

Approval Sheet

**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE GRADUATE STUDIES MARKETING
MANAGEMENT MA PROGRAM**

**MEASURING SERVICE QUALITY AND CUSTOMER SATISFACTION (THE CASE OF QATAR
AIRWAYS)**

BY: SEMIRA AHMED

APPROVED BY BOARD OF EXAMINERS

Advisor

Signature

Internal Examiner

Signature

External Examiner

Signature

Letter of Declaration

Here I, SemiraAhemed, declare that this study, entitled “*MEASURING SERVICE QUALITY AND CUSTOMER SATISFACATION*” is my original work. In addition, all sources were acknowledged appropriately and ethically, and this work not used by any other university for any requirement. I conducted the study with near and fruitful guidance and counseling of Dr. GETIE ANDUALEM and my undertaking in order to fulfill the requirements for Master of Arts in Marketing Management from Addis Ababa University-School of Commerce

Declared by:

Semira Ahmed

Student

signature

May, 2015

Date

LETTER OF CERTIFICATION

This is to declare that Semira Ahmed has done her study entitled on: **Measuring Service Quality and Customer Satisfaction (the Case of Qatar Airways)**. Her work is new and enough to obtain an award of Master of Arts in Marketing Management

Dr. GETIE ANDUALEM

(The Project Advisor)

Acknowledgment

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List of Abbreviations

P-E Gaps= Perception -expectation gaps

SERVQUAL= Service Quality

Res= Responsiveness

Emp=Empathy

CS= Customer Satisfaction

Tan=Tangibility

Rel=Reliability

Assu=Assurance

Tec=Technical

e= error term

TanPer= Tangibility Perception

TanExpe= Tangibility Expectation

RelPer= Reliability Perception

RelExpe= Reliability Expectation

AssuPer= Assurance Perception

AssuExpe= Assurance Expectation

ResPer= Responsiveness Perception

ResExpe=Responsiveness Expectation

EmpPer=Empathy Perception

EmpExpe=Empathy Expectation

TecPer=Technical Perception

TecExpe=Technical Expectation

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Abstract

In service production and consumption age surviving in the industry, reaping profit and retaining customers needs a continual gauge of service quality measuring in alignment with customer satisfaction. The study was aimed to measure service quality and customer satisfaction in the case of Qatar airways. A famous service quality measurement tool-SERVQUAL model was used with an additional element of technical in addition to the five constructs. A quantitative method of study, using a descriptive approach was carried out via investigating a gap analysis between the customer perception and customer expectation in the airline industry. In doing so anon probabilisticconvenience sampling method were used in order to distribute questionnaire to 384 respondents across the main service centers, Qatar air ways head quarter and privately owned outlets. 355 workable questionnaires with a response rate of 92.21% were run into SPSS 21 version. Both descriptive and inferential statistics correlation analysis, paired t-test and regression analysis were employed.The findings revealed that servqual dimensions were positively correlated each other and all positively affected the overall customer satisfaction level. In addition, the customers were above slight satisfaction level with regard to the service quality offered by Qatar Airways. The Empathy dimension is found to have a significant impact in creating customer satisfaction among servqual dimensions followed by assurance. In line with the demographic data showed that economy class overweight business in terms of numbers, visiting friends and relatives as well making business were the two main purposes flying where Africa is a dominant continent where flight destination is found. The youth and adult age group found to be the main customers of Qatar Airways while the male and female gender mix is proportional with slight more number of males than their counter parts. Thus, Qatar Airways management should deploy more resources in order to maintain the existing level of service quality and still deliver delight by devising new marketing strategies by participating customer like facing customer complaints, safety procedures related with valence,

Key words: Service Quality, Customer Satisfaction, Tangibility, Reliability, Assurance, Responsiveness, Empathy, Technical and SERVQUAL MODEL

CHAPTER ONE

INTRODUCTION

This introduction chapter includes the background of the research, company profile, problem statement, objectives, significance, scope, and organization of the study.

1.1 Background of the study

Service providers must render quality service to their customers in order to remain competitive. Moreover, to survive in today's world of globalization, it is crucial to understand and meet customers' expectations and subsequently being different from competitors.

Service quality is the result of the comparison that customers make between their expectation about a service and their perception of the way the service has been performed (Gronroos, 1984; Parasuraman et al., 1985, 1988). A number of experts define service quality differently. Parasuraman et al. (1985) define it as the differences between customers' expectation of services and their perceived performance. If the expectation is greater than the service performance, perceived quality is less than satisfactory and hence, customer dissatisfaction occurs. Lewis and Mitchell (1990), Dotchin and Oakland (1994), and Asubonteng et al. (1996) define service quality as the extent to which a service meets customers' need and expectation. Service quality is believed to be one of the most important success factors for the service industry. High service quality results in customer satisfaction which in turn gives a key competitive advantage to a service firm (Fick and Ritchie, 1991 cited in Avci and Karatepe, 2004). Hence, measuring and understanding the elements of service quality has been a focus of many scholars.

Customer satisfaction is a fundamental marketing construct in the last three decades. In the past, it was unpopular and unaccepted concept because companies thought it was more important to gain new customers than retain the existing ones. However, in this present decade, companies have

gained better understanding of the importance of customer satisfaction (especially service producing companies) and adopted it as a high priority operational goal.

Generally, customer satisfaction is recognized as a pleasurable outcome, a desirable end state of consumption or patronization. Satisfaction will involve a positive experience and the delivery of a service that matches (or possibly exceeds) customer expectations; delight goes a stage further, delivering beyond expectations and generating a stronger emotional response.

The air transport industry is one of the world's most important service industries which also is essential to economic progress. Air transport makes possible the rapid movement of millions of people and billions of dollar worth of goods to the market around the world fast and efficiently where the global community and market place are increasing.

Airlines are becoming more and more customer oriented with innovative ideas and approaches. New product and service features will become increasingly important in long sectors even if price remains the core competitive element especially in the leisure markets and short sectors. In the drive to secure individual and unique customer relationship in order to ensure customer loyalty, more and more airlines are striving to differentiate their products through branding and more individualized treatment of customers.

The competition existing in the airline industry is a cutthroat competition and multidimensional. Ticket pricing, economies of scale due to alliance of group of airlines, employing the latest technology to enhance efficiency, etc., are some of the competing methods used. Service Quality is another and major area of competition. The end product of an airline is the transportation services it offers to its customers and the main performance indicator of an airline is its Service Quality. By Service Quality is meant all the chain of activities that must take place efficiently and effectively to transport the passenger from origin airport to the destination airport (Getachew Mersha, 2004) Airline Service Quality is a key differentiator between the competing airlines. It is especially very critical in a highly competitive environment such as that of the Qatar Airways operating environment. Therefore, Service Quality improvement is key issue that determines the very survival of the airline itself.

Past studies have attempted to measure customers' perception of service quality and the effect of customer satisfaction levels on their future behavior, and various strategies for achieving customer satisfaction and customer loyalty have been suggested to companies from the findings of these studies. The gap-model of the SERVQUAL instrument (Parasuraman, Zeithaml and Berry, 1991), that compares the perception of performance (P) to expectation (E), has been widely used in past studies in a variety of industries. This study attempts to replicate the SERVQUAL measurement of Parasuraman, Zeithaml, and Berry (1991) in determining the existence of 'service-gaps' in Qatar Airways.

HuseyinBasligil, AhmetBolat and YavuzOzdemirYildiz in their research 'Customer Satisfaction Measurement in Airline Services Using SERVQUAL' they have stated that there are various studies measuring the quality of airline service. SERVQUAL method is a popular approach to this in various literatures. Most of these studies aim to show the relationships between service quality and related issues. They have quoted Surovitskikh and Lubbe in which they have classified airline service quality in terms of three items: consistency of service, reliability of service, and augmented products.

Although there are some changes in the quality dimensions used in evaluating similar airline services, SERVQUAL is a commonly used method. Airline service quality dimensions can be grouped under the heading of SERVQUAL. Furthermore, the relationships can be expanded according to the purpose of the study.

It is predicted that the data collected reflect the quality of services provided by the airlines, assessing if whether its performance was in balance with the expectations of its customers in terms of overall satisfaction and loyalty. The feedbacks from respondents provide guidelines for the airline in terms of strategies to improve its services and sustain loyalty among existing customers, as well as help in designing measures to attract new customers. From a consumer perspective, the findings reveal the values that consumers look for in the choice of airline services and other affecting factors.

1.2. Company profile

1.2.1 Introduction

Qatar Airways is the national airline of the State of Qatar and one of the aviation industry's big success stories. Operations began in 1994 when the airline was a small regional carrier serving a handful of routes. The airline was re-launched in 1997 under the mandate of the then Emir, His Highness The Emir Sheikh Hamad bin Khalifa Al Thani, who outlined a vision to turn Qatar Airways into a leading international airline with the highest standards of service and excellence. Qatar Airways has since become one of the fastest growing carriers in the world with unprecedented expansion averaging double digit growth year on year.

In April 2011, Qatar Airways reached a milestone reaching 100 destinations in its global route map. Two months later, the airline achieved a remarkable feat, just 14 years after its re-launch, being named *Airline of the Year 2011* at the annual Skytrax World Airline Awards with over 18 million travelers worldwide casting their votes. In July 2012, Qatar Airways was once again named *Airline of the Year 2012*, holding onto its title for the second consecutive year. In October 2011, Qatar Airways attained another key milestone by taking delivery of its 100th aircraft.

Airlines join alliances in order to be more beneficial than operating alone. There are three alliances in the aviation industry namely Oneworld, Sky team, and Star Alliance. Few of the advantages for members are:-

- Airlines will consider each other as partners rather than competitors.
- It will be easier for an Airline to be a member of an alliance which a lot of airlines are already in rather than making partnerships with many airlines.
- To reach out the world with alliance and partnership
- To provide a smooth, seamless, and hassle free travels and transits for their passengers between airlines and airports.

Qatar Airways has also joined Oneworld, as of 30 October 2013, with implementation into the global alliance within one year of the October 2012 joining announcement.

1.2.2. Global Network and Expansion

From Qatar Airways' hub in Doha, the country's capital, the airline has developed a global network of over 40 destinations, covering Europe, the Middle East, Africa, South Asia, Asia Pacific, North America and South America with a modern fleet of more than 130 passenger and cargo aircraft.

In March 2009, Qatar Airways launched the longest flight in its global network – scheduled daily services from Doha to Houston marking its third US destination – with a flying time of around 16 hours to make it one of the longest non-stop flights in the world.

During 2010, Qatar Airways launched flights to 10 new destinations including: Bengaluru (Bangalore), Tokyo, Ankara, Copenhagen, Barcelona, Sao Paulo, Buenos Aires, Phuket, Hanoi and Nice.

In 2011, another historic year for Qatar Airways saw the launch of flights to 15 destinations with expansion focusing on Europe – Bucharest, Budapest, Brussels, Stuttgart, Venice, Oslo and Sofia. Other new routes included the Syrian city of Aleppo – the carrier's milestone 100th destination – Shiraz (Iran), Medina (Saudi Arabia), Kolkata (Calcutta), Benghazi (Libya), Entebbe (Uganda), Chongqing (China) and its entry to Canada with thrice-weekly flights to Montreal.

For 2012, Qatar Airways expanded operations to further destinations – Baku (Azerbaijan), Tbilisi (Georgia), Zagreb (Croatia), Perth (Australia), Kigali (Rwanda), Kilimanjaro (Tanzania), Yangon (Myanmar), Baghdad (Iraq), Erbil (Iraq), Maputo (Mozambique), Belgrade (Serbia) and Warsaw (Poland).

For 2013, Qatar Airways has expanded its global footprint to serve Gassim (Saudi Arabia); Najaf (Iraq); Phnom Penh (Cambodia); Chicago, its fourth gateway in the United States; Salalah (Oman), Chengdu (China), Basra (Iraq), Sulaymaniyah (Iraq), Clark International (Philippines), Ta'if (Saudi Arabia), Addis Ababa (Ethiopia) and Hangzhou (China).

In 2014, the carrier has so far launched flights to Sharjah and Dubai World Central in the UAE, Philadelphia (USA), Edinburgh (Scotland), Istanbul SabihaGokcen Airport (Turkey), Larnaca

(Cyprus), Al Hofuf (Saudi Arabia), Miami (USA) and Dallas/Fort Worth (USA). Qatar Airways has also announced its expansion to Djibouti and Asmara (Eritrea) in Africa with an increase in frequency and capacity to many existing routes.

Qatar Airways currently has over 340 new aircraft worth US\$70 billion pending delivery over the next few years. This includes an order for Airbus' new generation A350s, A320 Neos, A380s, A330 Freighters, Boeing 777s, and Boeing 777Xs and Boeing 787s.

Qatar Airways is one of the launch customers of the twin-deck Airbus A380-800 'super jumbo' the world's biggest aircraft capable of carrying 555 passengers in a luxurious configuration. Qatar Airways has ordered 13 A380s with a delivery schedule beginning in 2014.

1.2.3. Global Achievements

Qatar Airways is proud to have been named *Airline of the Year 2011 and 2012* in the annual Skytrax World Airline Awards. Over 18 million travelers worldwide cast their votes in the survey by the leading global airline industry audit.

Already ranked Five Star for service excellence by Skytrax, the independent global aviation industry monitoring agency confirmed Qatar Airways as *Best Airline in the Middle East* for the eighth year. In 2014, Qatar Airways also won the *Best Business Class in the World* for the second consecutive year and *World's Best Business Class Airline Lounge* for the second year consecutively.

1.3. Statement of the problem

It is vital that service companies' measure and monitor service quality and satisfaction with a view of influencing the behavioral intentions of their customers (Saha and Theingi, 2009). The speed and intensity of change in service offerings has accelerated in recent years within the airline industry (Atilgan et al., 2008). As the passengers' needs and wants are growing in variety, challenge in the airline market is becoming globally tough. In such an occasion, airline companies need to be aware of the latest shift and trend to be able to react on time. Thus, precise and timely information on a wide range of customer needs and expectations are nowadays becoming critically important.

Airline services are made of a very complex mix of intangibles (Gursoy et al., 2005). Thus, measuring customers' expectations, as well as their service quality is a real challenge because customer satisfaction is determined by many intangible factors such as neatness of the cabin , crews behaviors, etc.(Fitzsimmons and Fitzsimmons, 1994).

Qatar Airways is exposed to a heavy competition from different corners of the world in the aviation industry. This fierce competition is against giant alliances in the international scene, regional alliance in Africa and the Middle East, and strong individual airlines from Europe, Middle East and Africa. Unless the airline develops a strategy and prepares itself to counter the upcoming competitive pressure, the consequences could be harsh.

Managers at Qatar Airways should also have the responsibility of customizing the air line service proposition (plan) according to the passenger service attitude by monitoring and controlling. In addition, it should have strong commitment to service excellence as it is one of the five star airways in the world.

A number of reasons potentially can be responsible for customer discontents or customer satisfaction. So, continuously measuring the level of customer satisfaction in alignment with the service quality is vital in order to identify a loop points and design marketing strategies both to cure the problems and maintain the existing strengths- competitive edges. In this regard, a research should be carried out in order to measure the level of customers satisfaction and service quality at Qatar airways and advice a major reform (improvement), to assesses the root causes of the problem and recommend how to get the problem rectified (corrected).

1.4 Objective of the study

1.4.1 General Objective

The main objective of this study is to assess service quality using the dimensions of SERVQUAL model at Qatar Airways and its subsequent effect on customer satisfaction. This study also seeks to determine the dimension(s) or factor(s) that significantly influenced the satisfaction level of passengers. The satisfaction level explored in this study is based on the gap between passengers' level of expectations and perception of the airline services.

1.4.2 Specific Objectives

The under listed specific research objectives were attempted to be achieved:

- To examine the gap between expectation and perception of Qatar airways passengers with respect to the six Servqual dimensions.
- To measure the satisfaction level of passengers within Qatar Airways.
- To examine the effect of service quality dimensions on the satisfaction level of passengers.
- To identify which of the service quality dimensions have a significant relationship with passenger satisfaction

1.5 Hypothesis

In order to achieve the above stated objective the researcher has formulated the following four hypotheses, and in the process and output the objectives were met.

Hypothesis one:

H₀: service quality dimensions will not have a strong correlation with customer satisfaction.

H₁: service quality dimensions have a strong correlation with customer satisfaction.

Hypothesis Two:

H₀: Service quality dimensions will not have a significant impact on passenger's satisfaction level

H₁: Service quality dimensions have a significant impact on passenger's satisfaction level

Hypothesis Three:

H₀: Service quality dimensions will not be positively correlated among themselves

H₁: Service quality dimensions positively correlate among themselves.

Hypothesis Four:

H₀: Servqual dimensions will not be equal between mean groups of expectation and perception

H₁: Servqual dimensions are equal between mean groups of expectation and perception

1.6 Significance of the study

Since Qatar airways started working here, in Ethiopia, one year and few months ahead, and even though there are few documents about the service quality with regard to Qatar Airways, there are no previous well documented studies on service quality and its subsequent effect on customer satisfaction with regard to this specific air line. This research was intending to fill the practical study gap related to service quality and customer satisfaction using a model that will describe the various factors of service delivery through six dimensions. Besides, the study will serve as preliminary work for further study on the issue.

1.7 Scope of the study

This paper considered only those passengers that are waiting their flight at bole international air port terminal as a respondent. Hence, other customers of the air line those who have no flight at the time of the data collection were not considered. In addition, the paper did not distinguish between citizenship among the travelers. From this point of view any passenger who has used the service of the airline before is considered as a respondent for the questionnaire regardless of their citizenship.

1.8 Organization of the study

This thesis paper is organized as follows:-

The first chapter has introductory issues on measuring service quality using the SERVQUAL model which includes statement of the problem and objectives of the study. The second part is review of related literatures. Third part included the methodological framework of model, the research approach, method of data collection, and issues of research design (Generally the description of the methods used to conduct the research), The fourth chapter is organized to present and analyze the empirical results with descriptive statistics of the model (data analysis and interpretation) The Last part, chapter five, the main findings of the study will be summarized and some recommendations will be discussed.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Introduction

Abundance of research exists on services and service quality in the airline industry. This chapter aims to offer the literature in this field as well as theory. Firstly, services and various service characteristics are discussed. Next, several service quality models are discussed and summarized, showing different perspectives on the subject. Then, a concept of perceived service quality is reviewed. Discussion on customer satisfaction and expectations adds to understanding of importance of customer satisfaction and explains service elements. Next, service quality in airline industry is discussed, connecting the theoretical models to the case industry, and details of relevant to airline business are added. Finally, service process model is introduced, and service quality attributes and dimensions are discussed.

2.2. Theoretical Framework of service quality and Customer Satisfaction

2.2.1. Definition of Service, Service Quality and Customer Satisfaction

2.2.1.1. Definition and characteristics of Service

In marketing literature it is hard to find a full-fledged definition of service. Different scholars define service in different Contexts. For example Philip Kotler (1999) defined service as any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything.

Most literatures talk about four characteristics of services that differentiate them from that of physical goods. These unique characteristics have their implication on marketing strategy of services. Below are the descriptions as elaborated by Mudie and Pierrie(2006).

The most known and agreed upon characteristics of services are:

1. Intangibility

Unlike tangible goods, services cannot generally be seen, tasted, felt, heard or smelled before being consumed.

2. Inseparability (or simultaneous production and consumption)

There is a marked distinction between physical goods and services in terms of the sequence of production and consumption: Whereas goods are first produced, then stored and finally sold and consumed, services are first sold, then produced and consumed simultaneously.

3. Variability (or heterogeneity)

An unavoidable consequence of simultaneous production and consumption is variability in performance of a service. The quality of the service may vary depending on who provides it, as well as when and how it is provided.

4. Perish ability

Services cannot be stored for later sales or use. Hotel rooms not occupied, airline seats not purchased and college places not filled cannot be reclaimed.

2.2.1. 2Definition of service Quality

Parasuraman, Zeithaml and Berry et al, (1988) assert service as the overall perception of quality was a disconfirmation of a customer's expectation and his/her evaluation of a service.

2.2.1.3. Definition of Customer Satisfaction

Customer satisfaction is the extent to which a product's perceived performance matches a buyer's expectations. It has been argued that the most important difference between products and services is the distinctiveness of intangibility. In fact, it has been asserted that intangibility is the key to determining whether or not an offering is a service or a product. (zeithaml v. and Bitner L.J., 1996). This Characteristic has an intense upshot on the marketing of services (lovelock C. 1991, Rushcston A. and Carson D, 1989).

2.2.2. SERVQUAL AND OTHER MODELS

2.2.2.1. Servqual model

Since the development of SERVQUAL by Parasuraman, Zeithaml, and Berry (1985), service quality has been widely researched and applied in different types of industries. SERVQUAL is a diagnostic tool that uncovers a firm's broad weaknesses and strengths' in service quality (Hoffman and Bateson, 2006). The SERVQUAL model (performance minus expectation) focuses on the five 'gaps' affecting the delivery of excellent service quality. This study focuses on Gap 5: the difference between airline passenger expectations and perceptions of service.

As per the description of Parasuraman, Zeithaml, and Berry (1988) the five dimensions of the SERVQUAL scale include

- Tangibles
The physical facilities, equipment, and the appearance of the staff
- Reliability
The dependability and accuracy of the service provider
- Responsiveness
The ability to know and willingness to cater to customer needs
- Assurance
The ability of the staff to instill confidence and trust in the company
- Empathy
The ability of the staff to provide a caring service to customers (Empathy)

The service quality literature initially focused on measurement issues. Following the introduction of the SERVQUAL, attention centered on the determinants of perceived service quality with particular emphasis on the service delivery process. SERVQUAL, with its five dimensions (i.e. tangibles, assurance, reliability, responsiveness, and empathy) has come to symbolize the American perspective on service quality (Brady and Cronin, 2001), the European perspective represented by Gronroos service quality model.

SERVQUAL is designed to measure service quality as perceived by the customer. Consumers in the focus groups discussed service quality in terms of the extent to which service performance on the dimensions matched the level of performance that consumers thought a service should provide. A high quality service would perform at a level that matched the level that the consumer felt should be provided. The level of performance that a high quality service should provide was termed as consumer expectations. If performance was below expectations, consumers judged quality to be low. To illustrate, if firms responsiveness was below consumers expectations of the responsiveness that a high quality firm should have, the firm would be evaluated as low in quality in responsiveness. Parasuraman et al. (1985) basic model was that consumer perceptions of quality emerge from the gap between performance and expectations, as performance exceeds expectations, quality increases; and as performance decreases relative to expectations, quality decreases. Thus, performance-to-expectations ‘‘gaps’’ on attributes are used to evaluate the quality of a service from the theoretical foundation of SERVQUAL. The SERVQUAL model concentrates on five gaps impairing the delivery of excellent service quality: this study focuses on gap 5: the difference between air line passenger expectations and perceptions of service.

Before intensive efforts can be successfully undertaken to level out service management problems that impede the delivery of truly excellent service quality, it is essential to know to what degree customer perceptions of existing service fail to meet expectations; this study focuses on that primary issue. There after it becomes important to know whether differences exist in management perceptions of customer expectations (Gap 1), a discrepancy in management perceptions and the service specifications that are enacted (Gap 2), etc. Thus this paper deals with gap 5 which focuses on the differences between consumer expectations and perceptions. This is the only gap that can be examined solely on the data from the consumer.

Different scholars criticize the Servqual model from both theoretical and operational bases. For example, Francis Buttle identified critics as follows.

(1) Theoretical:

- **Paradigmatic objections: SERVQUAL is based on a disconfirmation paradigm rather than an attitudinal paradigm; and SERVQUAL fails to draw on established economic, statistical and psychological theory.**

- **Gaps model:** there is little evidence that customers' assess service quality in terms of P – E gaps.
- **Process orientation:** SERVQUAL focuses on the process of service delivery, not the outcomes of the service encounter.
- **Dimensionality:** SERVQUAL's five dimensions are not universals; the number of dimensions comprising SQ is contextualized; items do not always load on to the factors which one would a priori expect; and there is a high degree of inter correlation between the five RATER dimensions.

(2) Operational:

- **Expectations:** the term expectation is polysemic; consumers use standards other than expectations to evaluate SQ; and SERVQUAL fails to measure absolute SQ expectations.
- **Item composition:** four or five items cannot capture the variability within each SQ dimension.
- **Moments of truth (MOT):** customers' assessments of SQ may vary from MOT to MOT.
- **Polarity:** the reversed polarity of items in the scale causes respondent error.
- **Scale points:** the seven-point Likert scale is flawed.
- **Two administrations:** two administrations of the instrument cause boredom and confusion.
- **Variance extracted:** the over SERVQUAL score accounts for a disappointing proportion of item variances.

2.2.3. The Most Common Measuring Methods of Servqual

Quality is a driving force for improved competitiveness, customer satisfaction and profitability (Edvardsson, 1992). As for service quality, e.g. American Marketing Organization defines it in two ways: first, it is an area of study that defines and describes how services are delivered so that the service recipient is satisfied; second, high quality service is a delivery of service that meets and exceeds the expectations of the customers.

Parasumaran et al. (1985) states that service quality is defined by the customer evaluation of service outcome and service process as well as a comparison of customer expectations with service performance. Hence, service quality can be thought as the fit between current service level and customer expectations. Park et al. (2004) define service quality as a consumer's overall impression of efficiency of an organization and its services. Thus, customer satisfaction is a judgment made based on a specific service encounter.

Chen & Chang (2005) suggest that service quality is a process, and in case of airline industry, the authors divide the process into ground and in-flight services and state that passengers' expectations are different for each of the processes. Measuring service quality has proven to be challenging for both the researchers and companies due to its characteristics (Tiernan et al., 2008; Parasumaran et al., 1985; Johnson et al., 1995).

Different from product quality, a set of specifications or by physical aspects such as defects cannot be applied to service quality due to service intangibility and simultaneous production and consumption (Tiernan et al., 2008). In addition, service quality cannot be measured by evaluating outcomes of service process only (Johnson et al., 1995), but as well has to consider service production process – e.g. employee training and customer-employee interaction. Hence, measuring all aspects of service production is essential to understand the quality of a service.

Researchers have developed a number of measurement instruments, and some of them are discussed below.

2.2.3.1. THE GAP MODEL

Probably the most famous service quality model is SERVQUAL, developed by Parasumaran et al in 1985. The researchers say that quality is a comparison between expectations and performance, i.e. how well the service that is delivered matches customers' expectations.

Gronroos (1982), whose model will be discussed later, also made similar conclusions. The SERVQUAL model measures discrepancy between what customers expect from the service and how customer perceives it. Parasumaran et al. (1985) identifies five gaps:

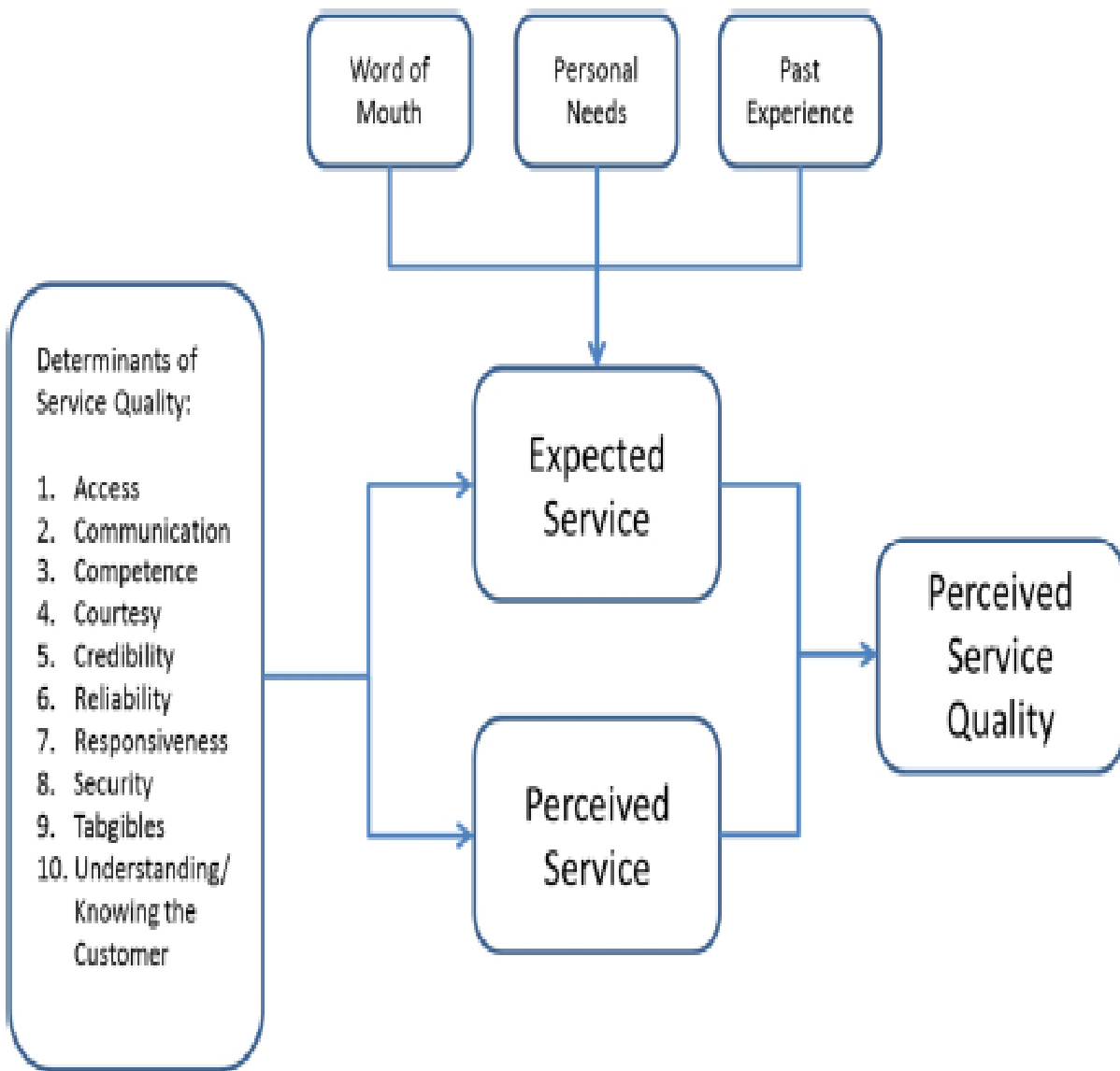
- Gap 1: consumer expectation – management perception gap,
- Gap 2: management perception – service quality specifications gap,
- Gap 3: service quality specifications – service delivery gap,
- Gap 4: service delivery – external communications gap,
- Gap 5: expected service – perceived service gap.

Service quality, according to this model, depends on the size of Gap 5 (expected service –perceived service gap), which in its turn depends on previous four gaps, i.e.

$Gap5 = f(Gap1, Gap2, Gap3, Gap4)$.

To measure perceived service, Parasumaran et al. (1985) identifies ten key determinants of service quality, which impact both expected and perceived services, and through those, perceived service quality (Figure 1). Expected service is also influenced by word of mouth, personal needs as well as past experience.

Figure 1: The Gaps model



Source: The Gaps Model (Source: Parasuraman et al, 1982)

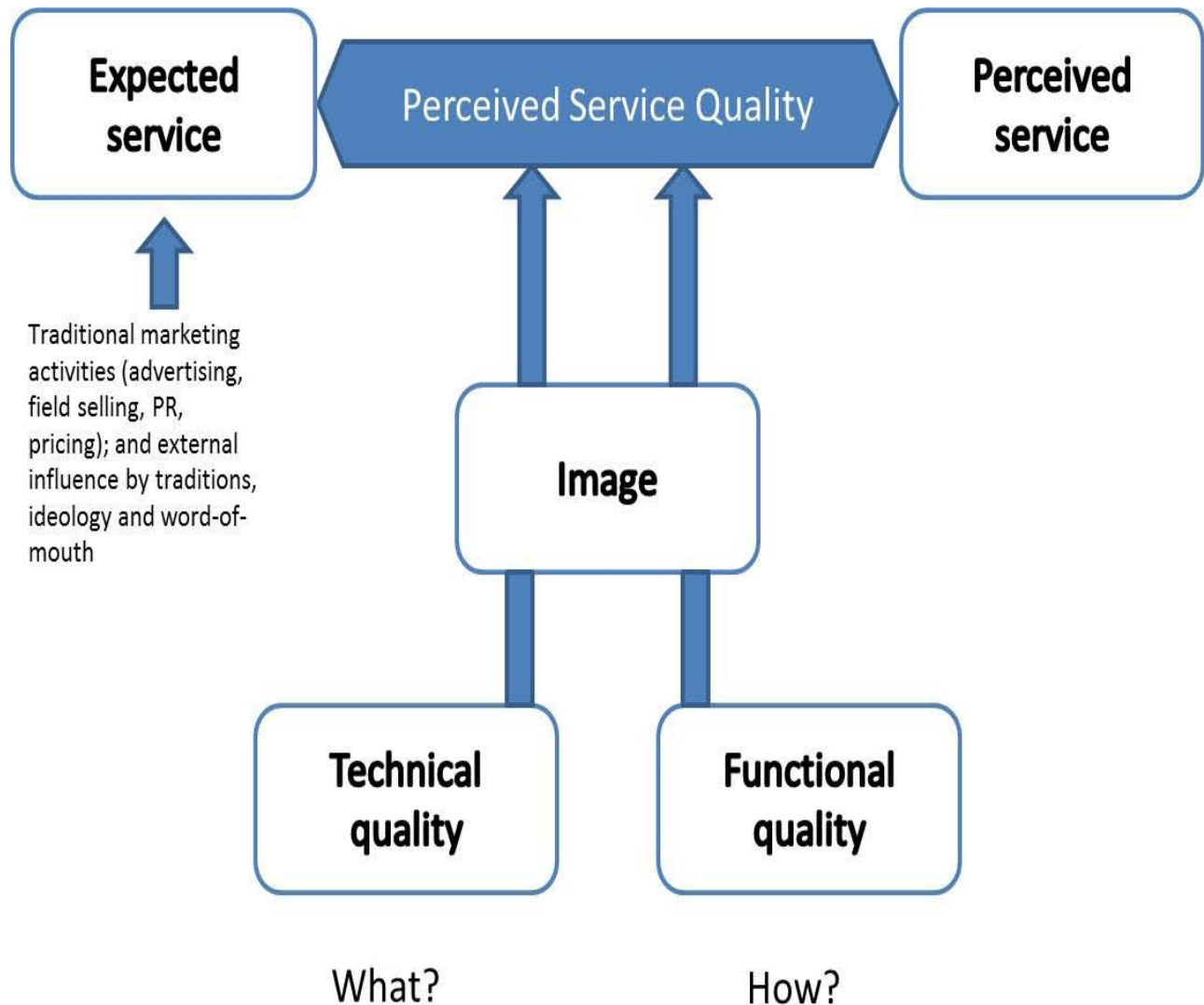
In the model, Gronroos (1982) defines perceived quality of a service as the outcome of an evaluation process, where the consumer compares his/her expectations with the service he/she perceives he/she has received (quote). Furthermore, in his later study Gronroos (1993) suggests that measuring customer experiences provides close approximation of service quality. In 2001, Gronroos criticizes his own concept of perceived service quality by insisting that he has never meant for service quality to be measured, and it should not be measured at all. Instead, he claims that in his model word service should be replaced with the word feature, i.e. there would be

technical and functional features of service, which would help to avoid a discussion about the relationship between service quality and customer satisfaction. Another approach to measuring service quality is systems approach by Johnson et al. (1995). Here, a measure of overall service quality should include judgments of all dimensions of service: inputs, processes and outputs (Figure 3), all of which play important roles in a company's operations. Evaluating services with systems approach is different from evaluating products as because of service characteristics, then, in addition to outputs, a customer is exposed to and is affected by a company's inputs and processes.

Next, Gronroos presented another famous service quality model in 1982. He defined two types of service quality: technical and functional. Technical quality is what a customer is receiving from a service. He adds that the customer is interested not only in the result of service process, but also in a process itself. Thus, functional quality is a manner in which the service is delivered, or how a customer receives technical quality.

In addition, there is image quality, i.e. corporate image (for example, an image of a local office, how the customers perceive the service provider). Both technical and functional quality aspects contribute to image quality. In addition, such factors as word-of-mouth, ideology as well as marketing activities influence image quality. These types of service quality are identical to ones Lehtinen & Lehtinen (1982) suggested. Based on these, Gronroos (1982) presents the following model (Figure 2):

Figure 2: The Perceived Service Quality Model



Source: Perceived service quality model (Gronroos, 1982)

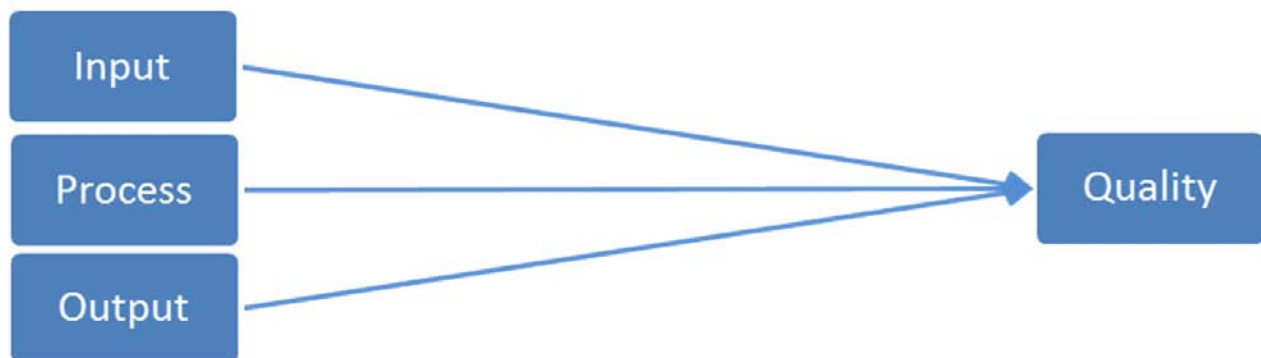
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2.2.3.3 Process Model

Another approach to measuring service quality is systems approach by Johnson et al. (1995). Here, a measure of overall service quality should include judgments of all dimensions of service: inputs, processes and outputs (Figure 3), all of which play important roles in a company's operations. Evaluating services with systems approach is different from evaluating products as because of service characteristics, then, in addition to outputs, a customer is exposed to and is affected by a company's inputs and processes.

Figure 3 : Systems approach to Service Quality



Source: Systems approach to service quality (Johnson et al., 1995)

As Gliatis and Minis (2207) stated that, a service is a sequence of process; and each of those process generate a different value of a service questions. The value of each service process depends on service attributes (characteristics) as well as the way the process accounts for these attributes. Similarly, Chen & Chang et.,al (2005) define airline service experience as a chain of services; each service is made up of a series process. Here, a service process is divided into ground and in flight services (sub-process) and where as Chen & Chang et.,al (2005) suggest that both have to be

evaluated separately (which they do in their article), a customer is not very likely to differentiate between them.

Empirical Findings about Servqual model and customers satisfaction seems unalienable. For example, Gronroos (1982) and Parasuraman, Zeithaml and Berry (1988) were the pioneers in the conceptualization of the service quality construct. The writers stated that the overall perception of quality was a disconfirmation of a customer's expectation and his/her evaluation of a service. Parasuraman et al. (1988) developed a disconfirmation measurement, the SERVQUAL instrument, to measure service quality and its dimensions.

What customers perceive considered as vital dimensions of quality in formulation of all varying definitions of service quality by different writers. However, Cronin and Talyor (1992) argued that service quality should be conceptualized as "similar to an attitude" approach and should be operationalized by the "adequacy-importance" model. Cronin and Taylor (1992), using a performance-based approach, developed the SERVPREF measurement instrument and stated that performance based measurements display a slightly higher predictive power of customer perceptions of service quality.

Other empirical researchers (Pitt, Watson, and Kavan, 1997; Babakus and Boller, 1992) also provide evidence that the performance- based measure is superior. Moreover, Zeithaml, Berry, and Parasuraman (1993) also conceded that the performance-based measurement was more appropriate if the primary purpose of research was an attempt to explain the variance in a dependent construct.

There have been different opinions regarding the dimensions of service quality among several writers in the field. For example, Gronroos (1982) proposed technical (the tangible aspects of service delivery) and functional (the expressive performance of the service) qualities as two critical dimensions of service quality. On the other hand, five service quality dimensions, namely, tangibles, reliability, responsiveness, assurance and empathy proposed by Parasuraman et al. (1988). Rust and Oliver (1994) on their part developed a three-component dimensional model and concluded that the service product (i.e. technical quality), the service delivery (i.e. functional quality), and the service environment were critical dimensions of service quality. Dabholkar, Thorpe, D.I (1994) tested a hierarchical conceptualization of retail service quality that proposed three levels: (1) customers' overall perceptions of service quality; (2) primary dimensions; and (3)

sub dimensions. Brady and Cronin (2001) adopted the view that service quality perceptions were multidimensional and identified the primary dimensions of their model based on Rust and Oliver's (1994) findings.

In Brady and Cronin's (1992) conceptualization, each primary dimension has three sub dimensions that define the basis of service quality perceptions and customers evaluate the reliability, responsiveness, and empathy aspects of these sub dimensions. The aggregate evaluations of the sub dimensions form their perceptions of an organization's performance on each of the three primary dimensions, and those perceptions then lead to an overall service quality perception. The debate on service quality dimensions is still ambiguous, but it is generally accepted that perceptions of service quality are multidimensional and the dimensions are industry-specific.

Parasuraman, Berry and Zeithaml (1991) demonstrate perceived service quality as the customer based performance measure. Headley and Bowen (1997) inform that service quality is the difference between what customers' needs and what they certainly perceive as outcome. Service quality can be defined in the marketing literature as a post consumption assessment of services by customers. Holdford&Reinders (2001). Perceived service quality is also seen in the customer's global point of view or judgment of the overall excellence or superiority of the service, et al. (2004). According to Mostafa (2005), service quality has become a famous research topic because of its important relationship to costs, profitability, customer satisfaction, customer retention, service guarantees, and financial performance.

Service quality is defined as a form of attitude that results from the comparison of expectations with perceptions of performance over time (Parasuraman et al, 1988). The increasing competition and uncertain economic conditions have generated an increasing demand of expectation for quality services. In the same vein, a decreasing tolerance for poor service quality is observed (Hart et al, 1990).

Customer perceptions on the other hand are also influenced by the indirect influence of the service providers' organizational structure, philosophy and corporate culture (Heskett 1987). Customers' expectations are diverse and constantly evolving and are formed by their experience with the companies at the time of the service delivery (Davidow et al, 1989; Zeithaml et al 1990). However,

the perceived quality is the discrepancy between the customers' expectations and their perceptions of the actual performance (Zeithaml et al, 1990). The measurement of services has to be based on perceived quality rather than objective quality because services are intangible, heterogeneous and their consumption and production occurs simultaneously (Brensing, 1993).

2.2.4 The Importance of Service Quality in Airline Services

Quality has become a significant concern for those in the service industry, specifically the airline industry. Although people primarily use airplanes to satisfy their need to go from one place to another, procedures from ticketing, checking, boarding and traveling to baggage handling, etc. can also deeply influence travelers' attitudes to the services provided by airlines and their satisfaction with those services.

In the airline industry, services are composed of very complex mix of intangibles as the airlines sell not physical objects but performances and experiences Gursev D. Chen & Kim H. J (2005). As a result, more additional dimensions such as technical were and still accepted as a part of a measure of service quality in the air line industry.

On the other hand (Grönroos, 2000) asserted that airline passengers can experience many service encounters with front-line employees as well as in-flight attendants, this is called 'moment of truth'. Passengers may judge or evaluate airline service quality through a comparison between their experiences and expectations, over a number of quality attributes. Thus, service quality is a key to attract and keep loyal customers Liou JJ. Tzeng G.H (2007)

In this struggling environment, airlines are forced to shift their focus towards customer oriented service quality Chang, Y-H, & Yeh, C-H (2002). It is extremely important for carriers not only to understand the perception of passengers of their service offerings, but as well find out what customers expect from the services Chen, Fang-Yuan & Chang, Yu-Hem (2005) and what kind of services customers consider most important.

So far, many academic researchers have devoted themselves into studying the quality of airline service by following the simple logic of comparing expectations/experiences or gap analysis. In the

research of Gourdin and Kloppenborg (1991), for example, indicated that identification of service gaps is the first step toward quality improvements. Their findings showed that the gap between passenger expectations, and management perceptions of passenger expectations, was the most crucial failure point.

That is, a critical issue for airline managers is being aware of passenger expectations and meeting those expectations. Ostrowski, *et al.* (1993) also pointed out that superior service quality could lead passengers to a significantly higher propensity of retained preference. Some similar points also can be seen in the research of Lee and Cunningham (1996).

Thus, the service quality of airlines is an important issue, not only for airline managers; it is also a key factor in building long-term brand recognition. Whether for business purposes, official duties or for holidays, passengers traveling on airlines expect certain levels of service quality, and this applies to specifically Qatar Airways travelers as well. Consumers' overall impressions of service quality are linked to how efficiently an organization renders its services, and it is this impression that determines customers' behavioral intentions to continuously patronize the airline or not. Good service quality helps organizations increase profits (Buzzell and Gale, 1987) and maintains their competitive advantage within their specific industry (Park, Roberson, and Wu, 2004).

Airlines also need to be aware of differences in service expectations among airline passengers (Sultan and Simpson, 2000; Cunningham, Young and Lee, 2002). Since service quality and delivery are tangible, customers can make comparison between good and poor service providers. Thus, it is important for airlines to develop passenger-focused services by making an effort to understand passengers' expectations (Park, Robertson, and Wu, 2004). Some research has shown that, besides having to change planes, flight scheduling, ticket prices, in-flight service, employee attitudes, facilities and ticketing procedures are also key factors in determining how airline service quality is evaluated and can influence a traveler's choice of airline (Cunningham, *et al.* 2002; Sultan and Simpson, 2000).

2.2.5 Air line Service Quality

First, we perceive air transport as service retailers. Although airlines offer varying degrees of tangibility, airlines predominantly sell services. The demand for an airline seat is a derived demand

based on the customers' desire to be in a different location at a certain time. One airline seat is really not much different from another. It is the quality of service given to the customers that will differentiate the competitors, determine market share and ultimately profitability (Ayling 1991, Ott 1993). Second, the expectation from a customer from an airline is mainly service related. Airlines must surpass a passenger's expectation of timeliness, convenience and comfort (Ott, 1993). Third, it was revealed in an earlier study that convenient schedules is the most important service indicator for frequent (more than 10 trips a year) and moderate fliers (3- 9 trips a year) whilst light fliers (1-2 trips a year) ranked destinations as their main preference (Ott, 1993). This justifies that though the objective of flying from one place to another is for transportation purposes, the importance in ranking by airline passengers is mainly service related.

Most of the literature suggests that airline passengers look at service quality as a multidimensional variable, which is consistent with the Parasuraman's et al. (1988) conception of service quality popularly known as SERVQUAL. SERVQUAL measures service quality based on five dimensions namely reliability, assurance, tangibles, empathy, and responsiveness.

The instrument is based on the premise that customers' assessments of overall service quality are determined by the "gap" between their level of expectations and their perceptions of actual performance. The instrument has been used by researchers to measure airline service quality such as Sultan and Simpson (2000).

In general, service quality literature recognizes expectations as an instrumental influence in consumer evaluations of service quality (Parasuraman et al., 1985 as cited in Sultan & Simpson, 2000). According to Atilgan et al. (2008), in most of the service settings customers may not received 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 (Zeithal and Bitner, 2000). The notion that service quality and customer satisfaction are distinctive variables has achieved some degree of consensus among researchers (Saha and Theingi, 2009).

The construct of service quality is evaluated by the actual service performance in terms of particular service attributes in the specific context; whereas satisfaction is measured by the customers' overall service experiences. Customer satisfaction depends on a variety of factors, including perceived service quality, customers' mood, emotions, social interactions, and other experience-specific subjective factors (Rust and Oliver, 1994). According to Crompton and Love (1995), 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.

Quality has become a significant concern for those in the service industry, specifically the airline industry. Although people primarily use airplanes to satisfy their need to go from one place to another, procedures from ticketing, checking, boarding and traveling to baggage handling, etc. can also deeply influence travelers' attitudes to the services provided by airlines and their satisfaction with those services. Hence, airline passengers can experience many service encounters with front-line employees as well as in-flight attendants, this is called 'moment of truth'. Passengers may judge or evaluate airline service quality through a comparison between their experiences and expectations, over a number of quality attributes (Grönroos, 2000).

Figure 4 : Service Quality aspect in the airline industry (multiple Sources)

Service quality aspects	Researcher(s)
Price, safety, timelines, baggage transportation, food quality, seat comfort, check-in process and on-board services	Gourdin (1998); Elliot and Roach (1993)
Seat comfort, safety, courtesy of staff	Tsaur, Chang & Yen (2002)
Airlines reliability (safety)	Fick & Ritchie (1991)
Aircraft type	Truitt & Haynes (1994)
First customer contact / interaction with contact employees	Carlzon (1987); Bitner, Booms & Tetreault (1990)
Airline brand, price, sleep comfort	Boetsch et al. (2011)
Frequency and timings, punctuality, airport location and access, seat accessibility/ticket flexibility, frequent flyer benefits, airport services, in-flight services	Shaw (2007)
Employee's service, safety & reliability, on board service, schedule, on time performance, frequent flyer program	Liou & Tzeng (2007)
Flight schedule, total fare, flexibility, frequent flyer program, punctuality, catering, ground services	Teichert et al. (2008)
Level of concern and civility, listening and understanding, individual attention, cheerfulness, friendliness, courtesy	Babbar & Koufteros (2008)
Willingness to correct errors, task proficiency, courtesy, friendliness, tolerance	Mersha & Adlakh (1992)
On-time performance, overbooking, mishandled baggage, customer complaints	Tieman et al. (2008/2)

Source: Measuring Customer expectation of service quality: Case Airline Industry (Ekaterina Tolpa, 2012)

2.2.6. Customer Satisfaction

Yi (1990) defined customer satisfaction as “... an emotional response to the experiences provided by, associated with particular products and services purchased, retail outlets, or even molar patterns of behavior such as shopping and buyer behavior, as well as the overall market place” (Yi, 1990, p. 69). Although, there are a number of customer satisfaction theories in the literature such as contrast theory, dissonance theory, and equity theory, research shows that expectation-disconfirmation paradigm has received much empirical attention (Parasuraman et al., 1988).

However, other empirical findings demonstrate that customer satisfaction can also be measured through product or service performance (Anderson and Sullivan, 1993; Churchill and Surprenant, 1982) or an outcome of service quality (Anderson et al., 1994). Investigating all these theories and providing an extensive review of the customer satisfaction is well beyond the scope of this study, instead this study defines customer satisfaction and relates it to repurchase and word-of-mouth (WOM) intentions.

When customers praise the firm and express preference for the company over others, it means that they are likely to increase the volume of their purchases (Zeithaml et al., 1996). In the present study, repurchase intention refers to the airline passengers’ plans to fly with the national airline company in their next trip.

There is overwhelming evidence in both service quality and customer satisfaction literatures that repurchase intention is an outcome of service quality perceptions as well as satisfaction obtained from purchase episode (Carman, 1990; Singh, 1988; Smith et al., 1999; Zeithaml and Bitner, 2000). On the other hand, WOM also received considerable research attention. Kau and Loh (2006, p. 103) delineated WOM as “... the informal communication between consumers about the characteristics of a business or a product”. Schiffman and Kanuk (2004) argued that WOM communications tend to be highly persuasive and extremely effective in nature; thus companies need to understand factors creating WOM intention and to invest heavily in creating a positive one.

Customer satisfaction has become a key intermediary objective in service operations due to the benefits it brings to organizations (Saha and Theingi, 2009). 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 (Bitner and Hubbert, 1994).

Previous research has demonstrated that satisfaction is strongly associated with re-purchase intentions (Cronin and Taylor, 1992; Fornell, 1992). Customer satisfaction also serves as an exit barrier, helping a firm to retain its customers (Fornell, 1992; Halstead and Page, 1992). Several studies have concluded that it costs more to gain a new customer than it does to retain an existing one. In addition, customer satisfaction also leads to favorable word-of-mouth publicity that provides valuable indirect advertising for an organization (Halstead and Page, 1992; Fornell, 1992).

In many industries, having satisfied customers also means that organization receives fewer complaints (Fornell, 1992), 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 (Fornell, 1992). Bitner and Hubbert (1994) 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.

2.2.7. Customer Loyalty

Since airline companies are very concerned about customer loyalty, they need to review and reexamine their strategies not only to sustain customer loyalty but also to remain competitive. Natalisa and Subroto (2003) suggested that domestic airline operators need to honor promises made in their promotional and external communication materials. Continuous training activities should also be provided to frontline operators, in addition to developing various kinds of loyalty programs to ensure continued customer loyalty.

Chin (2002) stated that an attractive frequent flier program could actually contribute to increased loyalty from the repeat business of an increased number of customers. In addition, Dick and Basu (1994) suggested that reliability and confidence might encourage loyalty to the service provider. Even though customer loyalty is very important to the survival of service companies, Selnes, (1993)

contend that this is an area that needs to be researched further. The result of customer loyalty can be depicted in customer behaviors such as repurchase intentions and purchasing sequence (Day, 1969) and attitudinal outcomes, such as recommending the service to others (Cronin and Taylor, 1992; Zeithaml, Parasuraman, and Berry, 1990; Selnes, 1993).

2.2.8 The Relationship between Satisfaction and 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 (Cronin, Brady, and Hult, 2000; 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 relationship (Brady, Cronin and Brand, 2002).

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.

Interpretations of the role of service quality and satisfaction have varied considerably (Brady et al., 2002; Cronin and Taylor, 1992; Parasuraman, Zeithaml, and Berry, 1988). Parasuraman et al. confined satisfaction to relate to a specific transaction as service quality was defined as an attitude. This meant that perceived service quality was a global judgment, or attitude, relating to the superiority of the service. Cronin and Taylor (1992) argued against Parasuraman et al.'s categorization. Cronin and Taylor (1992) found empirical support for the idea that perceived service quality led to satisfaction and argued that service quality was actually an antecedent of consumer satisfaction. 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. Cronin and Taylor (1994) later

conceded that the directionality of the service quality/satisfaction relationship was still in question and that future research on the subject should incorporate multitier measures.

The authors suggested restricting the domain of service quality to long-term attitudes and consumer satisfaction to transaction-specific judgments. 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.

Adding to the debate about the distinction between service quality and satisfaction, customer satisfaction has also been operationalized as a multidimensional construct along the same dimensions that constitute service quality (Sureshchandar, Rajendran, and Anantharaman, 2002). 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.

Brady and Cronin (1992) 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 super ordinate satisfaction construct. In addition, the authors found that explained a greater portion of the variance in consumers' purchase intentions than service quality. A reverse casual relationship has also been hypothesized between the two constructs. Rust and Oliver (1994) maintained that while quality was only one of many dimensions on which satisfaction was based, satisfaction was also one potential influence on future quality perceptions.

2.2.9 Relationship between Service Quality and Customer Loyalty

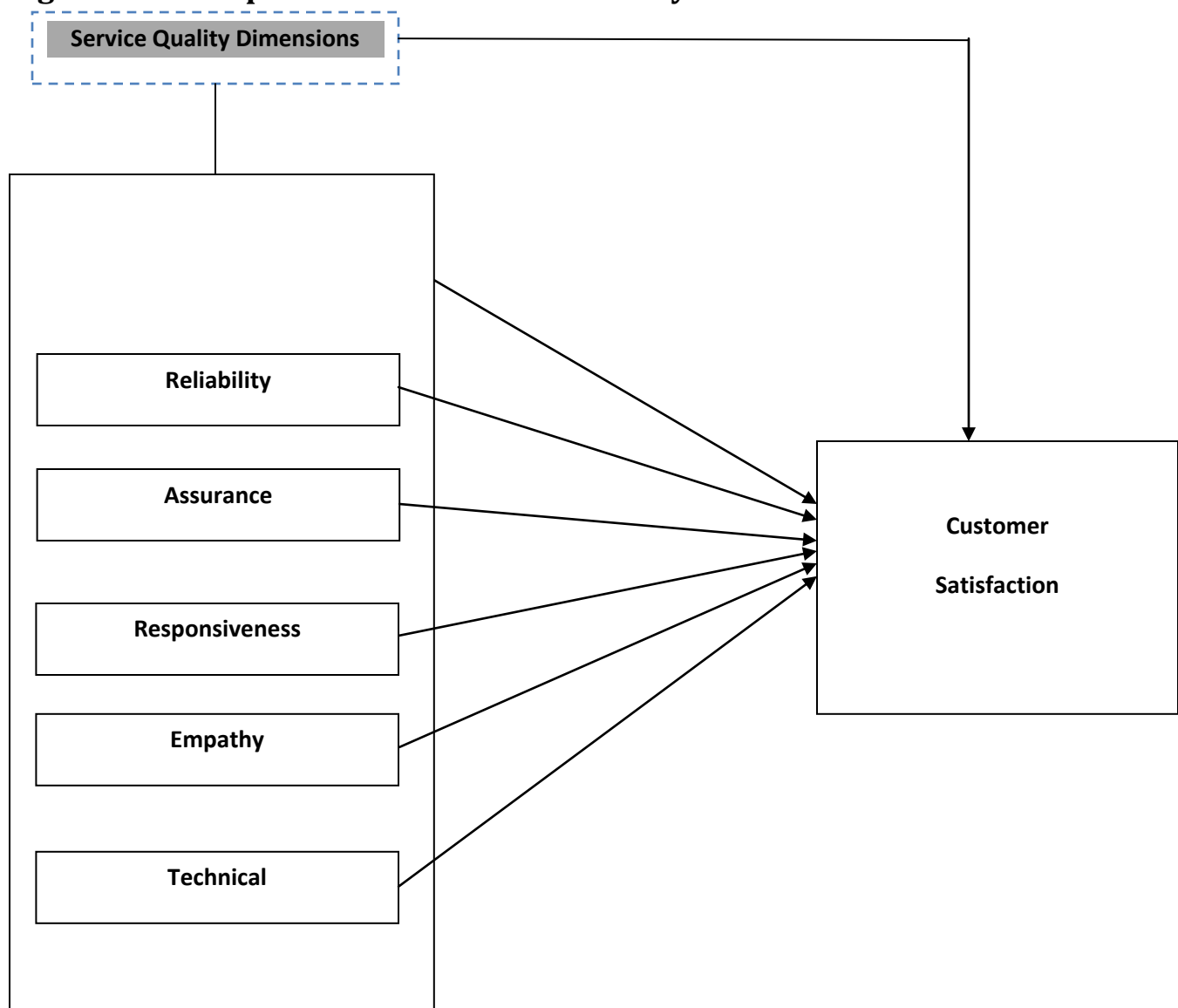
In various studies the relationship between service quality and customer preference loyalty had been examined (Boulding, Kalra, Staelin, & Zeithaml, 1993; Cronin & Taylor, 1992). In their study Cronin and Taylor (1992) focused solely on repurchase intentions, whereas Boulding et al. (1993) focused on the elements of repurchasing as well as the willingness to recommend. In the study by Cronin and Taylor service quality did not appear to have a significant (positive) effect on repurchase intentions (in contrast to the significant positive impact of satisfaction on repurchase

intention), whereas Boulding et al. (1993) found positive relationships between service quality and repurchase intentions and willingness to recommend.

2.4 Conceptual Framework of the study

As the diagram below, the conceptual frame work relies on the premise of service quality can be measured by six quality measurement attributes. The five most common Servqual attributes such as tangibility, reliability, assurance, responsiveness, empathy and one more quality technical that align with airline industry.

Figure 5 : Conceptual Framework of the study



Source: Servqual dimensions with own elaboration Source: Parasuraman et al, 1982

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This chapter encompasses the road map of conducting the paper. It covers the research approach, sample and sampling technique, instruments for and sources of data collection, and data analysis among others.

3.2. Research Design and Approach

AnolBchattacherjee (2012) defined research design as a comprehensive plan for data collection in an empirical research Project. It is a “blueprint” for empirical research aimed at answering specific research questions or testing specific hypotheses. Kothari (C.R. Kothari, 2004) compared quantitative and qualitative research approaches. According to him quantitative research is the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion. On the contrary, qualitative research is deals with subjective assessment of attitudes, opinions and behavior.

Corbetta (CorbettaPiergiorgio, 2003) also stated quantitative empirical investigation follows the sequence ‘theory – hypotheses – data-gathering – analysis – return to theory’ which, the researcher aims at, constitutes the typical structure of classical quantitative research. Since, the purpose of this study is to test hypotheses to examine the customer satisfaction using a structured questionnaire in a formal and rigid fashion the research approach is more of a quantitative one.

Janet M.Raune (2005) identified four basic research goals: exploration, description, explanation, and evaluation. Exploratory research is typically conducted in the interest of "getting to know" or increasing our understanding of a new or little researched setting, group, or phenomenon; it is used

to gain insight into a research topic. But, descriptive research offers a detailed picture or account of some social phenomenon, setting, experience, group, etc. In painting a descriptive picture, this kind of research strives to be as accurate as possible. While Explanatory research tries to identify the causes and/or effects of social phenomena evaluation research seeks to judge the merits or efficacy of some social program or policy.

Kotari characterized descriptive research as a design that employs rigid design, apply a probability sampling, with preplanned design for analysis and structured and well thought instruments for collection of data. Where as the exploratory of formuative employes a felxible design, non-probability design, with no pre-planned design for analysis and unstructured instruments for collection of data. (Kothari et al., 2004). This study employed a descriptvie method of research.

Figure 6: Research Design and Type of Study

<i>Research Design</i>	<i>Type of study</i>	
	<i>Exploratory of Formulative</i>	<i>Descriptive/Diagnostic</i>
Overall design	Flexible design (design must provide opportunity for considering different aspects of the problem)	Rigid design (design must make enough provision for protection against bias and must maximise reliability)
(i) Sampling design	Non-probability sampling design (purposive or judgement sampling)	Probability sampling design (random sampling)
(ii) Statistical design	No pre-planned design for analysis	Pre-planned design for analysis
(iii) Observational design	Unstructured instruments for collection of data	Structured or well thought out instruments for collection of data
(iv) Operational design	No fixed decisions about the operational procedures	Advanced decisions about operational procedures.

Source: Research Design (Kothari, 2004) Research Methodology methods and techniques

3.3. Population and Sampling Technique

3.3.1 Population and Sample Size

According to (BHATTACHERJEE, 2012)sampling is a three stage process from the identification of population to the actual selection of observation or sample.

As per Uma Sekaran 2012 population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate while sample is a subset of the population. It comprises some members selected from the population.

Figure 7 : The Sampling process



Source: BHATTACHERJEE, 2012

The population is all individuals of interest to the researcher where as the sample is the subset of the population under the study (Geoffrey Marczyk D. D., 2005).

The population of the study was all passengers of Qatar Airways who traveled at least twice since it begins its operation in Ethiopia. The list and address of the customer is one of the top secret information of the Airways. In other words, the sample frame was not an accessible one and the population is unknown. In such cases, for populations that is large, as per (CORBETTA, 2003) to yield a representative sample for proportions. Which is valid where S is the sample size, Z_2 is the abscissa of the normal curve that cuts off an area α at the tails ($1 - \alpha$ equals the desired confidence level, e.g., 95%), e is the desired level of precision. $P=.5$ is the maximum variability that the estimated proportion attribute in the population, and q is $1-p$ ($1-.5 =.5$). The value for Z is found in statistical tables which contain the area under the normal curve. The resulting sample in this study will be determined as follows:

$$S = \frac{z^2 PQ}{e^2} = \frac{(1.96^2)(.5)(.5)}{.05^2} = 384 \text{ respondents}$$

3.3.2. Sampling Technique

According to Sekaran (Sekaran, et al, 2003) .There are two major types of sampling designs: probability and non-probability sampling. In probability sampling, the elements in the population have some known chance or probability of being selected as sample subjects. In non-probability sampling, the elements do not have a known or predetermined chance of being selected as subjects.

The researcher used the non probability sampling method, more specifically, convenience sampling method. Accordingly, a proportion based on the number of passengers served, the head quarter and travel agents were visited and the respondents filled the self-administrated questionnaire. (See Table 1)

The average monthly travelers from the questionnaire collection ideal month, April 10- May 9 was around 550. A significant number passengers book via head office and other five travel agencies. Accordingly in the table below, the proportion of ticket sold through head quarter and five travel agencies are shown below. The ratio was taken from the ratio of ticket sold by agents to the average montly number of tickets then, proporitonal percentage also applied to sample data as per the following table.

Table 1: Sampling Proportion

S.no	Head Quarter and Travel Agency (ticket office) Name	Sample size	Proportionality
1	QR office and online booking	243	63.12%
2	GALAXY EXPRESS SERVICES P.L.C	46	11.95%
3	ALL CONTINENTS TRAVEL AGENCY	35	9.09%
4	SHEBA TRAVEL SVC	26	6.75%
5	AIR LINK TRAVEL AGENT	20	5.19%
6	GASHEM TRAVEL AGENCY (OAL)	14	3.90%
Total		384	100.00%

Source: own survey (2015)

3.4. Method of Data Collection

Catherine Dawson (2002) defines methods as the tools that you use to collect your data. Among the list of most common methods as per (Kothari, et.,al, 2004) to collect data are questionnaire, interview, focus group, and observation. In this study, a structured self-administrated questionnaire composed of 6 SERVQUAL dimensions and a total of 27 items were used in order to collect first hand information from a list of respondents.

3.5. Sources of Data Collection

PauravShukla(2003) compared primary and secondary data sources. Primary data are originated by the researcher for the specific purpose of addressing the problem at hand, where as secondary data is collected from various established sources. Primary data were collected from Qatar Airways passengers about their expectation and perception of the service offered by the same. To do so, a closed structured modified Servqual questionnaire will be used. Secondary data were collected from Company magazine, related literature, books, articles, web sources and similar documents.

3.6 Research instrument

A structured questionnaire adapted and modified from Servqual instrument with a 5 scale Likert scale with a possible reply of alternatives as strongly disagree (1), disagree(2), neutral (3), Agree (4) and Strongly agree (5) was distributed to 384 respondents. The questionnaires consist of three parts. The general part of the questionnaire intends to collect the demographic and general information about the respondents while the second part encompasses the perception and expectation of customers on Qatar Airways levels service and final third part tries to collect the overall attitude of the respondents on Qatar Airways customer service. The modified Servqual is composed of six attributes. Namely: tangibles with 5 constructs, Reliability with 7 constructs, Assurance with 5 items, Responsiveness with 4 items, empathy and technical attributes with 4 and 1 items respectively.

3.7 Procedures of Data Collection

The questionnaire was distributed to passengers of Qatar Airways from April 10 to May 9. The self-administered questionnaire was distributed and collected by the researcher physically from Qatar Airways ticket office and other 5 travel agencies as portrayed in table 1 as proportion to their number of tickets.

3.8 Data analysis methods

Both descriptive analysis and inferential analysis were used for analysis purpose. The former, for example, mean was used in order to make a gap analysis between the customer expectation and customer perceptions. In addition, the researcher used descriptive analysis like mean, percentage and counts and cross-tabulation in order to describe the demographic and general information of the respondents.

Authors like Chikwendu DU, Ejem E and Ezenwa A (2012) stated about the mean dimensions value below 3.0 (hypothesized mean) indicates poor service quality and also indicated by negative gap score. Whereas mean dimension score above 3.0 portrays good service quality and as well indicated by positive gap score. But, on the contrary, in this study the gap analysis based on the mean difference of customer perception and customer expectation is used to make a gap analysis.

Inferential analysis, for example, paired t-test, ANOVA, Correlation and regression analysis were employed in order to obtain results that would indicate show the group means are differ ,investigate how Servqual dimensions are correlated each other, and which Servqual dimensions have a significant impact on the level of satisfaction of passengers respectively. In doing so, both Microsoft Office and Excel 2007 were used in order to easily identify the outline response ready to insert into SPSS 21 version. SPSS version 21 was used to make T-test, ANOVA, Pearson Correlation Analysis and Regression Analysis.

The independent t-test is used for testing the differences between the means of two independent groups. As an extension of t-test one ANOVA is used when the researcher is interested in whether the means from several (> 2) independent groups differ (Robert Ho, 2006).

William D.Crano and Marilyn B. Brewer (2008) asserted that the Pearson product-moment correlation coefficient—is used to determine the extent of linear relationship, that is, the extent to which variation in one measurement is accompanied consistently by direct or inverse variation in the other measure. In other words, the goal of correlational analysis is to determine whether two or more variables are related. Ho et.al, 2006 stated that Correlation is primarily concerned with finding out whether a relationship exists where as regression focuses on using the relationship for prediction.

3.9 Validity and Reliability

As per the definition of Gordon L.Patzer (1996) validity is the extent to which a measurement is free of error in terms of providing information intended. Its complement is reliability- the extent to which a measurement is free of error in terms of providing consistent information. Authors like Geoffrey Marczyk, David DeMatteo, David Festinger, 2005, reliability refers to the consistency or dependability of a measurement technique, and it is concerned with the consistency or stability of the score obtained from a measure or assessment over time and across settings or conditions.

In this study a standardized and tested questionnaire was employed. However, to make sure how consistent the constructs, a reliability analysis based on Cronbach's alpha were tested on the measurement tool and it was found that the tool is reliable with a Cronbach's alpha of, .93 about the overall instrument. And, expectation and perception both showed a reliability of .871 and .957 with 26 items of each grand questionnaire.

With regard to validity, it is how far the constructs are able to measure what is intended to measure. The researcher employed expert opinion, advisors comment, and a tested reliable measurement tool and literature review as an input.

3.10 ETHICAL CONSIDERATIONS

The researcher was abiding by honest collection, analysis and interpretation of data since she is creating an academic knowledge and empirical insights. In addition, in the questionnaire it is clearly stated that the intension of the study was keeping the data confidential and asking their consent to fill the questionnaire in advance. On top of this, a maximum care was taken in order to acknowledge sources and avoid plagiarism.

CHAPTER FOUR

RESULTS, ANALYSIS AND DISCUSSION

4.1. INTRODUCTION

This chapter incorporates the major results, analysis and discussions of the study. First, the demographic profile of the respondents is presented. Second, reliability measurement tool of the study is forwarded. Third, the mean of the modified Servqual instruments result is presented, and then the overall satisfaction level of the passengers at Qatar Airways is discussed. Fourth, analysis of the gap between expectation and perception parameters is elaborated. Finally, the correlation analysis, the Anova analysis, and regression analysis is presented accordingly to arrive at specific rank and conclusion about the Servqual tool in the study.

4.2. Demographics of respondents

Table 2 : Class of travel

Which class of service are you traveling most frequently?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Economy	295	83.1	83.1	83.1
	Business	60	16.9	16.9	100.0
	Total	355	100.0	100.0	

Source: own survey (2015)

In the above table it is observed that significant most other respondents were traveling using Qatar Airways in the economy class than business class 295 (83.10%) and 60 (16.9%). This percentage might not show the true picture of the revenue generated in each service classes however, based on the utilization ratio, especially that business class, marketing investigation can be done in order to increase the yield ratio of the unused seats.

Table 3: Purpose of the respondents' trip

What is the purpose of your trip					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business	165	46.5	46.5	46.5
	Leisure	19	5.4	5.4	51.8
	Visiting friends/Relatives	166	46.8	46.8	98.6
	Others	5	1.4	1.4	100.0
	Total	355	100.0	100.0	

Source: own survey (2015)

Nearly equal numbers of passengers were traveling across to do business and visiting friends or their relatives. In other saying, 166 (46.8%) and 165 (46.5%) of the respondents used Qatar Airways in order to visit their relatives and friends as well to make business respectively.

Table 4: Nationality (Continent) of the respondents

In Which Continent your nationality belongs to					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Africa	254	71.5	71.5	71.5
	Middle East	24	6.8	6.8	78.3
	Asia	18	5.1	5.1	83.4
	Europe	37	10.4	10.4	93.8
	North America	22	6.2	6.2	100.0
	Total	355	100.0	100.0	

Source: own survey (2015)

Where your customers come from and where your customers traveling offers a number of opportunities to create a satisfactory service experience. In the above table, for example, significant of the Qatar Airways flight destinations are found with in Africa. To put symbolically, 254 (71.5%) of the passengers' among the responders were African nationals (living or working in Africa) , followed by Europe 37 (10.4%) , Middle East 24 (6.8%), North America (22 (6.2%) and finally Asia 18 (5.1%). The result may imply that, geographic segmentation with socio-economic and cultural aspects can be helpful. In addition involving on Corporate Social Responsibility issues in

African continent may boost the image of the Airways. In addition to tap the African market well, investing in Ethiopia may help in achieving the same.

Table 5: Age group of the respondents

Your age group					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-35	198	55.8	55.8	55.8
	36-50	144	40.6	40.6	96.3
	51-65	9	2.5	2.5	98.9
	above 65	4	1.1	1.1	100.0
	Total	355	100.0	100.0	

Source: own survey (2015)

In table 5, the age mix is dominated by the youth one. 198 (55.8%) of the respondents were youth (18-35 years of age), 144(40.6%) were adults (36-51) years of age. A very insignificant age group 51-65 and above 65 are constitutes only 9 (2.5%) and 4 (1.1%). The figure might imply that service should be backed up with more modern technology that goes along with mainly the youth and then the adult group. In addition, age can be used to segment and offer a package of service accordingly, and involve them in the process of production and consumption of service experience.

Moreover, customer relationship management can also be devised in order to make the youth as life time customer so that the customer value can be obtained.

Table 6 : Gender Mix of The respondents

Sex					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	191	53.8	53.8	53.8
	Female	164	46.2	46.2	100.0
	Total	355	100.0	100.0	

Source: own survey (2015)

The gender mix of the passengers' at Qatar Airways seems equal except male passengers' are slightly higher than their female counter parts. The former comprises 191(53.8%) and the later constitutes 164 (46.2%) of the total respondents. The figure might indicate that the service package may not be differentiated that much on the basis of gender segmentation.

4.3. Reliability test

4.3.1. Reliability of the general instrument

Table 7: Overall Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.931	53

Source: own survey (2015)

Cronbach's Alpha is the single most important criteria, that is, an estimate of the average of all the correlation coefficients of the items with in the test. If the alpha is .80 or higher, then, this suggests all of the items are reliable and the entire test is internally consistent. In addition to the study's measurement reliability was already tested in previous research, the reliability test met the minimum cut of criteria of .70. So, the entire test is reliable (Ho, et.,al 2006) with cronbach's alpha of .931.

4.3.2. RELIABILITY OF EXPECTATION AND PERCEPTION

Table 8: Cronbach's alpha of grand Expectation and Perception

Perception		Expectation	
Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items
.947	26	.871	26

Source: own survey (2015)

The reliability test made on perception and expectation also shows a strong internal consistency among constructs. More specifically, the Cronbach's alpha of perception part is .947 and that of expectation is .871, which is greater than the minimum cut of criteria, (Ho, et.,al 2006).

4.4. Normality Test

PaurovShakula (2009) stated that less difference between the median and mean shows the normality of the data. Accordingly, as shown in table 20 of the appendix the difference between the mean and median is low. According to Hair J.B (2010) when kurtosis divided by skewness if the result lies plus or minus of 2.58, then the data is assumed normal. Similarly, the data also met this criterion so that regression analysis can be run in order to observe the impact a Servqual dimension up the customer satisfaction level.

4.5. MEAN SCORE FOR EXPECTATION OF CUSTOMERS

Table 9: Mean Square Rank of Servqual Dimensions

Servqual dimensions	N	Mean Expectation	Rank
technical	355	3.96	1
tangibility	355	3.93	2
responsiveness	355	3.91	3
reliability	355	3.89	4
empathy	355	3.83	5
Assurance	355	3.8	6
Valid N (list wise)	355		

Source: own survey (2015)

In the above table, the passengers gave priority on some dimensions of service quality than others. For example, technical dimensions scored highest among the Servqual dimensions like 3.96 of mean score than tangibility, the second, and responsiveness, the third, with their respective mean result of 3.93 and 3.91 respectively. Similarly, reliability, with the mean score of 3.89, empathy

with the mean score of 3.83 and assurance dimension with the mean score of 3.80 expected by customers as the fourth, fifth and sixth dimensions of the Servqual dimensions.

4.5. MEAN SCORE FOR PERCEPTION OF CUSTOMERS

Table 10: Mean score rank of Servqual dimensions based on customer perception

Servqual dimensions	N	Mean perception	Rank
tangibility	355	4.07	1
responsiveness	355	4.04	2
reliability	355	4.03	3
technical	355	4.01	4
empathy	355	4	5
Assurance	355	3.95	6
Valid N (list wise)	355		

Source: own survey (2015)

The actual service the customers experienced indicates different ranking order of the Servqual dimensions when it is compared with the expectation. To illustrate, in the above table, tangibility (4.07) was ranked number one according to the customer perception followed by almost equal means score of responsiveness dimension with mean score of 4.04 and 4.03 respectively. Accordingly technical aspect (4.01), empathy (4.00) and assurance (3.95) Servqual dimensions ranked from 3 up to 6 respectively. In the same table, it can be observed that, the overall Servqual dimension fall on a similar mean except the tangibility dimension which showed a slightly higher score than others.

4.6. GAP ANALYSIS (PERCEPTION- EXPECTATION)

4.6.1. GAP ANALYSIS FOR SERVICE QUALITY DIMENSIONS

Table 11: The gap of service quality dimension

Servqual dimensions	N	Mean perception	Mean Expectation	Gap (Perception- Expectation)	Gap Rank
empathy	355	4	3.83	0.17	1
Assurance	355	3.95	3.80	0.15	2
reliability	355	4.03	3.91	0.12	3
technical	355	4.01	3.89	0.12	4
tangibility	355	4.07	3.96	0.11	5
responsiveness	355	4.04	3.93	0.11	6
Valid N (list wise)	355				

Source: own survey (2015)

The gap score is the difference between the customer perception and customer expectation about the service quality of Qatar Airways in line with Servqual dimensions. And, the above table portrayed that all of the Servqual dimensions scored positive as per of the passengers response. Surprisingly, the gap seems small and approximately similar. This may indicate, Qatar Airways was and still doing service quality issues as proportional to each Servqual dimensions.

For example, the higher gap was observed in the empathy dimension of the service quality measurement, that is, .17. That implies that, the customers are relatively satisfied more with the empathy aspect of the Qatar airways service package than others. Assurance is the second Servqual dimensions that consumers satisfied with followed by reliability. With regard to technical skill, tangibility and responsive dimensions, even if consumers are satisfied with, some remain to be done to uplift to the level of other three Servqual dimensions.

4.7. PAIRED SAMPLES T –TEST

The paired -Samples T test procedure compares the means of two variables for a single group. The procedure computes the differences between values of the two variables for each case and test whether the average differs from 0. Hence, the paired sample t-test showed that the gap between the customer perception and customer expectation in the study is significant. As per (Ho et., al, 2006) the paired samples t-test is used in repeated measures or correlated groups design, in which each subject is tested twice on the same variable. The auther precaution that normality test should be maintain to run a paired sample test.

Table 12: A paired samples T-test for each Servqual dimensions

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	TanPer-TanExpec	.13972	.86389	.04585	.04955	.22989	3.047	354	.002
Pair 2	RelPer-RelExec	.14048	.91955	.04880	.04450	.23646	2.878	354	.004
Pair 3	AssuPer-AssuExpec	.03535	.92012	.04883	-.06069	.13140	.724	354	.470
Pair 4	ResPer-ResExpec	.13380	.99418	.05277	.03003	.23758	2.536	354	.012
Pair 5	EmpPer-EmpExpec	.21268	.97615	.05181	.11078	.31457	4.105	354	.000
Pair 6	TechPer-TechExpec	.05070	1.34363	.07131	-.08954	.19095	.711	354	.478

Source: own survey (2015)

The result from the analysis table indicates that there an observable difference between the customer perception and expectation across all dimensions with regard to the best airline service

expectation when compared with the actual service delivered. To illustrate symbolically, a more significant difference is observed from the assurance dimensions, $t (df = 354) = 4.105$. This figure indicated that, Qatar Airways is good at applying emphatic services to its customers since the gap is positive. Although slightly lower than the empathy dimension, customers still were enjoying the satisfaction obtained from tangibility and reliability spectrum of Qatar airways. A less gap that indicates a lower rate of customer delight is seen in two Servqual dimensions, these are, assurance (.724) gap and technical (.711) gap. In short, customers are satisfied with the quality of service offered by Qatar Airways.

Table 13 : A paired samples T-test of total perception and total expectation

Paired Samples Statistics					
		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Grand Perception	24.0984	355	2.49602	.13248
	Grand expectation	23.3238	355	4.36887	.23188

Source: own survey (2015)

Paired Samples Test								
	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Grand Perception - Grand expectation	.77456	4.55587	.24180	.29902	1.25011	3.203	354	.001

Source: own survey (2015)

As per MeseretTefera (2014) (Referred Cronk, 2008)

“Although the results presented above tell us that the difference we obtained in the two sets of scores was unlikely to occur by chance, it does not tell us much about the magnitude. One way to do this is to calculate an effect size statistic. Eta squared test is one of the most commonly used effect size statistics. While statistical hypothesis testing provides a way to tell the odds that differences are real, effect sizes provide a way to judge the relative importance of those differences. That is, they tell us the size of the difference or relationship (Cronk, 2008)

One of the simplest and most popular measures of effect size is Cohen's d. Cohen's d is a member of a class of measurements called "standardized mean differences." In essence, d is the difference between the two means divided by the overall standard deviation. Cohen's d suggested that effect sizes of 0.2 are small, 0.5 are medium, and 0.8 are large. (Cronk, 2008)"

By using the rule of Cohen's D, strength rule which is computed as mean divided by the standard deviation in order to see whether the mean difference is significant enough to make analysis, the mean difference is significant.

$$D = \frac{\textit{mean}}{\textit{standard deviation}} = \frac{.77}{.24} = 3.21$$

Where, D=Cohen's strength, then the two means are significantly difference.

Hypothesis Four:

H₀: Servqual dimensions will not be equal between mean groups of expectation and perception

H₁: Servqual dimensions are equal between mean groups of expectation and perception

The above hypothesis, hypothesis four of the study is best answered by the paired t-test. In the study it is found that both mean groups of expectation and perception are not equal. Thus, the null hypothesis is accepted. In other words, the alternate hypothesis that states Servqual dimensions are equal between mean groups of expectation and perceptions is being rejected.

4.8. GAP ANALYSIS FOR ATTRIBUTES OF SERVICE QUALITY DIMENSIONS

Table 14: Gap Analysis on Attributes of Service Quality dimension

Constructs under the Servqual dimensions	N	Mean Expectation	Mean perception	Gap Score
Tangibility				
Appearance, Attitude and uniform of employees	355	4.08	4.04	-0.04
In flight modern and clean facilities	355	3.69	3.9	0.21
Variety and quality of in-flight meals	355	3.97	4.19	0.22
Hassle free check-in and boarding	355	3.95	4.09	0.14
Efficient baggage handling mechanism	355	3.99	4.16	0.17
Reliability				
Meet special needs of customers	355	3.7	4.15	0.45
Meet time commitments	355	4.17	4.21	0.04
Keep error free records	355	3.8	3.89	0.09
Efficient check in progress	355	3.61	3.9	0.29
Transfer service and efficiency departure airport	355	4.06	4.14	0.08
Reliable on-line assistance	355	4.01	4.07	0.06
Problems due to critical incidence	355	3.85	3.83	-0.02
Assurance				
Sincerity and patience in resolving problems	355	3.88	4.01	0.13
Probability of flight breakdowns	355	3.92	3.8	-0.12
Safety performance of the airline	355	3.95	4.12	0.17
Employees instill confidence to passengers	355	3.39	3.77	0.38
Knowledgeable employees to answer customer questions	355	3.86	4.02	0.16

Responsiveness				
Prompt attention to passenger specific needs	355	3,90	4.1	0.20
Capable to report to emergency situations	355	3.8	3.97	0.17
Keep customers informed on-line event occurs	355	3.92	4.02	0.1
Capacity to respond to delayed flights	355	3.98	4.09	0.11
Empathy				0
Care and concern for passengers	355	3.95	4.13	0.18
Having a sound frequent flyer	355	3.62	3.8	0.18
Having a sound mileage program	355	3.94	3.89	-0.05
Having travel related partners, car rental, hotels etc	355	3.82	4.19	0.37
Technical				
Pilots technical skills and knowledge	355	3.96	4.01	0.05

Source: own survey (2015)

In the above table, each construct based on gap analysis and only four constructs shows a negative gap. That means, although in total every Servqual dimension have a positive gap, meaning, customers satisfied with the quality of service offered by Qatar Airways, they do expressed their dissatisfaction in some specific constructs. For example, in the tangibility dimension customers are not satisfied with the Appearance, Attitude and uniform of employees. In addition, customers also expressed their discontent on the mileage program and flight break downs of assurance and empathy Servqual sub-items.

On the contrary, a strong positive gap, a kind of delight was expressed by the customers at different sub-Servqual items. To mention few, customers were happy about the employee's capability in meeting the specific needs of customers. Moreover, customers explained their delight in regard to the confidence instilling capacity of the employees and Qatar Airways performance in facilitating related services like car rental and hotels.

4.9. OVERALL SATISFACTION LEVEL

Descriptive statistics of Overall Customer Satisfaction

Table 15: Overall Customer Satisfaction level

Overall customer satisfaction					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	12	3.4	3.4	3.4
	Neutral	30	8.5	8.5	11.8
	Satisfied	223	62.8	62.8	74.6
	Highly satisfied	90	25.4	25.4	100.0
	Total	355	100.0	100.0	

Source: own survey (2015)

The above table shows the response of Qatar airways passengers with regard to their overall customer satisfaction level. A significant number, 223(62.8%), of respondents replied their satisfaction towards the service of Qatar air ways. The second maximum is, 90 (25.4%) replied as highly satisfied. Only, 30(8.5%) replied their neutrality and 12 (3.4%) of the respondents indicated their dissatisfaction with the service of Qatar airways. No one responded on the “highly dissatisfied” and this could be one positive indication for a positive outcome of marketing effort.

4.10. CORRELATION ANALYSIS

A correlation is simply a relationship between two things (Ho, et., al 2006). According to Marczyk, et., al (2005) correlations coefficient (r) can move in the same direction (positive or direct correlation) or opposite direction (negative or inverse correlation). That is, the relationship between variables may be positive, zero or negative. If r is -1.0 shows perfectly negative correlation while 1.0 perfectly positive correlation and zero (0) (r) represents the absence of a relationship. And in between the ranges like .01 to .30 are considered small, correlations of .30 to .70 are considered

moderate, correlations of .70 to .90 are considered large, and correlations of .90 to 1.00 are considered to be very large correlation, be it negative or positive.

Table 166: Correlation Analysis

		Correlations						
		Tangibility	Reliability	Assurance	Responsiveness	Empathy	Technical	customer satisfaction
Tangibility	Pearson Correlation	1	.365**	.354**	.297**	.345**	.269**	.396**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	355	355	355	355	355	355	355
Reliability	Pearson Correlation	.365**	1	.658**	.637**	.483**	.258**	.286**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	355	355	355	355	355	355	355
Assurance	Pearson Correlation	.354**	.658**	1	.640**	.208**	.194**	.256**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	355	355	355	355	355	355	355
Responsiveness	Pearson Correlation	.297**	.637**	.640**	1	.261**	.178**	.235**
	Sig. (2-tailed)	.000	.000	.000		.000	.001	.000
	N	355	355	355	355	355	355	355
Empathy	Pearson Correlation	.345**	.483**	.208**	.261**	1	.470**	.411**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	355	355	355	355	355	355	355
Technical	Pearson Correlation	.269**	.258**	.194**	.178**	.470**	1	.921**
	Sig. (2-tailed)	.000	.000	.000	.001	.000		.000
	N	355	355	355	355	355	355	355
customer satisfaction	Pearson Correlation	.396**	.286**	.256**	.235**	.411**	.921**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	355	355	355	355	355	355	355

** . Correlation is significant at the 0.01 level (2-tailed).

Source: own Survey (2015)

In the table although vary with the level of r, overall customers satisfaction variable shown a positive correlation with all Servqual dimensions. For example, the correlation between reliability, assurance and responsiveness with overall customer satisfaction lies within the range of small and positive relationship. That is, r of .286, .256 and .235 respectively. Empathy and overall customer satisfaction is related moderately at r=.411. But, technical Servqual dimension and overall satisfaction exhibited a very large correlation significant at 0.01.

In connection with relationship between Servqual dimensions, the reliability dimension was positively correlated with other Servqual dimensions. To illustrate, it is positively but moderately correlated with both assurance($r = .354$) and empathy ($r = .345$). But, it is correlated directly with in small range of r with responsiveness and technical skill of Servqual dimension, that is, $.297$, and $.269$ respectively.

In connection with this, tangibility dimension is correlated positively but with moderate strength with reliability ($r = .365$), assurance ($r = .354$) and empathy ($r = (.345)$). But, the same dimension showed positive as well small correlation with responsiveness ($r = .297$) and technical ($r = .269$) dimensions.

Similarly, the correlation between reliability on one side and assurance, responsiveness and empathy portrayed a moderately strength with r of $.658$, $.637$, $.483$ respectively. And, reliability dimension still correlated positively with technical ($r = .286$) at small extent Servqual dimension. Assurance on the other hand, correlated positively but with small extent with empathy ($r = .208$) and technical ($r = 1.94$) dimension while a moderate correlation seen with responsiveness ($r = .640$).

In line with correlation analysis, responsiveness dimension still shows positive correlations with other Servqual dimensions. Both empathy and technical dimensions are positively but with small strength correlated with responsiveness. About empathy and technical dimension, they are positively correlated at $r = .470$, which means, they are moderately correlated each other.

Hypothesis Three:

H_0 : service quality dimensions will not be positively correlated among themselves.

H_1 : service quality dimensions will be positively correlated among themselves.

Hypothesis three of the study was about whether there is a positive correlation among the service quality variables. In the above correlation analysis table, from a less positive degree up to a moderate degree all Servqual dimensions are positively correlated each other. This analysis will leads to the rejection of the null hypothesis and not rejecting the alternate hypothesis.

4.11. MULTIPLE LINEAR REGRESSION ANALYSIS

Multiple linear regressions (R) is a statistical technique through which one can analyze the relationship between a dependent or criterion variables and a set of independent or predictor variables.(Ho, et.,al ,2006). This analysis is used to make a prediction about the dependent variable based on its covariance with all the concerned independent variables. (.Kothari, et., al, 2004). In this study, it is useful to evaluate the predictive power of servqual dimensions up on the overall customer satisfaction, so that appropriate markeing stratey and resource deployment can be effected accordingly.

Table 177: Regression Analysis

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.937 ^a	.878	.876	.240	.878	416.876	.000

a. Predictors: (Constant), Tangibility, Reliability, Assurance, Responsiveness, Empathy and technical Servqual dimensions

Source: own survey (2015)

Table 188: Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	144.276	6	24.046	416.876	.000 ^b
	Residual	20.073	348	.058		
	Total	164.349	354			

a. Dependent Variable: Overall customer satisfaction

b. Predictors: (Constant a. Predictors: (Constant), Tangibility, Reliability, Assurance, Responsiveness, Empathy and technical Servqual dimensions.

Source: own survey (2015)

According to Naresh K. Malhotra (1996), R^2 , coefficient of multiple determinations, is adjusted for the number of independent variables. In this study, Servqual dimensions and the sample size into account for the diminishing returns. Then, after the first few variables, the additional independent variables do not make much contribution.

In the same regression coefficient model summary table, customer satisfaction is **87.8%** explained by the independent variables, such as tangibility, reliability, assurance, responsiveness, empathy and technical dimensions. That is, the dependent variable shows **87.8%** of association with the independent variables. The remaining **12.2%** (i.e. 100%-87.8%) of customer satisfaction can be explained by other variables, than tangibility, reliability, assurance, responsiveness, empathy and technical aspect of the Servqual dimensions. As F- change value is greater than 3.78 , so it means that the sig(F-change) value would be less than 0.05 that makes the whole model statistically significant.

H_0 : service quality dimensions will not have a strong correlation with customer satisfaction.

H_1 : service quality dimensions have a strong correlation with customer satisfaction.

H_0 : service quality dimensions will not have a significant impact on passenger's satisfaction level

H_1 : service quality dimensions have a significant impact on passenger's satisfaction level

The above two hypotheses are answered by the above R^2 result. Since, customer satisfaction is **87.8%** explained by the independent variables, such as tangibility, reliability, assurance, responsiveness, empathy and technical dimensions, it is not only a strong correlation that do have but also the Servqual dimension do have a strong impact on the satisfaction level of passengers. Thus, as per the regression analysis result, the above two null hypotheses are rejected. In other saying, the alternate hypotheses, that says Servqual dimensions and customer satisfaction are related and Servqual dimensions have an impact on the overall customer satisfaction level of the passengers.

Table 199: Regression Analysis Coefficient

Coefficients^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Co linearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.507	.136		3.740	.000		
	Tangibility	.243	.031	.165	7.818	.000	.786	1.272
	Reliability	-.004	.041	-.003	-.087	.931	.390	2.561
	Assurance	.019	.034	.016	.572	.568	.456	2.194
	Responsiveness	.042	.029	.038	1.456	.146	.508	1.970
	Empathy	-.096	.028	-.084	-3.461	.001	.594	1.683
	Technical	.687	.016	.907	42.182	.000	.760	1.316
a. Dependent Variable: Overall customer satisfaction								

Source: own survey (2015)

According to (Ho, et., al, 2006) multicollinearity refers to the situation in which the independent or predictor variables are highly correlated. Looking into the above table of regression coefficients, it can be seen that multicollinearity is not a problem. That is, all tolerance values are above .10 and Variance Inflation factor (VIF), which is computed as “1/tolerance” is less than 10, even very small. Thus, it is possible to construct (formulate) a regression model.

$$CS=B_0+Tan(B1)+Rel(B2)+Assu(B3)+Resp(B4)+Emp(B5)+Tech(B6)+e$$

Where, CS= Customer Satisfaction, Tan=Tangibility, Rel=Reliability, Assu=Assurance, Res=Responsiveness, Emp =Empathy, and Tech=Technical and e=the error term

$$CS=.507+.243Tan-.004Rel+.019Assu+.042Resp-.096Emp+.687Tech+e$$

In the table above, the non standardized coefficient column section shows the impact of the Servqual dimension up on the service quality of Qatar Airways. Accordingly at the at level 95%

confidence interval ($p < 0.05$), amongst the Servqual dimension only three of them are found to have a workable impact up on the customer satisfaction. To portray using symbols, the technical dimension found to have a significant impact upon the overall customer satisfaction , dependent variable, with $B = .687$ followed tangibility dimension $B = .243$ and empathy dimension with $B = -.096$. Contrary to accepted theories reliability and empathy show a negative result as per this analysis. That means, any firm action to increase a unit of empathy and reliability the overall satisfaction will goes down.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

In this chapter the finding of the research objectives are highlighted by summarizing the findings from the analysis and discussion chapter. In addition, it also covers recommendation, limitation of the study, implication and suggestion for further research to be conducted.

5.1 Conclusion

The study was about measuring the level of customer satisfaction and service quality in the case of Qatar Airways. A modified Servqual dimensions model were utilized in order to measure the expectation and perception of passengers at Qatar Airways. In the process, 384 questionnaires were distributed and 355 questionnaires with response rate of 92.45% run in to analysis. For the empirical research a self-administrated modified Servqual survey method was used where the respondents were asked to evaluate airline service quality attributes based on their perceived importance.

The theoretical review showed that whereas service quality is more complex to define and measure compared to product quality, a number of researchers developed models that try to provide measurement criteria for service quality. Service quality could be measured by a gap between expected and perceived service quality with attributes used to measure certain aspects of a service in question. Service quality in the case airline industry has been a subject for many discussions as well, as it is a key driver for profitability and customer loyalty. Airlines have been striving to balance cost cuts and service improvements for a while, and the understanding of customer expectations and customer segmentation has become paramount.

In the results and discussion section it is observed that demographic variables of the respondents vary across the requests. The following were the main drawings made based on the findings of the study.

- Most of the passengers were youth (18-35 years of age) and adults (36-50 years of age)
- Economic class passengers are higher more than 60% of the business class passengers.

- Almost all of the passengers were traveling either to visit their relatives or for business purposes than others, such as leisure and other reasons.
- Most of the passengers are from Africa, followed by Europe, North America and Middle almost with equal numbers.
- The gender mix seems equal. Men are slightly higher than their counter parts, women

In line with the major findings, the Servqual dimensions do have an impact on the customer satisfaction of the respondents at Qatar Airways. In addition, most of the respondents revealed their satisfaction, slightly delighting, about the service quality of the Qatar Airways.

The relationship between all Servqual dimensions was founded as positive. Moreover, the range lies within small and moderate level. The same is true the correlation between overall customer satisfaction and Servqual constructs. This shows the marketing decision made on one Servqual dimension will slightly influence the other Servqual dimension.

The gap analysis also revealed that the grand perception exceeds the grand expectation so that customers are satisfied with the level of service offered by Qatar Airways. On top of this, the gap analysis also indicated that the variation amongst Servqual dimensions was so small. In the competitive environment where, service is a main competitive advantage it not surely staying blessed with satisfied customers since competitors services might improve. High quality services might be developed by competitors with relatively fair price.

Servqual Dimensions

- Empathy is about caring and concern for the passengers. It is also about offering a sound mileage program and creating a suitable comfort by relating with other supportive services like car, hotels etc. In the study, it is the top Servqual dimension that customers were satisfied about. So, capitalizing on the same issue consistently will enable Qatar Airways to maintain the existing customer satisfaction level.
- Assurance is the second variable that customers favored about. The sincerity and patience of the staff in resolving problems and safety performance are some of the items positively appreciated by customers in the study.
- Customers' stills satisfied about reliability, technical, tangibility and responsiveness Servqual dimensions. Four of these dimensions are found in the same range of satisfaction level.

In a net shell, Servqual dimensions are founded to impact overall customer satisfaction at Qatar Airways. Still, customers are satisfied with the service quality offered by the same, because, overall perception is greater than that of the overall expectation. In addition, the Servqual dimensions as an independent variables able to influence the overall satisfaction of customers at a stronger degree like 88%. Whereas, the remaining 12% of overall customer satisfaction is influenced by other variables other than tangibility, reliability, assurance, responsiveness, empathy, and technical dimensions. Thus, in the study it can be fairly concluded that Servqual dimension affect the customer satisfaction at Qatar Airways. In addition, the measured satisfaction level of passengers at the same air way was significant and customers are satisfied,

5.2. Recommendation

According to Jones & Sasser (1995), the results of any customer satisfaction survey can be an important indicator of the current state of the business, but the authors claim that it can be dangerous to rely fully on the hold of the existing statuesque. The results of this study highlight for management that safety and security are the most important service quality dimensions in international air travel as perceived by airline passengers as the constructs of assurance Servqual dimension. This may be a result of the September 11th, 2001 terrorist attacks, the Iraq War, the constant threat of terrorism, the outbreak of SARS, and the bird flu in the Far East and Canada. Michael D. Clemes, Christopher Gan, Tzu-Hui Kao and, Michelle Choong (2008) asserted that to address the public's growing concern about air travel safety, airlines should be receptive to consumer input. They should seek information about consumers' expectations for safety, their priorities and their willingness to pay for increased safety features.

The results of this study also provide management with information regarding the importance of value creation and the allocation of resources in air travel. For example, service quality is the most important factor that affects passengers' level of satisfaction than other factors like price, and passenger satisfaction is positively related with Servqual dimensions. As service quality satisfaction occurs when consumers' expectations are met or exceeded, creating more realistic consumers' expectations about the promises that airlines make may increase the level of perceived service quality. Therefore, airlines should offer services that they are capable of delivering.

This strategy should enable management of Qatar Airways to differentiate their brand from the other airlines in terms of service quality. Airlines should also seek to develop strategies that enhance the existing satisfaction level by maintaining the existing level of service and look other strategies to increase the existing level of service. For example, meeting customers' desired service levels, dealing with customers who are not satisfied effectively, and confronting customer complaints positively and quickly might help in creating service delighting.

Tangibility:

The employees uniform, and appearance was the one that disliked by customers. A color and design need of the passengers should be obtained through consumer research. Qatar Airways management should obtain the color, design, and fabric of the uniform and care on the appearance of the employees as per the tastes of the customer. Still the luggage and facility system and hassle free check in system should be strength as mush with some improvement as possible.

Reliability:

Maintaining the existing service is quite difficult since customers mood changes, competitors may give best offer, and as other people affect the quality of the service. Thus, Qatar airways to continuously meet the special needs of customers should offer a reliable service as it is demand. A key strength should continue taking out the special needs of customers in different methods in order to update and devise a package that satisfy the special needs of customers.

Assurance:

The capacity of instilling confidence is one of great strengths of Qatar Airways. Employee training can be one mechanism in order to perpetually maintain the existing assurance skill.

Responsiveness:

Readiness and capacity to help customers are still important in maintaining service quality. Employing service inclined employees could be a strategy. In addition, tying up performance based payment also help to maintain the responsiveness quality of employees.

Empathy: it is about caring and being considerateness. A mileage program should be revised so as to attain the needs of passengers. Qatar airways should expand and strengthen its relationship with

partners, such as car rentals and hotels so that a full- pledged service is being offered as total in one package.

5.3. Limitation of the study and further area of Research

This empirical investigation employed SERVQUAL dimension so any inherent limitation of the measurement tool could be considered as the limitation of the study. For example, the level of impact of zone of tolerance on the positive gap score between perception and expectation is difficult to trace. In addition, the value created to customers is also difficult to specifically measure them in terms of cost.

One cause of limitation might be the seasonality nature of the airline industry. Thus, the customers accessed for response might influence the demographic and main measurement response that may need a longitudinal research in order to arrive at a safe conclusion on the level and quality of satisfaction.

As it highlighted above as assurance becoming a significant Servqual dimensions the issue of valence whether as an independent Servqual dimension or a parcel of assurance could be a further area to be investigated as a research into airline travel should consider the impact on valence on satisfaction. Further research can also be done by better focusing on assessing both the customer side and employees side so that gap is identified well. Furthermore, adding more service quality dimension might also establish over all industry Servqual dimensions

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Appendix 1

Addis Ababa University School of Commerce

Department of Marketing Management

Questionnaire on Qatar Airways CustomerService Satisfaction Level

Dear Respondent,

I would like to thank you in advance of filling for me this questionnaire. My name is Semira Ahmed, a second degree candidate, at Addis Ababa University School of Commerce. This questionnaire will be used to make study on Customer satisfaction of Qatar Airways as a partial fulfillment of MA in Marketing Management so that any information you filled will never be disclosed rather consumed entirely for an academic purpose.

For more information you can contact me via my email address: semiraahmedabegaz@gmail.com

[Or Mobile +251912077942](tel:+251912077942)

Thank you for your Cooperation!

Instruction: the Questionnaire is composed of two parts.The first is general information and the second is main attitude measurement scale.

Part I: General Information

Direction: Please put a check mark (v) the appropriate box

1. Which class of service are you travelling today? Economy Business
2. What is the purpose of your trip? Business Leisure
Visiting friends/relatives others (Specify)
3. In which continent your nationality belongs to:
Africa Middle East Asia Europe North America
4. Your age group please? 18-35 36-50 50 -65 above 65
5. You are: Male Female

Part II: Survey of your expectations and perceptions towards service quality of Qatar Airways

Direction: This part of the questionnaire intends to compare your level of expectation and perception towards the service quality of Qatar Airways in Ethiopia. You have the expectation part at the left half column and the perception part at the right half column of to be circled alternatives. On both expectation and perception 1= strongly disagree, 2=Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree.

Dimensions (attribute)		Your expectation for an excellent Airline					Your Level of perception for Qatar Air Ways				
		5	4	3	2	1	5	4	3	2	1
i	Tangibility										
1	Appearance, Attitude and uniform of employees	5	4	3	2	1	5	4	3	2	1
2	In flight modern and clean facilities	5	4	3	2	1	5	4	3	2	1
3	Variety and quality of in-flight meals	5	4	3	2	1	5	4	3	2	1
4	Hassle free check-in and boarding	5	4	3	2	1	5	4	3	2	1
5	Efficient baggage handling mechanism	5	4	3	2	1	5	4	3	2	1
ii	Reliability										
1	Meet special needs of customers	5	4	3	2	1	5	4	3	2	1
2	Meet time commitments	5	4	3	2	1	5	4	3	2	1
3	Keep error free records	5	4	3	2	1	5	4	3	2	1
4	Efficient check in progress	5	4	3	2	1	5	4	3	2	1
5	Transfer service and efficiency departure airport	5	4	3	2	1	5	4	3	2	1
6	Reliable on-line assistance	5	4	3	2	1	5	4	3	2	1
7	Problems due to critical incidence	5	4	3	2	1	5	4	3	2	1
iii	Assurance										
1	Sincerity and patience in resolving problems	5	4	3	2	1	5	4	3	2	1
2	Probability of flight breakdowns	5	4	3	2	1	5	4	3	2	1
3	Safety performance of the airline	5	4	3	2	1	5	4	3	2	1
4	Employees instill confidence to passengers	5	4	3	2	1	5	4	3	2	1
5	Knowledgeable employees to answer customer questions	5	4	3	2	1	5	4	3	2	1
iv	Responsiveness										
1	Prompt attention to passenger specific needs	5	4	3	2	1	5	4	3	2	1
2	Capable to report to emergency situations	5	4	3	2	1	5	4	3	2	1
3	Keep customers informed on-line event occurs	5	4	3	2	1	5	4	3	2	1
4	Capacity to respond to delayed flights	5	4	3	2	1	5	4	3	2	1
v	Empathy										
1	Care and concern for passengers	5	4	3	2	1	5	4	3	2	1
2	Having a sound frequent flyer	5	4	3	2	1	5	4	3	2	1
3	Having a sound mileage program	5	4	3	2	1	5	4	3	2	1
4	Having travel related partners, car rental, hotels etc	5	4	3	2	1	5	4	3	2	1
vi	Technical										
1	Pilots technical skills and knowledge	5	4	3	2	1	5	4	3	2	1

Part III: Customer Satisfaction Level

Customers overall satisfaction	Highly satisfied	Satisfied	Neutral	Dissatisfied	Highly dissatisfied
Satisfaction level with Qatar Airways service	5	4	3	2	1

Table 20: NORMALITY TEST

Normality of
Statistical

		tangibility items average of expectation	reliability items average of expectation	assurance items average of expectation	responsiveness items average of expectation	empathy items average of expectation	technical items average of expectation	
N	Valid	356	356	356	356	356	356	
	Missing	0	0	0	0	0	0	
Mean		4.4747	4.4373	4.4433	4.5520	4.5021	4.6966	
Median		4.6000	4.5700	4.6000	4.7500	4.7500	5.0000	
Skewness		-1.103	-.873	-.916	-1.004	-1.172	-1.561	
Std. Error of Skewness		.129	.129	.129	.129	.129	.129	
Kurtosis		1.195	.068	.731	.474	.452	1.528	
Std. Error of Kurtosis		.258	.258	.258	.258	.258	.258	
Percentiles	25	4.2000	4.1400	4.2000	4.2500	4.2500	4.0000	
	50	4.6000	4.5700	4.6000	4.7500	4.7500	5.0000	
	75	4.8000	4.7100	4.8000	5.0000	4.7500	5.0000	
kurtosis/skewness	-1.08268	-0.07756	-0.79799	-0.47198	-0.3857	-0.97844	-1.009	