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THE INFLUENCE OF SERVICE QUALITY AND PASSENGER SATISFACTION ON BEHAVIORAL INTENTION

(THE CASE OF ETHIOPIAN AIRLINES)

Prepared by By: Aklilu Gudeta

A thesis submitted to the school of graduate studies of Addis Ababa
University in partial fulfillment of the requirements for the degree of
MA in **Marketing Management** in **School of Commerce**

**Advisor:
Dr. Birhanu Denu**

**JUNE, 2014
ADDIS ABABA**

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Statement of Certification

This is to certify that **Aklilu Gudeta** has carried out his research work on the topic entitled “***The Influence of Service Quality and Passenger Satisfaction on Behavioral Intention: the case of Ethiopian Airlines***” is his original work and is suitable for submission for the award of Masters Degree in Marketing Management.

Advisor: Dr. Birhanu Denu

May, 2014

Declaration

I certify that this research paper entitled “*The Influence of Service Quality and Passenger Satisfaction on Behavioral Intention: the case of Ethiopian Airlines*” has not previously been submitted for a degree nor has it been submitted as part of requirements for a degree.

I also certify that the thesis/project has been written by me. Any help that I have received in my research work and the preparation of the thesis itself has been acknowledged. In addition, I certify that all information sources and literature used are indicated in the thesis.

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Acronyms

AS = Active Seat

AVOD HD = Audio Video on Demand High Definition

BI = Behavioral Intention

BYO-IFE = Bring-Your-Own Inflight Entertainment

CFA = Confirmatory Factor Analysis

DVT = Deep Vein Thrombosis

E = Expectation Score

EAL = Ethiopian Airlines

G = Gap Score

H = Hypothesis

ICAO = International Civil Aviation Organization

IFE = Inflight Entertainment

IPA = Importance-Performance Analysis

P = Perception-of Quality Score (Performance)

PED = Personal Electronic Device

PRAM = Pre-Recorded Announcements and Music

PS = Passive Seat

Q = Quality

SDU = Seat Display Unit

SEM = Structural Equation Modeling

SMI = Small and Medium Industries

SPSS = Statistical Package for Social Science

VISPAC = Value, Information, Speed, Personality, Add-ons, Convenience

Abstract

The purpose of this paper is to explore the relationship among perceived service quality, passenger satisfaction and behavioral intention through a case analysis of Ethiopian Airlines. A structured questionnaire was developed. The hypotheses were simultaneously tested on a sample of 304 customers out of 385 distributed, giving a valid response rate of 79 percent. Several analytical techniques were used to assess the relationships among the variables under investigation such as paired sample t-test, simple, and multiple linear regressions, structural equation modeling and importance performance analysis. Hierarchical regression was used to assess the mediating role of passenger satisfaction on the relationship between perceived service quality and behavioral intention. The applications used to analyze and examine the hypotheses are the Statistical Package for Social Sciences V.21 and Analysis of Moment Structures V.21. The findings of this study have shown a significant effect of perceived service quality and passenger satisfaction on passengers' behavioral intentions at the level of ($\alpha \leq 0.05$) as well as a significant effect of perceived service quality on passengers' satisfaction at the level of ($\alpha \leq 0.05$). The mean scores of passengers' perceived service quality of Ethiopian airlines for all the nine dimensions range from 3.16 to 3.97 indicating that passengers feel that quality of service being offered by Ethiopian airlines is more than average. Yet, the result of gap analysis shows that there is still a significant negative difference between perceived service quality and passengers' expectation. The IPA, a two-dimensional grid, is broken into four categories to highlight important areas for improvement to enable each of the perceived service quality dimensions to be plotted into the grid. It is a clear and powerful evaluation tool for Ethiopian Airlines to find out attributes that are doing well and attributes that need to be improved, which require action immediately. The results are useful in identifying areas for strategic focus to help the airline's future customer service strategy. As evident from the finding section that the study was conducted in Ethiopia only, applicability of the results in other countries may result differently. Further, as the study is conducted in the airlines industry, application of the same in other industries, like; education, financial, and health may not come up with the same findings.

Key words: *service quality, customer satisfaction, customer expectation, behavioral intention, structural equation modeling, importance performance analysis*

CHAPTER ONE

1. Introduction

1.1. Background of the Study

In a highly competitive environment, virtually all companies are forced to be more customer-oriented. It is generally agreed that the level of customer satisfaction determines repeat sales, word-of-mouth recommendations, and customer loyalty. Superior service quality has become a major differentiator in producing customer satisfaction, and successful quality management is recognized as the most powerful competitive weapon that many leading service organizations possess.

Service quality and customer satisfaction are thus the two core concepts of contemporary marketing theory and practice in service industries. As Shemwell et al., (1998) have stated, the key to sustainable competitive advantage lies in delivering high-quality service that result in satisfied customers. The link between service quality and customer satisfaction is now firmly established, and it has been shown that this link subsequently produces higher revenues, increased cross-sell ratios, higher customer retention, repeat purchasing behavior, and expanded market share.

Service quality and customer satisfaction take on paramount importance as the main drivers of customer's behavioral intentions. It is broadly accepted that providing superior service quality and higher levels of satisfaction lead to greater customer loyalty, secure future revenues, reduce the costs of future transactions through positive referrals, decrease price elasticity and ultimately affect company's bottom line (Anderson et al., 1994).

Companies therefore, first must examine the impact of their service quality provision on customers' responses, including intentions signaling behaviors that are potentially favorable or unfavorable to the company. For most companies, a set of behavioral-intentions questions could be incorporated easily into the measurement systems currently used to

capture service-quality assessments. Doing so provides a continuous source of information relating to such questions as:- what are the key constructs that characterize customers' assessments of services? What levels of service quality must we deliver to retain customers? What service initiatives should we undertake to encourage customers to recommend the company, spend more with the company, or pay a price premium? What attributes should we focus on to reduce the likelihood of customers' spreading negative word-of-mouth communications when service problems occur? To retain customers, should we spend our money on proactive service improvements or on handling complaints?

Companies also can use surveys eliciting behavioral intentions as an early warning system to identify customers in danger of defection and to take timely corrective action. It has long been speculated that many service customers exhibit "spurious loyalty" they remain with companies they are dissatisfied with because they see no alternatives.

All of these arguments are especially applicable to the contemporary airlines service sector, which is characterized by intense competition, mergers and alliances, and more sophisticated and demanding customers with higher expectations. In these circumstances, it is generally agreed that the delivery of superior service quality is essential if airlines are to satisfy their customers and thus establish a sustainable competitive advantage, loyal customers, and repeat purchases (Reichheld et al., 1990)

The provision of high quality services passengers is the core competitive advantage for an airline's profitability and sustained growth (Chen, 2008). In the past decade, as the air transportation market has become even more challenging, many airlines have turned to focus on airline service quality to increase service satisfaction. Service quality conditions influences a firm's competitive advantage by retaining customer patronage, and with this comes market share (Park et al., 2004; Morash and Ozment, 1994). Delivering high-quality service to passengers is essential for airline survival, so airlines need to understand what passengers expect from their services.

In these challenging circumstances, a study of the behavioral intentions of Ethiopian Airlines customers is obviously pertinent and important. As previously noted, the profitability of service firms is significantly influenced by behavioral intentions, and there are close relationships among service quality, behavioral intentions, and satisfaction (Cronin et al., 2005). The present study therefore undertakes a comprehensive analytical study of these important constructs in the context of the Ethiopian Airlines market.

1.2. Background of the Company

Ethiopian Airlines (Ethiopian) is the fastest growing Airline in Africa. In its operations in the past close to seven decades, Ethiopian has become one of the continent's leading carriers, unrivalled in efficiency and operational success.

Ethiopian commands the lion share of the pan-African passenger and cargo network operating the youngest and most modern fleet to more than 79 international destinations across five continents. Ethiopian fleet includes ultra-modern and environmentally friendly aircraft such as the Boeing 787, Boeing 777-300ER, Boeing 777-200LR, Boeing 777-200LR Freighter and Bombardier Q-400 with double cabin. In fact, Ethiopian is the first airline in Africa to own and operate these aircraft.

Ethiopian is currently implementing a 15-year strategic plan called Vision 2025 that will see it become the leading aviation group in Africa with seven business centers: Ethiopian Domestic and Regional Airline; Ethiopian International Passenger Airline; Ethiopian Cargo; Ethiopian MRO; Ethiopian Aviation Academy; Ethiopian In-flight Catering Services; and Ethiopian Ground Service. Ethiopian is a multi-award winning airline registering an average growth of 25% in the past seven years.

1.3. Problem Statement

Passenger satisfaction arises when a company can provide passengers with benefits that exceed passengers' expectation and this is considered value-added. If customers are satisfied with the product or service, they will buy more, and do so more often. Passenger

gratification is an essential goal for each airline providing passenger services. One of the greatest challenges facing organizations today is the ever-growing competition, the continuous increase in customer expectation (Chen, 2008) and customers' subsequent demands as service improves. Moreover, customers are becoming increasingly critical of the quality of service they experience. If the passenger is not satisfied, due to the negative experience, the client will reconsider the buying decision for further flights and will probably switch to another airline. Customer demand and competition are forcing firms to cut loose from the traditional customer satisfaction paradigm, to adopt proactive strategies which will assist them to take the lead in the market-place.

The research related to service quality and customer satisfaction in the airline industry has been growing in interest because the delivery of high service quality is essential for airlines' survival and competitiveness. Conversely, most previous airline service studies which are conducted in Ethiopia have relied mainly on passenger satisfaction and service quality to describe passenger evaluations of services and have focused on the effect of airline service quality at the aggregate construct level (Sata, 2012; Tadesse, 2012; Girma, 2011). Limitations of these studies are the various aspects of behavioral intentions were not examined separately with multiple constructs, which precluded a thorough examination of the impact of service quality on these constructs. Although examining the effect of individual dimensions of service attributes has potentially great utility for airline managers, the effects of dimensions of airline service quality and satisfaction on passengers behavioral intention has not yet been investigated in Ethiopian Airlines context. Furthermore, Ethiopian Airlines, which claims to be one of fast growing airlines worldwide, is also holding a noticeable number of customer complaints about its services. Many passengers give low grades and display lots of uncomplimentary opinions about Ethiopian Airlines (Skytrax, 1999-2014; Review Center, 2009-2014).

The present study addresses these limitations by including constructs of behavioral intentions together with service quality and satisfaction in Ethiopian Airlines context. Thus, this study provides valuable information for the decision makers so as to plan or to modify service quality at EAL.

1.4. Research Questions

For the purpose of this study, the following questions were addressed:

1. To what extent is satisfaction influenced by service quality perception in Ethiopian Airlines?
2. To what extent is behavioral intention influenced by satisfaction and service quality perception in Ethiopian Airlines context?
3. How closely do passengers' service quality perceptions and expectations match in the context of Ethiopian Airlines?
4. How do Ethiopian Airlines passengers prioritize service quality dimensions?
5. To what extent does satisfaction mediate service quality and behavioral intention Ethiopian Airlines?

1.5. Objective of the Research

1.5.1. General Objective

The purpose of this study is to examine the relationship between the constructs of service quality and customer satisfaction and their impact on behavioral intentions of Ethiopian Airlines passengers.

1.5.2. Specific Objectives

- To examine the degree to which satisfaction can be influenced by service quality evaluations
- To examine the degree to which behavioral intentions can be influenced by satisfaction and service quality evaluations
- To investigate how closely passengers' perceptions and expectations of service quality match.

- To prioritize items in the service quality dimensions for improvement in order to optimize perceived service quality, customer satisfaction and consumer behavioral intention.
- To investigate the mediating effect of satisfaction between service quality and behavioral intention.

1.6. Hypotheses of the Study

Service quality is one of the most important and widely researched topics in marketing (Zeithaml 2009). A consensual view among marketing scholars is that service quality results from customers' comparisons of their expectations about a service encounter with their perceptions of the service encounter.

H1. There is a significant difference between passenger expectation and their perceptions of service quality offered by Ethiopian Airlines

Strong arguments exist in support of the view that service quality is an antecedent of customer satisfaction. Although some scholars have argued that customer satisfaction leads to service quality (Oliver 1994), the researcher concurs with Zeithaml's view that service quality leads to customer satisfaction (Zeithaml, 2009). Customer satisfaction is an affective state, and service quality is a cognitive state. Therefore, because the fact that cognition precedes emotions in the causal chain of psychological processes rests on a solid theoretical ground (Oliver, 1997), service quality was considered as an antecedent of customer satisfaction. In addition, the service quality to customer satisfaction chain-of-effects has found ample empirical support across numerous service settings (Anderson et al., 1994; Cronin et al., 2005; Fornell, 1996). Finally, compelling evidence is also provided by findings of Dabholkar et al. (2005) longitudinal study, which showed that service quality significantly influences customer satisfaction. Thus, the following is hypothesized:

H2. There is a significant positive relationship between perceived service quality and passenger satisfaction

The behavioral intention is an extreme level of customer's satisfaction. It is also called as customer's delight (Vijayadurai, 2008). If the customer is satisfied with the quality of given services, then he/she may come back to the airlines again, may recommend it to others and may be willing to pay more for the airlines. Thus, it can be hypothesized that:

H3. There is a significant positive relationship between passenger satisfaction and their behavioral intention in Ethiopian Airlines.

Service providers have a great interest in customer purchase intentions because of the impact on purchase behaviors and corporate profits. Research suggests that customers develop value perceptions based on the quality of their service experience (Cronin et al., 2005). High value perceptions can explain why customers stay with a service provider even in the presence of lower-cost alternatives. The service quality– behavioral intention relationship can be explained by cognitive evaluations of the service which finally lead to a behavioral response from the customer.

Evidence for the service quality–behavioral intention relationship is found in previous study (Cronin et al., 2005). In fact, research investigating the relationships among service quality, satisfaction, and behavioral intentions has shown that service quality has a direct effect on behavioral intentions (Taylor et al., 1997). Based on this,

H4. There is a significant positive relationship between perceived service quality and behavioral intention.

It is broadly accepted that service quality and customer satisfaction influences customer s behavioral intentions. In addition, research findings indicate that customer satisfaction mediates the relationship between service quality and customers behavioral intentions (Gotlieb, Grewal & Brown, 1994; Tsuji, Bennet & Zhang, 2007).

H5. Passenger satisfaction has a mediating effect on the relationship between perceived service quality and behavioral intention.

See Appendix 6 (variables and operational definitions) to ensure uniformity and understanding of variables and terms used throughout the study.

1.7. Significance of the Study

The importance of customers in the business process has made it vital to always conduct research about customers. There has always been the need for customer research before, during and after sales, because of changes that may occur in the business process. It has been proven by an author that “an organization that consistently satisfies its customers, enjoy higher retention levels and greater profitability due to increase customer loyalty” (Zeithaml et al., 2009). For this reason every company works hard daily to win the hearts of customers by satisfying them in order that they become loyal customers to their brands in order to increase sales and profit.

When customers have good perceptions about a brand, they will always choose to go for the brand, because consumers form their preferences relative to perceptions and attitudes about the brands competing in their minds. To get these loyal customers, companies must create relationships with the customers. To create relationship with customers, companies need to conduct research to answer questions on how the customers make their purchasing decision and whether they are pleased with what the organization provides to them as offer in terms of product quality, service quality, price, etc.

Thus customers will always prefer a product or service that gives them maximum satisfaction. But how will the organization know whether the consumers’ consumption habits have changed, or if they are well served? How will the organization know if competitors’ brands are doing better than theirs, which can trap their customers? With the increasing number of businesses and growing competitions today, each company wants to be the customers’ first choice. To achieve this, organizations need to answer the questions

above via continuous research in this area so as to lead the organizations to their twin objective of satisfying their customers and making profits.

Because customer satisfaction is the main concern of business sectors of today, their researchers are always conducting research about the customers especially on what relates to their satisfaction. Moreover, because this problem of satisfaction concerns the most unpredictable stakeholder in the business environment (the customers), who remains the main character that keeps the business in operation; and because satisfaction varies and changes among individuals, there is a need for continuous research in this area.

Although there are other factors such as price, product quality etc other than service quality that determine customer satisfaction and behavioral intention, my interest on service quality for this study is due to the fact that service quality has been proven to be the best determinant of customer satisfaction and consumer behavioral intention when it comes to service sectors. Further, providing quality services is one of the main targets of management with regard to customer satisfaction in the business environment of today. Thus, the study is a very vital one.

This study is believed to have the following significance. It would:-

- Provide valuable information for the decision makers in order to plan or to modify service quality at EAL;
- Help the employees of EAL to actively engage themselves in promoting the development of high quality service
- The study will play a significant role to broaden the researcher's knowledge in the field.
- Motivate other researchers to perform study on the so far untouched areas of the topic.

1.8. Delimitations of the Study

Delimitations to the study were also assessed. Delimitations are areas of possible emphasis or significance that were not included in this research. Considering the vast scope of the issues surrounding service quality, there are delimitations to the study.

One of the most significant delimitations is the role of the employee in the service quality process. Employees play a pivotal role in on-going customer satisfaction; thus, in order to truly gauge the effectiveness of the service quality efforts, it would be best to explore employee attitudes and perceptions toward on-going service quality, customer satisfaction, repeat sales, word-of-mouth recommendations, and customer loyalty. This study preferred to first and foremost explore service quality from the customer's perspective.

1.9. Organization of the Study

This research report is organized under five chapters. Chapter 1 has presented the introduction. Chapter 2 presents the review of related literature and research related to the problem being investigated. The methodology and procedures used to gather information for the study are presented in Chapter 3. The results of analyses and findings that emerged from the study and discussion are presented in Chapter 4. Chapter 5 presents conclusion, limitations and recommendation.

CHAPTER TWO

2. Literature Review

2.1 Introduction

This section shall provide general literature on service quality and its link with customer satisfaction, customer behavioural intention followed by literature on airlines service quality in details.

2.2. Service

The American Society for Marketing defines service as activities or benefits that are offered for sale or that are offered for being related to a particular product. Kotler (2003) defined service as 'any behavior or act based on a contact between two parties: the provider and the receiver, and the essence of this reciprocal process is intangible. Lovelock et al. (2001) looked at service as a set of economic activities that provide time, location form and psychological benefits. Beer (2003) defined service as a set of characteristics and overall properties of the service which aim to satisfy the clients and meet their needs.

Service has several different determinants from product such as high intangibility, cannot be seen, can not be touched, smelled or even tasted but only can be felt by experiencing the service itself. Hence, services are more challenging to be visualized by the service provider and customer and it is difficult for the customer to express their confidence of the service unless they experience the service by themselves by comparing standard and perceptions of result performance (Saura et al., 2008). Moreover, other associated determinants which are services could not be owned like product but only rented by the customer. Hence, because of these determinants, services also involved tangibility features such as facilities, service personnel and service ambient that help the service providers to perform their service (Saura et al., 2008).

Physical quality relates to the tangible aspects of a service (Zeithaml et al., 1996). In a nutshell, service not only involves intangibility aspects but also by the tangible aspects to help the service provider to perform their work. Manufacturing or automobile industry or even small and medium industries for example, may have to produce a good quality product in order to have a good expectations from customers and the same goes to service oriented businesses where they need to provide a good service quality in term of many aspects such as service provider itself, facilities, service ambient or environment, technology and many other aspects in order to attract customer to use the services offered and make them satisfied or maybe more than satisfied with the service provided such as in an airlines industry (Siddiqi, 2011).

2.3. Service Quality

There are many researchers who have defined service quality in different ways. For instance, Bitner, Booms and Mohr (1994, p. 97) define service quality as ‘the consumer’s overall impression of the relative inferiority / superiority of the organization and its services’. While other researchers (e.g. Cronin and Taylor, 1992) view service quality as a form of attitude representing a long-run overall evaluation, Parasuraman, Zeithaml and Berry (1985) view service quality as a function of the differences between expectation and performance along the quality dimensions. This has appeared to be consistent with Roest and Pieters’ (1997) definition that service quality is a relativistic and cognitive discrepancy between experience-based norms and performances concerning service benefits.

A review on the service marketing literature indicates that there are mainly two types of service quality conceptualizations: Nordic and American (Vijayadurai, 2008). The Nordic approach proposes that a customer’s overall perception of service quality consists of functional and technical quality, with technical quality being what customers get after the service delivery process in buyer-seller interactions and functional quality is the interaction between employees and customers during the service encounter (Gronroos, 2001). The American approach proposes that service quality consists of reliability, responsiveness, empathy, assurances, and tangibles dimension, known as SERVQUAL (Zeithaml et al.,

1996). This model, based on expectancy- disconfirmation theory, views that service quality is a gap between customers' perceptions and expectations of service performance.

Service quality model has equally gained a lot of attention since the findings of the exploratory research by Parasuraman et al. (1985). In this study, they developed a gap model of perceived service quality and revealed ten dimensions to measure service quality. In a second study in 1988, the ten dimensions were condensed to five dimensions. Parasuraman et al. (1988) developed a 22-item questionnaire and called it the SERVQUAL model. Parasuraman et al. (1985) identify 97 attributes which were found to have an impact on service quality. However, all these 97 attributes fit into ten attributes and later being condensed into five dimensions of service quality because of the overlap across the ten criteria. These five dimensions of service quality are: tangibility, responsiveness, empathy, assurance and reliability. However, subsequently they argued that the SERVQUAL measurement has more diagnostics and more practical implications than was previously thought (Parasuraman et al., 1996). The SERVQUAL model has provided a comprehensive conceptualization of service quality with an instrument to measure perceived service quality (Zeithaml et al., 2009). They further observe that this method has been very popular with academics and researchers to assess the customer perception of service quality for a variety of service industries.

Effective service delivery is an important means for organizations to gain a competitive edge in today's service economy (Parasuraman, Zeithaml, & Berry, 1988). Service quality is generally recognized as a critical success factor in a firm's endeavors to differentiate itself from its competitors; and a great deal of research has addressed various aspects of service quality. Various studies have revealed over the years that good service quality leads to the retention of existing customers and the attraction of new ones, reduced costs, an enhanced corporate image, positive word-of-mouth recommendation, and, ultimately, enhanced profitability (Lee et al., 2008; Gerpott et al., 2001; Park et al., 2005).

2.4. Perceived Service Quality

Perceived service quality, can be described as the judiciary obtained from the comparative results of consumer expectation from the service and perceived value from the actualized service performance (Bahia and Nantel, 2000). Before the purchasing any service, consumers will have certain expectations about the service and after the purchasing of service they shall compare their perceptions and expectations. Customers would always like and expect the service delivery processes to be perfectly standardized, streamlined and simplified so that they could receive the service without any hassles, hiccups or undesired/inordinate questioning by the service providers (Vijayadurai, 2008). As a result of this comparison, an assessment process will be experienced if the perceived service quality meets or does not meet consumer expectations.

Quality of a particular service is whatever the customer perceives it to be. Service quality as perceived by the customer may differ from the quality of the service actually delivered. Services are subjectively experienced processes where production and consumption activities take place simultaneously. Interactions, including a series of moments of truth between the customer and the service provider occur. Such buyer-seller interactions or service encounters have a critical impact on the perceived service. The Nordic Model, originated by Christian Gronroos and developed by others, adopts a disconfirmation of expectations approach (Gronroos , 2001). This claims that customers have certain expectations of service performance with which they compare their actual experience. If the expectations are met, this is confirmation; if they are over performed, this is positive disconfirmation; if they are underperformed this is negative disconfirmation. According to Gronroos (2001), the quality of service as perceived by customers has two dimensions; a technical or outcome dimension and a functional or process-related dimension.

What customers receive in their interaction with a firm is clearly important to them and their quality evaluation. This is one quality dimension, the Technical Quality of the outcome of the service production process. However, as there are numerous interactions between the service provider and customers, including various series of moments of truth, the technical

quality dimension will not count for the total quality which the customer perceives he has received. The customer will also be influenced by the way in which technical quality- the outcome of the process is transferred to him and this will have an impact on the process experience.

Interestingly, other customers simultaneously consuming the same or similar services may influence the way in which customers will perceive a service. Thus, the consumer is also influenced by **how** he receives the service and how he experiences the simultaneous production and consumption process. This is the second quality dimension, the functional quality of the process, closely related to how the moments of truth of the service encounters them selves and are taken care of and how the service provider functions. There are the two basic quality dimensions, namely, **What** the customer receives and **How** the customer receives it; the technical result or outcome of the process (technical quality) and the functional dimension of the process (functional quality).

An organization's image is an important variable that positively or negatively influences marketing activities. Image is considered to have the ability to influence customers' perception of the goods and services offered (Zeithaml and Bitner, 2009). Thus, image will have an impact on customers' buying behavior. Image is considered to influence customers' minds through the combined effects of advertising, public relations, physical image, word-of-mouth, and their actual experiences with the goods and services (Naumann, 1995). Similarly, Grönroos (2001), using numerous researches on service organizations, found that service quality was the single most important determinant of image. Thus, a customer's experience with the products and services is considered to be the most important factor that influences his mind in regard to image.

For instance, if the service provider shares a positive or favorable image in the minds of the customers, minor mistakes will probably be overlooked or forgiven. However, if the image is negative, the impact of any mistake will often be considerably greater than it otherwise would be. This entire combination shall lead to total quality.

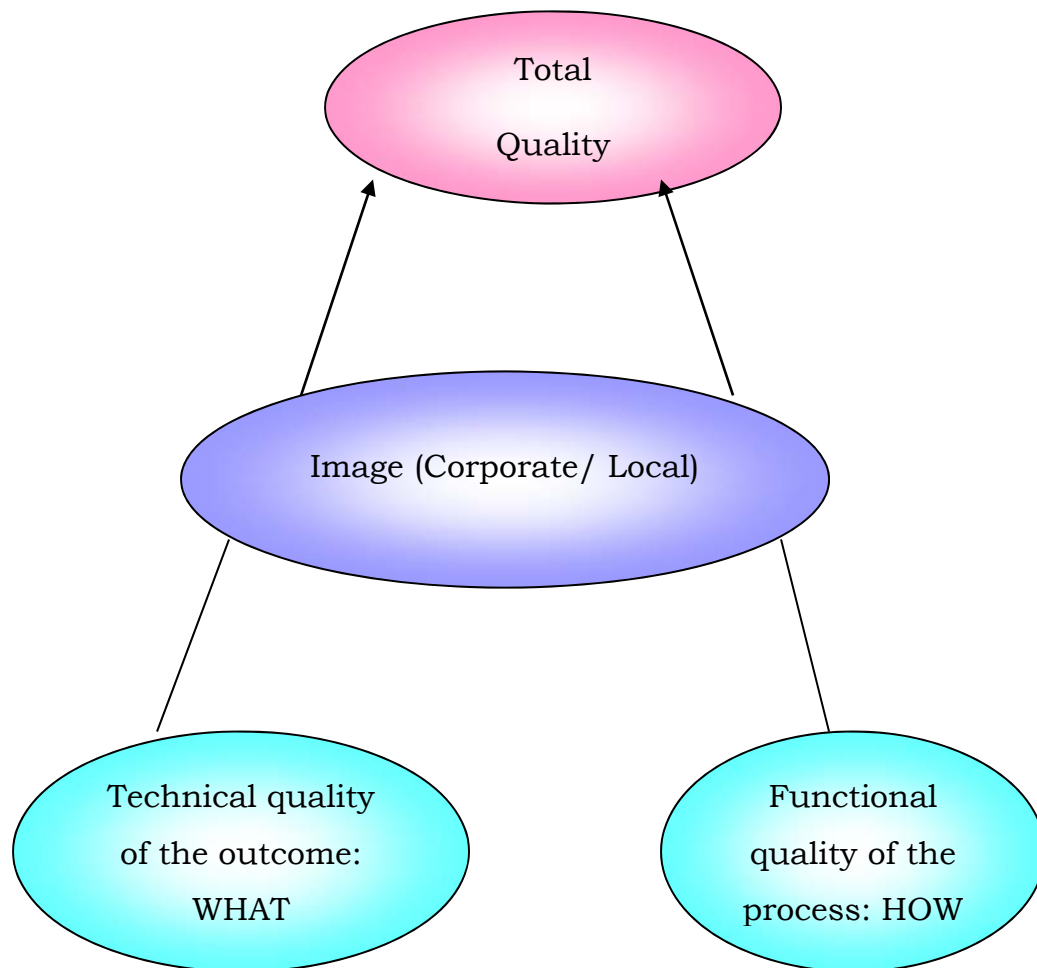


Fig 2.1: Service Quality Dimensions

Source: Gronroos (2001)

Perception of quality in service is determined by comparison of customers' own expectations with the services given. According to Lewis and Boom (1983), service quality is a measure of how well the service level delivered matches customer expectations. Delivering quality service means conforming to customer expectations on a consistent basis (Parasuraman et al., 1988).

2.5. The GAP Model

According to Parasuraman et al. (1988), GAP refers to disconfirmation between

expectations and perceptions of performance. In their framework, word of mouth communications, personal needs, past experience and external communications influence expectations or perceptions of performance; expectations and perceptions of performance indirectly affect perceived service quality via the gap. The model conceptualizes service quality as a gap between customer's expectations (E) and the perception of the service providers' performance (P). According to Parasuraman et al. (1988), “service quality should be measured by subtracting customer's perception scores from customer expectation scores ($Q = P - E$)”. The greater the positive score mark means the greater the positive amount of service quality or the greater the negative score mark, the greater the negative amount of the service quality.

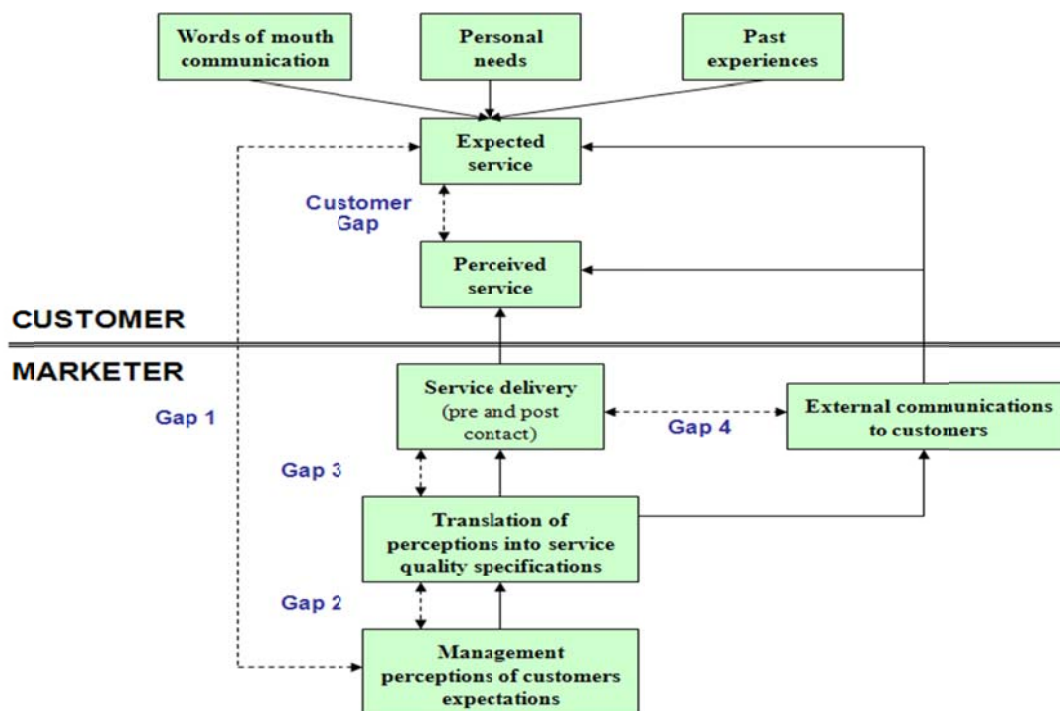


Fig 2.2: Gap Model

Source: Parasuraman, et al. (1988)

The five gaps are discussed below:

1. **The Management Perception Gap (Gap1):** This gap occurs when the management perceives the quality expectations inaccurately due to inaccurate information from market research and demand analyses, inaccurately interpreted information about expectations, nonexistent demand analysis, bad or nonexistent upward information from the firm's interface with its customers to management and numerous organizational layers which stop or change the information that may flow upward from those directly involved in customer contacts. Necessary action to open up or improve the various internal information channels has to be taken in such situations.
2. **The Quality Specification Gap (Gap 2):** This gap signifies that service quality specifications are not consistent with management perceptions of quality expectations due to planning errors or insufficient planning procedures, bad management of planning, lack of clear goal-setting in the company and insufficient support for planning service quality from top management. The planning related problems vary depending on the size of the first gap. However, even if there is sufficient accurate information on customer expectations, planning of quality specifications may fail due to lack of real commitment to service quality among top management. Commitment, dedication and devotion to service quality among management as well as service providers are of highest importance and priority in closing the Quality Specification Gap.
3. **The Service Delivery Gap (Gap 3):** This gap means that quality specifications are not met by performance in the service production and delivery process due to specifications which are too complicated, employees not agreeing with the specifications and therefore not fulfilling them, specifications not being in line with the existing corporate culture, bad management of service operations, lacking or insufficient internal marketing and technology and systems not facilitating performance according to specifications. The possible problems here are many and varied and usually the reasons for the existence of a service delivery gap are complicated and so are the cures. The reason for this gap can be divided into

three categories: management supervision, employee perception of specifications and rules/customer needs and wishes, and a lack of technological/operational support.

Management and supervision related problems may be varied too. For instance, supervisors may not be encouraging and supportive of quality behavior or the supervisory control systems may be in conflict with good service or even with quality specifications. In an organization where control and reward systems are decided upon separately from the planning of quality specifications, which is the case often, there is inherent risk of a service delivery gap occurring. Often non-essential or important activities are controlled, perhaps even rewarded; and activities that contradict quality specifications are encouraged by the control system. Control and reward systems partly determine the corporate culture, and goals and specifications that do not fit the prevailing culture tend not to be well executed. The cure here involves changes in the way managers and supervisors treat their subordinates and in the way supervisory systems control and reward performance.

Since the way in which performance requirements of the specifications, on one hand and existing control and reward systems on the other hand, are in conflict with each other, an awkward situation may arise for personnel when a customer contact person realizes that a customer requires different behavior on the part of the service provider than that expected according to the company's specifications. It must be noted that situations where the service provider is aware of the fact that the customer is not receiving what he expects and may feel that the demands and wishes of the customer are justified and perhaps could be fulfilled, however, the service provider is not allowed to perform accordingly, may ruin the motivation for quality-enhancing behavior among personnel. The skills and attitudes of personnel may cause problems if the wrong people are recruited. For instance, the firm may have employees who are unable to adjust to the specifications and systems that guide operations. Furthermore, the workload perceived by employees may be a problem. For example, there may be too much paperwork or some other administrative tasks

involved, so that quality specifications cannot be fulfilled and a result of which, the service provider does not possess time to attend to customers as expected.

Lastly, the technology or the operating systems, including decision making may not be suitable to employees. The problem may be the employees, but it is quite probable that technology and operational and administrative systems have been introduced inappropriately. Perhaps the technology and systems do not support quality behavior, or they have been improperly introduced to the employees. To close the service delivery gap, the problems need to be dealt with effectively and efficiently.

4. **The Marketing Communication Gap (Gap 4):** This gap occurs when promises given by market communication activities are not consistent with the service delivered due to market communication planning not being integrated with service operations, lacking or insufficient coordination between traditional external marketing and operations, the organization failing to perform according to specifications, whereas market communication campaigns follow these specifications and an inherent propensity to exaggerate, and, thus, promise excessively. The reasons for marketing communication gap can be divided into two categories: the planning and executing of external market communication and operations and a company's propensity to over-promise in all advertising and marketing communication. The cure in the first situation could be creating a system that coordinates planning and execution of external market communication campaigns with service operations and delivery. For instance, every major campaign could be planned in collaboration with those involved in service production and delivery for dual goal to be achieved. First, promises in market communications become more accurate and realistic and second, a greater commitment to what is promised in external campaigns could be achieved. The second category of problems i.e. over-promising can be dealt with by improving planning of marketing communication and/or closer management supervision.

5. **The Perceived Service Quality Gap (Gap 5):** This gap signifies that the perceived or experienced service is not consistent with the expected service resulting in negatively confirmed (bad) quality and a quality problem, bad word of mouth, a negative impact on corporate or local image and lost business. However, this gap may also be positive, which leads either to a positively confirmed quality or over-quality. If a Perceived Service Quality Gap occurs, the reason could be any one or a combination of those discussed above or other additional reasons. Addressing these gaps could be a basis for developing service processes in which expectations and experience consistently meet and a good perceived service quality will enhance.

2.6. Models for Measuring Service Quality

Several authors have attempted to construct different, though related, conceptual models. Among the authors are Cronin & Taylor (1992), Grönroos (1988), Rust & Olivier (1994) and Parasuraman et al. (1985), and the multiplicity is further evident within airline passenger service quality research (Padkil & Aydin, 2007). Nonetheless, as a result of the distinction between the Scandinavian school and the US school, two prevalent models for service quality measurement have pioneered the area and dominated the research field within leisure, tourism, and airline services (Parasuraman et al., 1985). In the following, the two models will be introduced and discussed in regard to the specific research purpose at hand.

2.6.1. The Grönroos Quality Model

Being the common pioneer of the Scandinavian school, Grönroos (1988) has found that two fundamental dimensions have an impact on the experienced service and the derived customer's perceived service quality. These two dimensions are the technical quality dimension and the functional quality dimension.

'Technical quality' represents what the customer actually receives from the total service as a result of the process and is further known as the outcome dimension. Services are

designed to produce a somehow ‘tangible’ outcome and therefore customers can think of the quality of services varying according to the outcome received (Grönroos, 1988). In the aviation industry the technical quality dimension would be the flight from one destination to another. Frequently, this measurement can be measured rather objectively by customers because of its nature, being a technical solution to a problem.

‘The functional quality’ dimension is how the customer receives the service and it concerns the process of delivering the service. The process delivery is conceived of as the moment of truth because it encompasses the pivotal moment in the service experience where the business is truly exposed to the customer through different levels of customer interaction, e.g. human-to-human interaction or technology-to-human interaction. These personal or non-personal interactions will evidently affect the customers’ evaluation of the perceived service quality.

Hence, the evaluation is related to the psychological level of performance and could be based on the behavior of the company’s employees, the skills of the employees or the accessibility of the personnel needed in the process. However, no clear elaborative prescriptions to the underlying attributes of the two quality dimensions is stated by Grönroos.

A third dimension identified by Grönroos is the corporate image of the service supplier i.e. the customers’ view of the company. The ‘image bubble’ functions as a buffer or a filter for the technical and functional quality. For instance, if the customer too often finds the (in-flight) service disappointing, the customer’s image of the airline company will deteriorate.

Expectations are determined on the factors of image, market communication, word of mouth and customer needs are found (Gummesson & Grönroos, 1987). Meanwhile, Grönroos is in doubt of the role of the expectations, since the experienced service contribute to perceived service quality itself.

2.6.2. Criticism of the Grönroos Quality Model

Scandinavians school of thought pointed out that the image dimension brings dynamics into the model. However, it can be argued that is problematic to place the image dimension in both the ‘expectation’ and ‘experienced’ side of the model, fostering a disconfirmation effect. Image on the one side may counteract image on the other, although the two variables are not identical in their evaluation criteria and separation in time.

In general, the Scandinavian school and the Grönroos quality model has been criticized for rejecting standardization in its favoritism of personalized service, portrayed by the use of overall categorical terms - the how and what of services. The rejection has resulted in lack of quantitative measurement of the respective dimensions. Further, findings to date suggest that there is no underlying latent variable associated with a technical quality dimension, implying that researchers have their own measures to access the dimension, making the factor rather diffuse. Hence, it is missing a more descriptive elaboration of the service elements in the functional dimension (Kang & James, 2004).

In regard to the in-flight process perspective on service quality, the model itself is considered too cursory with lack of emphasis on the distinct attributes embedded in the distinct in-flight process. A more descriptive and standardized model is more appropriate regarding the quantitative departure of the project (Kang & James, 2004).

2.6.3. The SERVQUAL Model

In accordance with the more descriptive and standardized US approach to service quality, Parasuraman et al. (1988) has presented a generic model and appertaining measurement system for perceived service quality, which is SERVQUAL. The model is highly acknowledged and much debated, and a vast number of studies are based on the model (Chen & Chang, 2005; Padkil & Aidyn, 2007). The model prior to SERVQUAL is referred to as “the gap model” by the same authors. The gap model presents 5 different gaps which a

company should avoid.

SERVQUAL is grounded in the earlier writings of the expectancy-disconfirmation theory in which quality is measured from the difference between the expectations (E) and evaluation of the performance (P). The results can be categorized as confirmation or disconfirmation and the outcome is the level of satisfaction (Parasuraman et al., 1985). Meanwhile, the incorporation of disconfirmation theory in the model indicates the close relation between service quality and satisfaction.

As a result of several focus group interviews in 4 different service sectors, ten dimensions of service quality were produced. By means of factor analysis the dimensions were later condensed into five dimensions presented in the model. These five dimensions have become dominant within service quality research and will be listed and briefly described in the following.

Tangibles : The appearance of physical facilities, equipments, personnel and communication materials in the service process, such as cleanliness, appearance of staff and appropriate technical equipment for support and entertainment.

Reliability: The ability to perform the promised service dependably and accurately. For example the consistency in meeting promises and the completion of tasks on-time.

Responsiveness: General willingness to help customers and provide prompt service, which refers to the ability of responding to individual customer requirements and showing sincere interest in problem solving.

Assurance: Includes the competence and courtesy of employees and their ability to convey trust and credibility. The dimension would include staff training in competent and courteous charisma among employees and the feeling of safety in the transactions with the customers.

Empathy: Encompasses the access to customers, communication to customers and understanding of customers resulting in individualized attention to customers. This is considered a very important element in the in-flight service process and covers the level of individual and personal attention and the understanding of specific customer needs.

The five dimensions have an impact on both the expected and the perceived service, where the disconfirmation between the two constitutes the level of perceived service quality in the given process.

2.6.4. Criticism of the SERVQUAL Model

Where the Grönroos model has been criticized for lacking focus on the process perspective i.e. functional quality, SERVQUAL has been on the contrary judged as not incorporating the technical quality or the outcome aspect in the entire service delivery (Augustyn & King, 2004). Hence, it has been accused for neglecting the holistic approach to the management of services.

Nonetheless, much of the literature suggests that airline passengers perceive service quality as a multidimensional construction with indirectly favors SERVQUAL over the Scandinavian school in terms of measurements. In operational terms, it has been pointed out that the element of measuring expectations lacks a clear definition. The problem of measuring constructs which are not directly observable and the lack of scale labeling for answers thus make the core of the model unstable (Babakus & Boller, 1992). Further, critics go on and stress that the model lacks a consideration of the relative importance of the dimensions in regard to the given service industry (Kasper et al., 2006). However, it can be argued that the problems of non-observable measurements and lack of scale labeling can be counteracted by sincere dedication to the construct.

As a consequence of above mentioned rationales, the SERVQUAL model will constitute the foundation for varies applied research models. Nonetheless, Brady & Cronin (2001) emphasize that no generic service quality model is applicable without customization. Thus,

with regard to the proceeding integrated research model applied in the project, the researcher prepared a research instrument based on a refinement of Ethiopian Airlines service quality comment card and various airline service related literature reviews including SERVQUAL dimensions.

2.7. Customer Expectation

Customers' expectations are beliefs about service delivery that function as standards or reference points against which performance is judged Kazi (2010). Because customers compare their perceptions of performance with these reference points when evaluating service quality, thorough knowledge about customer expectations is critical to services marketers. Knowing what the customer expects is the first and possibly most critical step in delivering quality services. Among the aspects of expectations that need to be explored and understood for successful services marketing are:

- What types of expectation standards do customers hold about services?
- What factors most influence the formulation of these expectations?
- What role do these factors play in changing expectations?
- How can a service company meet or exceed customer expectations?

According to Oliver (1997), two common conceptualizations of expectations are normative expectations -- the customer's "ideal" for the evoked set -- and predictive expectations -- the customer's probabilistic assessment of the focal service's attributes. Although there is some agreement about the measurement of predictive expectations (e.g., Oliver, 1997), the measurement of normative expectations poses certain problems.

Since customers are likely to bring different frames of reference to different consumption situations, different (and multiple!) conceptualizations of expectations may be appropriate for different service contexts (Zeithaml et al., 2009). Furthermore, Woodruff, Cadotte and Jenkins (1995) suggest that the customer's subjective disconfirmation may only operate when perceived performance lies outside a "zone of indifference." Attributions about

"unexpected" service successes/failures might operate similarly. The observation that expectations are difficult to operationalize and that antecedents may be passive in certain consumption modes may explain why certain models of service quality have been primarily performance based.

According to (Oliver, 1997), in most of the service settings customers may not receive the level of service they expected before the actual service experience. The performance of the service falls either under customers' expectations or above expectation. When expectations are exceeded, service is perceived to be of high quality and also to be a surprise. When expectations are not met, service quality is deemed unacceptable. When expectations are confirmed by perceived service, quality is satisfactory. However, quality, which falls short of expectations, has a greater effect on customer satisfaction than quality which exceeds satisfaction (Zeithalm, 2009).

Parasuraman, et al. (1988) explain that since customers buy goods and services to meet specific needs, they will compare these offerings of various businesses to determine which offering will best suit and satisfy their needs. Customers will therefore spend more time comparing service offerings against what they expect to receive, especially if time, money and effort are involved when obtaining the service offering. Customers will be satisfied when they receive service levels that meet or exceed their expectations, but will not accept any lower service levels. In the airline industry, customer expectations could be as basic as wanting the flight to arrive on time, or could include expectations of a clean airplane, or in-flight refreshments and entertainment. Airlines need to know what customer needs and expectations are in order to exceed those expectations and so provide quality customer service and customer satisfaction.

2.7.1. Exceeding Customer Expectation

Customers entering into a transaction expect (perhaps unconsciously) to be treated in a particular way. What they expect is often based on their past associations with this business. If they had a good experience in the past, they probably expect something satisfactory.

Working with people's expectations is difficult for customer service employees because these expectations are perceptual. They exist in the mind of customers. Sometimes they are accurate and rational, sometimes they aren't. And to make the matter worse, they are ever-changing. They present a moving, hard-to-define target.

In his work with clients, Timm (2001) has proposed E-Plus idea to help people get specific to by targeting categories of customer expectations. To help remember these categories, he uses the acronym VISPAC (as in visible packaging).

According to Timm (2001), the six categories of E-Plus opportunities (VISPAC) are:-

1. Value
2. Information
3. Speed
4. Personality
5. Add-ons
6. Convenience

Value

How can we exceed customer expectations regarding the value- the valuable-ness- of the products/services we sell? When customers think of value, they think off some exceptional product/service they have earned. Keep in mind two characteristics of value expectations. First, customers may not fully appreciate the value of something until its long term quality becomes evident. Conveying E-Plus value to customers may take an extended time to become evident. Second, value is always relative to the price. Indeed, a definition of value is the quality of a product or service relative to its price.

Information

How can we exceed customer expectation by providing more, better or clear information that the customer can use? Often the best opportunities for E-Plus in information-giving are to use nontraditional media. Computer software products are often accompanied by a learning CD or videotape program.

Speed

How can you exceed your customers' expectations with regard to the speed of service? Research of customer turnoffs repeatedly shows that customers dislike having to wait too long for products or services. Across all types of businesses, people want timely responses.

Personality

How can you or your organization project positive personality characteristics that exceed customer expectations? Every company or organization conveys personality to its customers. This personality is a composite of countless little behaviors exhibited by the people who work there. Friendliness, courtesy, efficiency, professionalism and quality are all conveyed via behaviors both verbal and nonverbal.

Add-Ons

How can you exceed customer expectation by giving or selling customers something else they need or appreciate? The best kinds of free add-ons are those with high perceived value and low cost to the business.

Convenience

How can you make things more convenient for your customers? This may be the E-Plus area with the greatest potential in today's efficiency-obsessed culture. Two areas where convenience can be enhanced are in recovery of unhappy customers and in attracting new customers. Shopping via Internet is one obvious approach that is now being tapped.

Hutchinson et al. (2008) determined the service quality's slight and significant effect on the behavioral intention variables in a study made with golf travelers. Vijayadurai (2008) found a significant relationship between behavioral intention and reliability, assurance, responsiveness in a study done with 176 hotel guests. The behavioral intention is an extreme level of customer's satisfaction. It is also called as customer's delight (Vijayadurai, 2008). If the customer is satisfied with the quality of given services, then he/she may come back to the company again, may recommend it to others and may be willing to pay more for the company.

2.8. Customer Satisfaction

Customer satisfaction has become a key intermediary objective in service operations due to the benefits it brings to organizations (Parasuraman et al., 1988). The importance of customer satisfaction is derived from the generally accepted philosophy that for a business to be successful and profitable, it must satisfy customers. Oliver (1997) describes satisfaction as the summary psychological state resulting when the emotion surrounding disconfirmed expectations is coupled with the consumer's prior feelings about the consumption experience. Cronin et al. (2005) support this view in a service setting, claiming that satisfaction is the result of comparison of expectations prior to purchase and consumption with service performance, whereas positive disconfirmation increases or maintains satisfaction while negative disconfirmation creates dissatisfaction.

Satisfaction refers to the buyer's state of being adequately rewarded in a buying situation for the sacrifice he or she has made (Al-alak, 2010). Adequacy of a satisfaction is a result of matching actual past purchase and consumption experience with the expected reward from the brand in terms of its anticipated potential to satisfy the customer's motives (Loudon et al., 1993). Oliver (1997) defined satisfaction as the customer's fulfillment response. It is a judgment that a product or service feature, or the product or service itself, provides a pleasurable level of consumption-related fulfillment. Zeithaml et al. (2009) translated Oliver's definition of satisfaction to mean that satisfaction is the customer's evaluation of a product or service in terms of whether that product or service has met their needs and expectations. The customer satisfaction literature shows that expectation is the most direct determinant of satisfaction, followed by perceived performance (Kim & Lough, 2007).

The value percept theory regards satisfaction as an emotional response triggered by a cognitive evaluative process (Parker and Mathews, 2001). Nevertheless, Swan and Combs (1976) were among the first to point out that satisfaction is associated with performance fulfilling expectations, while dissatisfaction occurs when performance falls below expectations. It is apparent, therefore, that customer satisfaction is an abstract and rather ambiguous concept. Manifestations of satisfaction vary from one person to another and

from one product to another (Munteanu et al., 2010). The state of the so-called "satisfaction" depends on a number of psychological and physical variables, and correlates with certain behaviors. Among the psychological variables, personal beliefs, attitudes and evaluations may affect customer satisfaction (Ajzen I., 1991).

Customer satisfaction depends on a variety of factors, including perceived service quality, customers' mood, emotions, social interactions, and other experience-specific subjective factors (Oliver, 1997). According to Zeithaml et al. (2009), the two constructs are likely to be positively correlated, but unlikely to be linear. Although researchers have generally agreed on the conceptions and distinctiveness of service quality and satisfaction, their causal relationship is yet to be resolved including in the airline service consumption.

2.8.1. Benefits of Customer Satisfaction Assessment

Naumann (1995), expressed that the reasons for measuring customer satisfaction may vary among companies, and the success of the measurement depends on if the measurement is incorporated into the firm's corporate culture or not. However, he suggested five reasons for measuring customer satisfaction or five important roles of customer satisfaction measurement:

To get close to the customer – this will help to understand customers more, their needs, the attributes that are most important, and their effect on the customer's decision making, the relative importance of the attributes and the performance evaluation of the firm delivery of each attribute. This process helps to provide enabling communication with customers.

Measure continuous improvement - the important attributes of customers can be incorporated into the internal measurement to evaluate the value-added process in the company. This process involves comparing performance against internal standards (process control and improvement), and comparing performance against external standards (benchmarking).

To achieve customer-driven improvement – the data collected from customers can be

developed into sources of innovations and this can help to achieve customer driven improvement. This requires a comprehensive database and not just records of sales. This process helps to identify opportunities for improvement (quality costing).

To measure competitive strengths and weaknesses - determine customer perceptions of competitive choices and companies.

To link customer satisfaction measurement data to internal system

2.8.2. Consequences of Customer Satisfaction

Previous research works have shown that customer satisfaction is positively associated with desirable business outcomes namely; customer loyalty, customer retention, and customer profitability. Gerpott et al. (2001) reported that these consequences are important goals for telecommunications operators to have superior economic success.

Coyne (1989) stated that customer satisfaction has measurable impact on customer loyalty in that when satisfaction reaches a certain level; on the high side, loyalty increases dramatically; at the same time, when satisfaction falls to a certain point, loyalty reduces equally dramatically.

Fornell et al., (1996), found out that there is a positive relationship between customer satisfaction and customer loyalty but this connection is not always a linear relation. This relationship depends on 20 factors such as market regulation, switching costs, brand equity, existence of loyalty programs, proprietary technology, and product differentiation at the industry level. Oliver (1999) stated that the relationship between satisfaction and loyalty is that satisfaction is transformed into loyalty with the assistance of a myriad of other factors. However, this relationship is complex and asymmetric. High levels of satisfaction lead to high levels of attitudinal loyalty. Attitudinal loyalty involves different feelings, which create a customer's overall attachment to a product, service, or company (Lovelock et al., 2001).

2.8.3. Service Quality and Customer Satisfaction

Much debate and confusion has been assigned to the interrelatedness of service quality and satisfaction and in what sense the concepts differ from each other. In simple terms quality refers to some attribute of what is offered whereas satisfaction or dissatisfaction refers to a customer's emotive reaction to that offer (Saha GC & Theingi, 2009). In this logic they are separate, where quality is something the company is responsible for and satisfaction is an experience in the customer's domain. However, the concepts are clearly related since we might use customer reaction (satisfaction/dissatisfaction) as means of evaluating whether the right quality has been delivered.

Parasuraman et al. (1985) conceptualized perceived service quality as a totality evaluation of a service-process, whereas satisfaction is a transaction-specific evaluation. In other words, they posited that incidents of satisfaction altogether result in perceptions of the service quality. In contrast to this perspective, Cronin & Taylor (1992) argues that perceived service quality is an antecedent of customer satisfaction. In this optic, customer satisfaction is conceived of as a result of service quality in the following order; service quality → satisfaction → purchase intention.

Oliver (1997) reported that service quality is a casual antecedent of customer satisfaction, due to the fact that service quality is viewed at transactional level and satisfaction is viewed to be an attitude. Zeithaml et al. (2009) reported that the service quality divisions are related to overall service quality and or customer satisfaction. Fornell et al. (1996) expressed that satisfaction is a consequence of service quality.

To achieve a high level of customer satisfaction, most researchers suggest that a high level of service quality should be delivered by the service provider as service quality is normally considered an antecedent of customer satisfaction (Anderson et al., 1994; Cronin and Taylor, 1992). However, the exact relationship between satisfaction and service quality has been described as a complex issue, characterized by debate regarding the distinction between the two constructs and the casual direction of their relation- ship (Cronin et al.,

2005). Parasuraman, Zeithaml, and Berry (1994) concluded that the confusion surrounding the distinction between the two constructs was partly attributed to practitioners and the popular press using the terms interchangeable, which make theoretical distinctions difficult.

Cronin and Taylor (1992) asserted that consumer satisfaction appeared to exert a stronger influence on purchase intention than service quality, and concluded that the strategic emphasis of service organizations should focus on total customer satisfaction programs. The authors reasoned that consumers may not buy the highest quality service because of factors such as convenience, price, or availability and that these constructs may enhance satisfaction while not actually affecting consumers' perceptions of service quality.

However, Bitner and Hubbert (1994) determined that service encounter satisfaction was quite distinct from overall satisfaction and perceived quality. The authors concluded that the constructs exhibited independence. Despite strong correlations between service quality and customer satisfaction in their study, the authors determined that the two constructs exhibited independence and concluded that they were in fact different constructs, at least from the customer's point of view.

Anderson et al. (1994) had endeavored to clarify the specification and nature of the service quality and satisfaction constructs and found empirical support for the conceptualization that service quality was an antecedent of the superordinate satisfaction construct. In addition, the authors found that explained a greater portion of the variance in consumers' purchase intentions than service quality.

In the transportation and logistics field, Dresner and Xu (1995) examined the link between customer service and customer satisfaction using data from the airline industry. They found that three measures of customer service – mishandled baggage, ticket over-sales, and on-time performance, were all positively related to customer complaints, their measure for customer satisfaction. In particular, reducing mishandled baggage and ticket over-sales (leading to fewer bumped passengers) and increasing on-time flight performance, all contributed to fewer customer complaints recorded by the U.S. Department of

Transportation. Park et al. (2005), using data on the Korean airline industry, found a similar relationship between airline service quality and customer satisfaction. Comparable results have also been found in other industries. A similar finding was made by Yee et al. (2010) using a survey of 206 service shops based in Hong Kong.

2.8.4. Customer Satisfaction and Retention

Several research works have shown that there is positive relationship between customer satisfaction and customer retention; customer satisfaction has a direct effect on customer retention (Rust and Subramaman, 1992); customer satisfaction is positively related to customer retention (Anderson et al, 1994); to retain a customer, it is necessary to satisfy him. Customer retention is central to the development of business relationships, and these relationships depend on satisfaction. Customer satisfaction is a central determinant of customer retention (Gerpott et al., 2001).

2.8.5. Customer Satisfaction and Profitability

Research studies conducted by Gale (1992) and Fornell et al. (1996) showed that higher customer satisfaction translates into higher than normal market share growth, the ability to charge a higher price, lower transaction costs, and a strong link to improved profitability. Gerpott et al., (2001), also demonstrated that customer satisfaction is related to higher profitability and proved his findings statistically. Andersson et al. (1994) found a significant association between customer satisfaction and accounting return on assets. Fornell et al. (1996), found out that customer satisfaction is significantly related to firms' financial performance. The volume of business conducted with a firm is directly related to customer satisfaction, which in turns affect profitability. The significance of this sub-section to this study is that it helps to provide better understanding that customer satisfaction to some extent affects loyalty which in turn may affect retention and profitability.

Although a few studies have found no significant relationship (Andersen et al., 1994), or even a negative relationship between customer satisfaction and financial performance

(Ittner and Larcker 1998), the preponderance of the literature suggests that higher customer satisfaction contributes to higher performance; for example through lower marketing costs or due to lower price elasticity of demand. Along these lines, in their study of the Swedish market, Anderson et al. (1994), using 1989 to 1990 company-level market share data, suggest that the provision of high customer satisfaction positively impacts future financial returns. Customer satisfaction can improve profitability because it influences the repurchase behavior of customers.

Thus, customer satisfaction leads to customer loyalty, which in turn contributes to the profitability of a firm (Anderson et al., 1994). In addition, satisfied customers may be willing to pay premium prices for products, thus also contributing to increased profitability Parasuraman et al. (1988).

Perhaps the most relevant literature to this study is Dresner and Xu (1995) and Behn and Riley Jr. (1999). Dresner and Xu (1995) in addition to examining the impact of customer service on customer satisfaction as noted above, also looked at the impact of satisfaction on profitability in the airline industry. Their finding suggests that increased satisfaction contributes to higher profits, even after controlling for the additional costs involved in providing that higher level of satisfaction.

Supplementing Dresner and Xu (1995), Behn and Riley Jr. (1999), incorporate a number of operating measures into their model in order to determine how nonfinancial airline information, including customer satisfaction, relates to financial performance. Using an instrumental variables approach, similar to Dresner and Xu (1995), they find a positive link between customer satisfaction and operating income. Furthermore, in two airline industry studies, Yee et al. (2010) also find a significant positive relationship between customer satisfaction and firm performance.

2.9. Behavioral Intentions

Behavioral intention (BI) is a person's perceived likelihood or subjective probability that he or she will engage in a given behavior (Ajzen I., 1991). BI is behavior-specific and operationalized by direct questions such as "I intend to [behavior]," with Likert scale response choices to measure relative strength of intention. Intention has been represented in measurement by other synonyms (e.g. "I plan to [behavior]") and is distinct from similar concepts such as desire and self-prediction (Armitage & Conner, 2001). Ajzen (1991) argued that BI reflects how hard a person is willing to try, and how motivated he or she is, to perform the behavior. Due to its ability to predict customer's behavior, behavioral intention has been set as the dependent variable in many studies (Zeithaml et al., 2009).

The theory of reasoned action suggests that behavior is determined by a customer's intention to perform or not to perform a subjective behavior (Zeithaml et al., 2009). Behavioral intention represents the repurchase intentions, word of mouth, loyalty complaining behavior, and price sensitivity (Zeithaml et al., 2009). Positive word of mouth, willingness to recommend and repurchase intentions are used to measure behavioral intentions (Theodorakis and Alexandris, 2008; Ozdemir and Hewett, 2010). Zeithaml et al., (2009) compiled a list of specific favorable behavioral intentions, including loyalty, switching intentions, willingness to pay more, external response, and internal response. Bourton et al. (2003) revealed that customers experience is related to behavioral intentions. The more positive the customer's experience, the more likely he or she is willing to reuse the service.

The degree of future behavioral intentions in certain destinations is frequently reflected in customers' intentions to revisit and in their willingness to recommend it (Chen, 2008). In contrast, the degree of future behavioral intentions are measured with say positive things about the destination and revisit the destination in the future while assessing the influence of service quality on behavioral intentions in rural heritage festival in Missouri, U.S (Cole, 2006). However, another prior research also measured using two proxies of future behavioral intentions namely word-of-mouth and revisits intentions (Prayag, 2009).

Additionally, future behavioral intentions measured differently with willingness to recommend, say positive thing and revisit the organization (Lee et al., 2008).

Behavioral intention has been used as dependent variable (Theodorakis and Alexandris, 2008) perhaps because of its robust ability to predict behavior which is the central goal of behavioral intention models. Behavioral intention of customers can be either favorable or unfavorable (Zeithalm, 2009). Favorable behavioral intention often results into bonding with the services provider, increased volume of business, expressing positive praise for the service provider, and a willingness to pay price premiums. On the contrary, unfavorable behavioral intention leads customers to display higher probability of brand switching, plan to reduce their volume of business, engage in negative word of mouth, and display an unwillingness to pay premium prices. Consequently, researchers observe that financial success and future performance of organizations depends on the extent to which customers favorable behavioral intentions are fostered (Dabholkar et al., 2005). In the same vein, Cronin et al. (2005), argue that eliciting a greater understanding of consumers' behavioral intentions continues to be a primary concern for marketing researchers. This is reflected in the frequency and rigor with which researchers have explored and modeled the antecedents of the behavioral intentions of consumers. Just like price and service quality, perceived value equally has influence on customer behavioral intention (Cronin et al., 2005).

2.9.1. Behavioral Intention as Consumer Decision Making Process

Behavioral intention reflects consumer decision-making process for keeping loyal to a product he or she consumed and even become 'informal' marketing agent for the product (Solomon, 2012). Generally, there are two paradigms concerning consumer decision-making process. First paradigm is the rational paradigm. The paradigm sees consumer decision-making process as a rational process which uses all available information and the decision is made based on 'cost-benefit' consideration for each alternative of decisions (Solomon, 2012). Second paradigm is the irrational paradigm. The irrational paradigm explains why consumers often do not choose the rationally best product available at the market. The irrational paradigm consists of two perspectives, which are behavioral

influence perspective and experiential perspective. The first perspective refers to the view that see decision-making process based on ‘only’ a learned response to environment cue while the second perspective believes that decision- making process is a subjective process and it is naturally hard to be explained, whereas consumers’ decision is made mostly based on the emotional bond (Solomon, 2012).

Behavioral intention represents consumer loyalty towards certain product. The consequence of the concept is that consumers never feel like being forced to have relationship with the products they consumed. Consumers have favorable behavioral intention is not caused by lack of alternative. ‘Lack of alternative’ will keep customer to reuse the product even though he/she doesn’t willing to recommend and even reuse it. More clearly, this research differentiates consumers with favorable behavioral intention and the ones with lack of alternative even though both might seem loyal to reuse certain products. Based on the theory of planned behavior proposed by Ajzen (1991), we argue that consumers who reuse product due to lack of alternative will certainly switch to other products if they have the ability to do so since the loss of their perceived behavioral control. On the other hand, consumers with favorable behavioral intention will perceive the existence of other alternatives as scarce and become insensitive with the cost- benefit considerations of other alternatives (Gummesson, 2008). In other words, even though there are competitors those offers rationally better products, consumers with favorable behavioral intention will not change their preferences.

2.9.2. Service Quality and Behavioral Intention

Establishing a link between service quality and customer behavioral intentions is an important task for researchers and practitioners, since it is evidence for the value of service quality research. Furthermore, the relationships between specific service quality dimensions and behavioral intentions are not yet clear, due to the different service quality models used and the different contexts of the published studies (Theodorakis and Alexandris, 2008).

In numerous researches, it has been found that quality of service affected the behavioral

intentions. Cronin et al. (2005) have found a positive relationship between service quality and purchase intentions. In addition, previous research has demonstrated associations between service quality and specific dimensions of behavioral intentions. For example, in the study of Theodorakis and Alexandris (2008), that was conducted with 242 spectators, tangibles, responsiveness and reliability dimensions were determined as the moderate estimators of the word of mouth's variance. Therefore, we expect customers who perceive the quality of the service as high to be more likely to demonstrate intentions.

According to several authors, service quality influences behavioural intentions simply through satisfaction (Andersen et al., 1994). In airline industry context, Park et al. (2005) also found a positive influence of service quality in repurchase intentions and intention to recommend the airline to others, indirectly by means of satisfaction.

However, quite a few studies found a direct link between service quality and customer behavioral intentions (Cronin and Taylor, 1992; Zeithaml et al., 2009) and effective behavior. Parasuraman et al. (1988) stated a positive correlation between service quality and willingness to recommend, repurchase intentions and saying positive things about the firm. In the airline environment, Zins (2001) has found a direct relationship between these two constructs.

2.9.3. Customer Satisfaction and Behavioral Intention

Previous research has demonstrated that satisfaction is strongly associated with behavioral intentions (Cronin et al., 2005). Customer satisfaction also serves as an exit barrier, helping a firm to retain its customers (Fornell, 1992). In addition, customer satisfaction also leads to favorable word-of-mouth publicity that provides valuable indirect advertising for an organization (Fornell, 1996).

In many industries, having satisfied customers also means that organization receives fewer complaints (Fornell, 1996), hence reducing costs in handling failures. Researchers also maintain that satisfied customers are willing to pay more for the benefits they receive and

are more likely to be tolerant of an increase in price. Zeithaml et al. (2009) concluded that, through satisfying customers, organizations could improve profitability by expanding their business and gaining a higher market share as well as repeat and referral business.

Anderson et al. (1994) claim that increasing customer satisfaction increases the value of a firm's customer assets and future profitability. The authors further argue that satisfied customers are more tolerant of price increases, due to the benefits they received from the company and for which they are willing to pay more. They buy more frequently, in greater volumes and are eager to try new goods and services from the company that makes them satisfied. The costs of attracting new customers are expected to be lower for the companies that have a base of highly satisfied customers, due to their engagement in spreading positive word of mouth. Oliver (1999) however highlights that although satisfaction is a necessary prerequisite of true loyalty, it does not universally translate into loyalty.

As majority of the studies related to customer loyalty originated in the field of consumer goods strong emphasis has been put on repurchase behavior as an indicator of loyalty. Beer (2003) emphasize that this is a narrow and outcome-focused view of loyalty, which is in fact a dynamic process. The author further argue that the absence of repeat purchases may as well be the result of non-availability or other situational factors and stress the importance of getting deeper insights into customer's preferences and future behavioral intentions as more important indicators of customer loyalty. Moreover, repeat purchasing may as well be caused by reasons that have nothing in common with true loyalty, such as lack of alternatives, high switching costs, buying out of inertia (Munteanu, 2010).

This point of view is also supported by Oliver (1999) who defined loyalty as a deeply held commitment to rebuy or repatronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior. The author describes four sequential stages of loyalty formation. Customers first become loyal in a cognitive sense, later in an affective sense, which is followed by conative loyalty and the final stage is action loyalty. Cognitive loyalty is based on direct experience or vicarious

knowledge of performance superiority of preferred alternative. Affective loyalty is a deeper level of commitment in comparison with previous stage which is based on liking of a brand due to cumulatively satisfying usage occasions. The following stage is conative loyalty. i.e. behavioral intention stage, which relates to motivation to rebuy product or service again. In this stage previous motivation towards the brand transforms into readiness to act.

Oliver (1997) a number of related, but important, concepts are frequently used interchangeably with satisfaction, although closer inspection reveals that they are actually distinct from satisfaction despite the fact that they may be related to satisfaction in various ways. Generally, they represent either the affective (liking/pleasure) or cognitive (thinking/judging) components of product and service experience although some are hybrids of the two (Oliver, 1997).

Within the antecedent categories, moods may play a role in satisfaction formation. These are positive or negative feelings of a largely non-thinking nature, although certain events may have preceded their appearance. Quality, in contrast, is a cognitive judgment that summarizes the exceptionally good (or bad) elements of the product, especially when compared to other direct alternatives or offerings (brands). In a similar vein, value is a judgment that compares the likely outcomes of purchasing to the inputs forgone. Thus, value results when consumers compare what is to be received (e.g., performance) to the acquisition costs (e.g., financial, psychological, effort) (Oliver, 1997).

Another antecedent concept that is actually a hybrid affective-cognitive judgment is attitude. It is a relatively stable judgment that a product or service has desirable or undesirable properties. The judgment takes the form of a liking or disliking and is based on many separate evaluations of product features. Whereas moods can emerge as pure feeling states, attitudes result from deliberate processing of (product- or service-related) information. Unlike satisfaction, consumers do not have to experience consumption to have formed an attitude; hence attitudes can exist prior to purchase/usage. Satisfaction, in contrast, is a post-usage phenomenon, is purely experiential, and results from comparative processes; attitudes do not require comparisons (Oliver, 1997).

Customer satisfaction plays a supreme role in predicting customer behavior intentions. The customer has a central role in the power of this relationship since they interact with service outcomes and their own experience is fulcrum in both evaluations of satisfaction and future intentions. Both in the Australian airlines context (Park et al., 2005) and in Thailand low cost airlines (Saha and Theingi, 2009), passenger satisfaction was found to influence directly passenger future behavioral intentions.

2.10. Relationship between Perceived Service Quality, Satisfaction and Behavioral Intentions

Cronin and Taylor (1992) examined the relationship between service quality, customer satisfaction, and purchase intentions. They established three propositions for their study that stated: 1. Customer satisfaction is an antecedent of perceived service quality. 2. Customer satisfaction has a significant impact on purchase intentions. 3. Perceived service quality has a significant impact on purchase intentions. The results of their study found that propositions one and two have a significant effect on customer satisfaction and purchase intentions, respectively. However, in regard to proposition three, they found that service quality does not have a significant impact on purchase intentions. It is important to note that Cronin and Taylor used their SERVPREF model to test the above propositions and not SERVQUAL.

It is important to understanding service quality and satisfaction, because these variables are considered to be predictors for consumer behavior (Lee et al., 2008). As the result, many researchers have inspected the link between service quality and satisfaction in determining the future behavioral intentions. Previous empirical research has also confirmed that both service quality and customer satisfaction affect behavioral intentions (Cole, 2006).

2.11. Customer Partnership

Consultant –Author Chip Bell (1994) contends that such a customer partnership arises from certain attitude or orientation. He says that such partnerships are:-

- Anchored in an attitude of generosity a “giver” perspective that finds pleasure in extending the relationship beyond just meeting a need or requirement ;
- Grounded in thrust;
- Bolstered by a joint purpose;
- Marked by truth, candor, and straight talk mixed with compassion and care;
- Based on balance, pursuit of equality;
- Grounded in grace, which Bell describes as “an artistic flow that gives participants a sense of familiarity and ease”;

Not every customer relationship becomes a partnership, of course. But such partnerships represent the highest level of customer-provider affiliation. Notwithstanding the semantic distinctions about customers, it remains useful to agree that everyone has customers; we interact with people who depend on us to provide them with information, guidance services, products, or social support-in short, value. In exchange for this value, we take something back. This exchange system defines, on the most basic level, what it means to be a customer. When this exchange evolves into something more- when we move up the steps of relationship building – we enjoy immense levels of career and personal satisfaction.

2.12. Customers for Life

The ultimate goal of customer service is to create customer loyalty. Understanding loyalty – what makes the customer loyal and how to measure this: - enables a company or person to improve customer driven service quality.

According to Timm (2001), to best understand customer loyalty, first recognize what it is not. Customer loyalty is sometimes mistaken for:

- Customer satisfaction alone. Satisfaction is a necessary component but a customer may be satisfied today yet not necessarily loyal to you in the future.
- A response to some trial offer or special incentive. You can't buy loyalty, you must earn it.
- A large share of the market. You may have a large share of percentage of the customers for a particular product or service for reasons other than customer loyalty. Perhaps your competitors are poor or your current prices more attractive.
- Repeat buying alone. Some people buy as a result of habit, convenience, or price but would be quick to defect to an alternative (Timm, 2001).

A more reliable definition of loyalty is a composite of three important characteristics:

1. It is driven by overall satisfaction. Low or erratic levels of satisfaction dissatisfaction disqualify the company from earning customer loyalty.
2. It involves a commitment on the part of the customer to make a sustained investment in ongoing relationship with a company.
3. It is reflected by a combination of attitudes and behaviors including:
 - Repeat buying (or intention to do so as needed),
 - A willingness to recommend the company to others, and
 - A commitment to the company demonstrated by a resistance to switch to a competitor (Timm, 2001).

2.13. Airlines Services Quality

Airline service marketing throws up some issues specific to the industry. Parasuraman et al. (1996) describe how an expectation of service in general can be divided into desired service and adequate service. Adequate service means the actual service that the customer received, while the desired service is the quality of service for which the customer wished. Airline customers regard intangibles such as the service encounter and cabin crew friendliness and service performance levels as important, but they also place a high value on tangible aspects including food, seating and entertainment programs (Rust, Zahork and Keiningham, 1996). The extent to which different customer segments place higher or lower values on

different aspects of service depends to some extent on nationality.

Chiang (2003) suggests that passengers select different airlines based on service quality, travellers' socioeconomic characteristics and the purpose of the trip. Sultan and Simpson (2000, p.188) agreed and elaborated further by writing: "Major airline industry competitors, seeking to gain or expand market share globally or regionally, provide an opportunity to explore the service expectations and perceptions of customers of different nationalities".

The above scholars highlight the need to consider the consumer's background when assessing service quality and airline's performance during the service interaction (Natalisa and Subroto, 2003). Shaw (1999) emphasizes consumers' personal characteristics and separates them into roles in the decision making process, such as deciders, gatekeepers, users, buyers and influencers. So consumer behavior in airline choice is not entirely individual, it may be influenced by other members of their group. In the generic model of consumer behavior there are five stages within the decision making process: problem recognition, the search for alternative solutions, the evaluation of alternatives, purchase and post-purchase use and the re-evaluation of the chosen alternative. This model is useful since it allows this research to examine individual consumers' mindsets during different stages of consumption. Combining these two models of consumer behavior will allow this research to have a dynamic view of how and why Taiwanese student passengers select airlines in the way they do.

Within the context of the airline industry, Kaynak and Kuchkemiroglu's (1993) found that the reliability of the airline, consumers' their past experience with the airline, the price of the tickets, service quality and safety are the five most important factors when selecting airlines. Chen (2008) also identifies connection to the destination, price, emergency handling, services and special discount for frequent flyers as important choice criteria in European flight destinations.

Grönroos (2001) describes there are four aspects that airline passengers consider most significant in their flying experience.

1. *Care and Concern*. The passengers would feel that the airline company, its employees and its operational systems are dedicated to solve their problems.

2. *Spontaneity*. The employees show a willingness and readiness to reach passengers and take care of their problems.

3. *Problem solving*. The contact employees would have the knowledge and skills to take care of their works and perform following by standards.

4. *Recovery*. If problems happen or something unexpected occurs, the contact employees would take the actions to control the situation and find the solution.

Park et al. (2005) pointed that it was worth while discussing dimensions of airlines to its specificity rather than basing on only SERVQUAL dimensions. Hence, the authors pointed the SERVQUAL dimensions did not address areas of airlines like inflight meals, seat space and reservation related services.

2.13.1. In-flight Service Quality Dimensions

A series of service quality attributes have further been adapted to the specific in-flight process and is described below:-

Tangibles

Obviously tangibles refer to the physical facilities, equipment and personnel. In the in-flight service process the variables include the seat comfort, cleanliness of the aircraft interior, appearance of the flight crew and the in-flight equipment and entertainment facilities. From a similar GAP analysis on the Taiwan airline passenger market by Chen & Chang (2005), it was found that seat comfort, equipment facilities and cleanliness of aircraft interior were important factors.

Reliability

In an in-flight passenger perspective the dimension of reliability refers to on-time departure, consistent service delivery (i.e. same service provision every time), doing things right the first time and consistent inspections and cabin announcements. In regards to Chen & Chang's research study, on-time departure and the lucidness and punctuality in inspections and announcements were considered important, whereas tangible elements as food and beverages were considered less important (Chen & Chang, 2005). Though, it should be noted that their study was surveyed among domestic travelers with confined aboard air-time, neglecting the need for an imposing food and beverages assortment. Nonetheless, this finding is consistent with the ostensible overstating focus on punctuality as a competitive parameter in the LCC industry.

Responsiveness

The responsiveness dimension considers factors of efficiency in passenger guidance such as smooth seating, safety instructions, etc. Moreover, willingness to help with inquiries and prompt handling of requests, complaints and inquiries are measured within this dimension. It should be noted that Chen & Chang found that prompt handling of requests were more important and less satisfactory than guidance by cabin crew. However, all aspects are embedded in the modified (Chen & Chang, 2005).

Assurance

Evidently the dimension of assurance is connected to underlying attributes such as trustworthiness among flight crew (pilot and cabin crew), knowledge and competence to answer questions and inquiries, and the level of courteousness among the flight crews. According to Chen & Chang (2005), the most important element within this quality dimension is the level of courteousness, since this element receives the most severe penalty from passengers if not performed desirable. Still, knowledge and competences in regards to

answering inquiries are considered important. Chen & Chang (2005) found that all elements within this latent variable were performed satisfactory by the airlines.

Empathy

The dimension of empathy is associated with the three attributes of personal attention, best individual passenger interest at heart and understanding the true needs of the airline passenger. Meanwhile, this dimension can be somehow difficult for the airline companies to manage, because of the heterogeneity among airline travelers' personal needs. However, the dimension of empathy is rather important for the differentiated service performance relative to the competitors. Furthermore, courteousness is closely related to this dimension and can be considered as an important element in performing successful customized people management (Kasper et al., 2006).

2.13.2. Flight Schedule

Much attention has been paid to the effects of delays on customers. There is general consensus in the literature that delays have a detrimental effect on customers' service evaluations and behavioural intentions. The negative impact of delays on passenger satisfaction is well-documented (Parasuraman et al., 1988). The authors found that punctuality is a key factor in the attraction of new customers and the retention of current ones.

According to Hansman (2005), there are very few problems associated with the weather or even the excessive traffic demand that will cause the flight schedule to be delayed. Sometimes, flight delay is mostly due to the overall flight system in a non-linear fashion. The flight can still be measured to be on time if the schedule contains sufficient slack.

Based on Andrews (1999), the airspace overcrowding should be taken into consideration as the terminal and airport capacity affect the overall flight system. Therefore, a proper flight system should be implemented to ensure that everything is within good control. There is a

need to focus on the process besides making any improvement of the technique parts such as investment in infrastructure and aircraft equipment. Wambsganss (1999) stated that higher system efficiency gains better airlines interest. Meanwhile, a good system will increase the predictability of the flight arrival and departure sequences.

Furthermore, the airlines industry needs to develop a logic model to make a proper analysis between the service variables such as the arrival time, departures time, one way fare, number of connection and displacement of the flight schedule. Hansman (2005) stated flight schedule should segment the passengers into two categories, for business and non-business passengers where mainly due to the different preferences towards the flight schedule.

Long-haul flights can be a tiring experience regardless of the quality of the service; therefore, many passengers like to choose airlines that can take them to their destination fast (Shaw, 1999). At the moment, it is difficult drastically to decrease the flight duration due to technological reasons; however, too many transfer points and regular delays will be a disadvantage.

Long-haul flights certainly are not an experience they enjoyed, especially those who travelled often. Nearly all of those who travelled often tried to share a story about their painful encounters with delays and flight cancellations. So a long-haul flight is a negative purchase, like new car tire- consumers would not but if they didn't have to. Consequently, airlines and passengers have to come up with solutions that are acceptable to both sides. (Brueckner et al., 2010)

Airlines cooperate with other airlines; from accepting interline passengers to joint ventures, for strong economic and legal reasons. Many customers want a 'from anywhere to anywhere' service which a single airline cannot offer because of limited economies of scale in operations and legal barriers to market entry and cross-border merger. Point-to-point services requiring no cooperation between airlines can be operated on dense city-pairs. But the majority of city-pairs would not support a viable regular service on local point-to-point

traffic alone. Network airlines can provide services to these city-pairs by creating sufficiently dense flows through channeling connecting or flow passengers on their way to final destinations. However, given the tens of thousands of city-pairs consumers wish to fly between, the legal barriers, limited economies of scale in operations but significant economies of density, airlines have to seek commercial partnerships with other airlines to link their networks. (Brueckner et al., 2010)

2.13.3. Cabin Environment

The Skytrax magazine (2013) describes how the in-flight environment is an essential issue for long-haul flight passengers. The environment of the aircraft involves the comfort of the seats and the entertainment system. This once again suggested that price is not the only indicator for passengers but can be affected by multiple issues; therefore, airlines should make efforts to improve their offer since this is an effective way of building long-term relationships (Reichheld and Sasser, 1990).

2.13.4 Passenger Seat

Passenger's seat is one of the main comfortableness components; especially when it is considered that it is the place where the passenger spends most of his travel time (Aki et al., 2012). From one side, a poorly designed seat can causes discomfort, which can be extended to a musculoskeletal disorders regardless of the presence of any entertainment or stress reduction techniques; imagine the stay on such a seat for three or two hours, you will think in nothing except the time when the flight ends. Furthermore, when the passenger sits upright and inactive for a long period of time, he may be exposed to several health hazards. The central blood vessels in his legs can be compressed, making it harder for the blood to get back to his heart. Muscles can become tense, resulting in backaches and a feeling of excessive fatigue during, and even after the flight. The normal body mechanism for returning fluid to the heart can be inhibited and gravity can cause the fluid to collect in the feet, resulting in swollen feet after a long flight. (Aki et al., 2012)

From another side, modern technologies can be used to elevate seat entertainment and

comfortable role. Thus, Aki et al. (2012) propose two terms, Passive Seat (PS), and Active Seat (AS). The PS is providing the service through its own structural design without any interaction with the passenger. The AS is providing the service in response to an intentional or unintentional input captured from the passenger. (Aki et al., 2012)

- *Passive Seat*: (Nadadur & Parkinson, 2009) discussed different seat design problems. Airlines are aiming at increasing the seats density inside the cabin to increase their revenue. However, such approach diminishes the comfortableness factors in seat design. Increasing the seats density negatively affects the seat pitch, causing a decrease in the passenger's leg room which is considered as an important factor especially for tall passengers. He also mentioned that passengers should minimize the pressure between their lower thighs and the surface of the seat to prevent the occurrence of Deep Vein Thrombosis (DVT). This can be achieved by keeping the knees height greater than the seat's height. A design contradiction here arises because lower seat height requires more leg room causing seat pitch to increase, and consequently seats density will decrease. On the other hand, increasing the seat height increases discomfort and the probability to have DVT problems. To find a compromise between these contradictions he proposed a mathematical solution to embed the passenger comfort as a design parameter and link it with the passenger's willingness to pay higher prices. (Vink, 2011) introduced other factors to be considered during seat design such as wider seats, adjustable headrests, space under the armrest, backrest angle, and ideal distribution of pressure over body parts. A better pressure distribution can be achieved by using support under the front part of the legs to spread the load, and ergonomic design of seat back and seat pan. Also, a well-designed headrest and neck rest can increase the comfort feeling.

Sleeping and sitting posture is an important factor for passenger's comfort especially in long haul flights and it can affect the pressure distribution over the body. Tan et al. (2009) held an analysis of passengers' postures in the economy class to help in seat design (Tan et al., 2009). Tan et al. (2009) in their study, they identified seven different sleeping positions for passengers. When considering the anthropometry differences

between humans of different origins, it can be said that it is difficult for a passive seat to achieve all comfort positions of different postures for all passengers, so an active seat with adjustable moving parts is usually required.

- *Active Seat:* A Passive Seat provides services of static features. On the contrary, an Active Seat is able to get an input from the passenger to change the service it provides. The input can be an activity to change the angle or position of adjustable parts of the seat; for example, the passenger can freely set the backrest angle or adjust the height of headrest to match his posture. In business class, the seat can accommodate a variety of postures for different activities such as watching TV, reading, sleeping, etc... (Aki et al., 2012).

2.13.5. Information Particulars

2.13.5.1. Cabin Safety Announcement and Demonstration

The cabin intercommunication service allows the pilot and cabin crew to make announcements to passengers, such as boarding, door closure, take off, turbulence, and landing announcements. These announcements are very important and need to be delivered to all passengers without any interruption; they are usually introduced via a loudspeaker installed in the cabin. If the passenger is wearing his headset, or is not able to understand the announcement language, then few numbers of passengers will comprehend the message. (Aki et al., 2012)

An IFE system can elevate the service through its audio system. When an announcement is introduced while the passenger is running an entertainment service, the entertainment pauses and he hears the announcement through the IFE audio system. Moreover, if it is a standard message such as “Fasten your seat belt”, it can be directly translated into the language currently used by the passenger. (Aki et al., 2012)

Safety demonstrations are used to increase passenger safety awareness. The demonstrations are usually done by crew members. This means that an attendant will stop any current activity and dedicate himself to the demonstration. As an alternative, the IFE system can be used to provide Aviation safety education for passengers via multimedia services; insuring accurate instructions, situational awareness, emergency responses, and relevant cabin-safety regulations (Chang & Liao, 2009), so that the attendants can be freed to perform other tasks. Moreover, IFE systems can be used in pre-flight briefing for crew members to improve the quality and availability of information provided to flight crew (Bani-Salameh et al., 2010).

2.13.5.2. Information, Signage and Displays at the Airport

Service environment provided by the airlines management must include the elements such as sign and symbol as a direction for the passenger. As an additional attractiveness to the airport, they also can play with the color, temperature, music, and scents, so that the passenger will feel comfortable whenever they being in the airport. The first elements in ambient is sign and symbol which is very important for an airport to have a good, clear and simple sign and symbol at the airport so that it can direct the passenger to their destiny. For example, a sign and symbol that should be provided in airport such as domestic and international flight, the counter where they should go, and lavatory sign. By having this sign and symbol, it will help the airport staff to focus on doing the other job. A clear and enough sign and symbol are needed in services industry especially in airport which can be understood by everybody especially for international recipients where the people come from all over the world with different culture and languages. So, the airport management has to think the best way to manage such situation with the use of second language like English, which is easily understandable. Hence, through the above efforts the management can reduce the number of complaint from the passenger.

2.13.5.3. The Web Service

With the progression of the technology and the emergence of the hyper-competitive

environment, e-commerce and information systems play essential roles in the airline industry as well (Shaw, 1999). Web service is a key part of information systems. The companies applied these systems to enhance their competitiveness, such as improving product quality and customer services. In the airline industry, many airlines use internet services to attract more customers by making the transaction more customer-friendly. Laudon and Laudon (2002) point out that information systems are not only essential for management, but that most organizations also need it to prosper or even survive in today's competitive environment

Chaffey et al. (2003) proposed that a good internet service is not only a good source of marketing but also of relationship building which is essential in today's deregulated airline industry. With the high development of internet technology and communication facilities, the web service is becoming a necessity for airlines.

2.13.5.4. Call Center

Call center performance is critical to the image of an organization. Call centers are changing the way companies communicate with customers and are a strategic asset in delivering exceptional service quality. Companies that focus on customer loyalty are increasingly using their centers to differentiate their product or service offering and drive customer satisfaction (Miciak et al., 2001). Call centers are critical parts of the service delivery chain of organizations and as such need to be seen as an integral part of overall business performance. (Zeithaml, et al., 1996).

2.13.6. In-flight Entertainment

Passengers' expectations from airline IFE are benchmarked against their experience with consumer electronic devices and technologies that they have grown accustomed to. A great IFE system must engage the passenger with a variety of infotainment options: audio, video, games, moving maps, flight info, terminal / connecting flights, chat, phone, shopping, destination info, attendant call, lavatory status, food menu... the possible options are

endless. (Amit Bansal, 2013)

However, today's discerning traveler wants still more. They want an entertainment experience in the air that mirrors and seamlessly extends their experience on ground: high quality displays, content anywhere, social networking, and Bring-Your-Own IFE (BYO-IFE). Of course, the best IFE system is of no use if it does not work. Passengers dread being stuck with a non-working IFE, and so robustness of the IFE system is another must have criteria! (Amit, 2013)

2.13.6.1. Rethinking the Embedded IFE

One of the most exciting changes to the traditional IFE architecture is the move from head-end centric to seat-centric, to help deliver the innovative and robust experience to the passenger. Instead of storing the bulk content (video/audio) in the head end server, content is replicated at each individual seat display unit (SDU). This helps deliver a better user experience since Audio-Video on Demand (AVOD) HD content is served with extremely low latency and no jitter, with no effect of cabin network congestion if it occurs. The storage of content at the seat produces various benefits (Amit, 2013):

- It allows the traditional moving map experience to become richer and user-interactive. Rather than have the moving map generated and streamed from the server, the map database is stored in the SDU and displayed based on the airplane flight coordinates sent by the server. This allows the passenger to interact with the map system, much like using interactive maps on the ground, e.g. zooming.
- It allows pre-recorded messages, safety videos, etc. to be stored at the SDU in different languages, with different language subtitles. Pre-Recorded Announcements and Music PRAMs) are thus displayed in a language of the passenger's choosing.
- The seat-centric architecture also eliminates one of the key problems with the head-end centric architecture: single point media storage failure. Since the content is replicated, any media storage failure at a SDU is localized. The SDU seamlessly

fetches content from the neighboring SDU, again ensuring that the user experience is unaffected.

- For the airline, the seat-centric architecture eliminates the need for redundant, expensive and heavy media servers at the head end and a high capacity expensive cabin network to ensure low latency, no congestion and minimal jitter when streaming AVOD HD video in real time to all passengers simultaneously. This leads to savings in space, weight, cost, wiring, power, and cooling and integration effort. (Amit Bansal, 2013)

2.13.6.2. SMART Seat Display Unit

At the heart of a seat centric architecture, is the concept of a “Smart SDU”. The smart SDU, much like a smart phone or a smart TV, has a high resolution, capacitive touch screen, supporting touch gestures and icon driven interface, ability to play all formats of audio/video, with hardware decoding. It has a USB interface to allow the passenger to connect his own Personal Electronic Device (PED), and supporting a wealth of third party apps, from existing app stores. (Amit, 2013)

Besides providing smartphone like features to passengers, the smart SDU also provides commercial benefits to the airlines. Being based on standard mobile or tablet chipsets and platforms, perhaps using an existing Android port, reduces the NRE as well as maintenance cost for the SDU, while creating a device that delays obsolescence for few years. A slimmed down smart SDU based on mobile/tablet platforms also allows easier integration into the seat, and immensely saves on power. (Amit, 2013)

2.13.6.3. Wireless IFEC & BYO-IFE

Wireless technologies, notably Wi-Fi has been in use in aircraft cabins for many years, starting with Connexion. In recent times, it has found widespread acceptance for internet services within the aircraft cabin for passengers. Wireless networking can also be used in place of the wired network for the IFE system, either embedded or handheld. Using wireless in place of the wired network has some great advantages for the airline: weight

saving due to elimination of cabling, and hence saving in fuel costs; simpler installation and maintenance. (Thompson, 2004)

Delivering an IFE experience on PEDs, i.e. Bring Your Own IFE or BYO-IFE is truly a disruption of the current IFE models. It relies on equipment brought on board by the passenger at no cost to the airline, and is usually a generation ahead of the installed, embedded IFE. It is available to the passenger at no cost to the airline, and can serve to keep the passenger entertained when there is no installed IFE in the aircraft. (Amit, 2013)

2.13.6.4. Social Networking and Content Anywhere

(Thompson, 2004) showed that broadband connectivity is another disruption of the IFE experience. A stand-alone IFE system with the ability to only play stored content will not resonate with passengers in the near future. More and more airlines are providing internet services to passengers. Providing satellite backhaul on aircrafts is expensive currently, and bandwidth per passenger is limited. However, it is only a matter of time before bandwidth is plenty and cheap, and allows more content to be accessible on board an aircraft. The vast content available on private and public clouds and social networking options will be available to passengers. Pay TV subscribers are increasingly allowing consumers to view their content from anywhere and any device, and passengers can easily access their content from the IFE system on board an aircraft.

2.13.7. Special Offers and Loyalty Programs

Kotler (2003) specify that segmentation is about adapting a company's offerings so that they more closely match the needs of one or more market segments. Due to the special needs of the students, they would like to choose the airlines which provide a tailor-made service for them. Student-fares and a baggage allowance are the two aspects that mostly concern travellers. This information will allow airlines to form their targeting strategy if they wish to tag onto the airlines market.

Apart from the tailored offer, some other loyalty programs can also offer additional

incentives. Rust, Zahork and Keiningham (1996) explain that defensive marketing could help companies to maintain a long-term relationship with their customers, which is generally more cost-effective than pursuing new customers.

From the passengers' point of view, they think that earning benefits by taking flights is attractive. They enjoy the services and benefits, such as upgrades, discounts and shopping, as long as they fly with airlines. For less regular travellers, an immediate discount is sufficient. Airlines must consider their objectives and their consumer profile before deciding on which strategy to implement (Morrison, 1995).

2.13.8. Flight Meals Service

According to Lovelock et al. (2001) framework, food is the core attribute to determine quality. Susskind and Chan (2000) claimed that food, physical environment and service are significant determinants that can boost the guest check averages apart from competitors in the consumer's estimation.

Besides, the fundamental factors that influence customer satisfaction in flights include the hygiene and healthiness of food, physical provision such as furnishing, cleanliness and the speed, friendliness and care services received during the meal experiences (Johns & Pine, 2002). Moreover, high quality service, furniture and ornament as well as various choices of food and beverage should be provided to fulfill different customer expectations and requirements (Schall, 2003).

In Chinese and perhaps some other Asian-Pacific cultures, dining has other social meanings apart from basic physical needs (Li, 2002). In the Chinese saying, dining, clothing, living and travelling are four vital parts in people's lives. Hence, the quality of the food served during the flight can also be a unique selling proposition.

2.13.9. Flight Attendant's Service Quality

Because of the booming service industry in recent years, corporations have started to provide additional and sometimes less noticeable services that were not available before. In addition, the emphasis on marketing started to shift from the product itself to the overall impression that it gives to consumers (Parasuraman et al., 1996)

From the passengers' perspective, they cared very much about the service they received from the cabin attendants. Perhaps more importantly, sometimes it is not only the formality of the service, but whether the flight attendants were sensitive, caring and patient. Parasuraman et al. (1996) assert that both service quality and customer satisfaction are positively correlated. Therefore, the quality of the flight attendants is crucial for airlines since they are the people who will have direct contact with the passengers.

2.13.10. Ticket Office Competency

Enhanced ticketing using self-service and reusable cards reduced costs without harming queue time and in fact, it reduced it. The inclusion of the first-to-come-first-to-serve system to get the plane seats produced a discipline effect in clients who got accustomed to arrive early to their flights, reinforcing fast passenger boarding process. This practice added to interlining (exchange of passengers between flights to the same destiny) and use of secondary non-saturated airports, produced minimum embarking times.

2.13.11. Service Environment at airport

Ambient is one of important determinants that can provide attraction and satisfaction to customer especially among those using whatever services rendered at the airport. Servicescapes or service environment can be defined as the style and appearance of the physical surroundings and other experiential elements encountered by customers at service delivery sites (Zeithaml et al., 2009). In services industry, ambient is one of important factor that could not be seeing, touch, smell or even taste. The physical environment is

particularly relevant in highly intangible services and in services where the consumer experiences the product or services offered by the firm (Bitner and Booms, 1994). Servicescapes comprise the physical environments of service organizations where service transactions occur. Hence, it is hard for the service provider to visualize the service without having any aid supported by physical elements like chair, rice cooker, table, and other related materials. Also the perception of ambient itself such as sign, scent, symbol, music, and color, which are highly subjective to the customers provide an input for measuring service environment.

It is necessary for service provider to design or provide a good service environment so that the customer can experience the service happily and have intention to use the service in future or maybe spread it positively to their relatives or friends about the services. Pleasant music, compared with less pleasant music, is associated with longer consumption times, shorter time perceptions, less negative emotional reactions to waiting more favorable attitudes toward the servicescape, an increased desire to affiliate, more positive attitudes toward the provider, and more favorable service outcomes like evaluation, patronage intentions and behaviors (Caldwell and Hibbert, 2002).

Referring to the work of Ajzen, I. (1991), environment-behavioral theory suggests that individuals interact with the environment, resulting in certain responses and behaviors. The comfortable environment for the passengers is important in order to attract the passenger to use the airport service next time. He has indicated that each dimension may affect the overall perception of the environment either directly or through the interaction with others dimensions and that customers and employees may respond cognitively, emotionally and psychologically to the environment. Besides that, the sound such as announcement must be very clear and not too loud until it can annoy the passengers. Same goes with the temperature in the airport which is hot and uncomfortable to the passenger. So, ambient is one of the important determinants of service quality especially in service industry because it will help the passenger to experience the service happily and feel comfortable whenever they are in the airport.

2.13.12. Role of Service Personnel at Airport

Inseparability is one of the services characteristics where services are typically cannot be separated from the person of the seller or service provider. In other words, without service provider services cannot be perform and without services, service provider cannot perform their job. Service provider also is a core part of the product, the service firm and also the brand (Zeithaml et al., 2009). Airlines service personnel act as ambassador in creating image of the organization. It shows that the service provider is a representative of the service firm and if the service delivered by the service provider is poor, then the perception of customer towards the service firm will be below expectation. Service provider is a person who directly or indirectly meets with the customer and delivers the service through physically, possession or mental stimulus.

According to Sun and Chiou (2011), the job scope of airlines ground staff (GS) can be divided into check-in, ticket information counters, flight control center, lost and found, customs immigration-quarantine, boarding gate, transit, weight balance and load control in the main working space of the airports. Besides, “bad attitude” of GS is a major area of service failure which affects the customer satisfaction. A key subject found within the airlines is the level of consistency in conducting suitable and focused training. Ground staffs who are lacked of appropriate skills and diplomacy in handling demand of the customers are not sufficiently trained for the highly “customer-focused” aspects of their jobs (Bamford & Xystouri, 2005).

The role of airport service employees is very important because the airport user is not just from the people from the country itself, but people from all over the world. Hence it is important to have a good airlines staff in order to cater the job. Moreover, the passengers not only judge the airport service quality through the facilities provided by the airport but also the airport staff. Other influence on service quality perceptions where customers’ physical presence is required for service delivery is interactions with service personnel (Brady and Cronin, 2001; Dabholkar and Overby, 2005). In airport, the staff can be classified into three categories which are high contact services which is frontline

employees, low contact services and very low contact services person. All these categories are important even they are not directly interacting with the passenger. High contact services which are frontline employees such as ticketing counter and information counter formed the first impression whether the services performed able to meet the expectation of customers. If their service is poor, then the airport will be label as poor too or otherwise (Gronroos, 1988).

There are many components of quality which can be used to evaluate service personnel in order to achieve good airport service quality such as tangibles, reliability, responsiveness, assurance, and empathy. For example, the tangibility of airport staff such as their physical appearance must represent the company and it can be recognize by the passenger. In term of responsiveness, they must be helpfulness and provide a prompt service to passenger when it is needed. Besides that, the element of courtesy is very important where the airport staff must use a proper body language, voice tone whenever they give their service to the passenger. Soft skills has tended to concentrate on aspects such as social and interpersonal skills which are largely concerned with ensuring employees are responsive, courteous and understanding with customers or in simple terms can demonstrate emotional labor (Zeithaml et al., 2009).

2.13.13. Airport Facilities

Facilities are one of determinants that can influence the customer's expectation towards the airport service quality (Magri and Alves, 2005). The better facilities offered or provided to the customer, the higher the expectation towards their service quality. Lift, restaurants, waiting area, escalator, toilet, prayer room, trolley, so on and so forth are an example of facilities that should provide by the airport management so that passengers can experience the service well. Facilities are intended to include such items as pavements, visual aids, fencing, drainage systems and buildings (ICAO, 2009). Hence, the airlines management needs to put more effort to ensure that the entire facilities in a good condition and can perform well. This is because, if the facilities are not in a good condition or could not be function well, it will give a problem to the operation side and the most afraid thing is

customer will have a bad perception toward our service. For example, during peak hour, insufficient of trolley occur where demand is higher than supplier which means that insufficient trolley will cause customers are not satisfied towards our service. That is why airlines management must focus on how to ensure that the facilities are sufficient and can perform well.

2.13.14. Safety and Security

Although it may sound obvious, passengers can accept a reasonable trade-off between airlines' offers, but safety is the most important feature that cannot be compromised. Through the passengers' views, even though they think that good service is a necessity in their experience, nevertheless, the safety record is still a priority without dispute, and this can have a crucial impact on the passengers' decision-making process (Morrison and Winston, 1995).

From the above, it appears that safety is a priority as well as a bottom line that an airline has to provide. It is not only important to student travellers but most other travellers as well. Since 9/11, airlines are facing additional and sometimes very difficult challenges from within the industry and the macro-environment (ICAO, 2009).

2.13.15. Brand Image and Reputation

Kotler (2003) asserts that brand includes a wide range of offers and that 'brand names tell the buyer something about product quality. Buyers who always buy the same brand know that they will get the same quality each time they buy'. In other words, all the different offer criteria discussed above could be summarized through brands and the meanings associated with.

2.14. Conceptual Framework

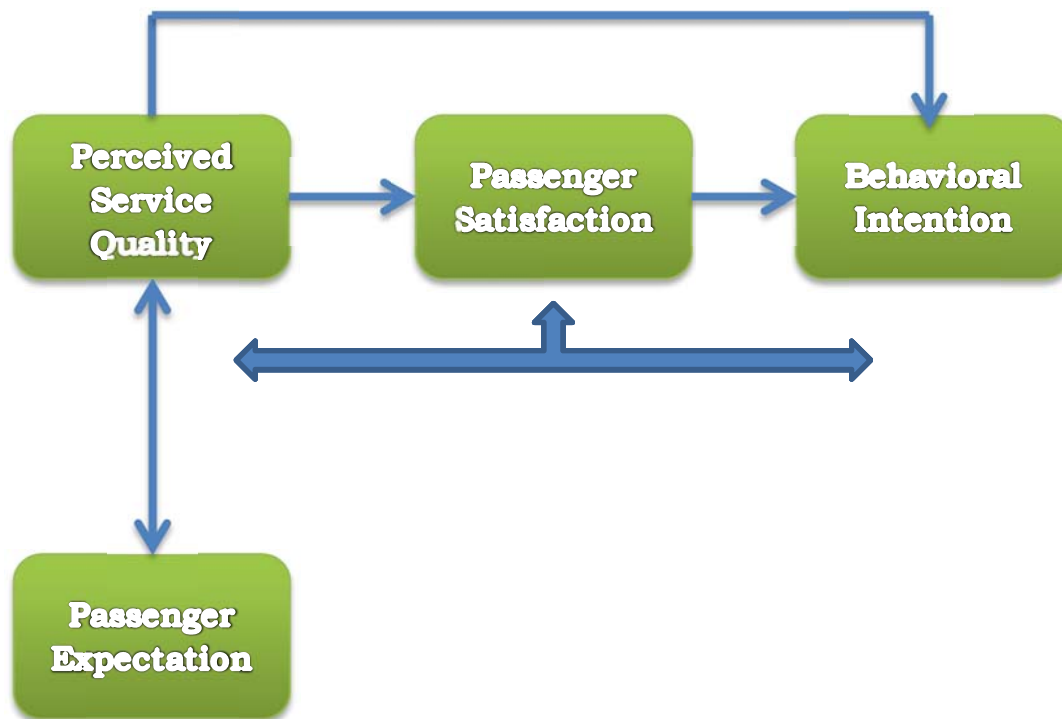


Fig 2.3: Coceptual Framework

Source: Modified from Canny and Hidayat (2012)

CHAPTER THREE

3. Research Methodology

3.1. Introduction

The previous chapters have provided a scientific background for the empirical research. This chapter outlines the research framework and methodology used to collect the data to test the five hypotheses developed in Section 1.8 and satisfy the five research objectives stated in Section 1.7. The research plan includes research type, research design, research strategy approach, sampling, data source, instrument design, reliability and validity test and the data analysis techniques used in this study.

3.2. Research Type

Hill et al. (2003) refer to two types of research: pure and applied research. Pure research is that which has no obvious practical implications beyond contributing to a particular area of intellectual enquiry. Applied research on the other hand, is problem focused and is directed towards solving some particular intellectual question that has practical implications for a client outside the academic world. This study attempts to develop a model to solve a problem and its focus is thus application of findings of the study to solve problems.

3.3. Research Design

Research design represents the major methodology driving the study, which are distinctive and specific research approaches that are best suited to answer the research question (Comack, 1996). The purpose of the research design, as stated by Burns and Grove (2001), is to achieve greater control of the study in examining the research problem.

In this research quantitative research design was used to employ quantifiable schemes to obtain more assurance than a reasonable guess would do (Jick, 1979: 138-139). Qualitative method was also employed for instrument development, problem identification and hypotheses formation.

In order to ensure that the research design was consistent with the research objectives, the first step was taken selecting Ethiopian Airlines as a sample to examine the influence of service quality and customer satisfaction on passengers' behavioral intentions. Secondly, exploratory research was used to develop a suitable questionnaire. Thirdly, a self-administered questionnaire was considered an appropriate approach to collecting the data for this research. Finally, pre-testing of the questionnaire was conducted before the questionnaire was distributed to the sample Respondents. Due to the nature of the research which was to be studied at one time, the researcher preferred to use a cross sectional descriptive approach.

3.4. Research Strategy Approach

Olle Stromgren (2007) presents two approaches as shown in Figure 3.1, inductive and deductive methods. Inductive approach is initialized by specific observations in a data material from which generalizations are made without conducting literature reviews. Thus, it is creating new theory from observation, pattern identification and hypothesis. A deductive approach is the opposite, initiating by reviewing and gathering theory from which conclusions are made.

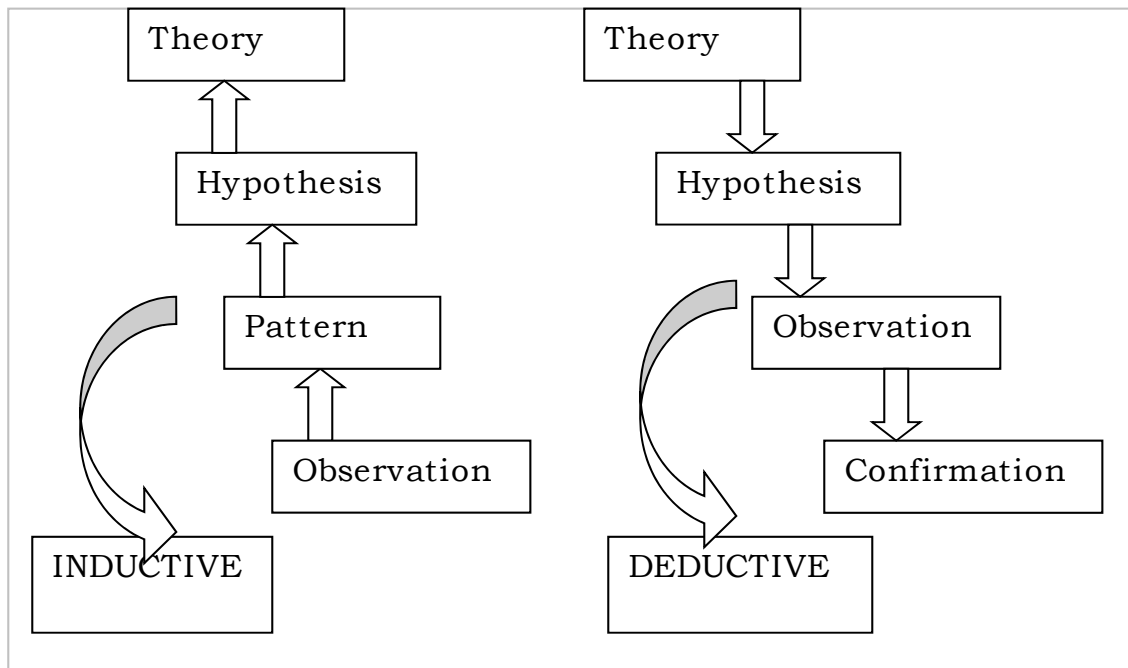


Fig 3.1: Research Strategy Approaches

Source: Olle Stromgren (2007)

These mentioned methods of reasoning are different, while an inductive reasoning, by its very nature, is more open-ended and exploratory; a deductive reasoning is narrow and is concerned with testing or confirming hypotheses. Accordingly, the researcher has employed more of deductive research strategy and less of inductive research strategy.

3.5. Sampling

Sampling is a procedure that uses a small number of units of a given population as a basis for drawing conclusions about the whole populations (Albaum, 1997).

3.5.1. Population

- All individuals of interest to the researcher are called population (Alan and Kaufman, 2005). The target populations for this study were passengers of Ethiopian Airlines.

3.5.2. Unit of Analysis

- Unit of analysis is related with the population (specific population) that is used to collect data. The unit of analysis for this study was passengers found on the geographical location of Addis Ababa during the data are collected. The data were gathered from international passengers who had admitted to having been on at least one international flight in the previous three years.

3.5.3. Sampling Technique

- According to Alan and Kaufman (2005), a sample has been identified as a part of the target population and researchers should carefully select the sample to represent the population of the study. In order to achieve representativeness, sampling procedures should follow certain standards and methodological principles (Sarantakos, 2005). In general, sampling procedures vary considerably. Hill et al. (2003) indicated that a sample could be constructed through self-selection or, as was common, could be determined by researchers. Malhotra (2007) claimed that, theoretically, the sampling procedures conducted were mainly based on probability standards (random or probability samples) and non-probability standards (non-probability samples). Convenience sampling inherently is a non-probability sample method. Zikmund (2003) demonstrated that convenience sampling was referred to as sampling by obtaining units or people who were most conveniently available. Cooper and Schindler (2006) noted that convenience sampling was element selection based on accessibility. Zikmund (2003) illustrated that researchers generally adopted convenience sampling to obtain a large number of completed questionnaires quickly and economically. Malhotra (2007) showed that convenience sampling was common with market researchers and newspaper reporters.
- Furthermore, since there was a limitation of cost, time and difficulty of using sample frame, and difficulty in determining the total population to list out the sample frame, convenience sampling technique was used to choose customers of Ethiopian Airlines for survey. In general, the major advantage to a convenience

sample is the availability of such a population. Researchers choose this type of group to gain information without having to travel extensively or build a pool of wide-ranging subjects Malhotra et al. (2007). Further, Addis Ababa airport is a hub for Ethiopian Airlines operation and it will have a good pool of different passengers from different areas of the world with diverse cultural background and interest. And during night times and early in the morning, Ethiopian Airlines flight schedule is tight and enough number of passengers will be transited or arrived or departed in the Airport. To avoid bias and got enough mix of passengers from different classes, questioners were randomly distributed to international passenger routes at Addis Ababa International Airport and three judgmentally selected ticket office of EAL (Biherawi, Bole Alem Building and Piasa Branch). This increased the likelihood of representing the total population.

3.5.4. Sample Size and Data Collection

- The eventual sample size is usually a compromise between what is desirable and what is feasible. Cochran (1963) developed the formula to yield a representative sample for large and udifine population size like the current study:

$$N = (Z\text{-score})^2 - \text{StdDev}*(1\text{-StdDev}) / (\text{margin of error})^2, \quad \text{Where:}$$

- ***Z-score*** represents confidence level. The most common confidence intervals are 90% confident, 95% confident, and 99% confident (90%, Z-Score = 1.645; 95%, Z-Score = 1.96; 99%, Z-Score = 2.326).
- ***Standard of Deviation*** — how much variance is expected in the responses? Since the researcher did not actually administered survey yet, the safe decision is to use .5 – this is the most forgiving number and ensures that the sample will be large enough.
- ***Margin of Error (Confidence Interval, level of precision)*** — No sample will be perfect, so it it needed to decide how much error to allow. The confidence interval

determines how much higher or lower than the population mean to let the sample mean fall (Cochran, 1963).

- Assuming a 95% confidence level, 0.5 standard deviation, and a margin of error (confidence interval) of +/- 5%.

$$((1.96)^2 \times .5(.5)) / (.05)^2$$

$$(3.8416 \times .25) / .0025$$

$$.9604 / .0025$$

$$384.16$$

385 respondents are needed

- After distributing 385 questionnaires for passengers, a total of 362 answered questionnaires were retrieved, which is 94% of the total distributed questionnaires. After checking the retrieved questionnaires, the 304 questionnaires were valid for statistical analysis. Ultimately, 79% of the total questionnaires distributed entered the analysis. This number is in accordance with the views of Dillman (2000) and Hill et al. (2003), who reported that a sample size of 100 and above is sufficient to present good concise research findings and also, provide good representation of the population or organization or any subject investigated.
- This questionnaire was pilot studied through its convenient distribution to 25 “willing respondents” who were selected on a judgmental basis (5 from Amharic speakers, 7 from English speakers, 4 from French speakers, 3 from German speakers and 4 from Portuguese speakers) and who were defined as frequent flyer. According to Zikmund (2003), a pre-testing study provides an opportunity for the researcher to determine whether the respondents have any difficulty understanding the questionnaire. These respondents were asked to fill up the translated questionnaire and inform the researcher for further improvement if there was any kind of problem with regards to language, wording, expressions and clarity of the questions.

- Once the pre-test was completed, the researcher worked on the text editing, spelling, legibility, instructions, layout space for responses, pre-coding, scaling issues, and the general presentation of the questionnaire. Finally, the questionnaires were distributed and collected between 15 March and 15 April, 2014. The questionnaires were distributed to passengers waiting to travel and arrived from different location using Bole International Airport, and three selected ticket offices of EAL (Biherawi, Bole Alem Building and Piasa Branch). Passengers aged 18 and over were invited to be surveyed. Passengers under 18 years were excluded from the sample because it was assumed that they would not have sufficient airlines experiences to respond to all the questions in the questionnaire.
- The data received is then examined and screened for missing and inappropriate response.

3.6. Data Source

- According to Catherine (2007), data may be collected as either primary or secondary. In this study both primary and secondary sources of data is used to collect the needed information from the sources. According to Malhotra et al. (2007), primary data are originated by the researcher for the specific purpose of addressing the problem at hand. The primary data was collected through administering questionnaire from selected passengers to obtain the real feelings, opinions and comments of the passengers during their pre, in and post flight service quality perception, satisfaction and their behavioral intentions. The lack of research relating to the study in Ethiopian Airlines context made it necessary to collect primary data to test the five hypotheses and to meet the research objectives of this research. In this study, therefore, airlines customer service quality perceptions, expectations, satisfaction and their behavioural intentions were specifically examined.

- Secondary data are data that are collected for some purpose other than the problem at hand (Malhotra et al. 2007). As a general rule stated by Malhotra et al. (2007), examination of available secondary data is a prerequisite to the collection of primary data. Start with secondary data and proceed to primary data only when the secondary data sources have been exhausted or yield managerial returns. Thus, this study was conducted and analyzed primary data with the rationale of the secondary data. Secondary data was obtained through document analysis including income and other financial statements of EAL, books, company's website, published journal articles, thesis, dissertations, Internet and other external sources.

3.7. Research Instrument

- The questionnaire is a common instrument for observing data beyond the physical reach of the observer (Albaum, 1997). Structured questionnaire (fixed response type) is used to collect primary data from respondent. According to Malhotra et al. (2007), this survey approach is the most common method of primary data collection in marketing research and the advantages are simple administration and data consistency. The extensive review of the literature presented in chapter two and a refinement of Ethiopian Airlines service quality comment card identified the proposed dimensions of service quality as well as the important factors related to customers' expectation, satisfaction and behavioural intention in the airlines industry.
- Sekaran (2003) noted that the main advantage of conducting a self-administered questionnaire was that researchers could collect all of the completed responses within a short time. Through the questionnaire conducted in this way, any doubts that respondents may have on any question can be immediately clarified (Sekaran, 2003). In addition, researchers could be provided with an opportunity to introduce the research topic and motivate the respondents to offer their true responses (Sekaran, 2003). Self-administering questionnaires to large numbers of individuals at the same time could be less expensive and save more time compared with an

interview. In consideration of these advantages, therefore, the researcher adopted the approach of a self-administered questionnaire for this study.

- The self-administered questionnaire was developed based on the constructs described in Appendix 6 (Variables and Operational Definitions). In this study, the questionnaire comprised 103 items and was divided into two sections (Section A and Section B). (See Appendix 1-5). Section A comprised 9 items of demographic variables and Section B comprised 94 items on service quality (65), expectation (3 items), satisfaction (3 items) and behavioral intention (10 items). Service quality variable further divided into 9 categories.
- Section A was designed to gain descriptive information associated with the respondent's demographic factors. In this section, the researcher adopted a multiple-choice, single response format for the questions using a nominal scale and two open ended questions. In this section, respondents were required to tick an appropriate box for each question related to gender, age, level of education, income, purpose of travel, frequency of travel and service class used.
- All items in Sections B of the questionnaire used a five-point Likert-type scale ranging from Strongly Disagree (1) to Strongly Agree (5). A five point Likert type scale ranging from 1 (one being strongly disagree) to 5 (five being strongly agree) is a widely used rating scale which requires the respondents to indicate a degree of agreement or disagreement with each of a series of statements or questions (Albaum, 1997). This rating scale is easy to construct and administer and respondents readily understand how to use the scale (Malhotra et al., 2007). The Likert scale used in this study is odd numbered; balanced (the number of favorable and unfavorable categories is equal). The balanced state helps to obtain an objective data; has non-forced choices "no opinion" to improve the accuracy of the data as proposed by Hasnich, 1992. Five is an effective choice since the reliability decreases if the number of response options is greater than five (Hayes, 1992).

Respondents were required to put 'X' mark to that most accurately reflected their overall experience.

- The questions included into Sections B were used to test Hypotheses 1 to 5 developed in section 1.8. One additional column was added to perceive service quality dimensions to ask respondents to rank the service attributes categorized into nine groups in order of importance ranging from Very insignificant (1) to Very Significant (5).
- Because some customers may not master the English language, the questionnaire was designed in five versions, English, Amharic, French, German and Portuguese using Google Translator. The questionnaire was originally drafted in English, translated into Amharic, French, German and Portuguese and translated back to English and finally corrected for any variation to increase the accuracy of translation. In order to minimize response bias, reverse-code questions were also used in the questionnaire.

3.8. Reliability and Validity

Kazi (2010) suggest two major criteria which applied to evaluate the quality of the study. These are validity and reliability.

3.8.1. Reliability

- Extents to which a variable or set of variables is consistent in what it is intended to measure (Hair et al., 1998). It differs from validity in that it relates not to what should be measured, but instead to how it is measured. Several measures have been used to establish the reliability of the instrument, for example, split-halves, test-retest, equivalent forms and internal consistency method. The current study used multiple items in all constructs. So the internal consistency method is appropriate

for the current study. Hair et al. (1998) mentioned that the rationale for internal consistency is that the individual items or indicators of the scale should all be measuring the same construct and thus be highly inter-correlated. Internal consistency reliability of all questions was assessed by the Cronbach's alpha coefficients of measurement items for each construct. Zikmund (2003), suggest that a Cronbach's alpha value of > 0.7 indicates a considerably high reliability.

3.8.2. Validity

- Validity represents how well a variable measures what it is supposed to measure. Validity is concerned with whether the findings are really about what they appear to be about. Kazi (2010) defined the validity as “the degree to which a measure accurately represents what it is supposed to”. Validity is concerned with how well the concept is defined by the measure(s). He also mentioned about three types of validity: content validity, Predictive validity, and Construct validity. Kazi (2010) defined the content validity as the assessment of the correspondence between the individual items and concept. In this study all variables (items) were inspected by the researcher and three passenger customer service experts to ensure that they were an adequate and a thorough representation of the construct under investigation. To test the questionnaire for clarity and to provide a coherent research questionnaire, a macro review was accurately performed. Some items were added, based on their valuable recommendations. Some others were reformulated to become more accurate and clear, and this was required for the purpose of enhancing the research instrument.

3.9. Data Analysis Technique

- In order to meet the research objectives of this study, all valid responses were assessed using a variety of statistical techniques. Data analysis consists of examining, categorizing, tabulating, or otherwise recombining the evidence to

address the initial propositions of a study (Malhotra et al., 2007). The data collected was edited, coded, tabulated, and presented for analysis.

- ***Summated Scale*** was used to combining several variables that measure the same concept into a single variable in an attempt to increase the reliability of the measurement through multivariate measurement
- ***Descriptive statistics*** was used to interpret data in general. According to Kothari C.R., (2007) descriptive research sets out to describe and to interpret what is. It aims to depict the state of affairs as it exists and to describe some aspect of a phenomenon, i.e., the status of a given phenomenon.
- ***Inferential method*** was used for testing hypothesis and investigating research objectives

3.9.1. Hypotheses Testing

- ***Paired sample t-test*** was used to test the existence of significance difference between expectations and perceptions (H1). After calculating the mean score value for expectations and perceptions of service quality, a so-called “gap score” (G) was then is calculated as the difference between the “perception-of quality score” (P) and the “expectations score” (E). Paired t-test is a way of testing for comparing two related samples (Kothari, 2007).
- According to Hair et al. (1998), ***simple regression***, also known as bivariate regression, is a regression model with a single independent variable. Multiple regression analysis is a statistic technique used to investigate the relationships between a dependent variable and two or more independent variables (Kothari, 2007). ***Multiple regression*** analysis is a statistical technique that allows researchers to predict someone’s score on one variable on the basis of their scores on several other variables (Julie, 2005). Simple linear regression analysis was used in order to test the second, third and fourth hypotheses.

Combination of simple and multiple regression analysis were used to test the fifth hypothesis.

- The relationship between service quality, customer satisfaction and behavioral intention was also analyzed using *Structural Equation Model*.
- *Importance-Performance Analysis* was employed to prioritize items in the service quality perspective for improvement in order to optimize perceived service quality. Importance-Performance Analysis is a simple and useful technique for identifying those attributes of a product or service that are most in need of improvement or that are candidates for possible cost-saving conditions without significant detriment to overall quality (Martilla and James, 1977). The application of IPA, introduced by Martilla and James (1977) is well documented, and has shown the capability to provide service managers with valuable information for both satisfaction measurement and the efficient allocation of resources, all in an easily applicable format.
- An analysis of the survey data was performed using *SPSS V.21 and AMOS V.21*. These softwares have been widely used by researchers as a data analysis technique. Zikmund (2003).

3.9.2. Methods of Presentation

- The data from the study were presented in the form of tables, graphs and charts as desired so as to make all the data readable and understandable by all concerned parties.

3.10. Ethical Considerations

All information that was collected will be treated with confidentiality without disclosure of the respondents' identity. Moreover, no information was modified or changed, hence the information was presented as collected and all the literatures collected for the purpose of this study was acknowledged in the reference list.

In order to keep the confidentiality of the information given by respondents, it was not required to write their name and assured that their responses were treated in strict confidentiality. The purpose of the study was disclosed in the introductory part of the questionnaire. Furthermore, the researcher tried to avoid misleading or deceptive statements in the questionnaire. Lastly, the questionnaires were distributed only to voluntary participants.

CHAPTER FOUR

4. Results and Discussions

4.1 Introduction

This chapter presents the results of the data analysis according to the research methodology discussed in chapter three. A detailed discussion regarding to the five research hypothesis is also presented and tested.

4.2. Results

4.2.1. Sample and Response Rates

After distributing 385 questionnaires for passengers, a total of 362 answered questionnaires were retrieved, which is 94% of the total distributed questionnaires. After checking the retrieved questionnaires, the 304 questionnaires were valid for statistical analysis. Ultimately, 79% of the total questionnaires distributed entered the analysis.

4.2.2. Missing Data

Missing data frequently occurs in a situation in which a respondent cannot respond to one or more questions of a survey (Hair et al., 1998). In this study, missing value above 1%, on a single item was considered as incomplete and the response was rejected from further analysis.

Because of low percentages of missing values considered, the primary procedure used in this study was to replace missing values with mean substitution. According to Hair et al. (1998), mean substitution is a widely used method for replacing missing data, whereby missing values for a variable are replaced with the mean value based on all valid responses.

4.2.3. Descriptive Statistics

In the questionnaire, Section A was designed to capture some basic demographic details of the respondents involved in the study. Section B was designed to capture items on service quality, customer expectation, satisfaction and behavioral intention.

4.2.3.1. Demographic Analysis of Respondents

Before starting the analysis of the data some background information such as demographic data, is useful in order to make the analysis more meaning full for the readers. The samples of this study have been classified according to several background information collected during survey.

The male respondents constituted the largest share of the gender composition representing 71.7% of the respondents (218) while 86 (28.3%) were female employees.

The age groups were distributed as shown in figure 4.1. As it can be seen from the figure, majority of the respondents (130, or 42.8%) were from 18-30 years age group.

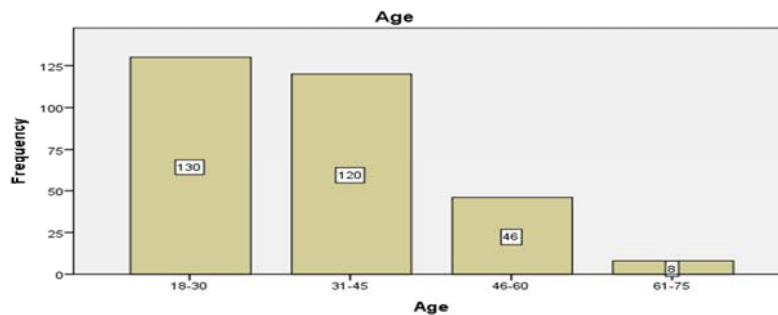


Fig. 4.1: Age Distribution

Source: *Researcher's Survey Finding (2014)*

Furthermore, Figure 4.2 shows that the main reason to use air transportation for the survey respondents was business (165 out of 304). Next to that leisure flights (71 out of 304).

However, it does not deny the fact that 87% (or 62 out of 71) of respondents who chose leisure do not fly on business class.

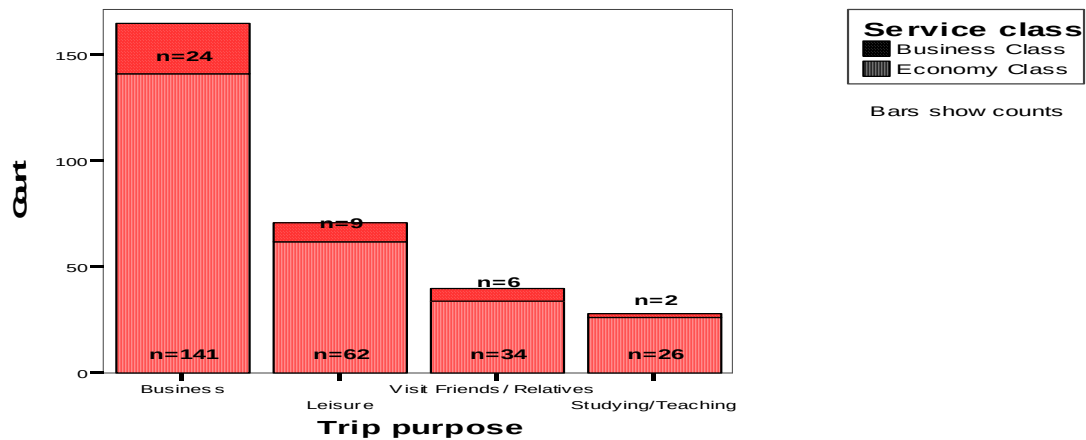


Fig. 4.2: Trip Purpose-Service Class Matrix

Source: Researcher's Survey Finding (2014)

The purpose of trip determines the service level satisfaction and expectation of passengers. Business travelers may require on time performance since it is critical for their business whereas leisure travelers may have less concern for on-time performance. A one hour delay is critical for business travelers since they may lose big business.

Out of 41 respondents who mostly fly on business class, 31 were male (76.6%) and only 10 were female (24.4%). Out of 265 respondents who mostly fly on business class, 187 were male (70.57%) and 78 were female (29.43%).

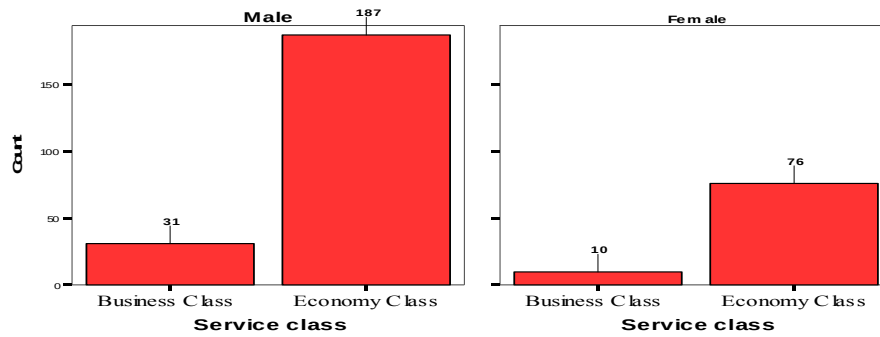


Fig. 4.3: Service Class – Sex Matrix

Source: Researcher's Survey Finding (2014)

As shown in Table 4.1, majority (29.9.1%) of the sample lies in to above \$5000 income category. 24% of the sample population earn a monthly income of \$2501-\$5000. 19.7% of the sample population earn a monthly income of \$1001-\$2500. The remaining 11.8% and 14.5% earn a monthly income of \$501-\$1000 and below \$500 respectively.

Table 4.1: Monthly Income

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 500	44	14.5	14.5	14.5
501-1000	36	11.8	11.8	26.3
1001-2500	60	19.7	19.7	46.1
2501-5000	73	24.0	24.0	70.1
Above 5000	91	29.9	29.9	100.0
Total	304	100.0	100.0	

Source: Researcher's Survey Finding (2014)

As shown in figure 4.4 majorities of the respondents (59.21%) were used Ethiopian Airlines more than four times. Out of the total respondent 20.72% used Ethiopian Airlines for the second times, 12.17% used for the third times and the remaining 5.59% used Ethiopian Airlines for the fourth times.

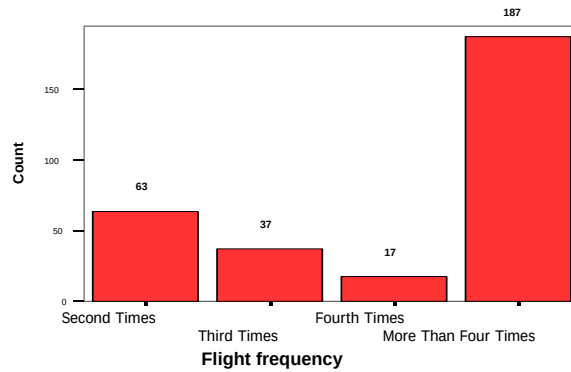


Fig. 4.4: Flight Frequency

Source: Researcher's Survey Finding (2014)

Regarding the educational background of the respondents (50.7%) of the respondents were first degree holder, followed by the second largest respondents who have diploma (29.6%) and the rest were educated in the level of graduate degree (12.2%), PHD (4.9) and certificate (2.3%).

Table 4.2: Educational Background

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Certificate	7	2.3	2.3	2.3
Diploma	90	29.6	29.7	32.0
Degree	154	50.7	50.8	82.8
Masters	37	12.2	12.2	95.0
PHD	15	4.9	5.0	100.0
Total	303	99.7	100.0	
Missing System	1	.3		
Total	304	100.0		

Source: Researcher's Survey Finding (2014)

One of the demographic variables asked to the respondents was the nationality in which they are belongs to. As it is shown in Table 4.3 (Appendix 7a), respondents are coming from 30 nationalities.

4.2.3.2. Descriptive Analysis of Variables

4.2.3.2.1. Airlines Perceived Service Quality Dimensions Analysis

The mean scores have been computed for all the nine perceived service quality dimensions that are , flight schedule, cabin environment, information particulars, inflight entertainment, frequent flyer program, ticket office competency, airport environment, flight meals service and flight attendant competency by equally weighting the mean scores of all the items under each dimension. Respondents were asked to rate their perception on a five-point Likert type scale ranging from 1 being strongly disagree/ very unsatisfactory to 5 strongly agree / excellent for perceived service quality dimensions. The result is presented in Table 4.4 below.

Table 4.4: Descriptive Statistics of Service Quality Dimensions

Variables	N		Mean	Std. Deviation	Minimum	Maximum
	Valid	Missing				
Flight Schedule	304	0	3.8712	.70774	2.29	5.00
Cabin Environment	304	0	3.9362	.73677	1.33	5.00
Information Particulars	304	0	3.8355	.78348	1.09	5.00
Inflight Entertainment	304	0	3.3205	.82204	1.56	4.56
Frequent Flyer Program	304	0	3.1590	1.08863	1.00	5.00
Ticket Office Competency	304	0	3.7632	1.05653	1.83	5.00
Airport Environment	304	0	3.5514	.88189	1.25	5.00
Flight Meals Service	304	0	3.4938	.89567	1.11	5.00
Flight Attendant Competency	304	0	3.9689	.88377	1.62	5.00

Source: Researcher's Survey Finding (2014)

The mean scores of passengers' perceived service quality of Ethiopian Airlines for all the nine dimensions range from 3.1590 to 3.9689 indicating that passengers feel that quality of service being offered by Ethiopian Airlines is more than average. Comparison of means of dimensions indicates that flight attendant competency has got the highest mean score (3.97) with sd. = 0.88377; whereas frequent flyer program has got the least mean score value

(3.16) with sd. = 1.08863.

Flight schedule is further divided into seven attributes. The mean scores have been computed for all the seven attributes of flight schedule. The result is presented in Table 4.5. The mean scores of flight schedule for all the seven attributes range from 3.33, for the attribute departure time accuracy to 4.10, for the attribute frequency of flight routes. Overall, flight schedule has a mean score of 3.87 which is above average.

Table 4.5: Descriptive Statistics of Flight Schedule

Items	N		Mean	Std. Deviation	Factor Loading
	Valid	Missing			
Flight routes convenience & availability	304	0	4.06	1.069	0.569
Frequency of flight routes	304	0	4.10	.942	0.777
Connection flights convenience and availability	304	0	3.89	.944	0.687
Flight schedule convenience	304	0	3.94	1.058	0.685
Departure time accuracy	304	0	3.33	1.176	0.605
Arrival time accuracy	304	0	3.93	1.092	0.833
Appropriate information and compensation for flight delay	304	0	3.85	1.203	0.673

Source: *Researcher's Survey Finding (2014)*

Cabin environment is further divided into twelve attributes. The mean scores have been computed for all the twelve attributes of cabin environment. As it can be seen from Table 4.6, operation of passengers' seat belt was the highest rated dimension relative to others with a mean score of 4.34 with the least standard deviation (0.833). Ability to sleep or to rest during the flight was perceived as the lowest by respondents with a mean score of 3.43 and sd. = 1.13. The overall mean for cabin environment is 3.94, which is above average.

Table 4.6: Descriptive Statistics of Cabin Environment

Items	N		Mean	Std. Deviation	Factor Loading
	Valid	Missing			
Aesthetic (look) of cabin	304	0	4.07	.967	0.836
Comfort and operation of your Seat	304	0	4.04	.911	0.864
Amount of personal space	304	0	3.63	1.088	0.624
Ability to sleep or to rest during the flight	304	0	3.43	1.126	0.655
The condition & cleanness of cabin interior	304	0	4.06	1.037	0.889
Tidiness and cleanness of seat covers, tables, floor coverings	304	0	3.91	.953	0.834
Operation of passengers' seat belt	304	0	4.34	.833	0.752
Tidiness and cleanness of in-flight lavatories (washrooms)	304	0	4.07	.902	0.765
Provision of Pillow / blanket	304	0	3.88	.945	0.531
In - flight child care / bassinets	304	0	3.72	1.128	0.626
Up-to-date aircraft and in-flight equipment	304	0	3.99	1.078	0.806
Call light/ Reading light operations	304	0	4.10	.930	0.743

Source: *Researcher's Survey Finding (2014)*

Information particular is further divided into eleven attributes. The mean scores have been computed for all the eleven attributes. As it can be seen from Table 4.7, cabin safety demonstration was the highest rated dimension relative to others with a mean score of 4.21 with the standard deviation (1.124). Call center facilities was perceived as the lowest by respondents with a mean score of 3.41 and sd. = 1.134. The overall mean for information particular is 3.84, which is above average.

Table 4.7: Descriptive Statistics of Information Particulars

Items	N		Mean	Std. Deviation	Factor Loading
	Valid	Missing			
Cabin safety demonstration	304	0	4.21	1.124	0.583
Adequacy of cockpit crew announcements	304	0	4.16	.939	0.725
Clear and precise cabin announcements	304	0	4.00	1.079	0.710
Passenger guidance and information given by flight attendants	304	0	4.17	.973	0.625
Completeness and adequacy of information given by ticket office staff	304	0	3.88	1.100	0.730
Information given at check-in / boarding gate	304	0	3.59	1.119	0.600
Information, signage and displays at the airport	304	0	3.67	1.074	0.694
Online check - in	304	0	3.64	1.284	0.709
Online seat booking	304	0	3.62	1.307	0.716
Call center facilities	304	0	3.41	1.344	0.721
Up-to-date airline website	304	0	3.82	1.170	0.722

Source: Researcher's Survey Finding (2014)

Table 4.8 shows nine attributes of in-flight entertainment. The mean scores have been computed for all the nine attributes. The mean scores of in-flight entertainment for all the nine attributes range from 1.53 (for the attribute: availability of Internet, live channels) to 3.87 (for the attribute: moving map availability). The overall mean for in-flight entertainment is 3.32, which is above average but relatively small.

Table 4.8: Descriptive Statistics of Inflight Entertainment

Items	N		Mean	Std. Deviation	Factor Loading
	Valid	Missing			
Operations and qualities of In-flight entertainment control and display units	304	0	3.67	1.058	0.805
Quality of video entertainment	304	0	3.74	1.091	0.927
Quality of audio entertainment	304	0	3.64	1.219	0.875
Up-to-date of entertainment content	304	0	3.60	1.153	0.866
Availability of Internet, live channels	304	0	1.53	.753	0.561
Variety of In-flight Entertainment	304	0	3.28	1.365	0.734
Quality of IFE headsets	304	0	3.45	1.226	0.779
Moving map availability	304	0	3.87	1.081	0.787
Reading materials (magazines, newspapers...)	304	0	3.12	1.314	0.529

Source: Researcher's Survey Finding (2014)

As shown in Table 4.9, frequent flyer program is divided into three attributes. The mean scores of frequent flyer program for the three attributes range from 3.09 (Tour packages / Holiday packages) to 3.27 (Frequent flyer program incentives). The overall mean for in-flight entertainment is 3.19, which is above average but it is the smallest of all other perceived service quality dimensions.

Table 4.9: Descriptive Statistics of Frequent Flyer Program

Items	N		Mean	Std. Deviation	Factor Loading
	Valid	Missing			
Discounts / offers	304	0	3.13	1.395	0.777
Tour packages / Holiday packages	304	0	3.09	1.253	0.892
Frequent flyer program Incentives	304	0	3.27	1.272	0.828

Source: Researcher's Survey Finding (2014)

Ticket office competency is further divided into six items. The mean scores have been computed for all the six items. As it can be seen from Table 4.10, tidiness and cleanness of ticket office was the highest rated dimension relative to others with a mean score of 4.01 with the standard deviation (1.047). Waiting time in ticket office was perceived as the lowest by respondents with a mean score of 3.34 and sd. = 1.535. The overall mean for ticket office competency is 3.76, which is above average.

Table 4.10: Descriptive Statistics of Ticket Office Competency

Items	N		Mean	Std. Deviation	Factor Loading
	Valid	Missing			
Courtesy and helpfulness of ticket office staff	304	0	3.61	1.357	0.890
Attire and grooming of ticket office staff	304	0	3.88	1.206	0.905
Competency of ticketing office staff	304	0	3.85	1.170	0.975
Tidiness and cleanness of ticket office	304	0	4.01	1.047	0.765
Efficiency of queue management in ticket office	304	0	3.89	1.235	0.906
Waiting time in ticket office	304	0	3.34	1.535	0.622

Source: Researcher's Survey Finding (2014)

Similarly, airport environment is further divided into eight items. As it is shown in Table 4.11, safety and security was the highest rated dimension relative to others with a mean score of 4.24 with the standard deviation (0.982). Baggage handling service at departure/ arrival was perceived as the lowest by respondents with a mean score of 2.91 and sd. = 1.464. The overall mean for airport environment is 3.55, which is above average.

Table 4.11: Descriptive Statistics of Airport Environment

Items	N		Mean	Std. Deviation	Factor Loading
	Valid	Missing			
Courtesy and helpfulness of airport staff	304	0	3.53	1.125	0.823
Check-in and Boarding process efficiency	304	0	3.52	1.072	0.824
Airport facilities (washrooms/lavatories)	304	0	3.53	1.108	0.823
Tidiness and pleasance of the airport environment	304	0	3.71	1.038	0.860
Availability of comfortable waiting lounges	304	0	3.53	1.062	0.869
Service by immigration, customs, securities, etc..	304	0	3.44	1.311	0.707
Baggage handling service at departure/ arrival	304	0	2.91	1.464	0.602
Safety and security	304	0	4.24	.982	0.692

Source: *Researcher's Survey Finding (2014)*

Furthermore, nine items was included under flight meals services as it is shown in Table 4.12. The mean scores of flight meals services for the nine items range from 3.07 (for the item: overall, this airline offers great choices of meals/food compared to other airlines) to 3.77 (for the item: the packaging of the overall meals/food looked great). The overall mean for flight meals services is 3.49, which is above average.

Table 4.12: Descriptive Statistics of Flight Meals Services

Items	N		Mean	Std. Deviation	Factor Loading
	Valid	Missing			
The taste of the meals/food served is acceptable	304	0	3.63	1.189	0.791
The taste of the meals/food served is consistent	304	0	3.38	1.234	0.770
Most of the food/ meals served are suitable for all palates	304	0	3.26	1.167	0.783
Overall, the meals/food served are fresh	304	0	3.69	1.131	0.821
Most of the food/ meals served are best in color	304	0	3.59	.994	0.900
The packaging of the overall meals/food looked great	304	0	3.77	1.096	0.826
Most of the meals/food served are sufficient, or in the right portion size	304	0	3.39	1.091	0.761
Most of the time the meals/food items served on the tray are well arranged	304	0	3.67	1.165	0.743
Overall, this airline offers great choices of meals/food compared to other airlines	304	0	3.07	1.175	0.704

Source: *Researcher's Survey Finding (2014)*

Finally, flight attendants competency is further divided into thirteen items. The mean scores of flight attendants competency for the thirteen items as shown in Table 4.13, range from 3.72 (for the item: Flight attendants are proactive) to 4.17 (for the item: Flight attendants are friendly to passengers). The overall mean for flight attendants competency is 3.97, which is the highest of all other perceived service quality dimensions.

Table 4.13: Descriptive Statistics of Flight Attendants Competency

Items	N		Mean	Std. Deviation	Factor Loading
	Valid	Missing			
Flight attendants are proactive	304	0	3.72	1.019	0.832
Flight attendants are courteous, polite and respectful	304	0	4.06	1.067	0.893
Flight attendants have the ability to handle customer complaints	304	0	3.96	1.135	0.939
Flight attendants have the ability to handle unexpected situations, consistently and dependably	304	0	3.85	.940	0.841
Flight attendants are willing and able to provide service in a timely manner	304	0	4.07	1.060	0.905
Flight attendants are easy to contact	304	0	3.89	1.049	0.787
Flight attendants have sincere interest in fulfilling my needs	304	0	4.00	.975	0.883
Flight attendants are never too busy to respond to my request	304	0	3.92	1.030	0.873
Flight attendants are friendly to passengers	304	0	4.17	.953	0.935
Flight attendants have knowledge to answer my questions	304	0	3.89	1.003	0.801
Flight attendants are well dressed and have neat appearance	304	0	4.13	1.179	0.858
Flight attendants have good language skill	304	0	3.83	1.015	0.734
Flight attendants are willing to respond to call sign in a timely manner	304	0	4.10	.942	0.886

Source: Researcher's Survey Finding (2014)

4.2.3.2.2. Passengers' Expectation Analysis

Table 4.14 clarifies the passengers' expectation measurements, where the arithmetic means range between 2.49 and 4.26. The researcher observes that the highest mean was observed for the item "the airline has good image and reputation" with arithmetic mean (4.26), Standard deviation (0.983). The lowest arithmetic mean was observed for the item "I think that the price charge to use the airlines is low" with the arithmetic mean (2.49) and Standard deviation (1.17). The higher price perceived by the passengers indicates that passengers expect more service from the airlines. In general, it appears that passengers' expectation from the airlines is relatively high.

Table 4.14: Descriptive Statistics of Passengers' Expectation Measurements

Items	N		Mean	Std. Deviation	Factor Loading
	Valid	Missing			
I think that the price charge to use the airlines is low	304	0	2.49	1.169	0.382
I have always had a good impression of this airline.	304	0	3.89	1.128	0.902
The airlines has good image and reputation	304	0	4.26	.983	0.850

Source: *Researcher's Survey Finding (2014)*

4.2.3.2.3. Passengers' Satisfaction Analysis

The passengers' satisfaction measurements result is shown in Table 4.15. The mean scores for the three items range from 3.93 (for the item: I think that I did the right thing when I decided to use this airline) to 4.02 (for the item: My choice to use this airline was wise one). The overall mean for passengers' satisfaction measurements is 3.96, which is above average.

Table 4.15: Descriptive Statistics of Passengers' Satisfaction Measurements

Items	N		Mean	Std. Deviation	Factor Loading
	Valid	Missing			
I think that I did the right thing when I decided to use this airline.	304	0	3.94	1.111	0.914
My choice to use this airline was wise one	304	0	4.02	1.016	0.902
I feel satisfied with the airline service quality	304	0	3.93	1.051	0.850

Source: *Researcher's Survey Finding (2014)*

4.2.3.2.4. Passengers Behavioral Intention Measurement Analysis

Table 4.16 clarifies the passengers' behavioral intention measurements, where the arithmetic means range between 2.24 and 4.23. The researcher observes that the highest mean was observed for the item "I would encourage friends and relatives to use Ethiopian Airlines" with arithmetic mean (4.23), Standard deviation (1.047). The lowest arithmetic mean was observed for the item "I would complain to external agencies, media... what I think if a certain situation occurs regarding this airline" with the arithmetic mean (2.24) and Standard deviation (0.939).

Table 4.16: Descriptive Statistics of Passengers' Behavioral Intention

Items	N		Mean	Std. Deviation	Factor Loading
	Valid	Missing			
I would say more of positive things about the company	304	0	4.10	1.010	0.946
I would recommend the company to someone who seeks advice	304	0	4.16	1.130	0.913
I would encourage friends and relatives to use Ethiopian Airlines	304	0	4.23	1.047	0.932
I would consider the company as the first choice	304	0	3.70	1.453	0.943
I intend to do more business with the airlines in the next few years.	304	0	3.56	1.319	0.634
I will continue to do business with the airline even if its prices increase somewhat	304	0	2.97	1.206	0.600
I have a plan to switch to a competitor	304	0	2.58	1.303	0.533
I would complain to other customers what I think if a certain situation occurs regarding this airline	304	0	3.23	1.408	0.677
I would complain to external agencies, media.. .what I think if a certain situation occurs regarding this airline	304	0	2.24	.939	0.518
I would tell to the airline representatives exactly what I think if a certain situation occurs regarding this airline	304	0	3.94	1.167	0.618

Source: *Researcher's Survey Finding (2014)*

4.2.3.2.5. Summated Scale

In order to reduce measurement error by improving individual variables, Hair et al. (1998) recommend using multivariate measurements, which are known as summated scales, as identified as replacement variables. Hair et al. (1998) described a summated scale as a method of combining several variables that measure the same concept into a single variable in an attempt to increase the reliability of the measurement through multivariate measurement. The ultimate goal of adopting summated scales is to avoid the use of only a single variable to represent a concept and, instead, to use several variables as indicators, all representing differing facets of the concept to obtain a more well-rounded perspective (Hair et al., 1998). The use of multiple indicators enables researchers to specify more accurately the desired responses (Hair et al., 1998).

Hair et al. (1998) show that a summated scale can be formed through the combination of several individual variables into a single composite measure. In simple terms, all of the variables are combined, and the total or, more commonly average score of the variable is used as a replacement variable.

Hair et al. (1998) indicate that a summated scale provides two specific benefits:

- A means of overcoming, to some extent, the measurement error inherent in all measured variables.
- It represents the multiple aspects of a concept in a single measure.

However, the content validity reliability and dimensionality of the measure must be assessed before the creation of a summated scale. The following section will review the content validity, dimensionality and reliability of the measure.

4.2.3.2.5.1. Content Validity

Content validity, also known as face validity, is the assessment of the correspondence of the variables to be included into a summated scale and its conceptual definition (Hair et al., 1998). All variables (items) were inspected by the researcher and three passenger customer service experts to ensure that they were an adequate and a thorough representation of the construct under investigation. To test the questionnaire for clarity and to provide a coherent research questionnaire, a macro review was accurately performed. Some items were added, based on their valuable recommendations. Some others were reformulated to become more accurate and clear, and this was required for the purpose of enhancing the research instrument.

4.2.3.2.5.2. Reliability

In general, reliability is used to test the internal consistency among the variables or items through a summated scale (Hair et al., 1996). Cronbach's Alpha is used to measure how

well a set of items (or variables) measure a single uni-dimensional latent construct. (Malhotra, 2007). Cronbach's Alpha is low when data have a multi-dimensional structure. Malhotra, (2007) suggests that an alpha of 0.60 or greater should be considered adequate to develop a new questionnaire. Therefore, a low coefficient alpha indicates the sample of items perform poorly in capturing the construct motivating the measure. Conversely, a large coefficient alpha implies that the k-items test correlates with the true scores closely Malhotra, (2007).

Perceived service quality was measured using the nine dimensions listed in the questionnaire, which were combined into a single scale (Cronbach's alpha = 0.873). (See Appendix 7b, Table 4.17). For the construct 'Expectation', the variable "price charge by the airline" was deleted because it would increase the Cronbach's Alpha from 0.220 to 0.760, i.e. price is not highly valued by passengers when evaluating expectation. After deleting the variable, the reliability analysis was performed again. Based on the result, the remaining two items in the construct expectation were kept for further analyses. 'Satisfaction' were measured using the three items listed in the questionnaire, which were combined into a single scale (Cronbach's alpha = 0.909). 'Behavioral intention' were measured using the ten items listed in the questionnaire, which were combined into a single scale (Cronbach's alpha = 0.809).

4.2.3.2.5.3. Dimensionality

Through the factor loading, almost all variables loaded on greater than 0.5 in the component matrix. The only exception was the item: "price charge by the airline" was not greater than 0.50 loading as shown from Table 4.5 to 4.16.

4.2.4. Inferential Analysis of variables

To test the hypotheses, paired sample t- test, simple and multi linear Regression analysis with (F) test using ANOVA table and Path analysis was used as follows:

4.2.4.1. Gap Analysis (Paired Sample T-tests)

The purpose of this section is a comparison of means across the service quality related questions of expected and perceived service. Hence, the objective is to analyze and discuss the relative difference between the means in order to assess the ‘Customer-Gap’. The gap analysis is conceived of as an elaborative comparative assessment to the overall expected and perceived ratings. The outcome represents the customer perceived service quality in the respective gaps and is of great influence on the overall cumulative customer satisfaction. Accordingly, this information is useful in the evaluation of the managerial implications.

A comparison of means could be carried out by simply balance diverse means against each other. However, there need to be statistical assurance that the difference between the means is significant and not occurred by chance. T-tests are applicable in the statistical assurance of any significant difference between the means. The specific paired-sample t-test is further suitable, as the purpose is to examine the difference in two means from the same sample Malhotra et al. (2007). A presumption for executing t-tests is that the data used has been derived from a normal distribution (Hair et al., 1998). Looking at Figure 4.5 and Figure 4.6 (Appendix 7c), it can be observed that all data approximate a normal distribution, and thus the data is appropriate for making t-tests.

Hypothesis one: *There is a significant difference between passenger expectation and their perceptions of service quality offered by Ethiopian Airlines.*

Table 4.23 (Appendix 7d) represents the results of the paired-sample t-test for the perceived service quality and passengers’ expectation. The first table shows the descriptive statistics variables being tested. The second table shows correlation between the variables being tested. The third table represents the results of the paired-sample. The t-statistic value was -10.594 with degrees of freedom 303. The 2-tailed significance value was 0.000. The difference between the two means was -0.42180 with a standard deviation of 0.03981. The 95% confidence interval for the difference ranged from -0.50014 to -0.34345. Because $0.000 < .05$, conclude that the average perceived service quality was statistically significantly lower than the average passengers’ expectations by -0.42180. Therefore, *there is a significant difference between passenger expectation and their*

perceptions of service quality offered by Ethiopian Airlines and the hypothesis is accepted.

4.2.4.2. Regression Analysis

Albaum (1997) noted that regression is a technique used to predict the value of a dependent variable using one or more independent variables. Malhotra (2007) showed that regression analysis is a statistical tool for the investigation of relationships between variables. In order to ascertain the causal influence of one variable upon another, researchers assemble data on the underlying variables of the causal variables upon the variable that they influence Malhotra (2007). Researchers typically evaluate the “statistical significance” of the estimated relationships, namely, the degree of confidence that the true relationship is close to the estimated relationship Malhotra (2007).

4.2.4.2.1. Assumption Testing for Regression Analysis

Meeting the assumptions of regression analysis is necessary to confirm that the obtained data truly represented the sample and that researcher has obtained the best results (Hair et al., 1998). Two assumptions for regression analysis used in this study will be discussed for the individual variables: multi-collinearity and linearity (Hair et al., 1998). In the following paragraphs, each assumption is explained.

4.2.4.2.1.1. Multi-collinearity

Hill et al., (2003) explain that economic variables may move together in systematic ways when the data are the result of an uncontrolled experiment. Such variables are believed to have problems with collinearity or multi-collinearity when several variables are involved (Hill et al., 2003). Generally, as multi-collinearity rises, it will complicate the interpretation of the variables because it is more difficult to confirm the effect of any single variable, owing to their interrelationship (Hair et al., 1996). According to (Hill et al., 2003), multicollinearity is not a violation of the assumptions of regression but it may cause serious

difficulties. Hill et al., (2003) propose that these serious difficulties include: (1) variances of parameter estimates may be unreasonably large; (2) parameter estimates may not be significant; and (3) a parameter estimate may have a sign different from what is expected.

The initial inspection of the Pearson Correlation Matrix (see Table 4.18, Appendix 7b) for the regression models revealed that the correlations between the independent variables did not exceed 0.80. While checking, the independent variables showed significant relationship with the dependent variable (above .3 preferably). Also the researcher checked that the correlation between each of independent variables is not too high. Hill et al., (2003) suggest that you think carefully before including two variables with a bivariate correlation of, say, .7 or more in the same analysis. As it can be observed from the correlation table there is no correlation between the independent variable which is above 0.7. Therefore, all variables will be retained.

4.2.4.2.1.2. Linearity

The linearity of the relationship between the dependent and independent variable represented the degree to which the change in the dependent variable is associated with the independent variable (Hair et al., 1998). In a simple sense, linear models predict values falling in a straight line by having a constant unit change (slope) of the dependent variable for a constant unit change of the independent variable (Hair et al., 1998). Conventional regression analysis will underestimate the relationship when nonlinear relationships are present, i.e., R^2 underestimates the variance explained overall and the betas underestimate the importance of the variables involved in the non-linear relationship (Malhotra et al. 2007). Substantial violation of linearity implies that regression results may be more or less unusable (Malhotra et al. 2007).

The scatter plot of standardized residuals versus the fitted values (see Figure 4.5, Appendix 7c) for the regression models were visually inspected. The plots did not reveal any systematic pattern, thus providing support for the specified linear relationship, as suggested by (Malhotra et al. 2007).

4.2.4.2.1.3. Normality of the Error Term Distribution

In terms of this assumption, a check for normality of the error term is conducted by a visual examination of the normal probability plots of the residuals (Malhotra et al., 2007). Malhotra et al. (2007) propose that normal probability plots are often conducted as an informal means of assessing the non-normality of a set of data. According to Hair et al. (1998), the plots are different from residuals plots in that the standardized residuals are compared with the normal distribution. In general, the normal distribution makes a straight diagonal line, and the plotted residuals are compared with the diagonal (Hair et al., 1998). If a distribution is normal, the residual line will closely follow the diagonal (Hair et al., 1998). Malhotra et al. (2007) explain that the “correlation coefficient” will be near unity if the data fall nearly on a straight line. The “correlation coefficient” will become smaller if the plot is curved.

The normality probability plots were plotted to assess normality (see Figure 4.6, Appendix 7c). The P-P plots were approximately a straight line instead of a curve. Accordingly, the residuals were deemed to have a reasonably normal distribution, as suggested by Hair et al. (1998).

4.2.4.2.1.4. Homoscedasticity of the Error Terms

Hair et al. (1998) identify homoscedasticity as homogeneity of variance. This assumption is referred to as the description of data in which the variance of the error terms (e) appears constant over the range of values of an independent variable. The assumption of equal variance of the population ϵ (where ϵ is estimated from the sample value, e) is critical to the proper application of linear regression. When the error terms have increasing or modulating variance, the data are considered as heteroscedastic (Hair et al., 1998).

In contrast, Maddala (2001) explains two basic consequences of heteroscedasticity: (1) the least squares estimators remain unbiased, but inefficient, and (2) the estimates of the variances are biased. This contributes to underestimation of the true variance of the

ordinary least squares estimator, influences the confidence intervals, and invalidates the tests of significance of the independent variables. Hair et al. (1998) show that heteroscedastic variables can be remedied through data transformations similar to those used to reach normality. In addition, Hair et al. (1998) indicate that data transformations provide an approach to modifying variables for one of two reasons: (1) to correct violations of the statistical assumptions underlying the multivariate techniques, or (2) to improve the relationship (correlation) between variables. In general, heteroscedasticity is the result of non-normality of one of the variables, and the correction of the non-normality remedies the unequal dispersion of variance (Hair et al., 1998).

The error terms were expected to have equal variances. In the scattered residual plots (see Figure 4.5, Appendix 7c), the residuals scattered randomly about the zero line and did not exhibit a triangular-shaped pattern, thus providing sufficient evidence to satisfy the assumption for homoscedasticity of the error terms.

Hypothesis two: There is a significant positive relationship between perceived service quality and passenger satisfaction.

In this study, to test the effects of the variables of customers' perceptions of service quality on the variable of level of customers' satisfaction, simple regression analysis was used. According to Hair et al. (2006), simple regression, also known as bivariate regression, is a regression model with a single independent variable. Hair et al. (1998) demonstrate that the ultimate goal for adopting regression analysis is to predict a single dependent variable from the knowledge of one or more independent variables. This statistical technique is termed as a simple regression when the problem involves a single independent variable (Hair et al., 1998). In general, simple regression analysis allows researchers to determine how one variable changes in relation to the change in another variable (Zikmund, 2003).

Zikmund (2003) explains that simple regression is a mathematical approach to stating the statistical linear relationship between one independent and one dependent variable. According to Zikmund (2003), the most typical type of simple regression is simple linear regression, implying

that researchers use the equation for a straight line instead of some other type of curve. According to Malhotra et al. (2007), the simple linear regression model is given below:

$$y = \beta_0 + \beta_1 x + \epsilon \text{Equation 4.1: Simple linear regression model}$$

where: y = Dependent variable

x = Independent variable

β_0 = Intercept

β_1 = Slope of the line (defined as the ratio Rise/Run)

ϵ = Error variable

Table 4.19 (Appendix 7d), presents the regression results of the perceived service quality of Ethiopian Airlines and passengers satisfaction. In terms of the relationship between perceived service quality and passenger satisfaction on the basis of the conceptual model, passengers' satisfaction can be seen as a single dependent variable whereas perceived service quality is regarded as an independent variable in a simple regression model.

The first table in the output includes information about the quantity of variance that is explained by predictor variable. The first statistic, R , is the correlation coefficient between the predictor variable (perceived service quality) and the dependent variable (passenger satisfaction). The R was (0.632) at level ($\alpha \leq 0.05$); whereas the model's coefficient of determination, R^2 was (0.4). This is frequently used to describe the goodness-of-fit or the amount of variance explained by a given set of predictor variables. This means the 40% of passenger satisfaction changeability's or variance results from the changeability in perceived service quality, while the remaining 60% are explained by other variables out of this model. . This lower R^2 value indicated that besides the perceived service quality, there are other important variables which lead to passenger satisfaction. Adjusted $R^2 = 0.398$ with estimated standard deviation 0.75704, the regression model is statistically significant since the probability level is 0.000.

The second table in the output is an ANOVA table that describes the overall variance

accounted for in the model. The F statistic represents a test of the null hypothesis that the regression coefficients are all equal to zero. Put another way, this F statistic tests whether the R square proportion of variance in the dependent variable accounted for by the predictors is zero. If the null hypothesis were true, then that would indicate that there is no (linear) regression relationship between the dependent variable and the predictor variables. The ANOVA analysis in the second table shows that, there is a significant main effect of perceived service quality on passenger satisfaction $F(1, 302) = 200.951, p < 0.01$ at the 0.05 alpha level ($F_{\text{calculated}}, 200.951 > F_{\text{table}}, 3.84$). The mean square, which indicates the amount of variance (sums of squares) divided by the degrees of freedom equals 115.166.

The Beta value (standardized coefficient) in the third table indicates the effect of change in the independent variables on dependent variables. For instance, a unit increase in perceived service quality results in an increase of passenger satisfaction by 0.632, vice-versa, keeping other factors constant. In other words, a 100% change in perceived service quality causes a 63.2% change in passenger satisfaction. Therefore, ***there is significant effect of perceived service quality on passenger satisfaction at level ($\alpha \leq 0.05$) and the hypothesis is accepted.***

Hypothesis three: There is a significant positive relationship between passenger satisfaction and their behavioral intention in Ethiopian Airlines.

To test the effects of the variables of passengers' satisfaction on the variable of level of behavioral intention, simple regression analysis was used. Table 4.20 (Appendix 7d) presents the regression results of passenger satisfaction of Ethiopian Airlines and behavioral intention. In terms of the relationship between passenger satisfaction and behavioral intention on the basis of the conceptual model, passenger satisfaction can be seen as a single independent variable whereas behavioral intention is regarded as dependent variable in a simple regression model.

The first table in the output includes information about the quantity of variance that is explained by independent variable. The first statistic, R, is the correlation coefficient

between the predictor variable (passenger satisfaction) and the dependent variable (behavioral intention). The R was (0.854) at level ($\alpha \leq 0.05$); whereas the model's coefficient of determination, R^2 was (0.730). This means the 73% of behavioral intention changeability or variance results from the changeability in passenger satisfaction, while the remaining 27% are explained by other variables out of this model. Adjusted $R^2 = 0.729$ with estimated standard deviation 0.38149, the regression model is statistically significant since the probability level is 0.000.

The ANOVA analysis in the second table shows that, there is a significant main effect of passenger satisfaction on behavioral intention $F(1, 302) = 816.747$, $p < 0.01$ at the 0.05 alpha level ($F_{\text{calculated}}, 816.747 > F_{\text{table}}, 3.84$). The mean square, which indicates the amount of variance (sums of squares) divided by the degrees of freedom, equals 118.866.

The Beta value (standardized coefficient) in the third table indicates a unit increase in passenger satisfaction results in an increase of behavioral intention by 0.854, vice-versa, keeping other factors constant. In other words, a 100% change in passenger satisfaction causes an 85.4% change in behavioral intention. Therefore, ***there is significant effect of passenger satisfaction on behavioral intention at level ($\alpha \leq 0.05$) and the hypothesis is accepted.***

Hypothesis four: There is a significant positive relationship between perceived service quality and behavioral intention.

To test the effects of the variables of customers' perceptions of service quality on the variable of level of passengers' behavioral intention, simple regression analysis was used. Table 4.21 (Appendix 7d) presents the regression results of perceived service quality and behavioral intention. In terms of the relationship between perceived service quality and behavioral intention on the basis of the conceptual model, perceived service quality can be seen as a single independent variable whereas behavioral intention is regarded as dependent variable in a simple regression model.

The first table in the output includes information about the quantity of variance that is explained by independent variable. The first statistic, R , is the correlation coefficient between the predictor variable (perceived service quality) and the dependent variable (behavioral intention). The R was (0.589) at level ($\alpha \leq 0.05$); whereas the model's coefficient of determination, R^2 was (0.345). This means the 34.5% of behavioral intention changeability's or variance results from the changeability in perceived service quality, while the remaining 65.5% are explained by other variables out of this model. . This lower R^2 value indicated that besides the perceived service quality, there are other important variables which affect passenger behavioral intention. Adjusted $R^2 = 0.345$ with estimated standard deviation 0.59349, the regression model is statistically significant since the probability level is 0.000.

The ANOVA analysis in the second table shows that, there is a significant main effect of perceived service quality on behavioral intention $F(1, 302) = 160.243$, $p < 0.01$ at the 0.05 alpha level ($F_{\text{calculated}}, 160.243 > F_{\text{table}}, 3.84$). The mean square equals 56.443.

The Beta value (standardized coefficient) in the third table indicates a unit increases in perceived service quality results in an increase of behavioral intention by 0.589, vice-versa, keeping other factors constant. In other word, a 100% change in passenger satisfaction causes a 58.9% change in behavioral intention. Therefore, ***there is significant effect of perceived service quality on behavioral intention at level ($\alpha \leq 0.05$) and the hypothesis is accepted.***

Hypothesis Five: Passenger satisfaction has a mediating effect on the relationship between perceived service quality and behavioral intention.

A mediation model is one that seeks to identify and explicate the mechanism or process that underlies an observed relationship between an independent variable and a dependent variable via the inclusion of a third explanatory variable, known as a mediator variable. Rather than hypothesizing a direct causal relationship between the independent variable and the dependent variable, a mediational model hypothesizes that the independent variable

influences the mediator variable, which in turn influences the dependent variable. Thus, the mediator variable serves to clarify the nature of the relationship between the independent and dependent variables. In other words, mediating relationships occur when a third variable plays an important role in governing the relationship between the other two variables (Baron and Kenny, 1986).

This hypothesis is tested by Baron and Kenny's (1986) three-step procedure for detecting mediation effects.

First, the mediator (passenger satisfaction) is regressed on the independent variable (perceived service quality) to check if the latter affects the former.

$$\text{Passenger Satisfaction} = \beta_0 + \beta_{\text{psq}} * \text{Perceived Service Quality} \dots \text{eq (1)}$$

$$= 0.332 + 0.632 * \text{Perceived Service Quality} \dots \text{from table 4.19 (Appendix 7d)}$$

Next, the dependent variable (behavioral intention) is regressed on the independent variable (perceived service quality) to check if the latter affects the former.

$$\text{Behavioral Intention} = \beta_0 + \beta_{\text{psq}} * \text{Perceived Service Quality} \dots \text{eq (2)}$$

$$= 1.120 + 0.589 * \text{Perceived Service Quality} \dots \text{from table 4.21 (Appendix 7d)}$$

Finally, the dependent variable is regressed on both the independent variable and the mediator to verify that the mediator affects dependent variable and that the effect of the independent variable decreases (i.e., β_{psq} in eq (3) is much less than β_{psq} in eq (2)):

$$\text{BI} = \beta_0 + \beta_{\text{psq}} * \text{Perceived Service Quality} + \beta_{\text{sat}} * \text{Passenger Satisfaction} \dots \text{eq(3)}$$

$$= 0.920 + 0.081 * \text{Perceived Service Quality} + 0.803 * \text{Passenger Satisfaction} \Rightarrow \text{from table 4.22 (Appendix 7d)}$$

Thus, Baron and Kenny's (1986) three conditions for mediation are satisfied. Therefore, *Passenger satisfaction has a mediating effect on the relationship between perceived service quality and behavioral intention and the hypothesis is accepted.*

4.2.5. Structural Equation Model

To test the validity of the proposed model and the hypotheses, SEM was also conducted. The statistical program packages AMOS 21.0 were used to perform structural modeling analysis.

Overall fit of the structural model is checked initially by examining the chi-square statistics. A significant chi-square statistic indicates an inadequate fit, but this statistic is sensitive to sample size and model complexity. Therefore, rejection of a model on the basis of this evidence alone is inappropriate (Hair et al., 1998). Other measures of fit compensating for sample size are also applied. They include goodness of fit index (GFI), adjusted goodness of fit index (AGFI), normalized fit index (NFI) and comparative fit index (CFI). GFI, the goodness of fit index, tells you what proportion of the variance in the sample variance-covariance matrix is accounted for by the model. This should exceed .9 for a good model. For the full model it will be a perfect 1. AGFI (adjusted GFI) is an alternate GFI index in which the value of the index is adjusted for the number of parameters in the model. The fewer the number of parameters in the model relative to the number of data points, the closer the AGFI will be to the GFI. The recommended acceptance of a good fit to a model requires that the obtained GFI and NFI, CFI values should be greater than or equal to .90 (Hair et al., 1998).

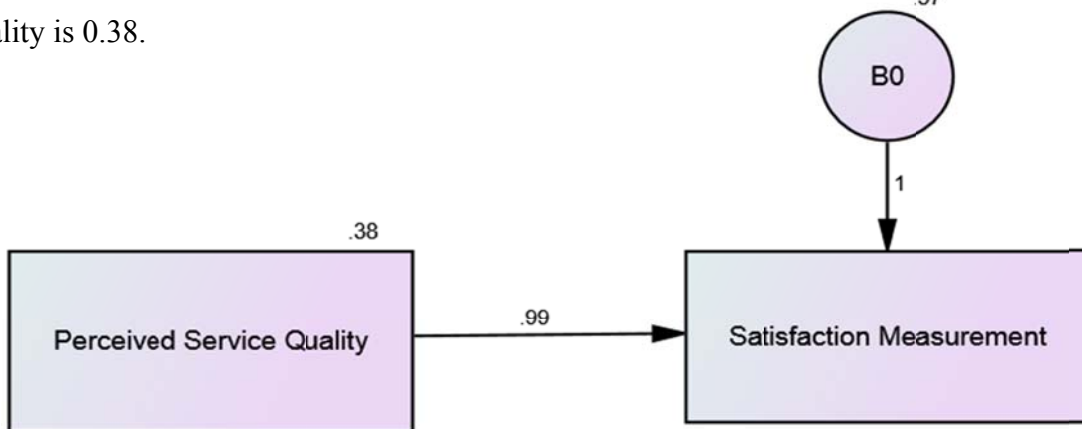
The goodness-of-fit statistics of the structural model showed that the model reasonably fit the data (Table 4.24). Goodness of fit index = 0.990, adjusted goodness of fit index = 0.942, normed fit index = 0.992, comparative fit index (CFI) of 0.994 and Tucker-Lewis index (TLI) of 0.981 indicating the same.

Table 4.24: Goodness-of-Fit Statistics

Model	GFI	AGFI	NFI Delta1	TLI rho2	CFI
Default model	.990	.942	.992	.981	.994
Saturated model	1.000		1.000		1.000
Independence model	.504	.008	.000	.000	.000

Source: *Researcher's Survey Finding (2014)*

The unstandardized regression weights, which correspond to the B coefficient displayed in the SPSS output, link the predictor variable to the dependent variable's rectangle in the AMOS diagram. For instance, as it is shown in figure 4.7 below, the unstandardized regression coefficient of the perceived service quality and satisfaction measurement is 0.99. Since the unstandardized regression coefficient represents the amount of change in the dependent variable per single unit change in the predictor variable, this result suggests that for every single unit of increase in perceived service quality, satisfaction measurement is increased by 0.99 units. The diagram also features a residual (error) variance associated with the satisfaction measurement. The estimate of the error variance is 0.57. The variance of predictor appears above its rectangle. In this case the variance of perceived service quality is 0.38.

**Fig. 4.7: Unstandardized Coefficient of Perceived Service Quality and Satisfaction**

Source: *Researcher's Survey Finding (2014)*

As shown in figure 4.8, the unstandardized regression coefficient of the satisfaction measurement and behavioral intention is 0.64. This result suggests that for every single unit of increase in satisfaction measurement, behavioral intention is increased by 0.64 units. The estimate of the error variance is 0.14 and the variance of satisfaction measurement is 0.95.

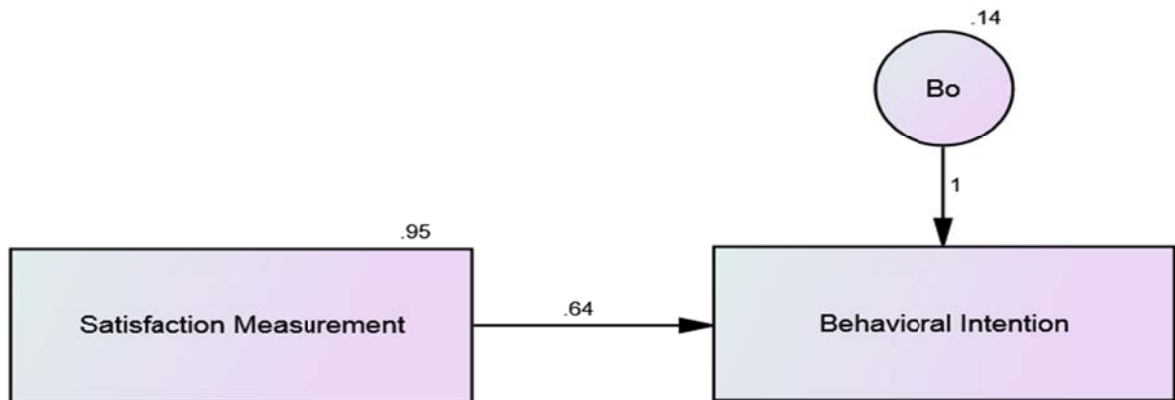


Fig. 4.8: Unstandardized Coefficient of Satisfaction and Behavioral Intention

Source: *Researcher's Survey Finding (2014)*

Similarly, the unstandardized regression coefficient of the perceived service quality and behavioral intention is 0.70 (see figure 4.9). This result suggests that for every single unit of increase in perceived service quality measurement, behavioral intention is increased by 0.70 units. The estimate of the error variance is 0.35 and the variance of perceived service quality is 0.38.

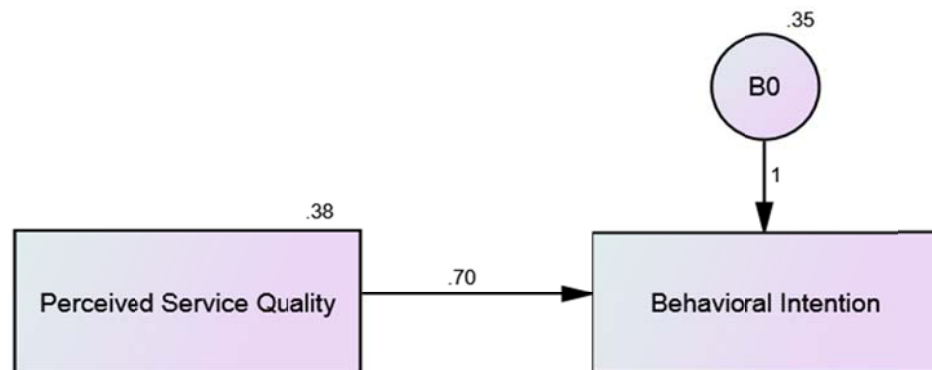


Fig. 4.9: Unstandardized Coefficient of Perceived Service Quality and Behavioral Intention

Source: *Researcher's Survey Finding (2014)*

In addition to the unstandardized regression coefficients, AMOS produces a standardized regression coefficient statistic as well, but it uses a separate diagram to display. The standardized regression weights represent the amount of change in the dependent variable that is attributable to a single standard deviation unit's worth of change in the predictor variable. The standardization of the coefficients based on the standard deviations of the variables is the approach typically used to make coefficients comparable. In essence, this puts variables in standard deviation units, and in that sense the expected impact of a standard deviation difference in one variable (say perceived service quality) can be compared to a standard deviation difference in another variable (say satisfaction measurement). As shown in figure 4.10, the standard regression coefficient of perceived service quality and satisfaction measurement is 0.63. This result indicates that when perceived service quality goes up by 1 standard deviation, satisfaction measurement goes up by 0.63 standard deviations.

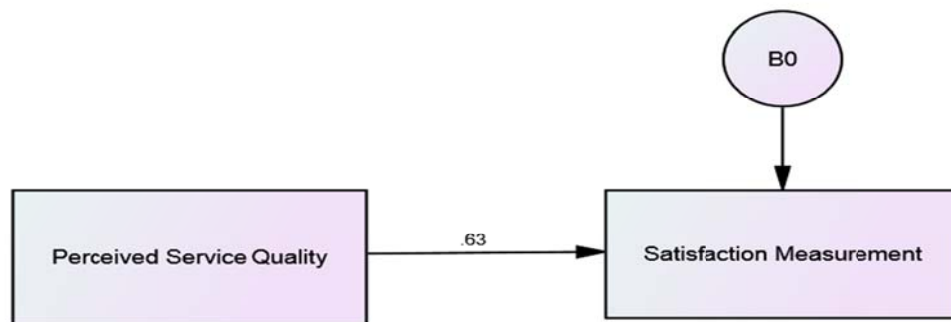


Fig. 4.10: Standardized Coefficient of Perceived Service Quality and Satisfaction

Source: *Researcher's Survey Finding (2014)*

Similarly, the standard regression coefficient of satisfaction measurement with behavioral intention is 0.85 (see figure 4.11). This result suggests that when satisfaction measurement goes up by 1 standard deviation, behavioral intention goes up by 0.85.

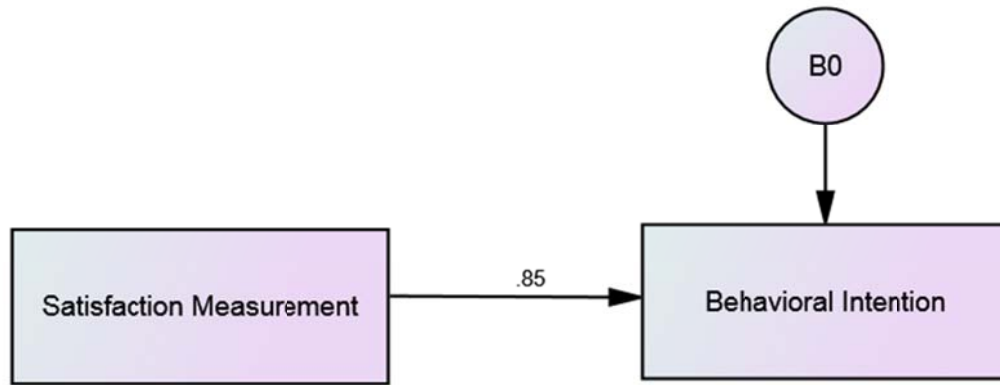


Fig. 4.11: Standardized Coefficient of Satisfaction Measurement and Behavioral Intention
Source: *Researcher's Survey Finding (2014)*

Furthermore, the standard regression coefficient of perceived service quality with behavioral intention is 0.59 (see figure 4.12). This result suggests that when perceived service quality goes up by 1 standard deviation, behavioral intention goes up by 0.59.

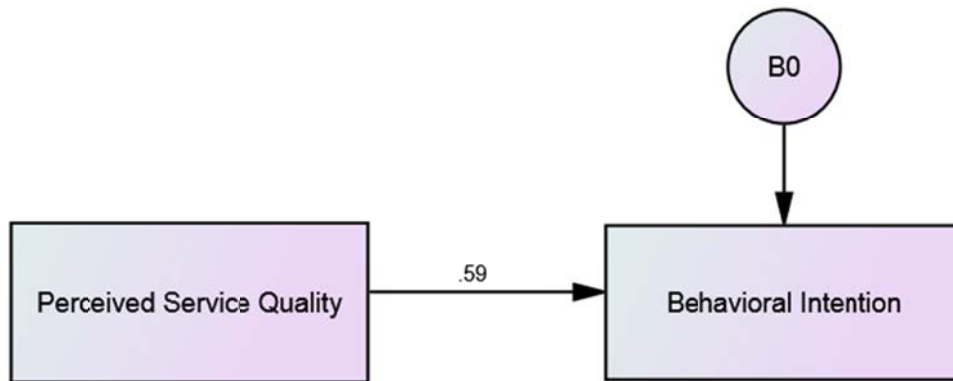


Fig. 4.12: Standardized Coefficient of Perceived Service Quality and Behavioral Intention
Source: *Researcher's Survey Finding (2014)*

AMOS also produces tabular output similar to that of SPSS that displays the unstandardized and standardized regression coefficients, the standard error estimates of the unstandardized regression coefficients, and tests of statistical significance. The tables in Appendix 7e display standardized and unstandardized estimate, its standard error (abbreviated S.E.), and

the estimate divided by the standard error (abbreviated C.R. for Critical Ratio). The probability value associated with the null hypothesis that the test is zero is displayed under the P column. All of the regression coefficients in this model are significantly different from zero.

For instance, the first table of Appendix 7e shows that when perceived service quality goes up by 1, satisfaction goes up by 0.993 as shown in the “estimate” column. Furthermore, the regression weight estimate, 0.993, has a standard error of about 0.070 as shown in the “S.E.” column. Dividing the regression weight estimate by the estimate of its standard error gives $z = 0.993/0.070 = 14.199$. In other words, the regression weight estimate is 14.199 standard errors above zero as shown in the “C.R.” column. The ‘P’ column indicates that the probability of getting a critical ratio as large as 14.199 in absolute value is less than 0.001. In other words, the regression weight for perceived service quality in the prediction of satisfaction is significantly different from zero at the 0.001 level (two-tailed).

Figure 4.13 presents unstandardized (A) and standardized (B) mediation model depicting the proposed relationships among perceived service quality, satisfaction and behavioral intention. The results in both figures, showing all coefficients as being highly significant, strongly support the proposed mediation hypothesis. Comparison of the perceived service quality coefficient in the perceived service quality - behavioral intention model as shown in figure 4.9 and 4.12 and the perceived service quality – satisfaction - behavioral intention model as shown figure 4.13 (A & B), the direct effect of perceived service quality on behavioral intention declines (though it is still significant) when satisfaction is included as a mediator. (0.7 to 0.08 for unstandardized and 0.59 to 0.1 for standardized). This suggests passenger satisfaction has a significant mediating effect on the relationship between perceived service quality and behavioral intention and the hypothesis is accepted. In summary, the findings from the above analysis examining the mediating role of passenger satisfaction on the impact of perceived service quality on behavioral intention suggest that passengers use their level of satisfaction to make inferences about the soundness of service quality that could affect their future behavioral intention.

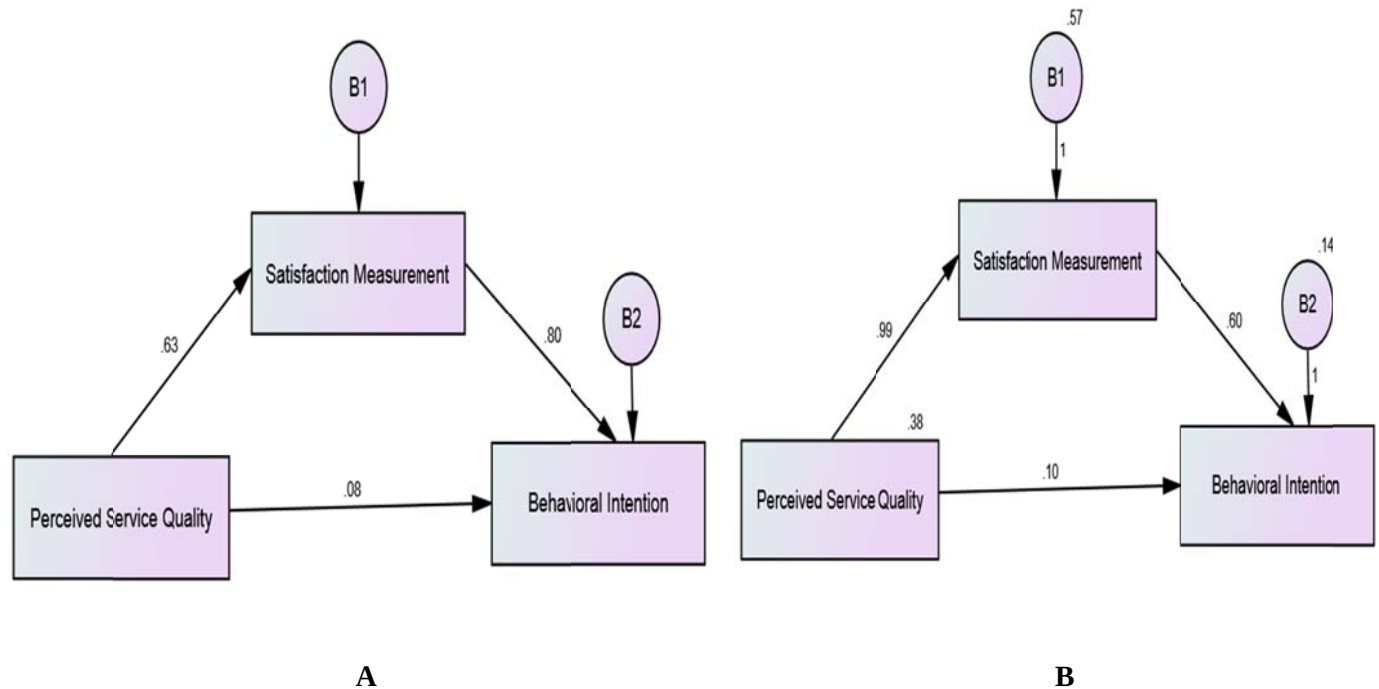


Fig. 4.13: Standardized and Unstandardized Mediation Model

Source: *Researcher's Survey Finding (2014)*

4.2.6. Importance-Performance Analysis

It is argued that a strategy for service quality improvement can only be efficient and effective when based on an appropriate selection of service attributes to be improved. Hence, priorities for improvement needs to be addressed in order to improve overall service quality and customer satisfaction. In this regard, an 'importance-performance analysis' (IPA) can be used for setting priorities that are based on the voice of the customer and be further applicable in a process perspective (Mikuliz & Prebezac, 2008). The analysis is closely related to the gap assessment and is conceived of as an elaborative extension which directs the managerial agenda.

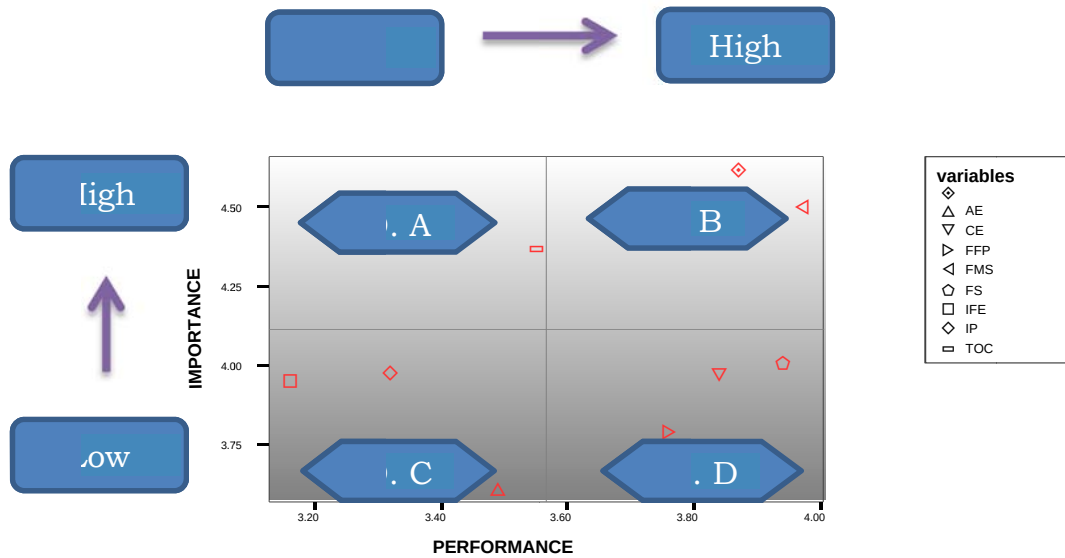


Fig 4.14: Importance-Performance Analysis

Source: Source: Researcher's Survey Finding (2014) and Researcher's Survey Finding (2014)

The IPA technique originally developed by Martilla and James (1977) is categorized as a quadrant analysis and identifies the relative importance of attributes associated with a service and indicates the degree of performance (satisfaction) simultaneously. The results are plotted graphically on a two-dimensional grid (see Figure 4.14), where the importance of the attributes is displayed on the vertical axis and the performance level (perceived service quality attributes) is displayed on the horizontal axis. The resulting four quadrants are: (A) Concentrate Here, (B) Keep Up the Good Work, (C) Low Priority, and (D) Possible Over kill, as illustrated in figure 4.14.

Quadrant A: Ticket office competency is perceived to be very important by customers. However, the performance levels are seen as below average and Ethiopian Airlines falls short of passengers' expectations. This implies that improvement efforts should be concentrated here to reach a satisfactory level.

Quadrant B: Flight attendants competency and flight meals service are of great importance to the passengers, and in this case the airline has at least achieved an acceptable level of perceived service quality. The possible paths of action include exploring the possibilities to further delight the customers or at least remain at status quo.

Quadrant C: Passengers are generally unsatisfied with the performance of in-flight entertainment, airport environment and information particulars. Luckily, passengers also place little emphasis on these attributes and solely consider the attribute as less important. Therefore, limited resources should be used on the elements in this quadrant because of the low importance-level among passengers. Nonetheless, the service provider should not entirely neglect the improvement of these attributes.

Quadrant D: This cell is referred to as the possible overkill quadrant, in this quadrant cabin environment, frequent flyer program and flight schedule are included. Because service providers can be said to over-perform for customers in terms of the attributes that falls into here. The passengers are satisfied with the performance on these attributes but do not put vast emphasis on them. In other words, present efforts on the elements in this cell are over-utilized and managers should consider allocating resources elsewhere.

4.3. Discussion

Hypothesis one measures the passengers' gap between expected and perceived service quality. It was found that there is a significant negative difference between perceived service quality and expectation in the case analysis of Ethiopian Airlines. The average perceived service quality was statistically significantly lower than the average passengers' expectations. The expectations are greater than the perceived performance and resulted in dissatisfaction of passengers. Ethiopian Airlines should develop a system to fill the gap exist towards the perceived service quality dimmentions. Priority should be given to

dimension with the most important attributes to the passengers. This will help to retain more passengers as a customer for Ethiopian Airlines.

Hypothesis two hypothesized that perceived service quality has a significant effect on passenger satisfaction. The results of this study are consistent with the findings of Zeithaml (2009), Anderson et al. (1994), Cronin et al. (2005) and Fornell et al., (1996). These studies all reported that service quality was consistently found to have more impact on customer satisfaction. The result of this research is also consistent with Saha & Theingi, (2009) contention that providing services that customers prefer was obviously a starting point for providing customer satisfaction in the airlines industry. In addition, this finding supports Siddiqi, (2011) study on customer satisfaction that focused on identifying service attributes, that is, customers' needs and wants.

Hypothesis three was established that customer satisfaction is positively related to positive future behavioral intentions, and the finding supports this hypothesis. If the average satisfaction is raised by one unit, the behavioral intentions are increased by 0.854 units, implying that they are more likely to travel with the airlines again or to recommend the airlines to others. These results support the general findings of Cronin and Taylor (1992), Zeithaml et al. (2009), Vijayadurai (2008). These authors reported that there were direct effects of customer satisfaction on customers' behavioral intentions.

This result supports many researchers' propositions that customer satisfaction influenced behavioural intentions, which, in turn, resulted in long or short term profitability (Rust, Zahorik, & Keiningham, 1996; Anderson & Fornell, 1994, Zeithaml et al., 2009). In addition, this result supports Yee et al. (2010) contention that the aim of managing customer satisfaction was to obtain a higher rate of customers' favourable behavioural intentions and to improve the market share and profits of an organisation.

Hypothesis four hypothesized that perceived service quality has a significant effect on passenger behavioral intention. The results of this study are consistent with the findings of Taylor et al. (1997) and (Cronin et al., 2005). These studies all reported that service quality

was consistently found to have impact on behavioral intention.

The mean scores of passengers' perceived service quality of Ethiopian Airlines for all the nine dimensions were range from 3.16 to 3.97 indicating that passengers feel that quality of service being offered by Ethiopian Airlines is more than average. Yet, the result of gap analysis shows that there is still a significant negative difference between perceived service quality and passengers' expectation.

Hypothesis five proposed that passenger satisfaction has a mediating effect on the relationship between the perceived service quality and behavioral intention. The influence of the perceived service quality on behavioral intention was not just direct but was also mediated by passenger satisfaction. This finding supports the finding of Cronin and Taylor (1992) that marketers needed to focus on passenger satisfaction as an important determinant of enhancing the predictive power of service quality.

The result of importance-performance analysis indicated that compared to other perceived service quality dimensions ticket office competency, that is believed to be important for service quality were perceived by customers as low. Cabin environment, frequent flyer program and flight schedule was perceived relatively high by the passengers but there were rated relatively less important.

CHAPTER FIVE

5. Summary, Conclusion and Recommendations

5.1. Introduction

In this chapter, an attempt has been made to present the conclusions, summary and recommendations. At the end of the chapter, limitations and suggestions for future research are discussed.

5.2. Summary and Conclusion

The purpose of this study was to investigate the impact of perceived service quality and passenger satisfaction on passengers' behavioral intention. This study entails that airline marketing managers has to develop various policies to provide guaranteed quality services to passengers. The analysis of results revealed that there is a significant negative difference between passenger expectation and their perceptions of service quality offered by Ethiopian Airlines.

Airline service quality was found to have significant and positive influences on airline passengers' satisfaction and their behavioral intentions. Failure to provide quality services to passengers may cause negative impact on passengers' behavioral intentions. Furthermore, the findings of the study have shown that passenger satisfaction has a mediating effect on the relationship between perceived service quality and behavioral intention.

In this research, structural equation modeling (SEM) was employed for further analysis of the results. Confirmatory factor analysis (CFA) was performed to test whether the relationship between the observed variables fit hypothesized measurement model. The proposed model (structural model) was tested through path analysis to test predictions and

to explore the relationship among perceived service quality, passenger satisfaction and passengers' behavioral intention.

Furthermore, an importance-performance analysis is applied to identify priorities for improvement. IPA grid was designed to identify where the airlines should concentrate and choose those which influence customer satisfaction much more than others. As a result, this attribute represent resource-worthy service. Importance-performance analysis can help airline managers to understand perceived service quality dimentions' relative importance and propose improvement plans where the sufficient resources are not focus enough. The model developed could be accurately considered as a useful tool for selecting the most efficient improvement items to reach passenger satisfaction. The resources of organizations can then be boosted to maximize efficiency.

The overall findings offer strong empirical support for the intuitive notion that improving service quality can increase favorable behavioral intentions and decrease unfavorable intentions. The findings demonstrate the importance of strategies that can steer behavioral intentions in the right directions, including striving to meet passengers' desired-service levels (rather than merely performing at their adequate-service levels), emphasizing the prevention of service problems, and effectively resolving problems that do occur. However, findings from importance performance analysis suggest that companies wanting to improve service, especially beyond the desired-service level, should do so in a cost-effective manner. The IPA model and the empirical findings have specific implications for firms' research and resource-allocation decisions pertaining to improving service quality. A salient issue on the service quality research agenda of many companies is understanding the impact of service quality on profits.

5.3. Recommendations

Based on the analysis of this study, the following recommendations have been forwarded to Ethiopian Airlines staffs and dececion makers in the order of importance to passengers.

- ☞ The airlines should keep up providing good quality in-flight services given by its flight attendants. In addition, flight meals provided to the customers should be of best quality so as to increase passengers' satisfaction and to exceed their expectations.
- ☞ Airlines companies should train their contact employees such as ticket office staffs so as to have higher capability to provide efficient services and to answer passengers' questions promptly.
- ☞ The airlines should give much attention to flight delays since it has a great consequence for passengers especially for business travelers.
- ☞ When a passenger enters an aircraft, he/she must be exposed to quality ambience such as comfortable seats, good look of the cabin, clean and tidy aircraft interior.
- ☞ Service environment provided by the airlines should include adequate information, signage and displays as a direction for the passengers for safety precautions and for service convenience.
- ☞ The airlines should improve its inflight entertainment system to cop up with the increasing future demand of passengers regarding to in-flight entertainment systems and technologies.
- ☞ The airlines should give much attention to improve its airport environment such as baggage handling service at departure/ arrival and its check-in and Boarding process efficiency so as to avoid dissatisfaction of passengers.

5.4. Limitations and Suggestion for Future Research

The following section is intended to address some of the limitations surrounding this study so they may be eliminated in future research.

One of the primary limitations for this study is the amount of time between the actual service quality perception experience and the administration of the scale for evaluation. The sample population will consist of customers who used the selected airlines at least once in the past. The limitation of the study is certainly the customer's ability to recall the details surrounding the service provider's efforts.

The outcome of the study is solely dependent on the individual responses of the respondents that participate in the study. Moreover, as the sample is small and selected using non-probability sampling technique, the results might not be generalizable beyond the specific population from which the sample is drawn. This study employed the cross sectional data and it is difficult to determine the time series link across variables. Hence, the research result may differ if it is conducted in other time.

The topic was a good one but because of its limitations, there is a need for further research. As evident from the finding section that the study was conducted in Ethiopia only, applicability of the results in other countries may result differently. Further, as the study is conducted in the airlines industry, application of the same in other industries, like; education, financial, and health may not come up with the same findings. Thus, the analysis and discussion based on the perceptions of the sample respondents may vary if the sample was collected at a different time of year and from a different geographic region. Moreover, different sampling methods (e.g. personal interviews, random sampling) may also add insight into the perceptions of passengers.

Because the study did not consider employees who provide the services to customers; further research could be to study relationship among, job satisfaction, service quality and customer satisfaction to see if satisfaction level of employees is related to their services and/or customer satisfaction. Another further study could be to test among the airlines service quality dimensions with the use of another statistical method to see which of them will be more important to service quality and/or customer satisfaction. Also future study could be to test these same variables in a manufacturing sector.

The limitation of sample size and the convenience sampling method implied that the finding cannot be generalized across all paratransit passengers in Addis Ababa airport. Therefore, the researchers propose to conduct a longitudinal research with more sample and improvement sampling method to generalize the research results.

Finally, the researchers also suggest involving other variables such as image, perceived value in the further research. Other variables may affect the passenger behavioral intention, as demonstrated by study that was conducted in other transportation mode, such as commercial airline industry (Zins, 2001).

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Appendixes

Appendix 1: Questionnaire (English)

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

Questionnaire for passengers on Ethiopian Airlines Flight

I am a graduate student at Addis Ababa University School of Commerce and currently I am conducting a research for the completion of my masters in marketing management. This research work is a study to measure how well Ethiopian Airlines is meeting your needs and to know what needs to be improved to increase satisfaction and to examine the impact on your future behavioral intention. Your willingness and cooperation in giving reliable information is well appreciated and the information you provide will be used only for academic purpose and will be kept in strict confidentiality.

If you need further information about this study, or have problem in completing this questionnaire please contact me via +2519 11 12 92 66 or le_ake@yahoo.com. There is no need to write your name. It is your full right to participate in the survey in order to enable it achieves its objective. So are you willing to stay with the questionnaire for few minutes to answer the question?

Put 'X' mark in the box you chose

Yes ☐

No ☐

If yes, please go to the next page. If no, please return the questionnaire.

Thank you!

Please mark your answer with an “X”.

1. Sex Male 0 Female 0

2. Age 18-30 0 31-45 0 46-60 0
 61-75 0 above 75 0

3. Educational Background

 Certificate 0 Diploma 0 Degree 0
 Masters 0 PHD 0 Other _____

4. Income (monthly in \$)

 Below 500 0 501-1000 0 1001-2500 0
 2501-5000 0 above 5000 0

5. Nationality _____

6. The purpose of your trip is:-

 Business 0 Leisure 0
 Visit friends/relatives 0 Studying/Teaching 0 Others _____

7. Frequency of flight with Ethiopian Airlines

 First Time 0 Second Time 0 Third Time 0
 Fourth Time 0 More than four times 0

8. Which class of service you travel more?

 Business Class 0 Economy Class 0

9. E-mail (Optional)

Section B

Please, rate the following questions by using: -

5 => Excellent 4 => Highly Satisfactory 3 => Satisfactory
2 => Fairly Satisfactory 1 => Unsatisfactory

Please, also rate how much the factor is significant to you on the significance column (Last Column)

5 => Very Significant 4 => Significant 3 => Neutral
2 => Insignificant 1 => Very Insignificant

SN	QUESTIONS	1	2	3	4	5	SIGNIFI CANCE
FLIGHT SCHEDULE							
10	Flight routes convenience and availability						
11	Frequency of flight routes (number of flight per week)						
12	Connection flights convenience and availability						
13	Flight schedule convenience						
14	Departure time accuracy						
15	Arrival time accuracy						
16	Appropriate information and compensation for flight delay/ flight cancelation						
CABIN ENVIRONMENT							
17	Aesthetic (look) of cabin						
18	Comfort and operation of your Seat						
19	Amount of personal space						
20	Ability to sleep or to rest during the flight						
21	The condition & cleanness of cabin interior						
22	Tidiness and cleanness of seat covers, tables, floor coverings						
23	Operation of passengers' safety belt						
24	Tidiness and cleanness of in-flight lavatories (washrooms)						
25	Provision of Pillow / Blanket						

26	In – Flight child care / Bassinets						
27	Up-to-date aircraft and in-flight equipment						
28	Call light/ Reading light operations						
INFORMATION PARTICULARS							
29	Cabin safety demonstration						
30	Adequacy of cockpit crew announcements on the flight						
31	Clear and precise cabin announcements						
32	Passenger guidance and information given by flight attendants						
33	Completeness and adequacy of information given by ticket office staff						
34	Information given at check-in / boarding gate						
35	Information, signage and displays at the airport						
36	Online check – in						
37	Online seat booking						
38	Call center facilities						
39	Up-to-date airline website						
IN-FLIGHT ENTERTAINMENT							
40	Operation and quality of In-flight entertainment control and display units						
41	Quality of video entertainment						
42	Quality of audio entertainment						
43	Up-to-date of entertainment content						
44	Availability of Internet, live channels						
45	Variety of in-flight entertainment						
46	Quality of in-flight entertainment headsets						
47	Moving map availability						
48	Reading materials (magazines, newspapers...)						
FREQUENT FLYER PROGRAM							
49	Discounts / offers						
50	Tour packages / Holiday packages						
51	Frequent flyer program other incentives						

TICKET OFFICE COMPETENCIES							
52	Courtesy and helpfulness of ticket office staff						
53	Attire and grooming of ticket office staff						
54	Competency of ticketing office staff						
55	Tidiness and cleanness of ticket office						
56	Efficiency of queue management in ticket office						
57	Waiting time in ticket office						
AIRPORT ENVIRONMENT							
58	Courtesy and helpfulness of airport staff						
59	Check-in and Boarding process efficiency						
60	Airport facilities (washrooms/lavatories)						
61	Tidiness and pleasance of the airport environment						
62	Availability of comfortable waiting lounges						
63	Service by immigration, customs, securities, etc..						
64	Baggage handling service at departure/ arrival						
65	Safety and security						

Please rate the following questions by using: -

5 => Strongly Agree 4 => Agree 3 => Neutral
 2 => Disagree 1 => Strongly Disagree

Please also rate how much is the factor significant to you on the significance column (Last Column)

5 => Very Significant 4 => Significant 3 => Neutral
 2 => Insignificant 1 => Very Insignificant

S.N	QUESTIONS	1	2	3	4	5	SIGNIFI CANCE
FLIGHT MEALS SERVICES							
66	The taste of the meals/food served is acceptable						
67	The taste of the meals/food served is consistent						

68	Most of the food/ meals served are suitable for all palates						
69	Overall, the meals/food served are fresh						
70	Most of the food/ meals served are best in color						
71	The packaging of the overall meals/food looked great						
72	Most of the meals/food served are sufficient, or in the right portion size						
73	Most of the time the meals/food items served on the tray are well arranged						
74	Overall, this airline offers a great choice of meals/food compared to other airlines						
FLIGHT ATTENDANTS COMPETENCY							
75	Flight attendants are proactive						
76	Flight attendants are courteous, polite and respectful						
77	Flight attendants have the ability to handle customer complaints						
78	Flight attendants have the ability to handle unexpected situations, consistently and dependably						
79	Flight attendants are willing and able to provide service in a timely manner						
80	Flight attendants are easy to contact						
81	Flight attendants have sincere interest in fulfilling my needs						
82	Flight attendants are never too busy to respond to my request						
83	Flight attendants are friendly to passengers						
84	Flight attendants have knowledge to answer my questions						
85	Flight attendants are well dressed and have neat appearance						
86	Flight attendants have good language skill						
87	Flight attendants are willing to respond to call sign in a timely manner						

EXPECTATION MEASUREMENTS					
88	I think that the price charge to use this airline is low				
89	I have always had a good impression of this airline.				
90	The airline has good image and reputation				
SATISFACTION MEASUREMENTS					
91	I think that I did the right thing when I decided to use this airline.				
92	My choice to use this airline was wise one				
93	I feel satisfied with the airline service quality				
BEHAVIORAL INTENTION MEASUREMENTS					
94	I would say more of positive things about the company				
95	I would recommend the company to someone who seeks advice				
96	I would encourage friends and relatives to use Ethiopian Airlines				
97	I would consider the company as the first choice				
98	I intend to do more business with the airlines in the next few years.				
99	I will continue to do business with the airline even if its prices increase somewhat				
100	I have a plan to switch to a competitor				
101	I would complain to other customers what I think if a certain situation occurs regarding this airline				
102	I would complain to external agencies, media.. what I think if a certain situation occurs regarding this airline				
103	I would tell to the airline representatives exactly what I think if a certain situation occurs regarding this airline				

Thank you, for taking your time!

Appendix 2: Questionnaire (Amharic)

አዲስ አበባ ዩኒቨርሲቲ
ንግድ ሥራ ትምህርት ቤት

ለኢትዮጵያ አየር መንገድ ተጓዦች የተዘጋጀ መጠይቅ

ውድ መላሾች እኔ የአዲስ አበባ ዩኒቨርሲቲ ንግድ ስራ ትምህርት ቤት የገበያ አስተዳደር የድህረ ምረቃ ተማሪ ስሆን ባሁኑ ሰዓት ለገበያ አመራር ድህረ ምረቃ ትምህርት ከፊል ማሟያነት የሚሆን ጥናት እያካሄድኩ እገኛለሁ፡፡ የዚህ ጥናት ዓላማ የኢትዮጵያ አየር መንገድ የእናንተን ፍላጎት እንዴት አያሟላ ንደሆነ ለመለካትና የእናንተን እርካታ ለመጨመር ምን ማሻሻል እንዳለበት ለማወቅ እንዲሁም በወደፊት ውሳኔያችሁ ላይ ያለውን አዎንታዊ ና አሉታዊ ተፅዕኖ ለመረዳት ነው፡፡ ማንኛውም ከዚህ ምላሽ የሚገኝ መረጃ ከጥናቱ ውጤት ባለፈ ለሌላ አገልግሎት ወይም ለሌላ ሦስተኛ ወገን ተላልፎ የማይሰጥ በመሆኑ ምላሻችሁን በነፃነትና በልበሙሉነት እንድትሰጡ በአክብሮት እጠይቃለሁ፡፡ የእናንተ ቅን ምላሽ ለሚደረገው ጥናት ውጤት ትክክለኛነትን ለማረጋገጥ ከፍተኛ አስተዋጽኦ አለው፡፡

ስለጥናቱ ተጨማሪ መረጃ ማግኘት ከፈለጉ ወይም ይህን መጠይቅ ለመሙላት ችግር ካጋጠምዎ በስ.ቁ. +251911 12 92 66 ወይም በኢሜይል አድራሻ le_ake@yahoo.com ሊያገኙኝ ይችላሉ፡፡ ስምዎትን በመጠይቁ ላይ መጻፍ አያስፈልግም፡፡ የጥናቱን ዓላማ ከግብ ለማድረስ በጥናቱ ላይ መሳተፍ የእርስዎ ሙሉ መብት ነው፡፡ ስለዚህ ጥቂት ጊዜዎትን በመስጠት በመጠይቁ ለመሳተፍ ፍቃደኛ ኖት?

በሚመርጡት ላይ የ “X” ምልክት ያድርጉ

አዎ

☐

አይደለሁም

☐

መልሶ “አዎ” ከሆነ ወደ ሚቀጥለው ገጽ ይሂዱ፡፡ መልስዎ “አይደለሁም” ከሆነ እባክዎ መጠይቁን ይመልሱ፡፡

አመሰግናለሁ!

ਸਮਸ਼ਲੇਸ਼:

እባክዎ ምርጫዎን የ “X” ምልክት በማድረግ ይግለጹልን፡-

ክፍል 1

1. ጾታ _____ ወንድ ☐ ሴት ☐
2. እድሜ _____ 18-30 ☐ 31-45 ☐ 46-60 ☐ 61-75 ☐ ከ 75 በላይ ☐
3. የትምህርት ደረጃ _____
ስርተፍኬት ☐ ዲፕሎማ ☐ ዲግሪ ☐
ማስተርስ ☐ ዶክተሬት ☐ ሌላ _____
4. ወርሃዊ ገቢ (በብር) _____
ከ 10,000 በታች ☐ 10,001-20,000 ☐ 20,001-50,000 ☐
50,001-100,000 ☐ ከ10,000 ብር በላይ ☐
5. ዜግነት _____
6. የጉዞዎት አላማ:-
ለንግድ ☐ ለመዝናናት ☐
ዘመድ/ንጹህ ለመጎብኘት ☐ ለመማር/ለማስተማር ☐ ሌላ _____
7. በኢትዮጵያ አየር መንገድ ለምን ያህል ጊዜ ተጓዙ:-
አንድ ጊዜ ☐ ሁለት ጊዜ ☐ ሦስት ጊዜ ☐
አራት ጊዜ ☐ ከአራት ጊዜ በላይ ☐
8. ብዙ ጊዜ የተጓዙበት ክፍል የትኛው ነው?
ቢዝነስ ክፍል ☐ ኢኮኖሚ ክፍል ☐
9. ኢሜይል (አለመግለጽ ይቻላል) _____

ክፍል 2

እባክዎ ከዚህ በታች ላሉ ጥያቄዎች የሚከተሉትን ደረጃዎች በመጠቀም መልሶን ይስጡልን፡፡

5 => እጅግ በጣም ጥሩ

4 => በጣም ጥሩ

3 => ጥሩ

2 => ደህና

1 => የማይስደስት

እባክዎ በተጨማሪም በመጠይቁ ላይ የተዘረዘሩት ምን ያህል ለእርስዎ አስፈላጊ እንደሆነ የሚከተሉትን ደረጃዎች በመጠቀም በጥያቄዎቹ በመጨረሻ ረድፍ ላይ መልሶን ይስጡልን፡፡

5 => በጣም አስፈላጊ ነው

4 => አስፈላጊ ነው

3 => መሀከል ላይ ነኝ

2 => አያስፈልገኝም

1 => በፍጹም አያስፈልገኝም

ተ.ቁ	ጥያቄዎች	1	2	3	4	5	አስፈላጊነት
የበረራ መርሀማብር							
10	የበረራ መስመሮች አመቺነትና መገኘት						
11	የበረራ መስመሮች በሳምንት ያላቸው ድግግሞሽ						
12	ተያያዥነት ያላቸው የበረራ መስመሮች (connection flights) አመቺነትና መገኘት						
13	የበረራ መርሀማብር (ሰዓት) አመቺነት						
14	የመነሻ ሰዓት አካባቢ						
15	የመድረሻ ሰዓት አካባቢ						
16	ለበረራ መዘግየት ወይም መሰረዝ ተገቢ የሆነ መረጃና ካሳ መኖር						
የአውሮፕላን የውስጥ ሁኔታዎች							
17	የአውሮፕላኑ የውስጥ ስነ-ወብት (ምልክታ)						
18	የወንበሮቹ ምቹትና አገልግሎት						
19	አመቺ የሆነ የቦታ ክፍተት (personal space)						
20	በበረራ ወቅት የመተኛት ወይም የማረፍ ምቹት						
21	የአውሮፕላኑ የውስጥ ንጽህና						
22	የወንበር ሽፋኖች፣ጠረጴዛዎች ና የመሬት ንጣፎች ንጽህና						
23	የደህንነት ቀበቶ አገልግሎትና ጥራት						
24	የአውሮፕላኑ የመታጠቢያና የመጸዳጃ ቤቶች ንጽህና						
25	በአውሮፕላኑ ውስጥ የአልባሳት አገልግሎት ጥራት (ብርድልብስ፣ ትራስ)						
26	የህጻን ልጅ መንከባከቢያ/መያዣ አገልግሎት መኖር						
27	ወቅታዊና ዘመናዊ የበረራ ውስጥ የመገልገያ መሳሪያዎች መኖር						
28	የመጥሪያና የማንበቢያ መብራቶች አገልግሎት						

የመረጃ አገልግሎት									
29	የአውሮፕላን ውስጥ የደህንነት መግለጫዎች መኖር								
30	በቂ የሆነ የአብራሪዎች ገለጻ በበረራ ላይ መኖር								
31	የሚሰማና ግልጽ የሆነ የበረራ ገለጻ መኖር								
32	ለመንገደኞች የሚሰጥ በቂ የሆነ መረጃና መመሪያ በበረራ አስተናጋጆች መኖር								
33	ከበረራ ትኩት ቢሮ ሰራተኞች የተሟላ መረጃ ማግኘት								
34	በመንገደኞች መግቢያ (check-in/boarding gate) የተሟላ መረጃ ማግኘት								
35	በኤሌክትሮኒክ መረጃዎች፣ ምልክቶችና ተንቀሳቃሽ ጠቋሚ የመረጃ መሳሪያዎች መኖር								
36	በኢንተርኔት ለበረራ ሪፖርት ማድረግ (online check-in)								
37	በኢንተርኔት ለበረራ ቦታ ማስያዝ (Online seat booking)								
38	የአለም አቀፍ የስልክ አገልግሎት (call center)								
39	ወቅታዊ የመረጃ መረብ (website) መኖር								
የበረራ ውስጥ የመዝናኛ አገልግሎት									
40	የበረራ ውስጥ መዝናኛ መመልከቻና መቆጣጠሪያ መሳሪያዎች አገልግሎትና ጥራት								
41	የምስል መዝናኛ ጥራት								
42	የድምጽ መዝናኛ ጥራት								
43	የመዝናኛ ይዘት ወቅታዊነት								
44	የኢንተርኔትና የቀጥታ ስርጭት አገልግሎት								
45	የበረራ ውስጥ መዝናኛዎች አይነትና ብዛት								
46	የበረራ ውስጥ መዝናኛ ማዳመጫ መሳሪያ (headset) ጥራት								
47	የበረራ መስመር ቦታ መጠቀሚያ (moving map) አገልግሎት								
48	የንባብ ቁሳቁሶች (መጽሐት, ጋዜጣ...) አገልግሎት								
በተደጋጋሚ ሰሚበሩ ደንበኞች አገልግሎት									
49	ቅናሽ/ ልዩ ስምምነት								
50	ጥቅል የጉዞ ፕሮግራም (Tour packages) / ጥቅል የበዓል ፕሮግራም (Holiday packages)								
51	በተደጋጋሚ ለሚበሩ ደንበኞች የሚደረግ ተጨማሪ እገዛ								

66	የበረራ ውስጥ ምግብ ጣዕም ተቀባይነት አለው						
67	የበረራ ውስጥ ምግብ ጣዕም ዘላቂነት አለው						
68	የበረራ ውስጥ ምግብ ከሁሉም አይነት የምግብ ጣዕም ጋር የሚስማማ ነው						
69	በአጠቃላይ የበረራ ውስጥ ምግብ ያልቆየና ትኩስ (fresh) ነው						
70	የበረራ ውስጥ ምግብ መልክና መደብ ያማረ ነው						
71	የበረራ ውስጥ ምግብ የሚቀርብበት መያዣ ያማረ ነው						
72	በበረራ ውስጥ የሚቀርበው ምግብ በቂ ወይም በትክክለኛ መጠን ነው						
73	በበረራ ውስጥ የሚቀርበው ምግብ በሳህን ላይ በጥሩ ሁኔታ የተቀናጀ ነው						
74	በአጠቃላይ አየር መንገዱ ከሌሎች አየር መንገዶች በተሻለ ሁኔታ ብዙ የምግብ አማራጮች አሉት						
የበረራ አስተናጋጆች ስገጃዎች							
75	የበረራ አስተናጋጆች ንቁና ቀልጣፋዎች ናቸው						
76	የበረራ አስተናጋጆች ትሁትና መንገደኞችን አክባሪዎች ናቸው						
77	የበረራ አስተናጋጆች የመንገደኞችን ቅሬታ የመቀበልና የማስተናገድ ብቃት አላቸው						
78	የበረራ አስተናጋጆች ያልተጠበቁ ሁኔታዎችን በዘላቂነትና በአስተማማኝ ሁኔታ የመቀበልና የማስተናገድ ብቃት አላቸው						
79	የበረራ አስተናጋጆች በወቅቱ ተገቢውን አገልግሎት ለመስጠት ፍቃደኝነትና ችሎታ አላቸው						
80	የበረራ አስተናጋጆች በቀላሉ ተግባቢዎች ናቸው						
81	የበረራ አስተናጋጆች የመንገደኛውን ፍላጎት ለማሟላት ከልብ የመነጨ ፍላጎት አላቸው						
82	የበረራ አስተናጋጆች የመንገደኛውን ጥያቄ በተገቢው ሁኔታ ያስተናግዳሉ						
83	የበረራ አስተናጋጆች ለመንገደኛው ጥሩ ቀረቤታ አላቸው						
84	የበረራ አስተናጋጆች የመንገደኞችን ጥያቄ ለመመለስ ጥሩ እውቀት አላቸው						
85	የበረራ አስተናጋጆች ጥሩ አለባበስና መልካም እይታ አላቸው						
86	የበረራ አስተናጋጆች ጥሩ የቋንቋ ችሎታ አላቸው						
87	የበረራ አስተናጋጆች ለመንገደኞች ጥሪ በወቅቱ የመመለስ ፍላጎት አላቸው						

መንገዶች ስለሰዩ መንገዱ ያሳቸው እድል (Expectation) መስክያ						
88	ይህን አየር መንገድ ለመጠቀም የሚከፈለው ክፍያ አነስተኛ ነው					
89	ሁል ጊዜ ስለ አየር መንገዱ በውስጡ የተቀረጸ ጥሩ ነገር አለ					
90	አየር መንገዱ ጥሩ ስምና ዝና አለው					
የመንገዶች እርካታ መስክያ						
91	ይህን አየር መንገድ ለመጠቀም በመወሰኔ ትክክለኛ ነገር እንዳይረዙ ይሰማኛል					
92	ይህን አየር መንገድ መጠቀሜ ጥሩ ምርጫ ነው					
93	በአየር መንገዱ የአገልግሎት ጥራት ረክቻለሁ					
የመንገዶች የወደፊት ሀሳብ መስክያ						
94	ስለ አየር መንገዱ ብዙ በጎ ጎኖችን እናገራለሁ					
95	አየር መንገዱን የመጓዝ ሀሳብ ላላቸው እጠቁማለሁ					
96	ጓደኞቼንና ዘመዶቼን አየር መንገዱን እንዲጠቀሙ አበረታታለሁ					
97	አየር መንገዱን እንደመጀመሪያ ምርጫዬ አየዋለሁ					
98	በሚቀጥሉት አመታት ከአየር መንገዱ ጋር ብዙ የንግድ ስራዎችን ለማከናወን አስባለሁ					
99	የተወሰነ የዋጋ ጭማሪም ቢደረግ ከአየር መንገዱ ጋር ያለኝን የንግድ ግንኙነት እቀጥላለሁ					
100	በሌሎች አየር መንገዶች ለመጠቀም እቅድ አለኝ					
101	ይህን አየር መንገድ በተመለከተ ጥሩ ያልሆነ ነገር ቢከሰት ለሌሎች ደንበኞች ቅሬታዬን እናገራለሁ					
102	ይህን አየር መንገድ በተመለከተ ጥሩ ያልሆነ ነገር ቢከሰት ለውጪ አካሎች፣ ለሚዲያ ቅሬታዬን እናገራለሁ					
103	ይህን አየር መንገድ በተመለከተ ጥሩ ያልሆነ ነገር ቢከሰት ለአየር መንገዱ ተወካዮች በቀጥታ ቅሬታዬን እናገራለሁ					

ጊዜዎትን ሰውተው ይህን መጠይቅ በመሙላትዎ ከስብ ሕመሳገናሰሁ!

Appendix 3: Questionnaire (French)

ADDIS ABEBA UNIVERSITÉ ÉCOLE DE COMMERCE

Questionnaire pour les passagers avec Ethiopian Airlines (French)

Je suis un étudiant de troisième cycle à Addis Abeba École de commerce de l'Université et actuellement je mène une recherche pour la réalisation de mes maîtres dans la gestion du marketing. Ce travail de recherche est une étude pour mesurer comment Ethiopian Airlines répond à vos besoins et de savoir ce qui doit être amélioré pour augmenter la satisfaction et d'examiner l'impact sur votre avenir intention comportementale. Votre volonté et la coopération en fournissant des informations fiables est apprécié et les informations que vous fournissez seront utilisés uniquement à des fins académiques et seront conservés dans la plus stricte confidentialité.

Si vous souhaitez plus d'informations sur cette étude, ou ont des problèmes pour remplir ce questionnaire s'il vous plaît contactez-moi via +25191119266 ou le_ake@yahoo.com. Il n'est pas nécessaire d'écrire votre nom. Il est de votre plein droit de participer à l'enquête en vue d'atteindre son objectif?

Mettez marque «X» dans la case que vous avez choisi

Yes

☐

No

☐

Si oui, s'il vous plaît aller à la page suivante. Si non, s'il vous plaît retourner le questionnaire.

Merci!

Instruction:

S'il vous plaît marquer votre réponse par un "X".

Section A

1. Sexe Homme 0 Femme 0

2. âge

18-30	0	31-45	0	46-60	0
61-75	0	Au-dessus de 75	0		

3. Formations

Certificat 0 Diplôme 0 degré 0

maîtres 0 docteur en philosophie(PHD) 0 autre _____

4. Le revenu (mensuel en \$)

Mugissement 500	0	501-1000	0	1001-2500	0
2501-5000	0	Au-dessus de 5000		0	

5. Nationalité

6. Votre but de Voyage:-

entreprise **0**

loisir **0**

V isitez amis / parents **0** Etudier / Enseignement **0** autre _____

7. De Fréquence de Vol avec Ethiopian Airlines

Première	0	deuxième temps	0	troisième temps	0	
quatrième temps	0	Plus de quatre fois				0

8. Vous avez voyagé plus sur:

Business Class 0 économie Class 0

9. E-mail (facultatif) _____

Section B

S'il vous plaît répondre aux questions suivantes en utilisant :-

5 => excellent 4 => très satisfaisant 3 => satisfaisant
2 => assez satisfaisant 1 => peu satisfaisant

S'il vous plaît répondez aussi combien le facteur est important pour vous sur la colonne de signification (dernière colonne)

5 => très importante 4 => importante 3 => neutre
2 => insignifiant 1 => très insignifiant

SN	QUESTIONS	1	2	3	4	5	IMPORTANCE
HORAIRE DES VOLS							
10	vols Routes commodité et la disponibilité						
11	Fréquence des itinéraires de vol (numéro de vol par semaine)						
12	Vols de connexion commodité et la disponibilité						
13	Horaire des vols commodité						
14	Précision du temps de départ						
15	Précision du temps d'arrivée						
16	Une information adéquate et d'indemnisation en cas de retard de vol / vol annulation						
CABINE ENVIRONNEMENT							
17	Esthétique (apparence) de la cabine						
18	Confort et le fonctionnement de votre siège						
19	Montant de l'espace personnel						
20	Possibilité de dormir ou de se reposer pendant le vol						
21	L'état et la propreté de l'intérieur de la cabine						
22	L'ordre et la propreté des housses de sièges, tables, revêtements de sol						
23	Fonctionnement des ceintures de sécurité des passagers						
24	L'ordre et la propreté des toilettes en vol (toilettes)						
25	Fourniture d'oreillers / couvertures						
26	En - Vol garde d'enfants / Berceaux						

27	Up-to-Date avions et le matériel en vol						
28	Appelez lumière / lecture opérations de lumière						
INDICATIONS INFORMATION							
29	Démonstration de sûreté de cabine						
30	Adéquation des annonces cockpit de l'équipage du vol						
31	Annonce claire et précise cabine						
32	Orientation des passagers et de l'information donnée par les agents de bord						
33	L'exhaustivité et la pertinence des informations données par le personnel de la billetterie						
34	L'information donnée au check-in / porte d'embarquement						
35	Informations, la signalisation et les affichages à l'aéroport						
36	l'enregistrement en ligne						
37	Réservation de places en ligne						
38	Installations de centres d'appels						
39	Site web compagnie aérienne Up-to-Date						
DIVERTISSEMENT À BORD							
40	Opérations et des qualités de contrôle en vol de divertissement et des unités d'affichage						
41	Qualité de divertissement video						
42	Qualité de divertissement audio						
43	Up-to-date de contenu de divertissement						
44	Availability of Internet, live channels						
45	Variété de divertissement en vol						
46	Qualité de divertissement écouteurs						
47	spectacle aérien disponibilité						
48	Matériel de lecture (magazines, journaux ...)						
PROGRAMME DE FIDÉLISATION							
49	Réductions / offres						
50	Forfaits de voyage / Forfaits vacances						
51	Programme de fidélisation						

BILLETTERIE BUREAU COMPÉTENCES									
52	La courtoisie et la serviabilité du personnel du bureau de billet								
53	Tenue et le toilettage du personnel des bureaux de billet								
54	Compétence de la billetterie le personnel de bureau								
55	L'ordre et la propreté de la billetterie								
56	Efficacité de la gestion de la file d'attente à la billetterie								
57	Temps d'attente du bureau de billet								
AÉROPORT ENVIRONNEMENT									
58	La courtoisie et la serviabilité du personnel de l'aéroport								
59	Check-in et l'efficacité des processus d'embarquement								
60	Les installations aéroportuaires (toilettes / toilettes)								
61	L'ordre et la plaisance de l'environnement de l'aéroport								
62	Disponibilité des salons d'attente confortables								
63	Service de l'immigration, des douanes, des titres, etc.								
64	Service de manutention de bagages au départ / arrivée								
65	Sûreté et sécurité								

S'il vous plaît répondre aux questions suivantes en utilisant :-

5 => fortement d'accord 4 => se mettre d'accord 3 => neutre
 2 => en désaccord 1 => fortement en désaccord

S'il vous plaît répondez aussi combien le facteur est important pour vous sur la colonne de signification (dernière colonne)

5 => très importante 4 => importante 3 => neutre
 2 => insignifiant 1 => très insignifiant

SN	QUESTIONS	1	2	3	4	5	IMPORTANCE
REPAS DE VOLS SERVICE							
66	Le goût du repas / nourriture servie est acceptable						
67	Le goût du repas / nourriture servie est conforme						

68	La plupart des aliments / repas servis sont adaptés pour tous les goûts						
69	Dans l'ensemble, le repas / aliments servis sont frais						
70	La plupart des aliments / repas servis sont les meilleurs en couleur						
71	L'emballage de l'ensemble des repas / nourriture était grande						
72	La plupart des repas / aliments servis sont suffisantes, ou dans la bonne taille de la portion						
73	La plupart du temps les articles repas / aliments servis sur le plateau sont bien organisés						
74	Dans l'ensemble, cette compagnie offre un grand choix de repas / aliments par rapport à d'autres compagnies aériennes						
PERSONNEL DE CABINE DE COMPÉTENCES							
75	Les équipages de cabine sont proactifs						
76	Les équipages de cabine sont courtois, poli et respectueux						
77	Les équipages de cabine ont la capacité de traiter les plaintes des clients						
78	Les équipages de cabine ont la capacité à gérer des situations inattendues, cohérente et fiable						
79	Le personnel de cabine sont disposés et aptes à fournir des services en temps opportun						
80	Le personnel de cabine sont faciles à contacter						
81	Les équipages de cabine ont un intérêt sincère dans l'accomplissement de mes besoins						
82	Le personnel de cabine ne sont jamais trop occupé pour répondre à ma demande						
83	Le personnel de cabine sont respectueux de passagers						
84	Le personnel de cabine ont la connaissance pour répondre à mes questions						
85	le personnel de cabine sont bien habillé et avoir apparence soignée						
86	le personnel de cabine ont une bonne compétence linguistique						
87	le personnel de cabine sont prêts à répondre aux indicatifs d'appel en temps opportun						

MESURE DE L'ATTENTE						
88	Je pense que la charge de prix à utiliser cette ligne aérienne est faible					
89	J'ai toujours eu une bonne impression de cette compagnie.					
90	Les compagnies aériennes a une bonne image et la réputation					
LES MESURES DE SATISFACTION						
91	Je pense que j'ai fait la bonne chose quand j'ai décidé d'utiliser cette compagnie.					
92	Mon choix d'utiliser cette compagnie était sage					
93	Je suis satisfait avec la compagnie aérienne qualité de service					
LES MESURES DE L'INTENTION COMPORTEMENTALE						
94	Je dirais plus de choses positives sur l'entreprise					
95	Je recommande à la compagnie de quelqu'un qui cherche des conseils					
96	J'encourage amis et parents à utiliser Ethiopian Airlines					
97	Je considère l'entreprise comme le premier choix					
98	J'ai l'intention de faire plus d'affaires avec les compagnies aériennes dans les prochaines années.					
99	Je vais continuer à faire des affaires avec la compagnie aérienne, même si ses prix augmentent peu					
100	J'ai un plan pour passer à un concurrent					
101	Je me plaindrais à d'autres clients que je pense que si une situation se produit en ce qui concerne cette compagnie					
102	Je me plaindrais à des organismes externes, les médias .. ce que je pense si une certaine situation se produit en ce qui concerne cette compagnie					
103	Je voudrais dire aux représentants des compagnies aériennes exactement ce que je pense que si une situation se produit en ce qui concerne cette compagnie					

Merci d'avoir pris de votre temps!

Appendix 4: Questionnaire (Portuguese)

Universidade de Adis Abeba

ESCOLA DE COMÉRCIO

Questionário para passageiros a Ethiopian Airlines vôo (Portuguese)

Eu sou um estudante de pós-graduação na Escola de Comércio Addis Ababa University e neste momento estou realizando uma pesquisa para a conclusão do meu mestrado em gestão de marketing. Este trabalho é um estudo para medir o quanto bem Ethiopian Airlines está atendendo às suas necessidades e saber o que precisa ser melhorado para aumentar a satisfação e para examinar o impacto sobre sua intenção comportamental futuro. Seu vontade e cooperação, fornecendo informações confiáveis é apreciado e as informações que você fornecer serão usados apenas para fins acadêmicos e serão mantidas em absoluto sigilo.

Se você quiser mais informações sobre este estudo, ou tiver problema em completar este questionário, por favor contacte-me através 2,519 11 12 92 66 ou le_ake@yahoo.com. Não há necessidade de escrever o seu nome. É o seu pleno direito de participar da pesquisa, a fim de atingir o seu objetivo. Então, você está disposto a ficar com o questionário por alguns minutos para responder à pergunta?

Coloque marca 'X' na caixa que você escolheu

sim

☐

não

☐

Se sim, por favor, vá para a próxima página. Se não, por favor, devolva o questionário.

Obrigado!

Instrução:

Por favor, marque a sua resposta com um "X".

Seção A

1. Sexo Masculino ☐ Feminino ☐
2. Idade 18-30 ☐ 31-45 ☐ 46-60 ☐
 61-75 ☐ acima de 75 ☐
3. Experiência Educacional
- certidão ☐ diploma ☐ grau ☐
 mestres ☐ doutor em Filosofia(PHD) ☐ outro _____
4. Renda (mensal em \$)
- abaixo 500 ☐ 501-1000 ☐ 1001-2500 ☐
 2501-5000 ☐ acima de 5000 ☐
5. Nacionalidade _____
6. propósito da sua viagem:-
- negócio ☐ abrandamento ☐
 Visite amigos / parentes ☐ Estudar / Ensino ☐ outro _____
7. A frequência de vôo com a Ethiopian Airlines
- primeira vez ☐ segundo tempos ☐ Terceiro tempos ☐
 Quarta tempos ☐ Mais de quatro vezes ☐
8. Você viajou mais em:
- Business Class ☐ classe econômica ☐
9. E-mail (opcional) _____

Seção B

Por favor, avalie as seguintes perguntas usando:-

5 => excelente

4 => Altamente Satisfatório

3 => satisfatório

2 => bastante Satisfatório

1 => não satisfatório

Por favor, avalie o quanto o fator é importante para você na coluna de significância (última coluna)

5 => muito significativa

4 => significativo

3 => neutro

2 => insignificante

1 => muito insignificante

SN	PERGUNTAS	1	2	3	4	5	SIGNIFICADO
HORARIOS DE VOOS							
10	As rotas de voo conveniência e disponibilidade						
11	Frequência das rotas de vôo (número de voo por semana)						
12	Vôos de conexão conveniência e disponibilidade						
13	Programação de vôo conveniência						
14	Precisão o tempo da partida						
15	precisão de tempo da partida						
16	Informações e indenização por atraso de vôo / cancelamento de voo adequada						
CABINE AMBIENTE							
17	Estética (aparência) de cabine						
18	Conforto e funcionamento do seu assento						
19	Quantidade de espaço pessoal						
20	Habilidade para dormir ou descansar durante o vôo						
21	A condição e limpeza do interior da cabine						
22	Arrumação e limpeza de tampas de assento, mesas, revestimentos para pavimentos						
23	Operação de cinto de segurança dos passageiros						
24	Arrumação e limpeza de retores em voo (banheiros)						
25	Prestação de Travesseiro / Cobertor						
26	Em - Vôo de cuidados infantis / Berços						
27	Up-to-date aeronaves e equipamentos em voo						
28	Chamada luz / Leitura operações luz						

INFORMAÇÕES PORMENORES									
29	Demonstração de segurança da cabine								
30	Adequação de anúncios da tripulação do cockpit no voo								
31	Clara e precisa anúncios de cabine								
32	orientações e informações dadas por tripulações de cabina								
33	Integralidade e adequação das informações prestadas pelos funcionários bilheteria								
34	A informação dada no momento do check-in / portão de embarque								
35	Informações, sinalização e exibe no aeroporto								
36	Online check - in								
37	Reserva de assento online								
38	Instalações do centro de chamadas								
39	Website companhia aérea Up-to-date								
IN-FLIGHT ENTERTAINMENT									
40	Operação e qualidade das unidades de controle de entretenimento e de exibição em voo								
41	Qualidade de entretenimento de vídeo								
42	Qualidade de entretenimento de áudio								
43	Up-to-date de conteúdo de entretenimento								
44	Disponibilidade de Internet, canais ao vivo								
45	Variedade de entretenimento de bordo								
46	Qualidade de fones de ouvido de entretenimento a bordo								
47	disponibilidade airshow								
48	Materiais de leitura (revistas, jornais ...)								
PROGRAMA DE FIDELIDADE									
49	Descontos / ofertas								
50	pacotes turísticos/ pacotes de férias								
51	Programa de passageiro frequente								

BILHETE COMPETÊNCIAS ESCRITÓRIO							
52	Cortesia e prestatividade dos funcionários bilheteria						
53	Traje e aliciamento de pessoal bilheteria						
54	Competência da emissão do bilhete pessoal do escritório						
55	Arrumação e limpeza de bilheteria						
56	Eficiência da gestão de filas na bilheteria						
57	Tempo de espera em bilheteria						
AEROPORTO AMBIENTE							
58	Cortesia e prestimosidade funcionários do aeroporto						
59	Check-in e eficiência do processo de embarque						
60	Instalações aeroportuárias (banheiros / lavabos)						
61	Arrumação e pleasance do ambiente aeroporto						
62	Disponibilidade de salas de espera confortáveis						
63	Serviço de imigração, alfândega, títulos, etc.						
64	Serviço de manuseio de bagagem na partida / chegada						
65	Proteção e segurança						

Por favor, classifique as seguintes perguntas, usando: -

5 => Concordo plenamente 4 => concordar 3 => neutro
 2 => discordar 1 => discordar plenamente

Por favor, avalie o quanto o fator é importante para você na coluna de significância (última coluna)

5 => muito significativa 4 => significativo 3 => neutro
 2 => insignificante 1 => muito insignificante

S.N	PERGUNTAS	1	2	3	4	5	SIGNIFICADO
FLIGHT REFEIÇÕES SERVICES							
66	O sabor das refeições / comida servida é aceitável						
67	O sabor das refeições / comida servida é consistente						
68	A maioria dos alimentos / refeições servidas são adequados para todos os paladares						
69	No geral, a refeições / comida servida são frescos						

70	A maioria dos alimentos / refeições servidas são os melhores na cor						
71	A embalagem do total refeições / comida parecia ótimo						
72	A maioria das refeições / comida servida são suficientes, ou o tamanho da porção direita						
73	Na maioria das vezes os itens refeições / comida servida na bandeja são bem organizados						
74	No geral, esta companhia oferece ótimas opções de refeições / alimentos em comparação com outras companhias aéreas						
GRUPOS DA CABINE DE COMPETÊNCIAS							
75	Tripulações de cabina são pró-ativas						
76	Tripulações de cabina são corteses, educados e respeitosos						
77	A capacidade dos tripulantes de cabine para lidar com reclamações de clientes						
78	A capacidade dos tripulantes de cabine para lidar com situações inesperadas, de forma consistente e confiável						
79	As tripulações de cabina estão dispostos e são capazes de fornecer o serviço em tempo hábil						
80	Tripulações de cabina são fáceis de contato						
81	Tripulações de cabina têm interesse sincero em cumprir as minhas necessidades						
82	Tripulações de cabina nunca está ocupado demais para responder ao meu pedido						
83	Tripulações de cabina são amigáveis para os passageiros						
84	Tripulações de cabina têm conhecimento para responder às minhas perguntas						
85	As tripulações de cabina estão bem vestida e de boa aparência						
86	Tripulações de cabina tem habilidade língua boa						
87	Tripulações de cabina estão dispostos a responder ao chamado sinal em tempo hábil						

MEDIDAS EXPECTATIVA					
88	Eu acho que a carga preço de usar esta companhia é baixo				
89	Eu sempre tive uma boa impressão desta companhia aérea.				
90	As companhias aéreas tem boa imagem e reputação				
MEDIDAS DE SATISFAÇÃO					
91	Acho que fiz a coisa certa quando decidi usar as companhias aéreas.				
92	My choice to use this airline was a wise				
93	Sinto-me satisfeito com a qualidade serviço de linha aérea				
MEDIDAS INTENÇÃO COMPORTAMENTAL					
94	Eu diria que mais de coisas positivas sobre a empresa				
95	Eu recomendaria a empresa para alguém que procura o conselho				
96	Gostaria de incentivar amigos e parentes para usar Ethiopian Airlines				
97	Eu consideraria a empresa como a primeira escolha				
98	Tenho a intenção de fazer mais negócios com as companhias aéreas nos próximos anos.				
99	Vou continuar a fazer negócios com a companhia aérea, mesmo que os sua preço aumentar um pouco				
100	Eu tenho um plano para mudar para um concorrente				
101	Eu iria reclamar para outros clientes, se uma determinada situação ocorre em relação a esta companhia aérea				
102	Gostaria de reclamar com agências externas, mídia .. se uma determinada situação ocorre em relação a esta companhia aérea				
103	Gostaria de dizer aos representantes das companhias aéreas exatamente se uma determinada situação ocorre em relação a esta companhia aérea				

Obrigado, para tomar o seu tempo!

Appendix 5: Questionnaire (German)

Universität Addis Abeba SCHOOL OF COMMERCE

Fragebogen für die Passagiere auf Ethiopian Airlines Flug (German)

Ich bin ein Student an der Addis Ababa University School of Commerce. Derzeit bin ich ein Forschungs für den Abschluss meiner Master in Marketing Management. Diese Arbeit ist eine Studie, um zu messen, wie gut Ethiopian Airlines wird Ihre Bedürfnisse zu treffen und zu wissen, was muss verbessert werden, um die Zufriedenheit zu erhöhen und die Auswirkungen auf Ihre Zukunft Verhaltensabsicht zu prüfen. Ihre Bereitschaft und Zusammenarbeit, um verlässliche Informationen zu geben ist gut geschätzt. Die Daten werden nur für wissenschaftliche Zwecke verwendet und werden streng vertraulich behandelt.

Wenn Sie weitere Informationen über diese Studie benötigen, oder haben Probleme beim Ausfüllen dieses Fragebogens kontaktieren Sie mich bitte über 2519 11 12 92 66 oder le_ake@yahoo.com. Es besteht keine Notwendigkeit, Ihren Namen zu schreiben. Es ist Ihre volle Recht, in der Umfrage, um seine Ziel zu erreichen teilnehmen. So sind Sie bereit, mit dem Fragebogen für ein paar Minuten bleiben, um die Frage zu beantworten?

Put 'X' Markierung in der Box Sie wählen

Ja

☐

nein

☐

Wenn ja, gehen Sie bitte auf der nächsten Seite. Wenn nein, bitte schicken Sie den Fragebogen.

Danke!

Anleitung:

Bitte markieren Sie Ihre Antwort mit einem "X".

Abschnitt A

1. Sex Männlich ☐ Weiblich ☐
2. Alter 18-30 ☐ 31-45 ☐ 46-60 ☐
 61-75 ☐ oben 75 ☐
3. Vorbildung
- Zertifikat ☐ Diplom ☐ Grad ☐
 Masters ☐ Doktor der Philosophie(PHD) ☐ andere _____
4. Einkommen (monatlich in \$)
- unten 500 ☐ 501-1000 ☐ 1001-2500 ☐
 2501-5000 ☐ oben 5000 ☐
5. Staatsangehörigkeit _____
6. Ihr Reisezweck:-
- Unternehmen ☐ Freizeit ☐
Besuchen bei Freunden / Verwandten ☐ Studium / Lehre ☐ andere _____
7. Häufigkeit der Flug mit Ethiopian Airlines
- ersten Mal ☐ zweiten Mal ☐
 dritten Mal ☐ vierten Mal ☐ Mehr als viermal ☐
8. Welche Klasse Sie mehr zu reisen?
- Business-Klasse ☐ Wirtschaft-Klasse ☐
9. E-Mail (Optional) _____

Abschnitt B

Bitte bewerten Sie die folgenden Fragen, indem Sie: -

5 => ausgezeichnet 4 => Sehr zufriedenstellend 3 => befriedigend
 2 => ziemlich Befriedigend 1 => unbefriedigend

Bitte auch bewerten, wie viel ist der Faktor, bedeutende, Sie auf die Bedeutung Spalte (letzte Spalte)

5 => sehr signifikant 4 => signifikant 3 => neutral
 2 => unbedeutend 1 => sehr unbedeutend

SN	FRAGEN	1	2	3	4	5	BEDEU TUNG
FLUG ZEITPLAN							
10	Verfügbarkeit von Flugrouten						
11	Häufigkeit der Flugrouten (Anzahl der Flug pro Woche)						
12	Bequemlichkeit der Anschlussflüge						
13	Flugplan Bequemlichkeit						
14	Genauigkeit der Abfahrtszeit						
15	Genauigkeit der Ankunftszeit						
16	Entsprechende Informationen und die Entschädigung für Flugverspätung / Flugstorno						
KABINE UMWELT							
17	Ästhetische (Blick) in der Kabine						
18	Komfort und Bedienung Ihrer Sitz						
19	Höhe der persönlichen Raum						
20	Die Fähigkeit, während des Fluges zu schlafen oder ruhen						
21	Der Zustand und die Sauberkeit der Kabinenausstattung						
22	Ordnung und Sauberkeit der Sitzbezüge, Tische, Bodenbeläge						
23	Betrieb von Passagier Sicherheitsgurt						
24	Ordnung und Sauberkeit der Toiletten in-flight (Waschräume)						
25	Bereitstellung von Kissen / Decke						

26	In - Flight Kinderbetreuung / Babykörbchen						
27	Up-to-date Flugzeuge und Fluggeräte						
28	Rufen Licht / Leselicht Operationen						
INFORMATIONEN PERSONALIEN							
29	Sicherheit in der Kabine Demonstration						
30	Angemessenheit der Cockpit-Crew Ankündigungen auf der Flucht						
31	Klare und präzise Kabine Meldungen						
32	Passagier Beratung und Information durch Flugbegleiter gegeben						
33	Vollständigkeit und Angemessenheit von Informationen durch Ticket-Office-Mitarbeiter gegeben						
34	Informationen beim Check-in / Boarding Gate gegeben						
35	Informationen, Schilder und Displays am Flughafen						
36	Online-Check - in						
37	Online-Buchung Sitz						
38	Call-Center-Einrichtungen						
39	Up-to-date Airline-Website						
IN-FLIGHT ENTERTAINMENT							
40	Bedienung und Qualität der In-Flight-Entertainment- und Anzeigeeinheiten						
41	Qualität der Video-Unterhaltung						
42	Qualität der Audio-Unterhaltung						
43	Up-to-date von Entertainment-Inhalten						
44	Verfügbarkeit von Internet, live channels						
45	Vielzahl von In-Flight-Entertainment-						
46	Qualität von In-Flight-Entertainment-Headsets						
47	Airshow Verfügbarkeit						
48	Lesematerialien (Zeitschriften, Zeitungen, ...)						
TREUE PROGRAMM							
49	Ermäßigungen / Angebote						
50	Reisepakete / Pauschalangebote						
51	Vielfliegerprogramm						

TICKET OFFICE KOMPETENZEN							
52	Höflichkeit und Hilfsbereitschaft der Ticket-Office-Mitarbeiter						
53	Kleidung und Körperpflege des Ticket-Office-Mitarbeiter						
54	Kompetenz von Ticketing-Office-Mitarbeiter						
55	Ordnung und Sauberkeit der Ticketbüro						
56	Effizienz der Queue-Management im Kartenbüro						
57	Wartezeit im Ticketbüro						
FLUGHAFEN UMWELT							
58	Höflichkeit und Hilfsbereitschaft der Mitarbeiter des Flughafens						
59	Check-in und Boarding Prozesseffizienz						
60	Flughafeneinrichtungen (Waschräume / Toiletten)						
61	Ordnung und Lustgarten der airport Umwelt						
62	Verfügbarkeit von komfortablen Wartelounges						
63	Ein Service von Einwanderungs-, Zoll-, Wertpapier, etc..						
64	Baggage Handling Service bei der Abfahrt / Ankunft						
65	Schutz und Sicherheit						

Bitte bewerten Sie die folgenden Fragen, indem Sie: -

5 => Trifft uneingeschränkt zu 4 => zustimmen 3 => neutral
 2 => nicht übereinstimmen 1 => Strongly Disagree

Bitte auch bewerten, wie viel ist der Faktor, bedeutende, Sie auf die Bedeutung Spalte (letzte Spalte)

5 => sehr wichtige 4 => significant 3 => neutral
 2 => unbedeutend 1 => sehr unbedeutend

S.N	FRAGEN	1	2	3	4	5	BEDEUTUNG
FLUG MAHLZEITEN DIENSTLEISTUNGEN							
66	Der Geschmack der Mahlzeiten / Essen ist akzeptabel						
67	Der Geschmack der Mahlzeiten / Essen serviert ist konsistent						

68	Die meisten Lebensmittel / Mahlzeiten serviert werden, sind geeignet für alle Gaumen						
69	Insgesamt sind die Mahlzeiten / Essen frisch serviert						
70	Die meisten der Essen / Mahlzeiten sind am besten in der Farbe						
71	Die Verpackung des Gesamt Mahlzeiten / Essen sah toll						
72	Die meisten Mahlzeiten / Essen serviert werden, sind ausreichend, oder in die richtige Portionsgröße						
73	Die meisten der Zeit die Mahlzeiten / Lebensmittel serviert auf dem Tablett sind gut angeordnet						
74	Insgesamt bietet diese Airline große Auswahl an Speisen / Lebensmittel im Vergleich zu anderen Fluggesellschaften						
FLUGBEGLEITER-KOMPETENZ							
75	Flugbegleiter sind proaktiv						
76	Flugbegleiter sind zuvorkommend, höflich und respekt						
77	Flugbegleiter haben die Fähigkeit, Kundenbeschwerden umgehen						
78	Flugbegleiter haben die Fähigkeit, mit unerwarteten Situationen umgehen, konsequent und zuverlässig						
79	Flugbegleiter bereit und in der Lage, Service in einer angemessenen Art und Weise bereitzustellen sind						
80	Flugbegleiter sind einfach zu kontaktieren						
81	Flugbegleiter haben ehrliches Interesse an meine Bedürfnisse zu erfüllen						
82	Flugbegleiter sind nie zu beschäftigt, um auf meine Anfrage zu reagieren						
83	Flugbegleiter sind freundlich, um Passagiere						
84	Flugbegleiter haben Wissen, um meine Fragen zu beantworten						
85	Flugbegleiter sind gut gekleidet und haben gepflegtes Erscheinungsbild						
86	Flugbegleiter haben gute Sprachkenntnisse						
87	Flugbegleiter bereit zu reagieren, um Zeichen in einer fristgerechten Weise nennen sind						

ERWARTUNG MESSUNGEN					
88	Ich denke, dass der Preis Ladung, diese Airline zu verwenden ist gering				
89	Ich hatte schon immer einen guten Eindruck von dieser Fluggesellschaft.				
90	Die Fluggesellschaft hat Gutes Image und Reputation				
ZUFRIEDENHEITSMESSUNGEN					
91	Ich denke, dass ich das Richtige tat, als ich beschloss, diese Fluglinie zu verwenden.				
92	Meine Wahl, um diese Fluglinie zu verwenden war weiser				
93	Ich fühle mich mit der Fluggesellschaft Servicequalität zufrieden				
BEHAVIORAL INTENTION MESSUNGEN					
94	Ich würde mehr positive Dinge über das Unternehmen sagen,				
95	Ich würde empfehlen das Unternehmen an jemanden, der Rat sucht				
96	Ich würde Freunden und Verwandten zu ermutigen, Ethiopian Airlines nutzen				
97	Ich würde das Unternehmen als erste Wahl zu betrachten				
98	Ich habe die Absicht, mehr Geschäft mit den Fluggesellschaften in den nächsten Jahren zu tun.				
99	Ich werde auch weiterhin auf das Geschäft mit der Fluggesellschaft zu tun, auch wenn die Preise etwas erhöhen				
100	Ich habe einen Plan, um zu einem Wettbewerber wechseln				
101	Ich würde beschweren anderen Kunden, was ich denke, wenn eine bestimmte Situation eintritt zu dieser Airline				
102	Ich würde beschweren an externe Agenturen, Medien .. was ich denke, wenn eine bestimmte Situation eintritt zu dieser Fluggesellschaft				
103	Ich würde an die Vertreter der Fluggesellschaften genau sagen, was ich denke, wenn eine bestimmte Situation auftritt, in Bezug auf diese Fluggesellschaft				

Danke für Ihre Zeit!

Appendix 6: Variables and Operational Definitions

Variables	Operational definition	Items/Literature
Perceived service quality	Refers to the customer's evaluation of an organization's service based on his or her overall experience of the continuous service encounter (Woodruff, 1995) . The subjective assessments of actual service received or experienced and whether they are satisfied with the quality of the service. Zeithaml et al (1996)	➤ <i>flight schedule factors</i> • convenience of schedule, frequency • on-time departure and arrivals; • flight delay • Availability of flight routes • Convenience of connection flights ➤ <i>Cabin Environment</i> • Cabin aesthetic • passenger comfort of seats, • seat space, • facilities, • appearance and • cleanliness. ➤ <i>Information Particulars</i> • Safety demonstration • Cockpit announcement • Cabin announcement • Passenger guidance • Online checking and seat booking • Call center • Information, signage, display • Up-to-date airline website ➤ <i>In-flight Entertainment</i> • audio and video facilities quality • live Channels, Internet • variety and up-to-date of IFE • reading materials • Moving Map ➤ <i>Loyalty Program</i> • Discount / Offers • Holiday/ tour package • Frequent Flyer Program ➤ <i>Ticket Office Competency</i> ➤ <i>Airport Environment</i> ➤ <i>Flight Meals Service</i> ➤ <i>Flight Attendants' qualities</i> • Courtesy, politeness, respectfulness • Customer complaint handling

		• Knowledge, language skills • Performance, appearance and • Customer orientation, friendliness, responsiveness.
Customers' expectations	Customers' expectations are beliefs about service delivery that function as standards or reference points against which performance is judged Kazi (2010).	➤ Price ➤ Overall Image
Customer satisfaction	Oliver (1997): 'Satisfaction is the consumer's fulfillment response. It is judgment that a product or service feature, or the product or service itself, provides a pleasurable level of consumption-related fulfillment.'	➤ Satisfaction with Fair ➤ Satisfaction with Service ➤ Was it the right choice? ➤ Cumulative (overall) Satisfaction
Behavioral Intention	Behavioral intention has been defined as the customers' subjective probability of Performing a certain behavioral act. (Ajzen, I. 1991)	➤ loyalty to company (loyalty), • saying positive things about the company, • recommending the company to someone who seeks advice, • encouraging friends and relatives to use Ethiopian Airlines, • doing more business with the airlines in the next few years. • propensity to switch (switch), • continuing to do business with the airlines even if its prices increase somewhat and • complaining to other customers, and • complaining to external agencies • complaining to the company's employees if a service problem Is experienced

Appendix 7: Statistical Outputs

Appendix 7a: Demographic Variable

Table 4.3: Frequency Distribution of Nationality

		Nationality			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	American	33	10.9	10.9	10.9
	Belgian	5	1.6	1.6	12.5
	Brazilian	2	.7	.7	13.2
	British	21	6.9	6.9	20.1
	Burundian	2	.7	.7	20.7
	Cameroonian	3	1.0	1.0	21.7
	Canadian	5	1.6	1.6	23.4
	Chinese	29	9.5	9.5	32.9
	Ethiopian	82	27.0	27.0	59.9
	French	14	4.6	4.6	64.5
	German	22	7.2	7.2	71.7
	Ghanaian	4	1.3	1.3	73.0
	Indian	5	1.6	1.6	74.7
	Israeli	3	1.0	1.0	75.7
	Italian	5	1.6	1.6	77.3
	Kenyan	4	1.3	1.3	78.6
	Netherlander	4	1.3	1.3	79.9
	Nigerian	14	4.6	4.6	84.5
	Norwegian	2	.7	.7	85.2
	Portuguese	6	2.0	2.0	87.2
	Saudi	3	1.0	1.0	88.2
	Senegalese	4	1.3	1.3	89.5
	South Korean	2	.7	.7	90.1
	Somalian	8	2.6	2.6	92.8
	South African	6	2.0	2.0	94.7
	Sudanese	3	1.0	1.0	95.7
	Swede	2	.7	.7	96.4
	Tanzanian	3	1.0	1.0	97.4
	Ugandan	5	1.6	1.6	99.0
	Yemeni	3	1.0	1.0	100.0
	Total	304	100.0	100.0	

Source: Researcher's Survey Finding (2014)

Appendix 7b: Reliability Measurements

Table 4.17: Measure of Internal Consistency- Cronbach's Alpha

Variables	Number of Items	Cronbach's Alpha
Perceived Service Quality	9	0.873
Flight Schedule	7	0.783
Cabin Environment	12	0.925
Information Particulars	11	0.885
Inflight Entertainment	9	0.879
Frequent Flyer Program	3	0.776
Ticket Office Competency	6	0.912
Airport Environment	8	0.898
Flight Meals Service	9	0.923
Flight Attendant Competency	13	0.970
Customers' Expectations	2	0.760
Customer Satisfaction	3	0.909
Behavioral Intention	10	0.809

Source: Researcher's Survey Finding (2014)

Table 4.18: Pearson Correlation Matrix

Correlations				
		Perceived Service Quality	Satisfaction Measurement	Behavioral Intention
Perceived Service Quality	Pearson Correlation	1	.632**	.589**
	Sig. (2-tailed)		.000	.000
	N	304	304	304
Satisfaction Measurement	Pearson Correlation	.632**	1	.854**
	Sig. (2-tailed)	.000		.000
	N	304	304	304
Behavioral Intention	Pearson Correlation	.589**	.854**	1
	Sig. (2-tailed)	.000	.000	
	N	304	304	304
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: Researcher's Survey Finding (2014)

Appendix 7c: Normality Test

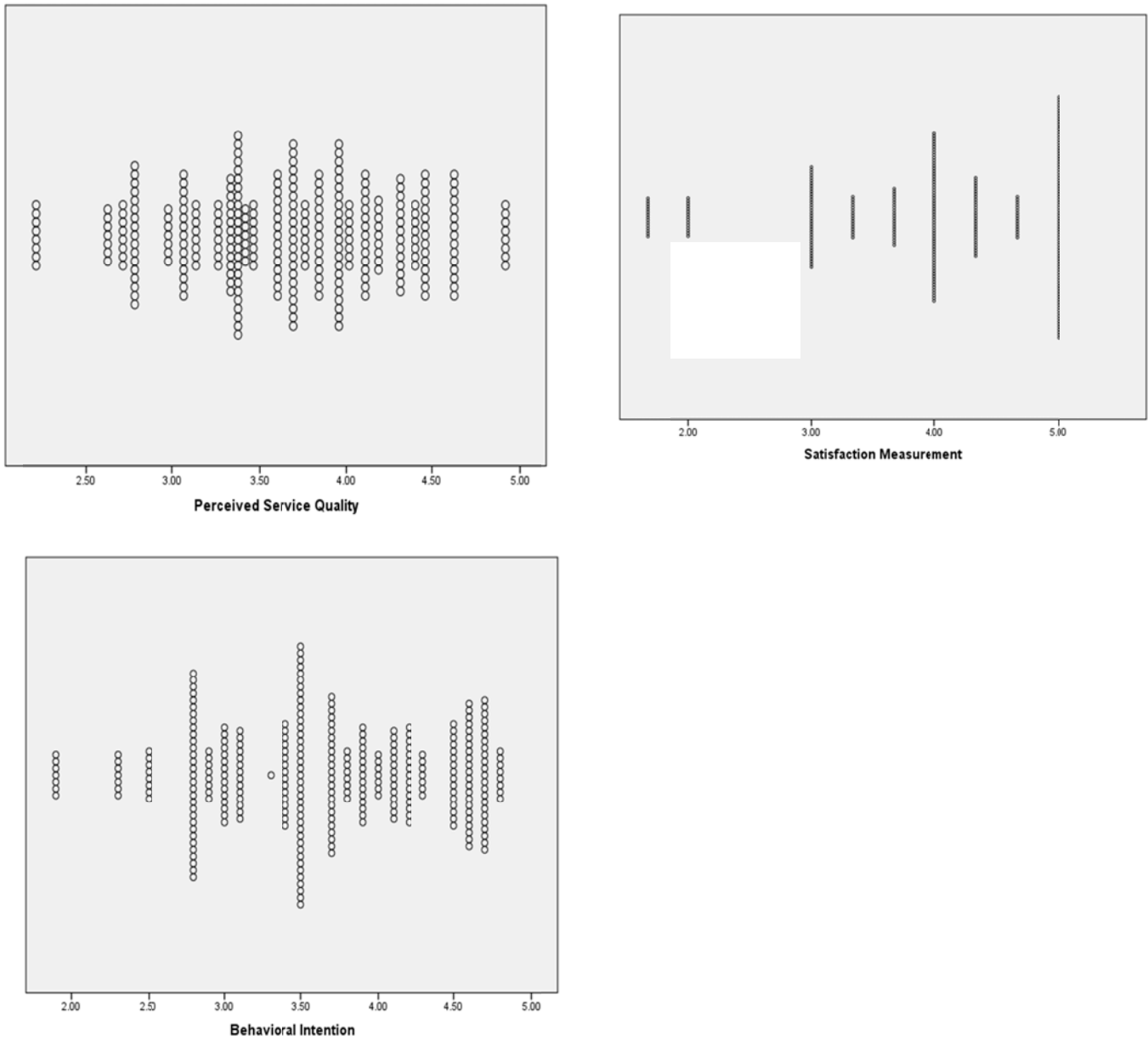


Fig 4.5: Scatter Plot of Variables

Source: Researcher's Survey Finding (2014)

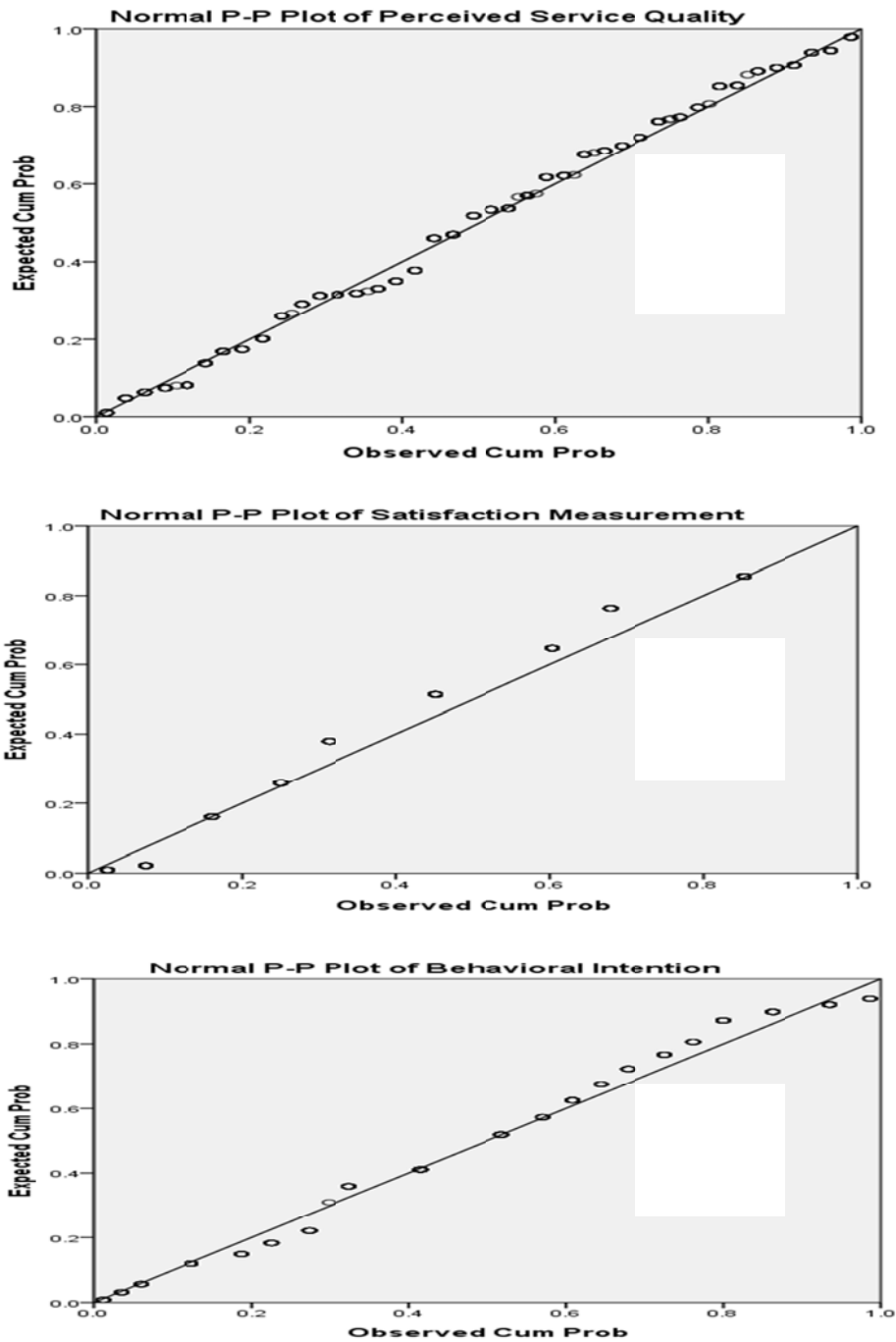


Fig 4.6: Normal P-P Plots

Source: Researcher's Survey Finding (2014)

Appendix 7d: Hypothesis Test

Table 4.19: Regression Results of the Effect of Perceived Service Quality on Passenger Satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.632 ^a	.400	.398	.75704

a. Predictors: (Constant), Perceived Service Quality

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	115.166	1	115.166	200.951	.000 ^b
	Residual	173.078	302	.573		
	Total	288.244	303			

a. Dependent Variable: Satisfaction Measurement

b. Predictors: (Constant), Perceived Service Quality

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.332	.260		1.278	.202
	Perceived Service Quality	.993	.070	.632	14.176	.000

a. Dependent Variable: Satisfaction Measurement

Source: Researcher's Survey Finding (2014)

Table 4.20: Regression Results of the Effect of Passenger Satisfaction on Behavioral Intention

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.854 ^a	.730	.729	.38149

a. Predictors: (Constant), Satisfaction Measurement

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	118.866	1	118.866	816.747	.000 ^b
	Residual	43.952	302	.146		
	Total	162.817	303			

a. Dependent Variable: Behavioral Intention

b. Predictors: (Constant), Satisfaction Measurement

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.117	.092		12.183	.000
	Satisfaction Measurement	.642	.022	.854	28.579	.000

a. Dependent Variable: Behavioral Intention

Source: Researcher's Survey Finding (2014)

Table 4.21: Regression Results of the Effect of Perceived Service Quality on Behavioral Intention

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.589 ^a	.347	.345	.59349

a. Predictors: (Constant), Perceived Service Quality

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.443	1	56.443	160.243	.000 ^b
	Residual	106.375	302	.352		
	Total	162.817	303			

a. Dependent Variable: Behavioral Intention

b. Predictors: (Constant), Perceived Service Quality

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.120	.204		5.499	.000
	Perceived Service Quality	.695	.055	.589	12.659	.000

a. Dependent Variable: Behavioral Intention

Source: Researcher's Survey Finding (2014)

Table 4.22: Regression Results of the Effect of Perceived Service Quality and Passenger Satisfaction on Behavioral Intention

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.857 ^a	.734	.732	.37932

a. Predictors: (Constant), Satisfaction Measurement, Perceived Service Quality

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	119.509	2	59.754	415.300	.000 ^b
	Residual	43.309	301	.144		
	Total	162.817	303			

a. Dependent Variable: Behavioral Intention
b. Predictors: (Constant), Satisfaction Measurement, Perceived Service Quality

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.920	.131		7.046	.000
	Perceived Service Quality	.096	.045	.081	2.114	.035
	Satisfaction Measurement	.604	.029	.803	20.936	.000

a. Dependent Variable: Behavioral Intention

Source: Researcher's Survey Finding (2014)

Table 4.23: Gap Analysis (Paired sample t-test)

Paired Samples Statistics				
	Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Perceived Service Quality	304	.62071	.03560
	Expectation	304	.94996	.05448

Paired Samples Correlations			
	N	Correlation	Sig.
Pair 1 Perceived Service Quality & Expectation	304	.683	.000

Paired Samples Test									
		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Perceived Service Quality - Expectation	-.42180	.69416	.03981	-.50014	-.34345	-10.594	303	.000

Source: Researcher's Survey Finding (2014)

Appendix 7e: Structural Equation Modeling

Regression Weights (Unstandardized)

	Estimate	S.E.	C.R.	P
Satisfaction <--- Perceived Service Quality	.993	.070	14.199	***
	Estimate	S.E.	C.R.	P
Behavioral Intention <--- Satisfaction	.642	.022	28.626	***

	Estimate	S.E.	C.R.	P
Behavioral Intention <--- Perceived Service Quality	.695	.055	12.680	***

	Estimate	S.E.	C.R.	P
Satisfaction <--- Perceived Service Quality	.993	.070	14.199	***
Behavioral Intention <--- Satisfaction	.604	.029	21.005	***
Behavioral Intention <--- Perceived Service Quality	.096	.045	2.121	.034

Regression Weights (Standardized)

	Estimate
Satisfaction <--- Perceived Service Quality	.632

	Estimate
Behavioral Intention <--- Satisfaction	.854

	Estimate
Behavioral Intention <--- Perceived Service Quality	.589

	Estimate
Satisfaction <--- Perceived Service Quality	.632
Behavioral Intention <--- Satisfaction	.803
Behavioral Intention <--- Perceived Service Quality	.081

Perrceived Service Quality and Expectation GAP

	Estimate	S.E.	C.R.	P	Label
Perceived Service Quality	3.656	.036	102.683	***	par_6
Expectation	4.077	.054	74.835	***	par_5

Source: Researcher's Survey Finding (2014)