Examining Factors that Affect Passenger's Overall Satisfaction and Loyalty: Evidence from Jordan Airport

Abbas Al-Refaie[1*], Nour Bata[2], Diana Eteiwi[2], and Issam Jalham[1]

[1]*Department of Industrial Engineering, The University of Jordan, Amman 11942, Jordan.*

[2] *Master Graduate, Department of Industrial Engineering, The University of Jordan, Amman 11942, Jordan.*

Abstract

This paper aims at investigating the effects of service quality, satisfaction with the service recovery, value, image, and price on passenger's overall satisfaction and loyalty. Three models are developed then analyzed. Model I studies the effect of in-flight services, flight availability, reservation and ticketing, airport services, employee services, and satisfaction with the web site and e-services on passenger's satisfaction and loyalty. Model II aims at studying the effect of service recovery, price, value, and image on passenger's satisfaction and behavioral loyalty. Model III investigates the effect of in-flight services and reservation and ticketing, airport services and employee services, reliability and flight availability, image, and value on passenger's satisfaction and on cognitive loyalty. Using statistical analysis, model I showed that in-flight services, reservation and ticketing, flight availability, reliability, employee services, airport services and satisfaction with the web site and e-services affect the passenger's overall satisfaction and that the overall passenger satisfaction affects both the behavioral and the attitudinal loyalty. While Model II revealed that the service recovery, price, value, and image affect the passenger's satisfaction and behavioral loyalty. Finally, Model III showed that in-flight services and reservation and ticketing, airport services and employee services, reliability and flight availability, image, and value affect the passenger's overall satisfaction, and that the passenger's satisfaction, in return, affects the cognitive loyalty. In conclusion, the developed models shall provide important feedback to airlines decision-makers who are significant factors that can enhance the passenger's satisfaction and put the airline industry at a competitive edge.

© 2014 Jordan Journal of Mechanical and Industrial Engineering. All rights reserved

Keywords: *Passenger Satisfaction, Loyalty; Structural Equation Modeling; Service Quality.*

1. Introduction

Air travel, driven by liberalization and globalization, remains the fastest-growing market. Focus on service quality is highly needed if the airlines aspire to improve their market share and further enhance their financial performance in domestic and international markets [1]. In a highly competitive circumstance, the provision of high quality service that fulfills the passengers' satisfaction is the core competitive advantage for an airline's profitability and sustained development. Theory suggests that increasing customer retention is a major key to the ability of a service provider to generate profits [2]. Therefore, it is an important issue to better understand the determinants affecting a customer's loyalty and the relationships between determinants. Further, it is commonly believed that a higher service quality can lead to a customer's higher overall satisfaction, and subsequently to positive behavioral intentions. The variables 'intention to repurchase the same airline service' and 'willingness to recommend it' has been used as indicators of post purchase behavior in other fields [3].

However, some studies have suggested that the measurement of passenger satisfaction should be used in conjunction with the measurement of perceived value, and perceived value may be a better predictor of repurchase intentions than the satisfaction or the quality. Hence, service quality, perceived value, and satisfaction all seem to be good predictors of repurchase intentions while the relationship between them is still unclear [4].

When modeling the passengers' decision-making process, the key variables considered in airlines include: service quality, passenger's satisfaction, perceived cost, perceived value, and image, satisfaction with service recovery, behavioral loyalty, attitudinal loyalty and cognitive loyalty [5]. Customer demand and expectations are altering in today's world. In the airline Industry, many airlines have lost track of the true needs of their passengers and are sticking to the outdated view of what airline service is all about. Generally, the goal of airlines is to develop services that attract passengers and keep them satisfied and loyal, reflecting their positive experience to others. In reality, keeping existing passengers is much cheaper than acquiring new ones.

---

* Corresponding author. e-mail: abbas.alrefai@ju.edu.jo.

Delivering a high quality service to passengers is important so that airlines can survive and strengthen their competitiveness [6,7]. Consequently, research related to service quality and customer satisfaction in the airline industry has been growing significantly [8]. Moreover, airports, apart from providing a range of facilities to airlines, are evolving into multifaceted hubs containing hotels, conference centers, duty free shops, and shopping malls for passengers comfort.

Structural equation modeling has been widely used for a statistical analysis in many managerial applications [9-12]. This research, therefore, aims at examining the factors that affect the passenger's overall satisfaction and loyalty in Jordanian airport using structural equation modeling. Three structural models are developed then analyzed to achieve this purpose.

The present paper is organized in the following sequence: The first section is the introduction; section two presents the key factors that affect the purchasing behavior; section three develops structural models then describes data collection. Section four presents the models analyses. Section five summarizes the conclusions and implications of the present paper.

2. Factors Affecting Passengers' Purchasing Behavior

Several factors are reported to have effects on the passengers' purchasing behavior [13,14]. These factors are presented in the following subsections.

2.1. Service Quality

Service quality is the consumers overall impression of the relative inferiority/superiority of the organization and its services [15]. Delivering a high service quality has been recognized as the most efficient way of ensuring that a company's offerings are uniquely positioned in a market filled with look-alike competitive offerings [16,17].

The concept of service quality as a comparison between customers' expectations and the actual services performed has gained wide acceptance. The extent to which expectations and service performance are similar or different influences the extent to which customers are satisfied or dissatisfied. In the airline industry, delivering a high quality service to passengers is essential for airlines survival. Airline service quality is a significant driver of passenger's satisfaction, passenger loyalty, and passenger's choice of airline. Hence, the delivery of a high service quality becomes a marketing requirement as the competitive pressures on air carriers are on the rise. Airline service quality is different from services in other industries. Airlines carry passengers to the destination using aircraft, and passengers experience diverse intangible services from airlines, such as on-time performance, in-flight service, service frequency and so on. The measures of service quality include [6,18, 19]:
- In-flight service quality: it aims at improving safety, quality and cost effectiveness of the in-flight services for the benefit of member airlines, partners, and passengers.
- Reservation and ticketing: these enable passengers to pre-schedule flights for use at a later time. Reserving airline tickets gets passengers a good price and

guarantees a seat on the flight one needs. Advance ticketing is required on almost all flights unless one wants to pay a higher price.
- Airport services by developing and maintaining standards and procedures for the handling of passengers at airports, including all forms and regulations.
- Employee services, which aims at establishing employee friendly policies and management practices, foster a healthy, productive rewarding work environment and offer administrative and consulting services to departments and employees.
- Reliability: it means the ability of a person or system to perform and maintain functions in routine circumstances, as well as hostile and unexpected circumstances.
- Customer satisfaction with the web site and e-services. More recently, the pervasive use of Internet in the airline business has created a digitalized market that improves the processes dealing with acquisition, management, and maintenance of customers. The trend towards disintermediation helps airlines bypass travel agents or other intermediaries to get closer to their customers and the internet to facilitate a two-way communication, online sales, e-tickets and a range of new technologies.

2.2. Customer Satisfaction

Satisfaction is an overall effective response to a perceived discrepancy between a prior expectation and a perceived performance after consumption [7]. It can be defined as the degree which one believes that an experience evokes positive feelings. Customer satisfaction is defined as a judgment made on the basis of a specific service encounter. It is a very important concept in marketing and it is the ultimate goal for service operations. Increasing the customer satisfaction leads to improved profits, lower marketing expenditures, and a positive word-of-mouth communication [20].

2.3. Corporate Image

Corporate image can be defined as perceptions of an organization reflected in the associations held in consumer memory [20]. A company with a good image is more likely to stand out in the marketplace because it draws both repeat customers and trial users. The image of the airlines is important in reflecting a distinctive competence in comparison with the competitors, making the airline's name, symbol, or identity distinctive with a corresponding appeal. A favorable image separates and distinguishes the company from its competitors. Thus, a favorable image of a specific airline can lead passengers to contemplate air travel.

2.4. Perceived Value and Loyalty

Perceived value is the consumer's overall assessment of the utility of a product (or service) based on perceptions of what is received and what is given. That is, perceived value is the remaining of what a consumer obtains subtracted from what he pays for. Further, there are three

main streams in loyalty: behavioral, altitudinal, and cognitive. Oliver [21] mentioned that loyalty should be developed in a sequence of cognition affect conation pattern. He concluded that customers would first come in a stage called cognitive loyalty, in which customers became loyal in a sense of cognition on the basis of prior knowledge or belief on the brand. Then, after several usages or interactions, a favorable attitude toward the brand would be developed on the basis of accumulative satisfaction in the stage of affective loyalty. The next phase of developing loyalty is the cognitive stage in which customers would hold a strong commitment to the purchase intention, avoiding any persuasion from other alternatives. Therefore, the analysis of the true customer loyalty requires to assess customer's beliefs (cognition), affection (attitude) and repurchase action (behavior) simultaneously.

Service loyalty is defined as the willingness of a customer to consistently re-patronize the same service provider/service company, which maybe the first choice among alternatives, thereby complying with actual behavioral outcomes and attaching with favorable attitude and cognition, regardless of any situational influences and marketing efforts made to induce a behavior switching [18]. In reality, customers usually have two or three choices within any category from which they regularly buy. Therefore, the formation of service loyalty in this paper satisfies three conditions:

- The passengers having a strong desire for the service continuously or periodically.
- The passengers having freedom to choose their favorite service provider or service company.
- There are more than one service provider within the same service industry.

Various measures in terms of behavioral, attitudinal and cognitive attributes are used as measures of service loyalty; these include [22-24]:

- Repeat purchase behavior: this is one kind of "loyalty-prone" behavior showing a continual commitment to an entity.
- Word of mouth: this means recommending others to purchase through any common means. This indicator is important for assessing loyalty. Besides, the term "word-of-mouth" involves internal communication with service staff. So it is believed that loyal customers are likely to give positive feedback to the service company.
- Period of Usage: it represents the time interval in which the customer keeps a continuous consumption from a particular service provider. It is also a very common indicator for assessing loyalty because it can definitely reflect the real situation of a customer's consumption from the same service provider continuously and can especially emphasize the long-term characteristic of service loyalty.
- Repeat purchase intention basically refers to the extent of repeat purchase intention from the same service provider with affective commitment.
- Preference is the typical measure for the attitudinal dimension of service loyalty, as "true" loyalty can only be attained when the customer expresses a strong positive preference for and a high repeat patronage of an entity.

- Choice reduction behavior: this is a definite resultant behavior of loyalty, as customers with a great deal amount of strong loyalty would reduce the search motivation, and eventually forgo other alternatives, which reduces the competitive efforts on decision making.
- First-in-mind, consistent with choice reduction behavior: it is suggested that the extremely loyal customers will be ideally limited to only one choice that should be the first choice in mind. Therefore, a high level of service loyalty will lead customers to consider the service provider as the first in his/her mind.

2.5. Satisfaction with the Service Recovery and Price

In reality, airlines strive to deliver a superior service quality that enhances the value perceptions of airline services, which, in turn, leads to a customer satisfaction. To address service failures, airlines develop service recovery policies; such policies are meant to resolve customers' inquiries and complaints to recover their satisfaction and trust [23]. Service recovery comprises the actions that a service provider takes to respond to service failures and the process by which the firm attempts to rectify such failures.

On the other hand, understanding and predicting the influence of price on the willingness to purchase has been a fundamental interest of not only economists but also marketing researchers [25]. One aspect of price that influences the purchase decisions is fairness. Buyers' perception of a fair price has been considered a determinant of the consumers' willingness to buy and a reason for the consumers' resistance to buying. They showed that a price perceived to be ''high'' was judged unfair and led subjects to consider either leaving the store or, less likely, complaining. However, their research had two limitations. First, it used ''fair'' as a dependent measure, allowing subjects to interpret the term however they chose. Second, the study considered fairness in the narrow sense of being cheap only; what is here considered is ''economic fairness''. To understand how fairness affects price evaluations, it is necessary to understand the full meaning of fairness, considering its social and economic aspects. The price to be paid for a service determines, for the passenger, the level of quality to be demanded.

3. Proposed Models

Three models I to III are developed as follows:

3.1. Model I: Service Quality Model

This model is shown in Figure 1, which displays the hypothesized positive relationships between service quality represented by: In-flight services (IFS) & flight availability (FA), reservation and ticketing (R&T) & employee service (ES) & airport services (AS), reliability (RE), customer satisfaction with the web site and e-services (CSWS), with passenger satisfaction (PS) and with attitudinal loyalty (AL) & behavioral loyalty (BL). The hypotheses include:

H1: In-flight service has a positive effect on passenger satisfaction.

H2: Reservation and ticketing has a positive effect on passenger satisfaction.

H3: Airport service has a positive effect on passenger satisfaction.

H4: Employee service has a positive effect on passenger satisfaction.

H7: Customer satisfaction with the web site and e-service has a positive effect on passenger satisfaction.

H5: Reliability has a positive effect on passenger satisfaction.

H6: Flight availability has a positive effect on passenger satisfaction.

H8: passenger satisfaction has a positive effect on attitudinal loyalty.

H9: passenger satisfaction has a positive effect on behavioral loyalty.

3.2. Model II: Cognitive Loyalty Model

This model shows the hypothesized positive relationships among in-flight services & reservation and ticketing (IFS, R&T), airport services & employee services, reliability & flight availability (RE & FA), perceived value (PV), and image (IM) on overall passenger satisfaction and on cognitive loyalty (CL). The hypotheses involve:

H1: In-flight service has a positive effect on passenger satisfaction.

H2: Reservation and ticketing has a positive effect on passenger satisfaction.

H3: Airport service has a positive effect on passenger satisfaction.

H4: Employee service has a positive effect on passenger satisfaction.

H5: Reliability has a positive effect on passenger satisfaction.

H6: Flight availability and delay has a positive effect on passenger satisfaction.

H10: Passenger satisfaction has a positive effect on cognitive loyalty.

H11: Perceived value has a significant positive effect on cognitive loyalty.

H12: Perceived value has a significant positive effect on passenger satisfaction.

H14a: Service quality (In-flight-Reservation) has significant, positive effect on perceived value.

H14b: Service quality (Airport-Employee) has significant, positive effect on perceived value.

H14c: Service quality (Reliability-Flight available) significantly affect the perceived value.

H18: Image has a significant, positive effect on passenger satisfaction.

H19: Image has a significant, positive effect on perceived value.

H21: Image has a significant, positive effect on cognitive loyalty.

3.3. Model III: Service Recovery Model

This model investigates the relationship among service recovery (SR), price (PR), perceived value, image (IM),

satisfaction with web services with overall passenger satisfaction with behavioral loyalty. Figure 3 depicts a graphical representation of Model III. The proposed hypotheses are:

H9: Passenger satisfaction has a positive effect on behavioral loyalty.

H12: Perceived value has a significant positive effect on passenger satisfaction.

H14: Perceived value has a significant positive effect on behavioral loyalty.

H15: Perceived value has a significant, positive effect on price.

H16: Price has a positive effect on passenger's satisfaction.

H18: Image has a significant, positive effect on passenger satisfaction.

H19: Image has a significant, positive effect on perceived value.

H20: Image has a significant, positive effect on behavioral loyalty.

H23: Passenger perceptions of the airline's service recovery performance are positively related to passenger satisfaction.

H24: Passenger perceptions of the airline's service recovery performance are positively related to passenger's behavioral loyalty.
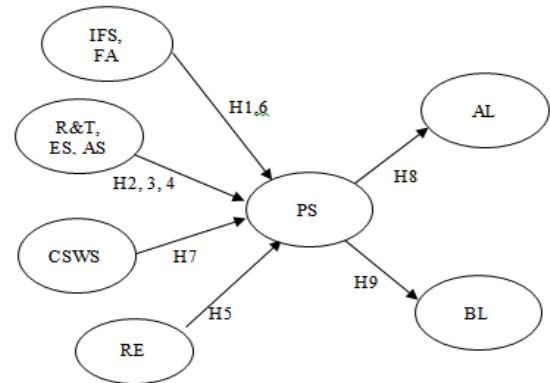

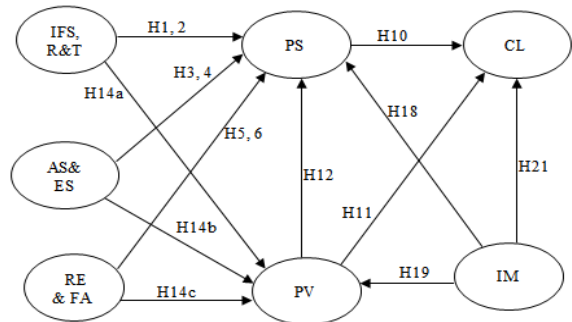
Figure 1: Structural model for service quality.

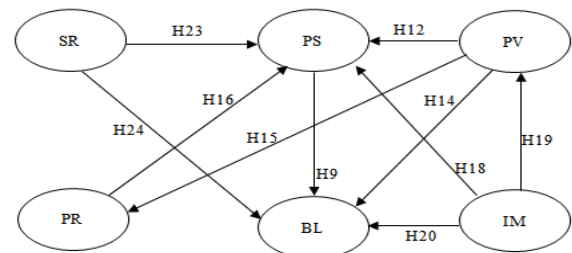Figure 2: Structural model for cognitive loyalty.

Figure 3: Structural model for service recovery.

3.4. Item Measures for Models' Variables

The questionnaire consists of the item measures of all models' variables and is composed of two parts; the first part consists of questions regarding the variables in the models. The scale used is a seven-point likert scale as a measure according to many previous studies that used this scale in surveys regarding service quality in airlines [5], ranging from 1= strongly disagree to 7= strongly agree. The second part consists of passenger's demographic parameters. The design of the questionnaire is based on a multiple item measurement scale. The measurement items are designed for the airline and the statements are measured on a seven point likert-type scale [19]. The questions in the questionnaire were based on a review of the literature and specific airline service contexts.

The first part of the questionnaire consists of the demographic parameters of the passengers collected as

shown in Table 1. The second part contains the items measures for each variable as shown in Table 2. A Pilot study was conducted to see if any of the statements was difficult for subjects to understand and to check for the appropriateness of the items used in this paper.   A number of samples of international passengers, who have recent travel experiences, were consulted in the pilot study. In addition, the questionnaire was first reviewed by airline experts and airline staff, who have airline experience. Based on the opinions of those experts and passengers, the final version of the questionnaire was designed. The survey instrument contained questions related to demographic parameters. Sample survey is the method of collecting and gathering information from a part of the population by using a structured questionnaire. In this model simple random sampling is used, which gives a known and equal nonzero chance of selection to each member of the population.

Table 1. Demographic parameters.

Demographic parameter	Item
Gender	Male
	Female
Age	15-30
	31-45
	46-60
	60+
Occupation	This was specified according to the passenger
Education	Primary school
	Secondary
	University degree
	Other and please specify type
Nationality	This was specified according to the passenger
Class of travel	Business
	Economy
Airline of travel	This was specified according to the passenger
Frequent flyer member	Yes
	No

Table 2. Measures for models' variables.

Construct	Measure
Service quality	In-flight services
	Reservation and ticketing
	Airport services
	Employee services
	Reliability
	Flight availability
	Customer satisfaction with the web site and e-services
Overall passenger satisfaction	
Price	
Service recovery	
Image	
Value	
Behavioral loyalty	
Attitudinal loyalty	
Cognitive loyalty	

4. Models' Analyses and Results

4.1. Models' Analyses

Two statistical analyses are conducted on the three proposed structural models as follows:

4.1.1. Demographic Profile of the Respondents

The profile of the respondents is looked upon in terms of age, gender, educational attainment and airline of travel. Two hundred and sixty three surveys are collected. The

majority (= 68 %) of the respondents were 15-30 years old. This indicates that most of the respondents were young adults. The number of the female respondents (= 48%) is close to that of the male respondents (51%). This shows a comparatively equal footing in terms of representation of gender in the effectiveness of overall satisfaction with and loyalty to the airline service quality. Finally, about 79% of all respondents are university graduates. These data illustrate the sufficiency of the respondents particularly in terms of education and skill to imply their satisfaction and loyalty in airline service quality.

99

4.1.2. Structural Analyses of the Models

Several statistical tests were employed to analyze the multicollinearity, consistency, and validity of the proposed models [26-28]. These tools are discussed as follows:

• Multicollinearity

Measures the degree by which items measure the same entity; a value of 0.9 or above for the inter-item correlations indicates the possibility that two or more items measure the same entity [29]. Inter-item correlations analyses for Model I, II, and III revealed that the multicollinearity type problems did not appear to be present.

• Test of Reliability

To assess reliability, internal consistency methods are widely used; generally alpha is used to assess internal consistency. A value of 0.6 or less generally indicates unsatisfactory consistency reliability [30,31]. The estimated alpha values for measures of Model I, II, and III are presented in Tables 3 to 5, respectively. Alpha results for model I and II have values of 0.6 or larger, except for the attitudinal and cognitive loyalty, which have values of 0.534 and 0.523, respectively. The overall alpha is equal to 0.934. For Model III, however, results show that the alpha values are larger than 0.6; except for the price which has a value of 0.4. It is concluded that all the three models achieved internal consistency.

• Model Fitness

Confirmatory factor analysis (CFA) is used to test the validity of the measurement model [32]. Generally, in structural equation modeling, the fit of the model using chi-square is not always as straight forward as the assessment of the fit of the model, because the chi-square value is not independent of the sample size. Hence, various kinds of fit indices, that are supposedly independent of sample size, were developed [33]. Among various fit indices, the minimum is achieved with a chi-square of 939 and degrees of freedom (DF) of 610 and p value level less than 0.0001, which is less than the p value of 0.001. In general, if the ratio between the chi-square goodness of the fit measure and the degrees of freedom is less than two, the model is accepted [34]. In this model, the ratio is 1.54, which is less than two. As for the root mean square error of approximation (RMSEA), the recommended RMSEA is 0.09. For model **I**, the RMSEA is 0.08 acceptable. The goodness of fit index (GFI) is 0.89. For Model II, the chi-square is 320.6, degrees of freedom are (DF= 227) and the p value is 0.0001. The ratio is 1.41. The RMSEA and GFI values are 0.91 and 0.06, respectively. For Model III, the ratio of chi-square divided by DF is 1.24. The values of RMSEA and GFI are 0.86 and 0.08, respectively. The estimated values of fit indices indicate the validity of the proposed models. Hence, conclusions can be drawn from the hypotheses results.

Table 3. Cronbach's alpha values for Model I.

Variable	Alpha
In flight services and flight availability	0.635
Reservation & ticketing, and airport & employee services	0.635
Reliability	0.763
Web and e-services	0.784
Overall passenger satisfaction	0.714
Behavioral loyalty	0.641
Attitudinal loyalty	0.534

Table 4. Cronbach's alpha values for Model II.

Variable	Alpha
In flight and reservation and ticketing	0.765
Airport and employee services	0.796
Reliability and flight availability	0.823
Overall passenger satisfaction	0.746
Value	0.695
Image	0.692
Cognitive loyalty	0.523

Table 5. Cronbach's alpha values for Model III.

Variable	Alpha
Overall passenger satisfaction and satisfaction with Web and e-services	0.82
Service recovery	0.68
Price	0.40
Value	0.60
Image	0.65
Behavioral loyalty	0.64

4.2. Results of Models' Hypotheses Testing

Tables 6 to 8 display the results of hypotheses testing for Models I, II, and III, respectively.

Table 6. Results of hypothesis testing for Model I.

Hypothesis	P value	Result
H5	< 0.001	Accepted
H7	< 0.001	Accepted
H2, H3, H4	< 0.001	Accepted
H1, H6	< 0.001	Accepted
H8	< 0.001	Accepted
H9	< 0.001	Accepted

Table 7. Results of hypothesis testing for Model II.

Hypothesis	P value	Estimate
H1,H2	0.050	Almost Accepted
H3,H4	0.001	Accepted
H5,H6	0.547	Rejected
H14a	0.033	Almost Accepted
H14b	0.003	Accepted
H14c	0.045	Almost Accepted
H12	0.001	Accepted
H18	0.001	Accepted
H19	0.079	Almost Accepted
H11	0.111	Rejected
H21	0.0001	Accepted
H10	0.0001	Accepted

Table 8. Results of hypothesis testing for Model III.

Hypothesis	P value	Result
H19	< 0.001	Accepted
H15	< 0.001	Accepted
H16	< 0.001	Accepted
H23	< 0.001	Accepted
H18	< 0.001	Accepted
H12	< 0.001	Accepted
H9	< 0.001	Accepted
H14	0.76 2	Rejected
H24	0.00 08	Accepted
H20	< 0.001	Accepted

From Tables 6 to 8, the following results are obtained:

- From Table 6 for the results of Model **I**, all the hypotheses are accepted, because the p values are less than 0.0001. Consequently, it is concluded that in-flight services, reservation and ticketing, flight availability, reliability, employee services, airport services and satisfaction with the web site and e-services positively affect the passenger's overall satisfaction. Moreover, the passenger's satisfaction affects both the behavioral and the attitudinal loyalty.
- For the results of the hypotheses testing of Model II shown in Table 7, the effect of in-flight services, reservation and ticketing, in-flight availability, and reliability have marginal effects on the passenger's overall satisfaction. Moreover, the image has a marginal effect on the perceived value. It is concluded that in-flight services and reservation and ticketing, airport services and employee services, reliability and flight availability, affect passenger's satisfaction; while value, and image affect the passenger's overall satisfaction. In addition, overall passenger satisfaction affects the cognitive loyalty; while airport service, employee service, perceived value, and image have a positive effect on passenger's satisfaction. Moreover, passenger satisfaction and image have a positive effect on cognitive loyalty. Also, service quality (Airport-Employee) has a significant, positive effect on the perceived value. Finally, reliability, flight availability have negligible effects on passenger satisfaction, and

the perceived value has a little effect on cognitive loyalty.

- In Table 8 for Model III, the image has significant positive effects on passenger's satisfaction, perceived value, and behavioral loyalty. Moreover, perceived value and price have significant positive effects on the passenger's satisfaction. Further, passenger perceptions of the airline's service recovery performance are positively related to passenger satisfaction and behavioral loyalty. Furthermore, passenger satisfaction has a positive effect on behavioral loyalty, and the perceived value has a significant positive effect on price. However, the perceived value has a significant positive effect on the behavioral loyalty.

5. Conclusion and Implications

The present paper studied the effects of service quality, satisfaction with the service recovery, value, image, and price on the passenger's overall satisfaction and loyalty. Three models were developed then analyzed using structural equation modeling. Data were collected from passengers in a Jordanian airport. The results of Model **I** suggest that airlines should realize that improvements in these dimensions of service will enhance passengers' repurchase intentions and their preference to the airline; thus, airlines should allocate the appropriate resources across these service dimensions and airlines should constantly keep upgrading these service dimensions to the highest standards that will maintain the passenger's satisfaction.

The results of Model II recommend that airlines should realize that the improvements in these service dimensions will enhance passengers' repurchase intentions and their devotion to the airline as their number one choice among the other airlines available; thus, airlines should allocate the appropriate resources across these service dimensions and airlines should constantly keep upgrading these service dimensions to the highest standards, which will, in turn, maintain the passenger's satisfaction and keep the airline as the number-one choice for the passengers among the other competitors in the market.

Finally, the results of Model **III** showed that service providers can influence consumers' emotions through their efforts to recover the service. Specifically, to reduce negative emotions and consequently raise the service recovery, airlines should see the presence of negative emotions as a sign of the need to improve the service recovery process.

In conclusion, this paper has important implications regarding the passenger's satisfaction. First, the inference for airlines is to continue to emphasize building a favorable image as a means of improving passengers' repurchase rate and recommending them to other passenger. Second, airlines should observe pricing and recognize the perceived value as a contributing factor to the airline's image and the passengers' behavioral intentions. Finally, airlines should understand the trade-offs, which are required between service quality and ticket prices, before they develop marketing strategies, and then they should enhance the passengers' value perceptions.

References

[1] V. Dutt, M. Khan, *"Customer perceptions, expectations and Gaps in service quality: An imperical study of civil aviation industry in India"*. Journal of Service Marketing, Vol. 12, No. 1, 2005, 7-22.

[2] V.A. Zeithaml, L.L. Berry, A. Parasuraman, *"The behavioural consequences of service quality"*. Journal of Marketing Management, Vol. 60, 1996, 31-46.

[3] J.E. Bigne, M.I. Sanchez, J. Sanchez, "Tourism image, evaluation variables and after purchase behaviour: Inter-relationship". Tourism Management, Vol. 22, 2001, 607-716.

[4] C. Chen, "Investigating structural relationships between service quality, perceived value, satisfaction, and behavioral intentions for air passengers: Evidence from Taiwan". Transportation Research Part A, Vol. 42, 2008, 709-717.

[5] J. Park, "Passenger perceptions of service quality: Korean and Australian case studies". Journal of Air Transport Management, Vol. 13, 2007, 238-242.

[6] K. Balcombe, I. Fraser, L. Harris, "Consumer willingness to pay for in-flight service and comfort levels: A choice experiment". Journal of Air Transport Management, Vol. 15, 2009, 221-226.

[7] M. Brady, J. Cronin, T. Hult, "Assessing the effects of quality, value, and customer satisfaction on consumer behavioral intentions in service environments". Journal of Retailing, Vol. 76, No. 2, 2009, 193-218.

[8] K.L. Siam, H.C. Koh, S. Shetty, "Some potential issues of service quality reporting for airlines". Journal of Air Transport Management, Vol. 12, 2006, 293-299.

[9] A. Al-Refaie, B. Hanayneh, "Influences of TPM, TQM, Six sigma practices on performance in Jordan". International Journal of Productivity and Quality Management, Vol. 13, No. 2, 2014, 219-234.

[10] A. Al-Refaie, M-H. Li, J.H. Ko, "Factors Affecting Customer Linking Capabilities and Customer Satisfaction in CRM: Evidence from Jordanian Hotels". International Journal of Customer Relationship Marketing and Management, Vol. 3, No. 4, 2012, 16-30.

[11] A. Al-Refaie, J.H. Ko, M-H. Li, "Examining the factors that affect tourists' satisfaction, loyalty, WOM and intention to return using SEM: Evidence from Jordan". International Journal of Leisure and Tourism Marketing, Vol. 3, No. 2, 2012, 179-197.

[12] A. Al-Refaie, I.S. Jalham, M-H. Li, "Factors influencing the repurchase intention and customer satisfaction: A case of Jordanian telecom companies". International Journal of Productivity and Quality Management, Vol. 10, No. 3, 2012, 374-387.

[13] R.J. Brodie, G.J. Brush, J.R.M. Whittome, "Investigating the service brand: A customer value perspective". Journal of Business Research, Vol. 62, 2009, 345-355.

[14] J. Park, R. Robertson, C. Wu, "The effect of airline service quality on passengers' behavioral intentions: A Korean case study". Journal of Air Transport Management, Vol. 10, 2004, 435-439.

[15] Bitner M.J., Hubbert A.R. Encounter satisfaction versus overall satisfaction versus service quality: the consumer's voice. in Rust, R.T. and Oliver, R.L. (Eds), Service Quality: New Directions in Theory and Practice, Sage Publications, Thousand Oaks, CA; 1994.

[16] C. Chen, D. Hensher, R. Jou, C. Kuo, S. Lam "The effect of service quality and price on international airline competition". Transportation Research Part E, Vol. 44, 2008, 580-592.

[17] A. Parasuraman, V.A. Zeithaml, L. Berry, "Refinement and reassessment of the SERVQUAL scale". Journal of Retailing, Vol. 67, No. 4, 1991, 420-450.

[18] Y. Chang, F. Chen, "Relational benefits, switching barriers and loyalty: A study of airline customers in Taiwan". Journal of Air Transport Management, Vol. 13, 2007, 104-109.

[19] J. Park, R. Robertson, C. Wu, "The effects of individual dimensions of airline service quality: Findings from Australian domestic air passengers". Journal of Hospitality and Tourism Management, Vol. 13, No. 2, 2006, 161-176.

[20] B.J. Babin, F. Lai, M. Griffen, "How quality, value, image, and satisfaction create loyalty at a Chinese telecom". Journal of Business Research, Vol. 62, 2009, 980-986.

[21] R.L. Oliver, "Whence customer loyalty?". Journal of Marketing, Vol. 63, 1999, 33-44.

[22] J. Cheng, F. Chen, Y. Chang, "Airline relationship quality: An examination of Taiwanese passengers". Tourism Management, Vol. 29, 2006, 487-499.

[23] H. Chou, J. Lu, P. Ling, "Investigating passengers' intentions to use technology-based self-check-in services". Transportation Research Part E, Vol. 45, 2009, 345-356.

[24] H. Koh, S. Shetty, K. Sim, "Potential issues of service quality reporting for airlines". Journal of Air Transport Management, Vol. 12, 2006, 293-299.

[25] R. Jou, S. Lam, D.A. Hensher, C. Chen, C. Kuo, "The effect of service quality and price on international airline competition". Transportation Research Part E, Vol. 44, 2008, 580-592.

[26] A. Al-Refaie, O. Ghnaimat, M-H. Li, "Effects of ISO 9001 certification and KAAE on performance of Jordanian firms". Jordan Journal of Mechanical and Industrial Engineering, Vol. 6, No. 1, 2012, 45-53.

[27] A. Al-Refaie, M-H. Li, I. Jalham, "Factors Influencing the Repurchase and Customer Satisfaction: A Case of Jordanian Telecom Companies". International Journal of Productivity and Quality Management, Vol. 10, No. 3, 2012, 374-387.

[28] A. Al-Refaie, O. Ghnaimat, J-H. Ko, "The effects of quality management practices on customer satisfaction and innovation: A perspective from Jordan". International Journal of Productivity and Quality Management, Vol. 8, No. 4, 2011, 398-415.

[29] A. Al-Refaie, "A structural model to investigate factors affect patient satisfaction and revisit intention in Jordanian hospitals". International Journal of Artificial Life Research, Vol. 2, No. 4, 2011, 43-56.

[30] A. Al-Refaie, "Factors affect companies' safety performance in Jordan using structural equation modeling". Safety Science, Vol. 57, 2013, 169–178.

[31] A. Al-Refaie, R. Foud, D. Eteiwi, "Examining factors affect passenger's satisfaction and loyalty: A comparative analysis from Jordan airport". Advances in Information Sciences and Service Sciences-An International Journal of Research and Innovation, Vol. 5, No. 3, 2013, 641-650.

[32] Hair J.F.Jr., Anderson R.E., Tatham R.L., Black W.C. Multivariate data analysis. 5th ed. New Jersey: Prentice Hall; 1998.

[33] Hoyle R.H. The structural equation modeling approach: Basic concepts and fundament al issues. In Structural equation modeling: Concepts, issues, and applications, R. H. Hoyle (editor). Thousand Oaks, CA: Sage Publications, Inc., pp. 1-15; 1995.

[34] Byrne B.M. Structural Equation Modeling with AMOS: Basic Concepts, Applications, and Programming. London: Mahvah; 2001.