remains limited academic focus on how chatbots contribute to brand voice in the context of Indonesian LCCs.

This study aims to explore how these three major LCCs utilize AI-driven chatbots to project brand identity and values. Using a qualitative descriptive method, the research applies thematic analysis to simulated chatbot-user interactions based on common service scenarios, such as ticket inquiries, baggage policies, rescheduling, and complaint handling. These conversations, gathered from each airline's official digital platform, are transcribed and analyzed using a six-phase framework. The analysis pays close attention to communicative elements such as language style, tone of voice, word choice, and use of visual symbols like emojis which are interpreted as indicators of each brand's voice and persona.

The study is expected to reveal distinctive communication patterns across the three airlines, offering insights into how each brand strategically constructs its voice, whether warm and friendly, efficient and concise, casual, or professional. Beyond contributing to academic discussions on AI-mediated brand voice, the findings provide practical implications for communication practitioners, digital developers, and policymakers. By grounding the analysis in real-world data and a localized industry context, this research highlights the strategic potential of chatbots not just as service tools, but as integral elements of digital brand storytelling in Southeast Asia's growing aviation market.

Keywords: *chatbot, brand voice, low-cost airline, artificial intelligence, thematic analysis*

INTRODUCTION

The rapid advancement of Artificial Intelligence (AI) has significantly transformed contemporary customer service practices across a wide range of industries (Huang & Rust, 2018). Organizations increasingly adopt AI-driven technologies to respond to growing demands for speed, availability, and consistency in customer interactions. Among the most prominent applications of AI in this context are chatbots and virtual assistants, which are widely deployed to manage large volumes of customer inquiries in a scalable and cost efficient manner. These systems are designed to operate continuously and to handle repetitive tasks with minimal human intervention, making them especially attractive for organizations seeking operational efficiency. As a result, chatbots now frequently function as the primary interface between brands and customers, mediating interactions that involve information provision, transactional support, service recovery, and complaint management (Brandtzaeg & Følstad, 2018). As digital communication increasingly replaces face to face interactions, the role of chatbot mediated exchanges extends beyond functional service delivery. Chatbots have become an integral part of how brands present themselves in digital environments, shaping first impressions and ongoing customer relationships. Every response generated by a chatbot reflects choices related to language, tone, politeness, and interaction flow, all of which contribute to how customers interpret the brand behind the technology. Consequently, the communicative style embedded within AI powered interfaces plays a critical role in shaping customer perceptions of brand identity, brand personality, and organizational credibility. Previous research suggests that users often respond to conversational agents as social actors, attributing human like characteristics and intentions to them, particularly when the interaction style resembles natural human conversation (Araujo, 2018). This tendency further elevates the strategic importance of chatbot communication, positioning it not merely as a technical feature, but as a key component of brand voice in contemporary digital communication.

In high-contact service industries such as aviation, the adoption of AI-driven customer service tools has become increasingly common, particularly within the Low-Cost Carrier (LCC) segment. LCCs operate under strong pressure to maintain efficiency, reduce operational costs, and respond quickly to large volumes of customer inquiries. To meet these demands, many airlines rely heavily on AI chatbots to manage routine services such as ticket inquiries, baggage policies, flight rescheduling, and complaint handling. These systems are typically designed using standardized scripts and predefined response templates to ensure consistency and speed. While this approach supports operational efficiency, existing research suggests that over-reliance on scripted responses may result in interactions that feel impersonal or emotionally detached, especially in situations involving customer dissatisfaction (Følstad & Skjuve, 2019). Despite this concern, much of the current literature focuses on chatbot usability, performance, and user satisfaction, with relatively limited attention given to the role of chatbots in communicating brand voice. This gap is particularly relevant for LCCs, which often emphasize approachable, friendly, or distinctive brand personas as part of their

competitive positioning. A misalignment between chatbot communication style and intended brand personality may weaken brand coherence and reduce customer trust.

Addressing this gap, the present study aims to explore how AI-driven chatbots are used by Indonesian Low-Cost Carriers to project brand voice and brand identity. Focusing on Lion Air, Citilink, and AirAsia Indonesia, this research adopts a qualitative descriptive approach and applies thematic analysis to simulated chatbot–user interactions based on common customer service scenarios. The analysis examines communicative elements such as language style, tone of voice, word choice, and response patterns to identify how each airline’s chatbot embodies its intended brand personality. By grounding the study in a localized industry context, this research contributes to discussions on AI-mediated brand communication and offers practical insights for communication practitioners and digital service designers. Ultimately, the findings highlight the strategic potential of chatbots not only as functional customer service tools, but also as integral components of digital brand expression within the Indonesian aviation industry.

LITERATURE REVIEW OR RESEARCH BACKGROUND

Previous studies consistently emphasize that effective chatbot communication must extend beyond functional performance and align closely with brand tone, values, and relational goals. Van der Goot et al. (2022) demonstrate that communication style, clarity, and tone significantly shape users’ evaluations of both the chatbot and the brand it represents. Similarly, Liebrecht et al. (2020) show that chatbot language style, particularly the use of informal and socially oriented expressions, influences emotional connection, brand attitude, and continuance intention. Research by Hsu et al. (2023) and Jiang et al. (2022) further indicates that responsiveness, conversational quality, and perceived social presence are key predictors of user satisfaction, engagement, and loyalty. From an emotional perspective, Yun and Park (2022) highlight that empathetic language and emotion-laden expressions improve service recovery outcomes, while Meng et al. (2025) demonstrate that visual and symbolic cues such as emojis reduce psychological distance and enhance perceived warmth. Additional studies reinforce the importance of communication style and interaction design. Xu et al. (2022) find that socially oriented chatbot communication increases perceived warmth and satisfaction compared to purely task-oriented styles, while Murtaza et al. (2024) show that the alignment between chatbot communication style and brand personality significantly influences trust and usage intention. In service failure contexts, Cai et al. (2024) reveal that social-oriented communication can mitigate negative user responses by strengthening trust and engagement, underscoring the strategic role of conversational tone in brand-mediated service interactions. Collectively, these studies position chatbot communication as a critical extension of brand voice rather than a neutral service interface.

Despite these contributions, several important research gaps remain. First, a large portion of existing studies relies on quantitative or experimental designs that

primarily measure behavioral outcomes such as user satisfaction, trust, engagement, or loyalty. While these approaches provide valuable insights into the effects of chatbot communication, they offer limited understanding of how brand voice is linguistically, stylistically, and discursively constructed within actual chatbot conversations. As a result, the communicative mechanisms through which brand personality, tone, and relational stance are embedded in automated dialogue remain underexplored. Second, prior research has predominantly examined chatbot use in generic service, retail, banking, or e-commerce contexts, where interactions are often transactional and relatively low-risk. Comparatively little attention has been paid to the aviation industry, particularly the low-cost carrier (LCC) segment, where customer service interactions are highly digitized, time-sensitive, and emotionally charged, especially during disruptions such as delays, cancellations, or complaint handling. This contextual omission limits the applicability of existing findings to industries where service failures and high customer expectations frequently intersect. Third, existing research often conceptualizes chatbot communication style as a static and uniform attribute, categorizing chatbots as either task-oriented or socially oriented. This perspective overlooks the possibility that brand voice may shift dynamically across different stages of interaction, such as initial greetings, core task execution, and conversational closure. Such dynamic modulation of tone and language may play a strategic role in balancing efficiency with relational engagement, yet remains insufficiently examined in prior studies. Finally, there is a notable lack of research situated in Southeast Asian contexts, including Indonesia, where cultural norms, linguistic practices, and communication expectations may significantly influence how users interpret warmth, formality, politeness, and efficiency in digital interactions. The dominance of Western-centric studies limits the cultural sensitivity and generalizability of existing chatbot communication frameworks.

Addressing these gaps, the present study adopts a qualitative thematic analysis to explore how Indonesian low-cost airlines express and negotiate brand voice through AI-driven chatbot interactions. By focusing on real conversational data and a localized industry context, this research contributes a discourse-level and context-sensitive perspective to the growing literature on AI-mediated brand communication, extending current theoretical discussions beyond outcome-based evaluations toward a deeper understanding of communicative practice.

METHODOLOGY

This study aims to explore how Indonesian low-cost carriers, namely Lion Air, Citilink, and AirAsia, utilize artificial intelligence (AI)-based chatbots as strategic communication tools to shape and convey their brand voice. To achieve this objective, the research adopts a descriptive qualitative approach combined with thematic analysis. This methodological framework enables an in-depth and context-sensitive interpretation of communication patterns embedded within chatbot-user interactions, particularly in relation to how brand voice is articulated, maintained, and differentiated through automated service communication.

A descriptive qualitative approach is employed because it allows the researcher to describe and explain phenomena in a detailed, systematic, and factual manner, grounded in the real-world context in which the data are generated (Septiani, Widjojoko, & Wardana, 2022). Rather than seeking to measure or generalize outcomes statistically, this approach prioritizes meaning, interpretation, and contextual understanding. In this study, the phenomenon under investigation is the use of AI chatbots as a medium of brand communication within the airline industry, where digital interaction increasingly replaces face-to-face service encounters.

The primary focus of the research is the AI chatbot systems implemented by selected Indonesian low-cost carriers. Lion Air, Citilink, and AirAsia were purposefully chosen due to their active and visible use of chatbot technology as part of their customer service infrastructure and broader brand engagement strategies. These airlines represent prominent players within the Indonesian aviation market and provide a relevant comparative context for examining how brand voice is constructed and expressed through AI-mediated communication.

The research subjects consist of chatbot interaction content, specifically conversations between users and the chatbots accessed through official digital platforms, including airline websites, mobile applications, and messaging services such as WhatsApp. To ensure consistency and comparability, the researcher simulates these interactions using a structured set of predefined questions that reflect common customer service scenarios. This simulation-based data collection approach allows the study to capture authentic chatbot responses while maintaining control over interaction inputs, thereby enabling a focused analysis of communication style, tone, and brand voice across different airline chatbots.

Data collection was conducted using a documentation method, whereby chatbot interaction transcripts were systematically recorded and archived. The collected interactions covered multiple service scenarios commonly encountered by airline customers, including ticket inquiries, baggage information, flight rescheduling, and complaint handling. This approach allows the study to capture naturally occurring brand communication as mediated through chatbot interfaces.

The data collection and analysis procedure followed six stages:

- First, the chatbot platforms operated by Indonesian low-cost airlines were identified across relevant digital channels, such as official websites and mobile applications, to ensure consistency and comparability of the communication interfaces examined.
- Second, a structured list of user questions was developed to represent typical customer inquiries and service needs. These questions were designed to simulate realistic interaction contexts while maintaining a consistent input structure across airlines.
- Third, interaction simulations were conducted by engaging directly with each chatbot using the prepared question set. This step aimed to observe how

chatbots respond to similar prompts and whether variations in responses reflect distinct brand communication strategies.

- Fourth, all chatbot conversations were captured and transcribed verbatim, including textual responses and visual elements such as emojis or interface cues, to preserve the full communicative context.
- Fifth, the collected transcripts were analyzed and interpreted using a qualitative approach, with particular attention to communication patterns that indicate brand voice. The analysis focused on linguistic style, tone of voice, consistency of brand language, and the strategic use of visual cues, such as emojis, as indicators of personality and relational stance.
- Finally, findings across the different airline chatbots were compared to identify similarities, differences, and distinctive patterns in how brand voice is constructed and conveyed through automated interactions, with the results presented in a comparative analytical framework.

Following the six analytical steps outlined above, thematic analysis was employed as the primary method to interpret the collected chatbot interaction data. As defined by Naeem et al. (2023), thematic analysis is a qualitative approach that enables researchers to identify, organize, and interpret recurring patterns or themes within data, allowing for deeper insight into communicative phenomena. In this study, the analytical process encompasses data familiarization, keyword identification, systematic coding, theme development, and conceptual interpretation, leading to a structured understanding of how meaning is constructed through chatbot interactions. This approach is particularly appropriate for examining AI-mediated communication, as it allows brand voice to be analyzed not as isolated stylistic features, but as patterned and intentional communicative practices.

To enhance the validity and credibility of the findings, data triangulation was applied through cross-platform comparison of chatbot interactions across Lion Air, Citilink, and AirAsia. Triangulation, as outlined by Fusch et al. (2018), involves the use of multiple data sources to strengthen analytical depth and reduce interpretive bias. By examining similar service scenarios across different airlines, this study is able to distinguish shared communication patterns from brand-specific strategies, thereby reinforcing the robustness of the thematic findings.

Through this methodological approach, the study positions chatbot interactions as a meaningful site of brand communication rather than merely a functional service tool. The analysis contributes to communication studies by illustrating how Indonesian low-cost carriers strategically utilize AI chatbots to articulate brand voice and positioning within digital customer service contexts, an area that remains relatively underexplored within the Southeast Asian aviation industry.

RESULTS AND DISCUSSION

This section presents the research findings in detail by closely following the stages of thematic analysis outlined in the previous section. The analytical process was

conducted in a systematic and sequential manner to ensure transparency and analytical rigor. First, the chatbot platforms operated by Lion Air, Citilink, and AirAsia Indonesia were identified through their official websites, ensuring that the interactions analyzed represented formal and publicly accessible customer service channels. This step established a consistent basis for comparison across the three airlines.

Second, a structured list of user questions was developed based on common airline service scenarios frequently encountered by passengers, such as ticket inquiries, baggage information, flight changes, and complaint-related issues. These questions were designed to simulate realistic user behavior while maintaining consistency across interactions, allowing variations in chatbot responses to be attributed to brand communication strategies rather than differences in user input. Third, interaction simulations were conducted by submitting each question to the three chatbot systems. This step enabled direct observation of how each chatbot responded to identical service prompts and how brand voice was articulated within similar interaction contexts.

Fourth, all chatbot conversations generated during the simulations were captured and fully transcribed verbatim. This included not only textual responses but also symbolic and visual elements such as emojis, icons, and formatting cues, as these features contribute to the overall communicative tone and meaning of the interaction.

Fifth, the transcripts were subjected to a multi-stage coding process consisting of open, axial, and selective coding. During open coding, recurrent words, phrases, and interaction patterns were identified. Axial coding was then applied to organize these initial codes into broader categories that reflected dimensions of brand voice, such as tone, formality, emotional expression, and interaction orientation. Finally, selective coding was used to integrate these categories into core themes that captured how each airline's brand identity was communicated through chatbot interactions.

Sixth, the coding outcomes and emergent themes were systematically compared across the three airlines to identify similarities, differences, and distinctive communication strategies. The findings were presented through a combination of tables and descriptive narrative to enhance clarity and analytical depth. By adhering to this structured analytical sequence, the study provides readers with a comprehensive understanding of how each chatbot articulates its brand identity through language style, response structure, and patterns of user interaction within AI-mediated service encounters.

a. Coding Results

The thematic analysis of chatbot conversation transcripts from Lion Air, Citilink, and AirAsia produced a set of initial codes that represent recurring communication features associated with each brand's voice. These codes capture observable linguistic choices, tonal markers, and interaction behaviors consistently displayed by the chatbots during the simulations. To support analytical transparency, the frequency of each code was calculated based on its occurrence within the interaction data. The following table summarizes the key codes and their frequencies, providing an overview of dominant

communication patterns and highlighting how brand voice elements vary across the three airlines.

Table 1. Thematic analysis of the chatbot conversation transcripts

Code	Frequency	Example Quote
Initial greeting & chatbot	3	“Hi, I’m Lion Virtual Assistant Lion Air Group...” (“Hi, I’m Lion Virtual Assistant Lion Air Group...”)
Use of chatbot persona name	3	“Lion Virtual Assistant” “Linka” “Bo”
Greeting or addressing the user	4	“Citilinkers” “Bapak/Ibu” (“Citilinkers” / “Sir/Madam”)
Expressions of thanks & appreciation	3	“Terima kasih telah meluangkan waktu Anda. Kami akan terus meningkatkan pelayanan kami 🙏” “Thank you for taking your time. We will continue to improve our service” (description: prayer-hands icon)
Expressions of apology	3	“Mohon maaf, saya tidak memiliki informasi mengenai...” (“I’m sorry, I do not have information regarding...”)
Use of emoticons/emojis	3	Description: prayer-hands icon Description: warning-triangle icon
Formal vs. informal language style	5	“Pagi-pagi makan kerupuk Bangka...” (“Early in the morning eating Bangka crackers...”)
Brand-specific humor or cheerfulness	1	“Pagi-pagi makan kerupuk bangka, terima kasih sudah menghubungi Linka!” (“Early in the morning eating Bangka crackers, thank you for contacting Linka!”)
Invitation for further interaction & feedback	5	“Apakah informasi yang disampaikan sudah cukup?” (“Is the information provided sufficient?”)
Insertion of promotional or	1	Lebih untung beli langsung sebagai member

commercial information

LinkMiles... Jangan lupa untuk login member
LinkMiles Citilinkers..."

("It's more advantageous to purchase directly as a
LinkMiles member... Don't forget to log in as a
LinkMiles member, Citilinkers...")

b. Thematic Analysis

Based on the code groupings generated from the chatbot interaction transcripts, several key themes emerged that illustrate how brand voice is articulated across the chatbots of Lion Air, Citilink, and AirAsia. These themes capture recurring patterns in linguistic choices, interaction structure, and emotional cues that collectively shape how each airline communicates its brand identity through AI-mediated service encounters. Each theme is discussed comparatively to highlight both similarities and distinctions among the three airlines.

1. Warmth and Personal Approach

Thematic analysis reveals that all three chatbots demonstrate elements of friendliness, although the degree and form of personalization vary significantly. Lion Air's "Lion Virtual Assistant" adopts a formal yet courteous tone, consistently addressing users with honorifics such as "Sir" or "Madam." Polite expressions, including thank-you messages and apologies, are frequently used and occasionally accompanied by icon descriptions, which serve to soften the otherwise procedural interaction and introduce a limited sense of human presence.

In contrast, Citilink's chatbot, "Linka," exhibits a notably more casual and engaging communication style. The use of rhyming phrases, community-oriented greetings, and satisfaction-check questions positions the chatbot as approachable and relational, reinforcing Citilink's friendly and inclusive brand image. AirAsia's chatbot, "Bo," applies personalization selectively, typically opening the interaction with a greeting that includes the user's name. However, this initial warmth is not sustained throughout the interaction, as the conversation quickly transitions into an efficiency-driven, instruction-focused exchange with minimal additional social cues.

2. Language Style and Emotional Expression

Distinct language styles further differentiate the brand voices of the three chatbots. Lion Air maintains a formal and straightforward linguistic approach, prioritizing clarity and precision while offering limited emotional expression. This restrained style emphasizes professionalism and reliability over relational engagement.

Citilink adopts a semi-formal style enriched with enthusiastic expressions and light emotional cues, such as the use of a green heart emoji. These elements function as symbolic indicators of warmth and positivity, aligning with the

airline's brand positioning as friendly and customer-oriented. Meanwhile, AirAsia's chatbot favors concise and formal language, occasionally incorporating English terms or phrases. Rather than emotional or humorous expressions, AirAsia relies on functional symbols, such as warning icons, to draw attention to important information, reinforcing an efficiency-centered communication strategy.

3. Interaction Orientation: Transactional vs. Social

Another prominent theme concerns the orientation of chatbot interactions, particularly the balance between transactional efficiency and social engagement. Lion Air's chatbot is predominantly task-oriented, focusing on delivering clear, step-by-step instructions with minimal conversational elaboration. Social interaction is limited and primarily expressed through politeness markers rather than extended dialogue.

Citilink integrates social presence more actively into transactional exchanges. Friendly remarks, informal phrasing, and follow-up questions are embedded within service delivery, creating a conversational flow that blends efficiency with relational engagement. AirAsia demonstrates a hybrid interaction pattern, beginning with a warm greeting before shifting toward streamlined navigation and task completion. Brief follow-up messages may appear toward the end of the interaction, but the core exchange remains efficiency-focused.

4. Brand Voice Consistency and Identity Alignment

The consistency of each chatbot's communication style reflects its alignment with broader brand identity and strategic positioning. Lion Air maintains a stable, formal, and structured tone throughout interactions, reinforcing its image as a reliable and trustworthy carrier. Citilink consistently presents a cheerful and approachable persona, which supports its youthful and accessible low-cost carrier branding.

AirAsia's chatbot emphasizes self-service and operational efficiency, although the alternating use of languages suggests opportunities for improving tonal and linguistic consistency. Overall, the thematic analysis demonstrates that each airline expresses its brand values through distinct conversational strategies shaped by strategic priorities. Lion Air emphasizes formality and consistency, Citilink prioritizes friendliness and engagement, and AirAsia balances efficiency with selective personalization.

c. Discussion

The findings indicate that Citilink enhances social presence through the use of friendly greetings, rhyming phrases, and satisfaction check questions embedded within its chatbot interactions. These elements contribute to a more approachable and engaging conversational style, allowing the chatbot to project a sense of warmth, attentiveness, and relational openness. By incorporating playful linguistic features and follow up questions, the chatbot positions itself not merely as an information provider

but as an interactive brand representative. This pattern reflects Araujo's concept of conversational human voice, in which anthropomorphic cues such as informal language, conversational phrasing, and emoticons play a central role in strengthening users' perceptions of interacting with a human like entity rather than a purely automated system. In line with this perspective, the results also support the findings of Liebrecht et al., who argue that informal chatbot communication styles can enhance social presence and improve the perceived quality of interaction by reducing psychological distance between the user and the system. In this sense, Citilink's chatbot demonstrates how warmth and social cues can be strategically embedded within automated communication without undermining functional clarity.

In comparison, Lion Air adopts a more formal and procedural tone in its chatbot responses, prioritizing clarity, structure, and directness in delivering information. The chatbot consistently relies on standardized phrasing and step by step instructions, reflecting a communication style oriented toward efficiency and accuracy. This approach aligns with Brandtzaeg and Følstad's emphasis on message clarity and consistency as key factors in maintaining brand credibility within automated communication systems. Although this communication style may appear less personal or emotionally expressive, it remains effective for users who place greater value on reliability, predictability, and straightforward service delivery. The findings suggest that a formal brand voice does not necessarily diminish user experience, but rather serves a different set of user expectations and interaction preferences.

Interestingly, AirAsia demonstrates a hybrid approach by combining a personal opening with a task focused interaction flow. This suggests that brand voice within chatbot communication does not have to remain uniform throughout the entire interaction. Instead, the chatbot's tone shifts across different phases of the conversation, beginning with a friendly and welcoming introduction, transitioning into a concise and efficiency oriented core interaction, and concluding with a polite and courteous closing. This observation extends the conversational human voice framework by illustrating how tonal variation can function strategically within a single interaction, rather than being applied consistently at all times. Such dynamic modulation indicates that conversational design can be adaptive to interaction stages while still maintaining overall brand coherence.

Overall, these findings highlight the importance of designing context aware chatbots that are capable of balancing social presence with functional effectiveness. The study emphasizes that effective chatbot communication is not defined solely by warmth or efficiency in isolation, but by how these elements are strategically aligned with user needs, interaction stages, and service contexts. Chatbots that successfully integrate relational and task oriented elements are better positioned to support positive user experiences while reinforcing brand identity.

Based on these findings, this study recommends future quantitative research to further examine the combined effects of warmth and efficiency in chatbot

communication. For instance, subsequent studies could investigate how variations in greeting styles, emotional cues, and linguistic formality influence measurable outcomes such as user satisfaction, trust, and loyalty across different service scenarios. In doing so, these findings not only reinforce existing theories of conversational communication but also open new directions for the design of adaptive chatbot systems that can respond more effectively to user context and expectations.

CONCLUSION

Chatbot interactions increasingly play a critical role in shaping how customers perceive brands, particularly in service-intensive industries such as aviation, where customer service is largely mediated through digital interfaces. In the context of low-cost carriers, efficiency, speed, and accuracy of AI responses are often prioritized to support high-volume service demands. While these functional attributes are essential, an excessive focus on efficiency may reduce opportunities for emotional engagement and relational connection. When chatbot messages lack warmth, individuality, or tonal consistency, users may experience a misalignment between the brand personality communicated through other touchpoints and the interaction encountered within the chatbot interface, resulting in a potential disconnect between brand identity and user experience (Liebrecht et al., 2020; Følstad & Skjuve, 2019). The findings of this study demonstrate that brand voice conveyed through chatbot dialogue extends beyond stylistic presentation and operates as a strategic communication tool that actively shapes customer trust, perceived credibility, and overall brand perception.

Beyond its academic contribution to research on AI-mediated and conversational communication, this study also provides meaningful practical implications for industry practitioners. Airlines and chatbot developers are encouraged to design chatbot systems that do more than simply deliver information or resolve tasks. Instead, chatbot communication should intentionally reflect the brand's values, tone, and relational stance. The consistent use of humanized language, supported by friendly phrasing, appropriate emojis, and adaptive tonal shifts across different stages of interaction, can enhance customer satisfaction without undermining operational efficiency (Araujo, 2018). Furthermore, the application of thematic analysis in this study demonstrates its strength as a methodological approach for identifying recurring patterns in chatbot communication, offering deeper insight into how brand voice is constructed through automated yet purposeful interactions. Collectively, these findings highlight the importance of aligning technological design with strategic communication principles in order to create chatbot experiences that are both efficient and meaningfully branded.

BIODATA

Devita Auliana Putri holds a bachelor's degree in Management from Institut Teknologi Sepuluh Nopember. Nella Atikah earned her bachelor's degree in Digital

Media Communication and Advertising from LSPR. Both are currently pursuing postgraduate studies in Business and Communication Management at LSPR. Their interest in this topic arises from a shared focus on how chatbot interactions function as strategic communication tools, particularly in shaping brand voice, customer experience, and service perception within Indonesian low-cost airline contexts.

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