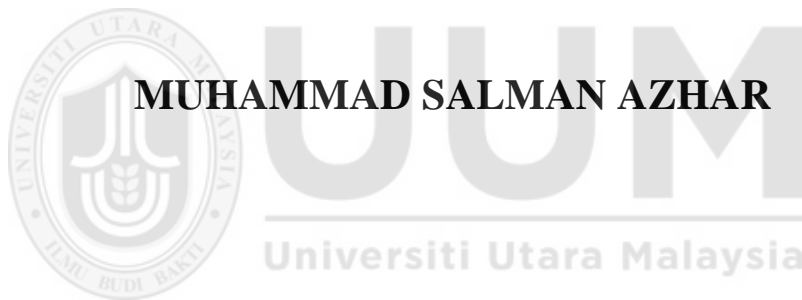


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**THE EFFECT OF CUSTOMER RELATIONSHIP
MANAGEMENT FACTORS ON AIRLINE CUSTOMER
SATISFACTION**



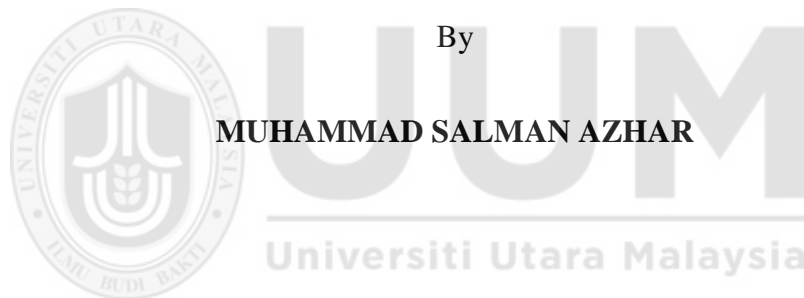
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DOCTOR OF PHILOSOPHY (MARKETING)

UNIVERSITY UTARA MALAYSIA

(2020)

**THE EFFECT OF CUSTOMER RELATIONSHIP MANAGEMENT
FACTORS ON AIRLINE CUSTOMER SATISFACTION**



Thesis Submitted to

School of Business Management (SBM)

University Utara Malaysia

In Fulfillment of the Requirement for the Degree of Doctor of Philosophy



Pusat Pengajian Pengurusan Perniagaan
(School of Business Management)

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ON AIRLINE CUSTOMER SATISFACTION**

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ABSTRACT

Airline industry of Pakistan is facing the issue of high passenger turnover, poor infrastructure, ineffectiveness of operations, poor service quality, increasing rate of flight delays and cancellation that leads to passenger's diffidence. This study investigates mediating effect of corporate image on the relationship between service quality, trust, physical environment, social network interaction, relationship through solving customer problems and customer satisfaction in airline industry of Pakistan. The theories of SET and EDT integrates to explain the relationship between CRM factors, corporate image and customer satisfaction. The data was collected from passengers of PIA, SAI and ABQ, in five airports of Pakistan by using a structured questionnaire and 576 visible responses were analyzed. Using PLS-SEM to analyze the data and test hypotheses, the present study shows that relationship between service quality, trust, physical environment and relationship through solving customer problems were significantly related to corporate image and customer satisfaction. However, the results revealed that social network interaction has shown insignificant relationship with corporate image and customer satisfaction. The findings suggest that mediating effect of corporate image was found significant on the relationship between service quality, trust, physical environment, relationship through solving customer problems and customer satisfaction. Nonetheless, corporate image did not mediate the relationship between social network interaction and customer satisfaction. This study delivers understanding in service marketing area and help airline companies to employ the implementation of role of service quality, customer trust and physical environment, and relationship through solving customer problems as main drivers of customer satisfaction.

Keywords: Customer Satisfaction, Customer Relationship Management, Corporate Image, Expectation Disconfirmation Theory (EDT), Social Exchange Theory (SET)

ABSTRAK

Industri penerbangan Pakistan sedang menghadapi masalah lebih penumpang yang tinggi, infrastruktur yang lemah, ketidakberkesanan operasi, kualiti perkhidmatan yang rendah, peningkatan kadar kelewatan penerbangan dan pembatalan yang menyebabkan kurangnya keyakinan penumpang. Kajian ini menyiasat kesan pengantara imej korporat ke atas hubungan antara kualiti perkhidmatan, kepercayaan, persekitaran fizikal, interaksi jaringan sosial, hubungan melalui penyelesaian masalah pelanggan dan kepuasan pelanggan dalam industri penerbangan di Pakistan. Teori SET dan EDT digabungkan untuk menerangkan hubungan antara faktor-faktor CRM, imej korporat dan kepuasan pelanggan. Data dikumpulkan daripada penumpang PIA, SAI dan ABQ, di lima buah lapangan terbang di Pakistan menggunakan soal selidik berstruktur, dan 576 maklum balas yang diterima telah dianalisis. Dengan menggunakan PLS-SEM untuk menganalisis data dan menguji hipotesis, kajian ini menunjukkan hubungan yang signifikan bagi kualiti perkhidmatan, kepercayaan, persekitaran fizikal dan hubungan melalui penyelesaian masalah pelanggan berkaitan dengan imej korporat dan kepuasan pelanggan. Walau bagaimanapun, hasilnya mendedahkan bahawa interaksi jaringan sosial menunjukkan hubungan yang tidak signifikan dengan imej korporat dan kepuasan pelanggan. Dapatan kajian ini mencadangkan kesan pengantaraan imej korporat yang didapati signifikan ke atas hubungan antara kualiti perkhidmatan, kepercayaan, persekitaran fizikal, hubungan melalui penyelesaian masalah pelanggan dan kepuasan pelanggan. Namun, imej korporat tidak mengantarakan hubungan antara interaksi jaringan sosial dan kepuasan pelanggan. Kajian ini memberi pemahaman dalam bidang pemasaran perkhidmatan dan membantu syarikat-syarikat penerbangan dalam pelaksanaan peranan kualiti perkhidmatan, kepercayaan pelanggan dan persekitaran fizikal, dan hubungan melalui penyelesaian masalah pelanggan sebagai pemacu utama kepada kepuasan pelanggan.

Kata kunci: Kepuasan pelanggan, pengurusan perhubungan pelanggan, imej korporat, Teori Ketaksalahan Jangkaan (*Expectation Disconfirmation Theory*) (EDT), Teori Pertukaran Sosial (SET)

ACKNOWLEDGEMENT

Alhamdulillah, all praise and glory be to Allah SWT for the most wonderful gift of being part of voyage of discovery and being able to understand it. The bitterness, sorrow, distress, enjoyment, fulfillment, and friendship along the way and the experience is beyond anything! I am so grateful to Allah to bestow me with this beautiful opportunity. I would like to thank Allah who has given me strength to complete this Ph.D. Thesis.

I would like to express my sincere gratitude to my supervisor Associate Professor Dr. Ismail Bin Lebai Othman for his continuous support provided during my research work, for his time, direction, insights, patience, motivation, and immense knowledge without such a highly regarded academician it would have been difficult for me to complete my thesis. I would like to render my appreciation to my co-supervisor Dr. Norzieiriani bt. Ahmad for her thorough guidance, encouragement, unceasing support and dedicated involvement in every step of my thesis work, without which I would not be able to complete this endeavor. I am very grateful to the administrative and all teaching staff from Othman Yeop Abdullah (OYA) Graduate School of Business and School of Business Management (SBM) for their direction and cooperation.

I would like to express my deepest gratitude to my parents and my wife Marriyam for her profound love, overwhelming patience, continuous encouragement and mighty confidence in me heartened me to strive for excellence from the beginning to the end of this landmark of my life.

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LIST OF ABBREVIATIONS

GDP	Gross Domestic Product
IATA	International Air Transport Association
PIA	Pakistan International Airlines
ABQ	Air Blue International Airlines
SAI	Shaheen Air International
IPT	International Passenger Traffic
PCAA	Pakistan Civil Aviation Authority
NAP	National Aviation Policy
CS	Customer Satisfaction
CI	Corporate Image
PE	Physical Environment
TR	Trust
PS	Relationship through Solving Customer Problems
SQ	Service Quality
SNI	Social Network Interaction
CRM	Customer Relationship Management
SET	Social Exchange Theory
EDT	Expectation Disconfirmation Theory
PIAC	Pakistan International Airline Corporation
JCR-VIS	Japan Credit Rating Agency and Vital Information Services
R&D	Research and Development
IT	Information Technology
PLS	Partial Least Square

SEM	Structural Equational Modeling
EM	Estimation Maximization
SPSS	Statistical Package for Social Sciences
CMV	Common Method Variance
AVE	Average Variance Extracted
CFA	Confirmatory Factor Analysis
HTMT	Heterotrait -Monotrait Ratio
WOM	Word of Mouth
MV	Mediating Variable
CR	Composite Reliability
DV	Dependent Variable
PIAL	Pakistan International Airline Limited



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CHAPTER 1

RESEARCH OVERVIEW

1.0 Introduction

In this modern era the business sector increasingly focuses on the management of customer relationships. Customer relationship management (CRM) explicitly acknowledges the long-run value of current and prospective customers and it look for the organizational profits, increase in the shareholder value by developing, maintaining, and enhancing the customer relationships with the company (Naveen & Venkataramana, 2014). Numerous researchers and academicians all over the world have highlighted the importance of customers. When customers are motivated with the company, they show higher level of satisfaction which consequently initiates their repetitive buying behavior and recommend same to others.

Generally, customers adopt a loyal behavior towards the service providers, if they have a strong corporate image within customers and they feel satisfied with the services delivered by them (Ali, Alvi, & Ali, 2012). Similarly, the cost of securing a new customer is 5 times greater than holding an existing one and retrieving a lost customer is 50 to 100 times more costly (Ofori et al., 2017; Zietsman et al., 2019; Boonlertvanich, 2019). Hence, the biggest challenge for a business is the management of customer attrition that can be removed by considering customer needs to reduce the rate of defection and their goal is to build a long-term customer relationship to support customer satisfaction (Ozkan & Suer, 2019).

In service-based industries, it is considerably challenging for the companies to achieve customer satisfaction. Specifically, airline industry comprises of extremely complex

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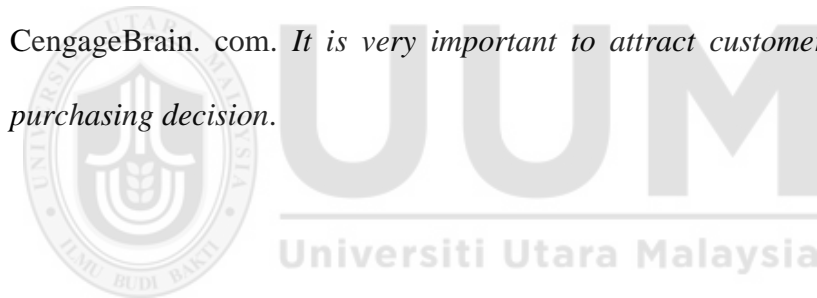
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Appendices

Appendices A: Questionnaire



Dear Sir/Madam,

My name is Muhammad Salman Azhar, a PhD candidate in the School of Business Management, University Utara Malaysia. I am conducting an academic research study as part of my PhD studies. I shall be thankful for your contribution in the treasury of knowledge through responding to this questionnaire.

The information provided will be strictly kept confidential and used for academic purpose only, by the researcher.

Thank you for your cooperation.

Muhammad Salman Azhar
Matric: 901485
School of Business Management
University Utara Malaysia

SECTION A:

Personal Background

The following information is strictly confidential and will only be used for research purpose. I will be grateful if you could kindly fill the required information.

1. Gender

- a. Male b. Female

2. Age group

- a. Below 20
b. 20- 30
c. 31- 40
d. 41 – 50
e. Above 50

3. Marital status

- a. Married
b. Single
c. Others _____ (please state)

4. Nationality

- a. Pakistani
b. Foreigner

5. Highest level of education

- a. Diploma
b. Bachelors
c. Masters
d. Ph.D.
d. Others _____ (please state)

6. Occupational Status

- a. Employed
b. Self Employed
c. Job Seeker
d. Student
e. Others _____ (please state)

7. Financial Earnings (Monthly, Rs.)

- a. Below 49,999
- b. 50000-99999
- c. 100000-199999
- d. 200000-Above

SECTION B:

General Information

1. Frequency of Flights in Airlines in one year.

- a. Less than 2 times
- b. 2 -5 times
- c. 6- 10 times
- d. More than 10 times

2. Purpose of travel

- a. Business
- b. Medical
- c. Holiday
- d. Visiting families / friends
- e. Other (please specify) _____

3. Class in which you travel

- a. Business class
- b. Economy plus
- c. Economy

4. Seat Category

- a. Business
- b. Economy plus
- c. Economy

5. Are you a frequent flyer with any of the Pakistan-based airlines?

- a. Yes
- b. No

6. With which airline are you a frequent flyer?

- a. Pakistan International Airlines (PIA)
- b. Shaheen International Airlines (SAI)

c. Air Blue (ABQ)

7. Within the last 12 months how many times have you travelled using each of the following: Number of trips

- a. Pakistan International Airlines (PIA) ___
- b. Shaheen International Airlines (SAI) ___
- c. Air Blue (ABQ) ___

**SECTION C:
General Opinion**

Please read description given. Then rate the frequency by tick the corresponding next to the statement. Use the following scale:

- 1 = Strongly Dissatisfied (Strongly Disagree)
- 2 = Dissatisfied (Disagree)
- 3 = Somehow Satisfied (Neither Agree nor Disagree)
- 4 = Satisfied (Agree)
- 5 = Strongly Satisfied (Strongly Agree)

Service Quality	1	2	3	4	5
1. The staff of this airline deliver superior services					
2. Overall, the in-flight facilities in this airline are excellent					
3. This airline has a convenient flight schedule					
4. This airline has convenient reservation and ticketing systems					
5. This airline offers an excellent security system					
6. I feel safe when I fly with this airline					
7. This airline offers excellent baggage handling services					

Relationship through Solving Customer Problems	1	2	3	4	5
8. This Airline service provider deals effectively with customer problems					
9. This Airline service provider review complaints periodically					
10. This Airline service provider officer's response directly to problems					
11. Customers give greater attention to this Airline service provider reaction toward complaints offered					

Physical Environment	1	2	3	4	5
12. The aircraft lighting is appropriate					
13. The temperature of the aircraft is comfortable					
14. The environment of the aircraft is clean					
15. The aircraft architecture is impressive					
16. The colour of the wall and floor are complementary and coordinating					

Social Network Interaction	1	2	3	4	5
17. This airline sends e-messages to customers in order to enhance customer satisfaction					
18. This airline provides e-promotion to foster customer satisfaction					
19. This airline is providing e-information that is essential for customer satisfaction					
20. Web site availability gives competitive advantage to this airline service provider					
Trust	1	2	3	4	5
21. The airline service provider keeps its promises					
22. The airline service provider really cares about me.					
23. I trust this airline service provider					
24. This airline service provider really puts my well-being first.					

Customer Satisfaction	1	2	3	4	5
25. As a customer, I have a high-quality relationship with the airline					
26. I am happy with the efforts that the airline makes towards its customer					
27. I am satisfied with my relationship with the airline					
28. I can find the product that matches my needs provided by the airline					
29. I think the price I pay for the airline's service is fair					

Corporate Image	1	2	3	4	5
31. This airline employs talented people.					
32. This airline supports local community.					
33. This airline is financially sound.					
34. This airline often introduces new services.					
35. This airline has a strong marketing capabilities.					

36. This airline is well-managed.					
37. This airline offers high quality services to its customers.					

THANK YOU VERY MUCH FOR YOUR TIME AND EFFORT, IT IS GREATLY APPRECIATED.



Appendices B: Descriptive Statistics for Demographic Variables

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	260	58.3	58.3	58.3
	FEMALE	186	41.7	41.7	100.0
	Total	446	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BELOW 20	41	9.2	9.2	9.2
	20-30	133	29.8	29.8	39.0
	31-40	114	25.6	25.6	64.6
	41-50	84	18.8	18.8	83.4
	ABOVE 50	74	16.6	16.6	100.0
	Total	446	100.0	100.0	

marital_status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MARRIED	308	69.1	69.1	69.1
	SINGLE	138	30.9	30.9	100.0
	Total	446	100.0	100.0	

Highest_edu_level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	diploma	38	8.5	8.5	8.5
	bachelors	150	33.6	33.6	42.2
	masters	178	39.9	39.9	82.1
	Ph.D	67	15.0	15.0	97.1
	others	13	2.9	2.9	100.0
	Total	446	100.0	100.0	

Occupation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employed	225	50.4	50.4	50.4
	self employed	89	20.0	20.0	70.4
	Job seeker	25	5.6	5.6	76.0
	student	93	20.9	20.9	96.9
	others	14	3.1	3.1	100.0
	Total	446	100.0	100.0	

Purpose_of_travel

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	business	199	44.6	44.6	44.6
	medical	41	9.2	9.2	53.8
	holiday	61	13.7	13.7	67.5
	visiting families/friends	93	20.9	20.9	88.3
	others	52	11.7	11.7	100.0
	Total	446	100.0	100.0	

Class_inwhich_travel

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	business class	113	25.3	25.3	25.3
	economy plus	83	18.6	18.6	43.9
	economy	250	56.1	56.1	100.0
	Total	446	100.0	100.0	

Seat_category

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	business	113	25.3	25.3	25.3
	economy plus	83	18.6	18.6	43.9
	economy	250	56.1	56.1	100.0
	Total	446	100.0	100.0	

Frequent_flyer

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	343	76.9	76.9	76.9
	no	103	23.1	23.1	100.0
	Total	446	100.0	100.0	

which_airline_frequently

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid PIA	271	60.8	60.8	60.8
SHAHEEN	149	33.4	33.4	94.2
AIRBLUE	26	5.8	5.8	100.0
Total	446	100.0	100.0	

Number_of_travel_PIA

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	3	.7	.7	.7
1.00	100	22.4	22.4	23.1
2.00	109	24.4	24.4	47.5
3.00	67	15.0	15.0	62.6
4.00	70	15.7	15.7	78.3
5.00	30	6.7	6.7	85.0
6.00	29	6.5	6.5	91.5
7.00	27	6.1	6.1	97.5
8.00	8	1.8	1.8	99.3
10.00	3	.7	.7	100.0
Total	446	100.0	100.0	

Number_of_travel_SHE

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	147	33.0	33.0	33.0
1.00	107	24.0	24.0	57.0
2.00	63	14.1	14.1	71.1
3.00	36	8.1	8.1	79.1
4.00	30	6.7	6.7	85.9
5.00	39	8.7	8.7	94.6
6.00	17	3.8	3.8	98.4
7.00	7	1.6	1.6	100.0
Total	446	100.0	100.0	

Number_of_travel_ABQ

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid .00	181	40.6	40.6	40.6
1.00	121	27.1	27.1	67.7
2.00	97	21.7	21.7	89.5
3.00	27	6.1	6.1	95.5
4.00	9	2.0	2.0	97.5
5.00	9	2.0	2.0	99.6
8.00	2	.4	.4	100.0
Total	446	100.0	100.0	



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Appendices C: Common method Variance.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
				Loadings			Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.172	28.256	28.256	10.172	28.256	28.256	5.070	14.083	14.083
2	3.335	9.264	37.520	3.335	9.264	37.520	4.033	11.203	25.286
3	2.895	8.041	45.561	2.895	8.041	45.561	3.641	10.115	35.401
4	2.407	6.687	52.248	2.407	6.687	52.248	2.935	8.153	43.554
5	1.894	5.261	57.509	1.894	5.261	57.509	2.775	7.709	51.263
6	1.631	4.530	62.039	1.631	4.530	62.039	2.549	7.082	58.344
7	1.222	3.396	65.435	1.222	3.396	65.435	2.311	6.420	64.764
8	1.048	2.912	68.346	1.048	2.912	68.346	1.290	3.582	68.346
9	.930	2.584	70.930						
10	.900	2.500	73.430						
11	.764	2.121	75.551						
12	.697	1.935	77.487						
13	.680	1.890	79.377						
14	.659	1.831	81.207						
15	.625	1.737	82.944						
16	.547	1.519	84.463						
17	.476	1.322	85.785						
18	.457	1.270	87.055						
19	.416	1.156	88.211						
20	.370	1.028	89.239						
21	.350	.973	90.212						
22	.339	.941	91.153						
23	.323	.899	92.052						
24	.292	.812	92.864						
25	.277	.769	93.633						
26	.270	.750	94.383						
27	.260	.723	95.106						
28	.248	.688	95.793						
29	.225	.625	96.418						
30	.213	.591	97.010						
31	.204	.566	97.576						
32	.193	.537	98.113						
33	.187	.521	98.634						
34	.181	.503	99.137						
35	.172	.477	99.613						
36	.139	.387	100.000						

Extraction Method: Principal Component Analysis.

Appendices D: Cross loadings

Discriminant Validity (cross loadings)

	CI	CS	PE	PS	SNI	SQ	TR
CI1	0.713	0.475	0.340	0.312	0.092	0.434	0.267
CI2	0.772	0.517	0.358	0.322	0.122	0.379	0.302
CI3	0.801	0.467	0.254	0.354	0.066	0.365	0.323
CI4	0.839	0.479	0.204	0.379	0.095	0.424	0.337
CI5	0.786	0.493	0.092	0.444	0.093	0.396	0.292
CI6	0.785	0.493	0.218	0.462	0.045	0.365	0.371
CI7	0.821	0.639	0.336	0.449	0.091	0.434	0.396
CS1	0.442	0.773	0.372	0.333	0.102	0.308	0.443
CS2	0.517	0.846	0.374	0.455	0.071	0.339	0.485
CS3	0.507	0.859	0.256	0.399	0.113	0.395	0.331
CS4	0.586	0.864	0.241	0.402	0.108	0.425	0.353
CS5	0.597	0.738	0.177	0.407	0.147	0.405	0.344
PE1	0.200	0.258	0.823	0.085	0.068	0.171	0.182
PE2	0.243	0.292	0.873	0.090	0.023	0.132	0.173
PE3	0.341	0.358	0.894	0.130	0.041	0.240	0.222
PE4	0.315	0.262	0.821	0.099	0.028	0.176	0.161
PS1	0.488	0.407	0.226	0.811	0.072	0.291	0.458
PS2	0.372	0.392	0.065	0.882	0.089	0.267	0.364
PS3	0.318	0.387	-0.029	0.721	0.078	0.177	0.319
SNI1	0.130	0.101	0.042	0.098	0.848	0.196	0.047
SNI2	0.095	0.117	0.048	0.083	0.902	0.149	-0.026
SNI3	0.044	0.123	0.023	0.068	0.807	0.173	0.047
SQ1	0.408	0.357	0.166	0.188	0.102	0.813	0.202
SQ2	0.384	0.331	0.249	0.167	0.131	0.822	0.202
SQ3	0.336	0.285	0.215	0.133	0.146	0.761	0.224
SQ4	0.353	0.297	0.128	0.242	0.148	0.773	0.290
SQ5	0.449	0.410	0.157	0.337	0.172	0.708	0.223
SQ6	0.407	0.422	0.101	0.328	0.231	0.786	0.197
TR1	0.287	0.341	0.044	0.352	0.083	0.222	0.765
TR2	0.314	0.340	0.095	0.406	0.029	0.198	0.790
TR3	0.252	0.307	0.295	0.289	0.035	0.197	0.738
TR4	0.398	0.454	0.231	0.403	-0.046	0.248	0.776