



**FACTORS INFLUENCING CUSTOMER LOYALTY IN AIRLINE
INDUSTRY**

A CASE STUDY OF MALINDO AND FIREFLY

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DECLARATION OF ORIGINALITY

This project paper entitled factors influencing customer loyalty in airline industry. This project is prepared by all the group members. Shema Nanthini Nehru Rajan (08DPI17F2031), Sree Naga Puja Ragoo (08DPI17F2017), Ricknes Karunagaran (08DPI17F2028) and Kugeneswaran Kumaran (08DPI17F2016) has been submitted to the Department of Commerce, Politeknik Sultan Salahuddin Abdul Aziz Shah to fulfill the requirements of the Diploma in International Management.

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ABSTRACT

Airline companies are making efforts to build long-term relationships with their customers and strategically maintain their airline loyalty. To obtain and sustain customer loyalty in contemporary marketing and it may be more important than achieving customer satisfaction. This research to examine factors influencing customer loyalty in airline industry towards Malindo and Firefly. This research seeks to find out the dimensions of relationship quality (satisfaction, commitment, trust and perceived quality) that can affect customer loyalty in airline industry in Malaysia. A survey carried out where 300 sets of self-administrated survey questionnaires have been disseminated and of it 198 sets are qualified. After analysing the data by SPSS software, the hypothesis and liner relationship between variables have been tested. The result of this paper contributes to the literature by improving the impact of service quality towards customer loyalty in airline industry. Airline industry meeting customers' loyalty by reducing the gaps between customer needs and wants to gain sustainable competitive advantage among their competitors.

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

In this chapter, background of study, problem statement, research objectives and question, scope of research, significance of research, definition of operational terms and summary will be discussed. Firstly, background of study is an introduction of the research topic. Next, problem statement addresses the problem to be studied. Followed by determines the research objectives and defines the research questions. Explain the significance of study and lastly briefing sum up every chapter of study.

1.2 BACKGROUND OF RESEARCH

One of the important methods to increase the airline company's competitiveness is to build customer loyalty according to Kumar, Batista, and Maull (2011). According to (Oliver, 1999; Rodger, Taplin, & Moore, 2015) Customer loyalty means that the customers will repurchase the same brand product or services consistently in the future without affected by situation that could cause switching behavior. As cited in Bowen and Chen (2015), combined behavioural measurement and attitudinal measurement which consider as composite measurement, is applied to measure the customer loyalty. Behavioural measurement considers consistent which repetitious behaviour as an indicator of loyalty.

The attitudinal measurements use attitudinal data to reflect the emotional and psychological attachment inherent in loyalty and concerned with the sense of loyalty and allegiance. According to Shrestha (2014), the airline industry has started to emphasize on customer loyalty rather than customer acquisition, for example, the cost of frequent flyer programs is always higher than the advertising spending. It is because they clearly understand that competing solely on price is a no-win proposition, therefore, they use various kinds of strategies such as frequent flyer program which is to reward those customers who often purchase and in substantial amount. Besides, there is a continuous increase of customers'

expectation in the present condition of increased global competition (Jan, Abdullah, & Smail, 2013).

According to Shrestha (2014), there are two reasons that make customer loyalty so important in this modern-day business. The first is it is easier to obtain purchase from old customers compared to new customers. This is supported by the past study, which found that the prime cost of obtaining new customers is five times more than retaining original customers (Kotler, Ang, Leong, & Tan, 1996). The second reason is the customer loyalty has a positive significant relationship with the company's profit. Customer loyalty can translate into profit through various ways such as cross-selling and up-selling, gain new customers by word of mouth, price insensitivity of loyal customers and cost reduction (Castañeda, 2011; Xie, Xiong, Chen, & Hu, 2015).

Airline company provides satisfactory services to gain customer loyalty which will lead to improvement of return on investment, through the repurchasing of airline services ("J.D. Power Report," 2015). Besides that, customer loyalty is hard to duplicate, loyal customers will not have more reason to search information among alternative, thus decrease the chance of customers switching to other brand (Jan et al., 2013). All of the above can be applied to airline industry, customer loyalty is very important to an airline company as Gómez, Arranz, and Cillán (2006) stated that loyal passengers are highly important to the airlines because they need less effort to communicate and they are less price sensitivity.

1.3 PROBLEM OF STATEMENT

Customer loyalty has become an increasingly effective in a highly competitive environment, means for securing a firm's profitability, Reichheld&Sasser, 1990; Reinartz& Kumar, 2002. Profitability of airline companies has always been challenged by a number of external factors in the airline industry.

According to Doganis (2006), running airlines profitable has always been a great challenge. In addition to intense competition diminishing airlines' profits, airlines are exposed to market volatility, legal regulations restricting operations, and a disadvantageous cost structure with high fixed costs (Delfmann et al., 2005; Shaw, 2007).

Due to the ongoing deregulation and liberalization of airline industry over time, new competitors are being encouraged to enter the market. Low-cost carriers such as Malindo are slowly taking over the cost leadership in the aviation industry in Malaysia. Whereas, traditional network carriers such as Firefly typically pursue a service differentiation strategy, are struggling to make profit or facing bankruptcy.

In the meantime, airline services are focusing more towards their marketing strategies to retain their profitable customers in this highly competitive landscape by offering more sales discounts and promotions. Although they have lent themselves to a relationship marketing approach, many of the customer-related efforts of airlines center around loyalty programs that aim to increase short-term sales instead of focusing on long-term quality relationships between the airline and its customers (Bejou& Palmer, 1998). The logic of such a short-term perspective is questionable when considering the number of challenges facing the airline industry, including intense competition; the fact that the demand for air transport has decreased during the past few years due to a global economic decline (Fodness& Murray, 2007). To deal with these research gaps, this study will use relationship quality to measure the customer loyalty in Malindo and Firefly airline industry in Malaysia and target on all categories of respondents.

1.4 RESEARCH OBJECTIVE

- To determine the relationship between satisfaction and customer loyalty in Malindo and Firefly in Malaysia.
- To examine the relationship between commitment and customer loyalty in Malindo and Firefly in Malaysia.
- To examine the relationship between perceived quality and customer loyalty Malindo and Firefly in Malaysia.
- To determine the relationship between trust and customer loyalty in Malindo and Firefly in Malaysia.

1.5 RESEARCH QUESTION

- What is the relationship between the factors of satisfaction towards customer loyalty in Malindo and Firefly in Malaysia?
- What is the relationship between the factors of commitment towards customer loyalty in Malindo and Firefly in Malaysia?
- What is the relationship between the factors of perceived quality towards customer loyalty in Malindo and Firefly in Malaysia?
- What is the relationship between the factors of trust towards customer loyalty in Malindo and Firefly in Malaysia?

1.6 SCOPE OF THE RESEARCH

The focus of this study is to analyse what aspect of Airline operations determines customer loyalty. This research is limited to the airline industry, where Firefly airline and Malindo airline will be selected for investigation to explore the determinants of customer loyalty at the airport in KLIA and KLIA2. The theoretical background of the research is based on market orientation approach and customer satisfaction and loyalty theories.

1.7 SIGNIFICANCE OF THE RESEARCH

Airline Industry has been chosen as the subject of this study because it will assist in identifying those variables that determine customer loyalty. This research is important because it provides practical contribution to airline marketers in imparting deeper insight and better understanding of customer relationship management in airline industry in Malaysia. Thus, airline marketers know which area to focus on and map out better future strategies such as invest resources in meeting customers' demands by providing free shuttle buses to customers and discount for cooperatives in order to stimulate customer loyalty in airline industry.

In additional, airline marketers can make customers believe that promotion can benefit them and is reliable to encourage them to keep participating in the airlines' promotional activities to increase their intention of maintaining a long-term relationship. These can make customers more willing to remain loyal and can also create long-term profit for the airlines industry. Besides that, it is not only applicable to those airline companies that incurring losses but also profitable airline companies.

This study also provides theoretical contribution, which is to validate the model created by the founders. This is important to validate the relationship quality model because of relationship quality has only been used in very few researches in airline industry. Thus, this study will help to provide more evidences to prove that whether this model is actually working. At the end of this research, it might be useful to future researcher to save cost and time in order to generate the similar research.

In organizational perspective, this study helps to foster better understanding and knowledge on between the relationship quality and customer loyalty. Besides, this study helps to determine the contributing variable which has the most significant relationship on service quality. It also helps Malindo and Firefly to identify the real needs and wants of the customers in putting effort to acquire as well as retain the customer quality. Furthermore, this study helps the airlines company by providing useful information to set appropriate policy in making sure that the customer experiences maximum level of satisfaction.

1.8 DEFINATIONS OF OPERATIONAL TERMS

Customer loyalty: is positively related to customer satisfaction on airline service, as happy passenger constantly favors the brands that meet their needs.

Customer satisfaction: the degree to which the preferred airline products and services meet or exceed the customers' requirements.

Perceived Quality: is the customer's opinion about the overall quality or image of the airline service with their experience.

Trust: Trust is defined as users' perception, opinions, emotions, or feelings that occur when consumers think that the provider can be relied upon to act in their benefits

Commitment: customers' desire to continue and maintain a relationship or the customers' reliance on the benevolence and credibility to the services provided by a businessman.

1.9 SUMMARY

As a conclusion, chapter 1 provides an insight of the study that will be conducted which is to examine the association between relationship quality and customer loyalty. The problem statement, research objectives, research questions, scope of research, significance of the research and definition of operational terms have been developed based on previous literature. Additionally, the following chapter will discuss in depth on each of the variables and the proposed conceptual framework of this study.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter provides an outline of the core concept regarding Relationship Quality Model. Next, thorough analysis of past literature studies on the identified variables were carried out. Moreover, the proposed theoretical framework will be adapted to imply the research basis along with the formation of research hypothesis.

2.2 CONCEPT

2.2.1 FIREFLY

Firefly is a community airline is operated by FireflySdn Bhd that launched on April 3, 2007, and is a wholly-owned subsidiary of Malaysian Airline System Berhad. Operating out of the Penang and Subang hubs initially and now the Main Terminal Building of Kuala Lumpur International Airport, Firefly provides connections to various points within Malaysia, Southern Thailand, Singapore and Sumatera of Indonesia, aligning itself with the Indonesia-Malaysia-Thailand Growth Triangle (IMT-GT) agenda. Firefly aim is to bring communities closer by overcoming geographical constraints through their network of point-to-point flights, link the world to the communities they serve and contribute to local economies by growing trade and tourism. As code-share arrangements with Malaysia Airlines, they are also able to introduce the wonders of Southeast Asia to travelers from beyond this region.

Firefly have 17 domestic routes consist of Alor Star, Ipoh, Johor Baharu , Kerteh, Kuantan, Langkawi, Malacca, Kuala Terengganu, Kota Bharu, Pulau Pinang, Singapore, Batam, Phuket, Medan, Pekan Baru, Bandar Aceh dan Koh Samui. Previously, Firefly's give services to Sabah and Sarawak domestically. Firefly, Malaysia Airlines' (MAS) two-year-old community airline has started cancelling routes between the peninsula and Sarawak, with the first cancellation starting on Sept 16. Started on December this year 2011, the services were totally terminated by Firefly's, and Mas Wing subsidiary of Malaysian Airline System would

take over this service. So, the passenger from Kuala Lumpur, need to take a transit if they want to go Sandakan, Sibul and others places to Sabah and Sarawak, because there is no direct flight.

Firefly started operations with two 50-seater Fokker F50 aircraft. As of November 2011, the Firefly fleet consists of the following aircraft with an average age of 5 years. Firefly fleet such as 12 flight ATR 72-500 with seat 72 passenger, 2 Boeing 737-400 with 162 passengers, and 1 of Boeing 737-400 with 189 passengers. The standardization of Firefly's fleet to the highly fuel efficient ATR72 airplanes not only leads to improvements in yield and revenue (Star, 2008), but also portrays a strong brand presence and an environmentally friendly airline.

AirAsia is a direct competition for two routes from Penang and six routes from Kuala Lumpur (KL). Although Air Asia flies to the Low-Cost Carrier Terminal in Kuala Lumpur International Airport (KLIA) whilst Firefly flies to Subang, the airports can be considered to be in proximity and a competition for point-to-point passengers. For the remaining Firefly routes, no direct competition exists and Firefly stands to fully benefit.

2.2.2 MALINDO

Malindo Air was established in 11 September 2012, which is based in Malaysia, and their headquarters is located in Petaling Jaya, Selangor. Malindo Air is owned by Lion Air and the top discount carrier in Indonesia, which they mutually own with a Malaysian company. This first hybrid airline in the region is what has made a deal between Defence Industries (NADI) and the National Aerospace and also Lion Air of Indonesia and conducted under the auspices of their CEO Chandran Ramamurthy. They made their first debut with domestic flights in Malaysia. Lion Air declared that by having Malindo Air in Malaysia would probably overtake the dominant low-cost carrier, AirAsia.

Malindo's first tagline was Not just low cost which was aiming to take over the market share by offering quality services with cheap fares. Passengers will experience in-flight entertainment, free checked in baggage and light meals, which that is align with their mission to deliver exceptional air services while offering low fares with added value. After then, they have changed their tagline to Smarter way to travel early of 2015 which gives a meaning of paying a cheap fare while getting a quality services, this also to encourage the passengers to travel smart and getting the best flight experience they can get with affordable prices.

Operated centrally from the hub, Malindo Air flies their Boeing 737-900ER and ATR72-600 from Kuala Lumpur International Airport (KLIA) and the Sultan Abdul Aziz Shah Airport, which also known as Subang Airport or Subang Sky park). In this year 2016, Malindo has expanded their route to more than 30 destinations. End and early 2016, Malindo has announced their new routes to China, Vietnam, Sri Lanka, and Australia.

2.3 LITERATURE REVIEW

2.3.1 DEPENDENT VARIABLE

i. Customer loyalty

Customer loyalty broadly refers to customer behaviours that they are willing to build a long-term and ongoing relationship with a company (Palmatier et al., 2006). Customer loyalty is always regarded as a strategic objective for companies, and it is a critical aspect to determine the development of organizations. At a very general level, loyal customer expresses the feeling of the attachment or affection regarding people, products or services of t firms (Jones and Sasser, 1995). The customers desire to repurchase, and they have a preference for the company, as well as they are willing to recommend the product or service to others, which implies that customers desire to remain in a relationship with a company.

Practically, loyal customers are willing to buy additional products and spread positive word of mouth to the product or service, who are often worth the marketing effort and their reliability would bring about continuous revenues (Zeithaml, Berry & Parasuraman, 2000). The programs of customer satisfaction could lead to a higher rate of buyer loyalty. However, customer loyalty is regarded transient means there is no guarantee for loyal buyers because today's marketing provides numerous options, the buyer might not be so in the future (Teich, 1997). Customer loyalty has been recognized as the dominant factor which could lead to a business organization's success and sustainability. Chegini, Mehrdad Goudarzvand (2010) suggested an almost comprehensive definition that loyal customer has held a deep commitment to repurchase the preferred products or services consistently in the future.

Since airline companies are very concerned about customer loyalty, they need to review and re-examine 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.

Due to the dynamic environment and increasing demand of better service from the customer, it is a must for airline to provide excellent service and focus on continuing improvement, so that they can remain the uniqueness of their services and create more competitive advantages than the competitors. 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. Customer loyalty is very important for the survival of service provider companies

2.3.2 INDEPENDENT VARIABLES

i. Satisfaction

Satisfaction refers to customer's fulfilment, need or happy that perceived from the service provided and salesperson's performance when they buying or using goods from them. Satisfaction can generate from depend on the salesperson's performance, attitude and service quality when they buying or using the goods from them (Vieira, Winklhofer, & Ennew, 2008).

Multiple regression analysis showed that satisfaction has positive and significant effect on the customer loyalty. Studied by Pi and Huang (2011), a self-administered questionnaire was used to collect data from the 200 passengers in CKS airport in Taiwan to identify the effect of satisfaction on customer loyalty.

Structural equation modelling shows that satisfaction has positively but insignificant relationship with customer loyalty. According to Moghadam et al. (2014) has investigated the impact of satisfaction on customer loyalty by distributing self-administered questionnaires to 500 passengers in Mehrabad and Imam Khomeini airport (Iran). According to Amin, Leila, and Zahra (2014) proved that satisfaction has positive and significant relationships with customer

loyalty. They distributed self-administered questionnaires to the customer in private banks in Iran. Pearson correlation analysis in SPSS software was conducted in this study.

Self-administered questionnaire was distributed to 200 customers from the different bank in Pakistan. Naureen and Sahiwal (2013) also prove that satisfaction has positive and significant relationship with customer loyalty in banking sector of Pakistan by using chi-square analysis in SPSS-16.

ii. Commitment

Commitment refers to the customers' desire to continue and maintain a relationship or the customers' reliance on the benevolence and credibility to the services provided by a businessman. Commitment is the degree of customers' reliance on the benevolence and credibility in the services provided by a company and its promotion (Pi & Huang, 2011). Structural equation modelling analysed that commitment affect the customer loyalty in the passengers significantly.

Moghadam et al. (2014) has investigated the impact of commitment on customer loyalty by distributing self-administered questionnaires to 500 passengers at Mehrabad and Imam Khomeini airport 357 patients who had visited the industry at least twice within the past six years were asked to complete the self-administered questionnaire. Results from multiple regressions showed that commitment has positive and significant relationship with customer loyalty. Vuuren, Roberts-Lombard, and Tonder (2012) also found that commitment has impact on customer loyalty in optometric business.

Structural equation model test showed the result that commitment has a strong and positive impact on customer loyalty. Web-based survey of 491 Internet grocery shoppers is conducted using self-administered questionnaires. Rafiq, Fulford, and Lu (2013) determined the relationship of commitment in customer loyalty in Internet retailing. A total of 100 university lecturers and students who ever visit to different commercial banks were requested to complete a self-administered questionnaire. The findings are same with previous past studies. Jumaev and Hanaysha (2012) determined the impact of commitment to customer loyalty in the perspective of retail banking in Northern Malaysia.

iii. Trust

Trust is defined as users' perception, opinions, emotions, or feelings that occur when consumers think that the provider can be relied upon to act in their benefits (Patrick, 2002). Trust is built when customers do not hesitate to believe in services provider or the organization's intentions and customers think that they will not deliberately do anything to harm them.

Structural Equation Modelling of Partial Least Square showed that customers trust has positive and significant impact on customers' loyalty. Madjid (2013), 150 questionnaires were distributed to Bank Raykat customers in Indonesia in order to examine the impact of trust on customer loyalty at Bank Rakyat Indonesia.

Pratminingsih, Lipuringtyas, and Rimenta (2013) have investigated whether trust is significant in influencing customer loyalty towards online shopping industry. Structured questionnaires were distributed to 300 students from Indonesia who has experiences online purchasing. Multiple regression analysis showed that trust has positive and significantly affected the customer loyalty. 250 Islamic bank customers in Malaysia have filled the self-reported questionnaires. Multiple regression analysis was used and the result showed that trust has positive and significant influence towards customer loyalty. Kishada and Wahad (2013) investigated whether trust is significant in influencing customer loyalty in Malaysia Islamic Banking.

Deng, Lu, Wei, and Zhang (2010) conducted a study to determine the effect of trust in affecting the customer loyalty in mobile instant message (MIM) service at China. 514 mobile users who had used MIM service were responded in email questionnaire. Structural equation modelling (SEM) was used and result has shown there is a positive and significant relationship between trust and customer loyalty.

iv. Perceived Quality

Perceived quality can be defined as judgment attitude of customers with regard to the overall outstanding service (Parasuraman, Zeithaml, & Berry, 1988). According to Jiang and Wang's study (as cited in Malik, 2012), perceived quality can be explained as consumer's evaluation concerning on service performance receiving and how it come up to their expectation.

300 questionnaires were distributed to customers from Jinja and Kampala in Uganda to analyse the impact of perceived service quality on customer loyalty in the freight forwarding industry in Uganda. Pearson Correlation analysis has showed that perceived service quality has significantly and positively on customer loyalty Musinguzi (2009).

Multiple regression analysis has shown that perceived that there are positive significant relationships between service quality and customer loyalty. Deshmukh and Chourasia (2012) investigated the effect of perceived service quality on customer loyalty in IT sector of India by distributed 500 self-administered questionnaires to those internet users who had made payment in 15 outlets of IT service providers.

Pearson Correlation Coefficient and Multiple Linear Regression showed that perceived service quality significantly and positively affect the customer loyalty. Wang and Chaipoopirutana (2014) investigated the influence of perceived service quality on customer loyalty by using primary and secondary data. Primary data has been collected from 400 respondents which had experienced Agricultural Bank of China business services at least 3 times. Secondary data has been collected from other previous studies, journal, books and Agricultural Bank of China's website as well as from the internet.

In Quoc, Sirion and Howard (2011) research, structured questionnaires were distributed to 400 bank customers in Ho Chi Minh City, Vietnam to analyse the impact of perceived service quality on customer loyalty in Vietnamese banking industry. Structural equation modelling (SEM) showed that perceived service quality affect customer loyalty positively and significantly.

2.4 SUMMARY

In conclusion, researchers have explained about the concept and theory research that are related to this research. Researchers have stated some past research findings that related the factors that influencing customer loyalty in airline industry.

CHAPTER 3

METHODOLOGY

3.1 INTRODUCTION

This chapter provides a clear explanation on how the research will be carried out. It describes who is the target respondent, what is the sample size and sampling procedure, when, where and how the data will be collected, how the variables will be measured and what techniques will be employed to examine the data collected.

3.2 RESEARCH DESIGN

The objective of this research is to examine the factors influencing customer loyalty in Airline Industry. Quantitative research method was adopted in this study because it can generate a credibility and reliability numerical result from large sample size (Hyde, 2000). Quantitative research is an inquiry into an identified problem, based on testing a theory, measured with numbers, and analyzed using statistical techniques. The goal of quantitative methods is to determine whether the predictive generalizations of a theory hold true. This research is a cross-sectional study as this survey was carried out at one point in time (Saunders, Lewis & Thornhill, 2009). The unit of research would be the airline passengers who had flight experienced in firefly and Malindo. In this research, questionnaires were selected because it can reach to more people and get the completed responses within a short time (Muijs, 2004).

3.3 DATA COLLECTION METHOD

This research collects primary data. Primary data is the initial information gathered (Malhotra & Peterson, 2006), it is suitable to address problems on hand although it requires higher time and cost. A self-administered questionnaire which consists of 30 questions was distributed to the target respondents. The questionnaire was developed based on the review of empirical studies. It was also pretested by distributing to 20 airline passengers to ensure all questions can be fully understood by all respondents. 300 sets of questionnaires have been distributed and 198 sets of them are qualified for the actual test. This survey was conducted at departure area and arrival area of KLIA and KLIA 2 during March 13. Data collection method is significant for study and it is effective in assisting researchers greatly in their quest of success (“Researchers have studied,” 2009). Besides, the information collected by researchers should be reliable and valid to the study because inaccurate data collection can impact the outcome of the study and ultimately lead to invalid results (“Data Collection Method,” n.d.). Thus, primary and secondary methods are used to analyze the data in order to provide a clearer and in depth understanding.

3.3.1 PRIMARY DATA

Primary data is the data that has been collected from first hand-experience. Hence, it is more reliable, authentic and objective in data collection (Gulnazahmad, 2011). For current study, self-administered questionnaire is chosen due to its convenience, inexpensive, reduction of biases and greater anonymity (Data-Collection Tools,” n.d.). The purpose of the questionnaire is to generalize from a sample to a population to make inferences about the characteristics of the population. Therefore, 300 questionnaires were distributed to the respondents who have been travelling by air, particularly with Firefly and Malindo in order to capture the level of passengers’ loyalty.

3.3.2 SECONDARY DATA

Secondary data is known as data that has been collected by previous researchers and readily available. The purpose of collecting secondary data helps to make primary data collection more specific and allow researchers to figure out what are the deficiencies and what additional information which is needed to be collected for study (“Secondary Data,” 2012). Online databases are primarily used due to the nature of easily accessibility, time saving and inexpensive to obtain data. Besides, reference books are used to further support the terminologies and theories that have been used for this study.

3.4 RESEARCH INSTRUMENT

Data will be collected using primary data and secondary data. As for primary data, the instrument used is a questionnaire. According to Wikipedia, a questionnaire is a research instrument consisting of a series of questions (or other types of prompts) for the purpose of gathering information from respondents. The questionnaire was invented by the Statistical Society of London in 1838. These questionnaires are divided into three sections which are Section A for the demographic profile, Section B for the dependant variable and Section C for the dimensions. In Section A, it consists of seven questions which are closely related to the demographic data namely gender, age, race, airline that customers prefer, how frequent they use airline service, classes of airline and the categorize of customers in term of travelers of the respondents. It is recorded to classify the group of flight passengers for the results. In Section B, it consists of sixteen questions while Section C consists of eight questions. Lastly, the 300 questionnaires were distributed to the target respondents and collected in one day time. The date was 13th March 2020. The questionnaire was carried out smoothly, thus researchers able to collect it on time.

3.4.1 PILOT TEST

Before the conduct of the actual questionnaire, a pilot test has been done to find out the possible errors done in the questionnaires such as the ambiguous questions. Meanwhile, pilot testing provides the opportunities for the researchers to find out and remedies a wide range of the potential problems that will occur in preparing the questionnaire and correct it before the actual questionnaire is conducted (Pratt, 2008). For the pilot test, 30 questionnaires were distributed and the feedback gathered was used to improve the clarity of the question. After the questionnaires were collected, the reliability test was conducted by using the statistical project for Social Science (SPSS).

3.4.2 RELIABILITY TEST

Reliability test is used to determine whether the measurement items in the questionnaire are highly related to each other. Reliability refers to the extent to which a scale produces consistent results if repeated measurements are free from random (Malhotra & Peterson, 2006). In order to test the reliability, Cronbach's Coefficient Alpha was adopted. According to Malhotra (2007), Cronbach's alpha coefficient provides the most is ranging from 0 to 1. The higher the coefficient, the more reliable are the items in measuring the constructs. A value of 0.6 or less generally indicates unsatisfactory internal consistency and reliability.

3.5 SAMPLING TECHNIQUES

In order to answer the research questions, it is doubtful that researcher should be able to collect data from all cases. Thus, there is a need to select a sample. The entire set of cases from which researcher sample is drawn in called the population. Since, researchers neither have time nor the resources to analysis the entire population so they apply sampling technique to reduce the number of cases.

A sample is a finite part of a statistical population whose properties are studied to gain information about the whole (Webster, 1985). When dealing with people, it can be defined as a set of respondents (people) selected from a larger population for the purpose of a survey.

A population is a group of individual persons, objects, or items from which samples are taken for measurement for example a population of presidents or professors, books or students.

In this research we use non-probability sampling which is convenience sampling. (Accidental Sampling) is a type of non-probability or non-random sampling where members of the target population that meet certain practical criteria, such as easy accessibility, geographical proximity, availability at a given time, or the willingness to participate are included for the purpose of the study (Dörnyei, Z, 2007). It is also referred to the researching subjects of the population that are easily accessible to the researcher (S. K., & Given Lisa M., 2008)

3.6 DATA ANALYSIS METHOD

This research collects primary data. Primary data is the initial information gathered, it is suitable to address problems on hand although it requires higher time and cost. A self-administered questionnaire which consists of 30 questions was distributed to the target respondents. The questionnaire was developed based on the review of empirical studies. It was also pretested by distributing to airline passengers to ensure all questions can be fully understood by all respondents. 300 sets of questionnaires have been distributed and 198 sets of them are qualified for the actual test. This survey was conducted at departure area and arrival area of KLIA and KLIA 2 during 13th March 2020.

3.7 SUMMARY

This chapter has discussed about the research design, data collection method, research instrument, sampling techniques and data analysis methods. This study is an evaluation study using quantitative data. The data obtained using structured questionnaire instruments were analyzed using SPSS software.

CHAPTER 4

RESEARCH FINDINGS

4.1 INTRODUCTION

In this chapter, the concentration process of analysing the data obtained from respondents have been complied and analysed. From the questionnaire that the researchers distribute to 300 respondents, they evaluate and run the data using the IBM Statistical Package for the Social Science presented using frequencies, percentage and chart.

4.2 RESPONSE RATE

A total of 300 questionnaires were distributed to respondents, out of which, 198 were returned, representing 66% of the response rate. The questionnaire was distributed among the respondents in airport and all the data and answer is usable for the research analysis. The response rate is 66%

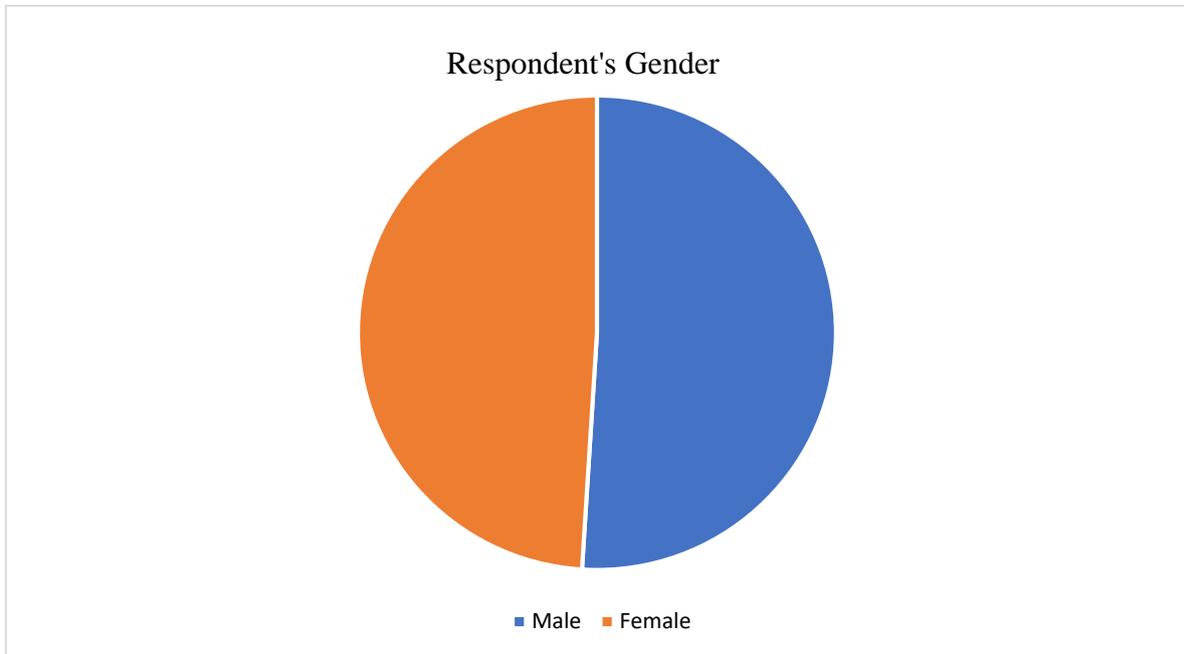
4.3 DEMOGRAPHIC PROFILE OF RESPONDENTS

In section A of the survey consisted of the demographic characteristic of the respondents. It has been divided into six questions including the respondents' gender, age, race, airlines preferred, times travel and categories in term of air travel.

TABLE 4. 1: PROFILE OF RESPONDENTS (N= 198)

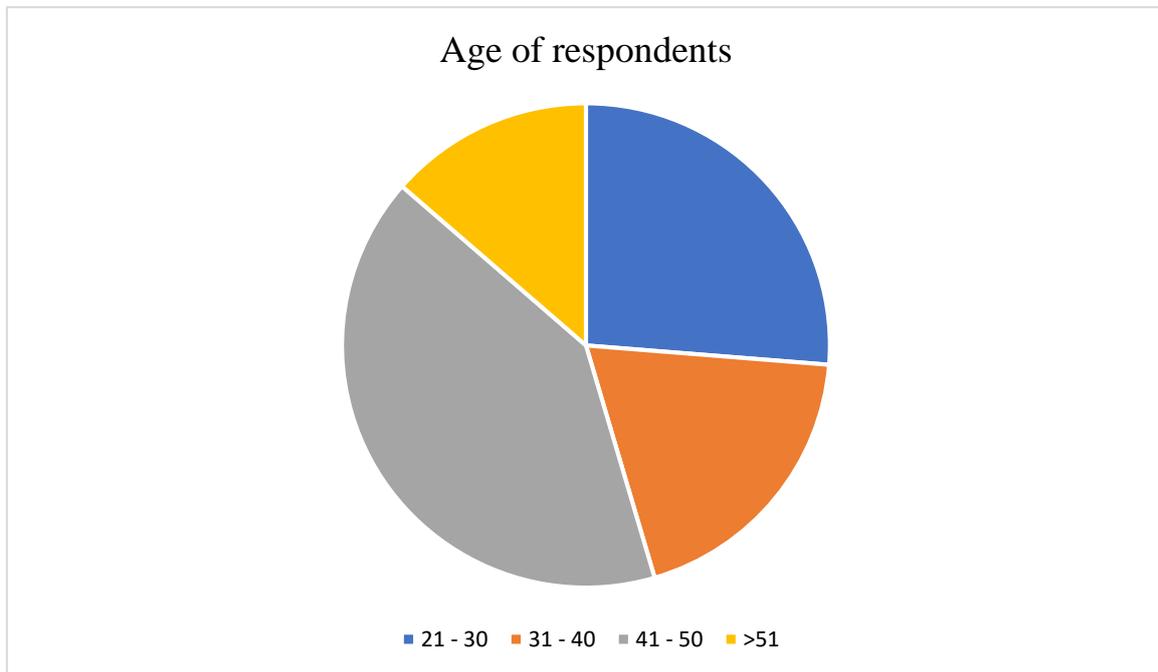
Demography		Frequency	Percentage
Gender	Male	101	51.0
	Female	97	49.0
Age group	21 – 30	52	26.3
	31 – 40	38	19.2
	41 – 50	81	41.0
	>51	27	13.6
Race	Malay	58	29.3
	Chinese	100	50.5
	Indian	40	20.2
Airline	Malindo	164	82.8
	Firefly	34	17.2
Times Travel	Frequently	93	46.9
	Moderate	70	35.4
	Once awhile	35	17.7
Categories traveler	Business traveller	55	28.0
	Leisure/ personal traveller	104	52.5
	Students	37	18.7
	Others	2	1.0

CHART 4. 1: RESPONDENT'S GENDER



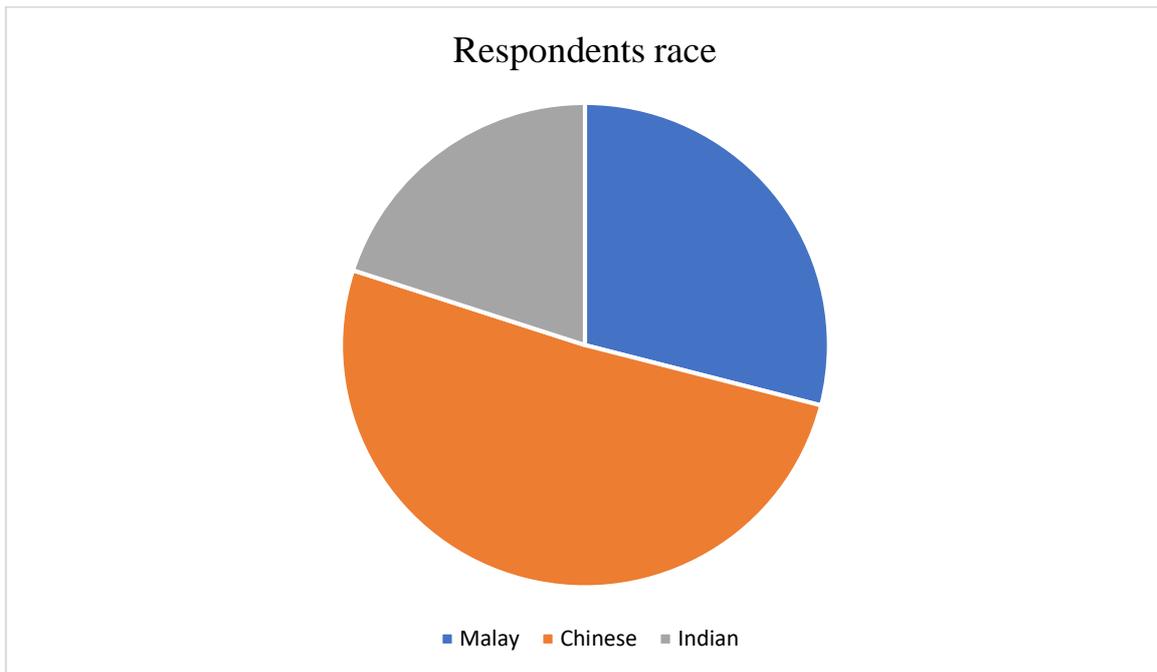
According to gender, the number of respondents is almost equally distributed with 101 (51.0%) male respondents and 97 (49.0%) female respondents.

CHART 4. 2: RESPONDENT'S AGE



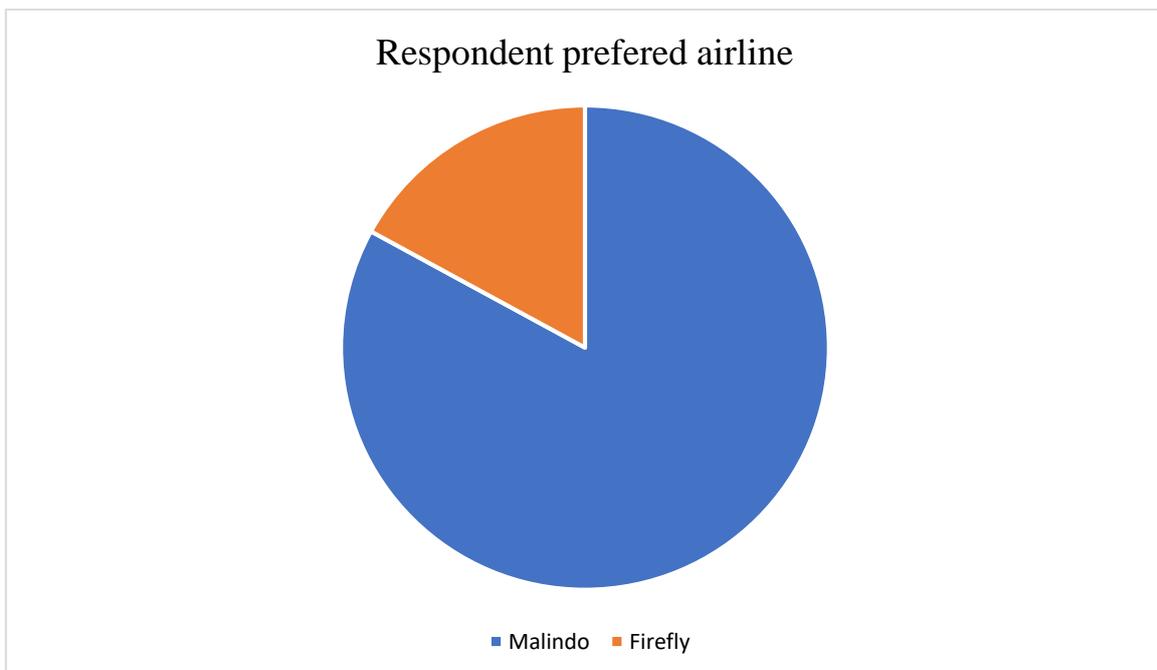
According to age group, most of the respondents are from the age group of 41 – 50 years old with a total number of 81 (41.0%) respondents. This is followed by the age group of 21 – 30 years old with a total number of 52 (26.3%) respondents. The next age group is 31 – 40 years old with a total number of 38 (19.2%) respondents and the age group of above 51 years old with a total number of 27 (13.6%) respondents.

CHART 4. 3: RESPONDENT'S RACE



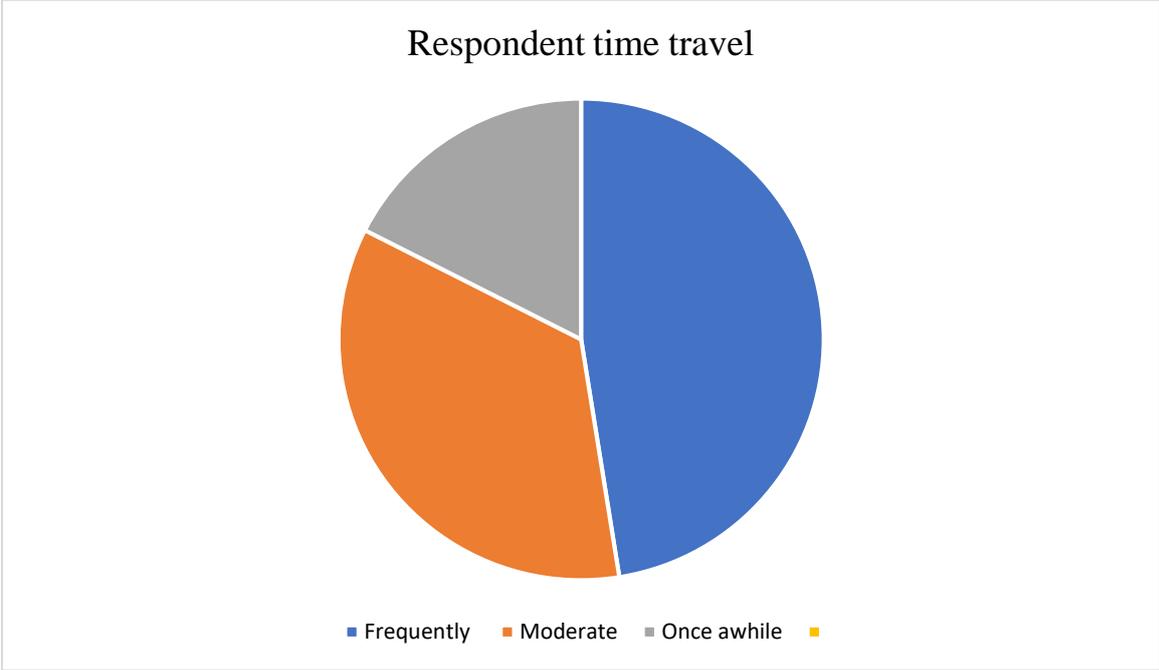
According to race, most of the respondents are Chinese with a total number of 100 (50.5%) respondents. This is followed by Malay respondents with a total number of 58 (29.3%) respondents. This is followed by Indian respondents with a total number of 40 (20.2%) respondents.

CHART 4. 4: RESPONDENT'S PREFERRED AIRLINE



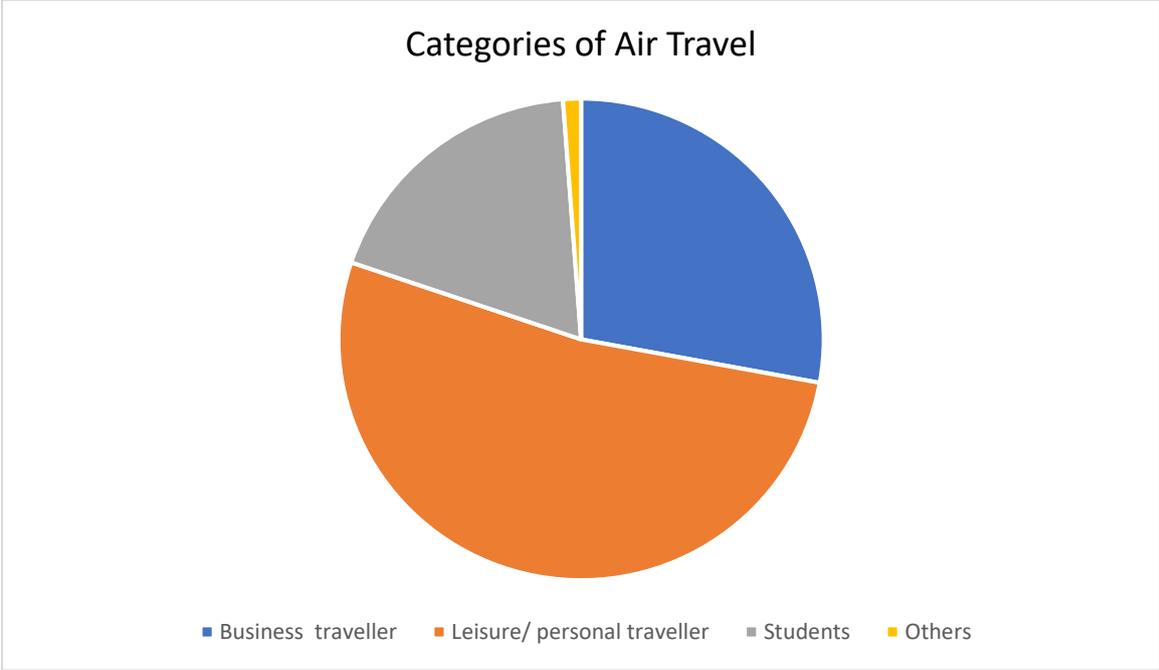
The next airline preferred is Malindo with a total number of 164 (82.8%) respondents and there are only 34 (17.2%) respondents who prefer Firefly.

CHART 4. 5: RESPONDENT’S TIME TRAVEL



Based on times travel, most of the respondents travels frequently with a total number of 93 (46.9%) respondents. Then 70 (35.4%) respondents travel moderately and 35 (17.7%) respondents travel once in a while.

CHART 4. 6: RESPONDENT’S CATEGORIES OF AIR TRAVEL



According to categories traveler, 55 (28.0%) respondents are business travelers, 104 (52.5%) are leisure/ personal travelers, 37 (18.7%) are students and only 2 (1.0%) respondents are from other category.

4.4 RESEARCH FINDINGS

4.4.1 DESCRIPTIVE ANALYSIS

i. Independent Variable 1: Satisfaction (S)

NO	DIMENTION	MEAN	STANDARD DEVIATION	OVERALL MEAN
S1	The airline services always meet my expectations.	3.32	0.852	3.46
S2	I am delighted with the services provided by the airline.	3.32	0.748	
S3	I am happy with the services provided by the airline.	3.52	0.714	
S4	I am satisfied with the performance of services provided by the airline.	3.68	0.627	

TABLE 4. 2: MEAN FOR SATISFACTION (S)

Table 4.1 shows the results that the mean for S4 (3.68) is the highest while for S1 and S2 (3.32) are the lowest. This shows that most of the target respondents agree with “I am satisfied with the performance of services provided by the airline” and disagree with “The airline

services always meet my expectations” and “I am delighted with the services provided by the airline”. The standard deviation for S1 (0.825) have the highest dispersion from the mean while for S4 (0.627) have the lowest dispersion from the mean. The total mean for all the item is 3.46

ii. Independent Variable 2: Commitment (C)

NO	DIMENTION	MEAN	STANDARD DEVIATION	OVERALL MEAN
C1	I feel emotionally attached to the airline.	3.00	0.764	3.22
C2	I continue to deal with the airline because I genuinely enjoy my travel with them.	3.56	0.821	
C3	I am very committed to my travel to this airline.	3.20	1.080	
C4	It is important for me to maintain relationship with the airline.	3.12	1.092	

TABLE 4. 3: MEAN FOR COMMITMENT (C)

Table 4.2 shows the results that the mean for C2 (3.56) is the highest while for C1 (3.00) is the lowest. This shows that most of the target respondents agree with “I continue to deal with the airline because I genuinely enjoy my travel with them” and disagree with “I feel

emotionally attached to the airline”. The standard deviation for C4 (1.092) have the highest dispersion from the mean while for C1 (0.764) have the lowest dispersion from the mean. The total mean for all the items is 3.22

iii. Independent Variable 3: Trust (T)

NO	DIMENTION	MEAN	STANDARD DEVIATION	OVERALL MEAN
T1	I am willing to rely on the airline services.	3.68	0.900	3.50
T2	I have confidence in the airline services.	3.52	0.653	
T3	I consider the airline staffs are concern for my wellbeing.	3.44	0.768	
T4	I consider the airline staffs are honest.	3.36	0.860	
T5	I consider the airline staffs have high integrity.	3.52	0.770	

TABLE 4. 4: MEAN FOR TRUST (T)

Table 4.3 shows the results that the mean for T1 (3.68) is the highest while for T4 (3.36) is the lowest. This shows that most of the target respondents agree with “I am willing to rely

on the airline services” and disagree with “I consider the airline staffs are honest”. The standard deviation for T1 (0.900) have the highest dispersion from the mean while for T2 (0.653) have the lowest dispersion from the mean. The total mean for all the items is 3.50

iv. Independent variable 4: Perceived Quality (PQ)

NO	DIMENTION	MEAN	STANDARD DEVIATION	OVERALL MEAN
PQ1	The airline provided services as promised	3.56	0.712	3.51
PQ2	The airline staffs provide prompt service when I needed.	3.64	0.810	
PQ3	Facilities in the airline are pleasant and appealing.	3.36	0.810	
PQ4	Facilities in the airline are pleasant and appealing.	3.40	0.866	
PQ5	The cabin crews are caring.	3.60	0.866	

TABLE 4. 5: MEAN FOR PERCEIVED QUALITY (PQ)

Table 4.4 shows the results that the mean for PQ2 (3.64) is the highest while for PQ3 (3.36) is the lowest. This shows that most of the target respondents agree with “The airline staffs provide prompt service when I needed” and disagree with “Facilities in the airline are pleasant and appealing”. The standard deviation for PQ4 and PQ5 (0.866) have the highest

dispersion from the mean while for PQ1 (0.712) have the lowest dispersion from the mean. The total mean for all the items is 3.51

v. Dependent variable: Customer Loyalty (CL)

NO	DIMENTION	MEAN	STANDARD DEVIATION	OVERALL MEAN
CL1	I would recommend the airline to my friends.	3.86	0.659	3.66
CL2	I say positive things about the airline to other people.	3.69	0.741	
CL3	I consider this airline the first choice for air transport.	3.73	0.795	
CL4	I encourage my friends and relatives to fly with this airline company.	3.78	0.764	
CL5	I consider myself to be loyal to this airline.	3.62	0.920	
CL6	I will consider this airline for air	3.74	0.787	

	transport in the next few years.		
CL7	I would continue to seek transport services from the airline.	3.68	0.795
CL8	I refuse to change to another airline.	3.19	0.966

TABLE 4. 6: MEAN FOR CUSTOMER LOYALTY (CL)

Table 4.5 shows the result the mean for CL1 (3.86) is the highest while for CL8 (3.19) is the lowest. This shows that most of the target respondents agree with “I would recommend the airline to my friends” and disagree with “I refuse to change to another airline”. The standard deviation for CL8 (0.966) have the highest dispersion from the mean while for CL1 (0.659) have the lowest dispersion from the mean. The total mean for all the item is 3.66

4.5 SUMMARY

In this chapter, the researcher is able to analyse the data that has been collected from all the respondents through the questionnaire that has been distribute to them. Using SPSS software, the researcher can come out with the data. The data is present in the form of pie charts and tables. Meanwhile, the mean, standard deviation and overall mean has been used for descriptive data analysis. The combination of all the data give the researcher a clear picture about the main objective that they want to achieve in this research.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 INTRODUCTION

This chapter will present the conclusion of the research that have been analysed in the previous Chapter 4. The conclusion is based on the feedback that researcher obtained from 198 respondents. In conclusion, a summary of the research is presented, state the discussion of the study, provides future research and summarizes the entire research from Chapter 4.

5.2 DISCUSSION

TABLE 5. 1:- SUMMARY OF HYPOTHESIS TESTING

Hypothesis	Description	Significant level	Statistic result
H1	There is a positive significant relationship between satisfaction and customer loyalty.	$p = 0.3127 (p > 0.05)$	Not supported
H2	There is a positive significant relationship between commitment and customer loyalty.	$p = 0.0001 (p < 0.05)$	Supported
H3	There is a positive significant relationship between trust and customer loyalty.	$p < 0.0001 (p < 0.05)$	Supported
H4	There is a positive significant relationship between perceived quality and customer loyalty.	$p = 0.0128 (p < 0.05)$	Supported

5.2.1 SATISFACTION AND CUSTOMER LOYALTY

H1: There is a positive relationship between satisfaction and customer loyalty in airline industry in Malaysia.

Table 5.1 shows that satisfaction is insignificant to the customer loyalty in Airline. The result of this study is inconsistent with the past studies of Pi and Huang (2011), Amin, Leila, and Zahra (2014), Naureen and Sahiwal (2013) & Liu, Guo, and Lee (2011).

Jani & Han (2014) founds that satisfaction influences indirectly and significantly loyalty through industry image. Tragedies of ATR-72-200 and Boeing 737-800 taint the image of Malindo airline industry and negatively influence customer loyalty. According to Peña, Jamilena, & Molina (2013), company reputation significantly affects customer intention to recommend and also on repurchase intention. Even though customers are satisfied with the previous services provided in Malindo and firefly airline industry, they will try to avoid from taking the services from the same industry if the image of the industry is badly affected.

Ouhna and Mekkaoui (2013) have suggested that satisfaction do not have direct relationship with the customer loyalty. It is argued that a customer with attitudinal loyalty might not have behavioural loyalty. Satisfaction is not significantly related to customer loyalty.

Almossawi (2012) proved that satisfaction is insignificantly related to customer loyalty because too many choices exist in this marketplace and customer is freely to make choice. Malindo and firefly airline industries is competitive nowadays. Customers tend to switch to whichever industry that able to give lower price or better offer. Therefore, satisfaction is not enough to retain a customer loyalty.

Coyles and Gokey (2002) suggested that satisfaction alone do not make a customer loyal because only emotive customer who is satisfied with the product will have higher customer loyalty. Emotional value played the most vital role in building satisfaction and loyalty. Hence, Malaysia airline industry should satisfy their customer by giving long-term customer relationships priority over short-term sales so that the customer loyalty can be improved.

5.2.2 COMMITMENT AND CUSTOMER LOYALTY

H2: There is a positive relationship between commitment and customer loyalty in airline industry in Malaysia.

Hypothesis 2 (H2) examined the relationship between commitment (C) and customer loyalty (CL) in airline industry in Malaysia. Based on the Multiple Linear Regressions' result, it shown that p-value equal to 0.0001 which is less than 0.05, therefore it is indicate that commitment is significantly related to customer loyalty and the hypothesis in this study is accepted. The result is in line with prior studies conducted by Moghadam et al. (2014), Vuuren et al. (2012), Mahajar and Yunus (2010), Jumaev and Hanaysha (2012) and Rafiq et al. (2013). The result shown that commitment is significantly related to customer loyalty because of the higher committed customers are more willing for long term relationship, use the airline companies and its associated services or recommend its others in the future.

5.2.3 TRUST AND CUSTOMER LOYALTY

H3: There is a positive relationship between trust and customer loyalty in airline industry in Malaysia.

Hypothesis 3 (H3) examined the relationship between trust (T) and customer loyalty (CL) in airline industry in Malaysia. Based on the Multiple Linear Regressions' result, it shown that p-value less than 0.0001 which is less than 0.05, therefore it is indicate that trust is significantly related to customer loyalty and the hypothesis in this study is accepted. The result is in line with prior studies conducted by Liang (2008), Madjid (2013), Kishada and Wahad (2013), Pratminingsih et al. (2013) and Deng et al. (2010). The result shown that trust is significantly related to customer loyalty because of strong customer trusting behavior enables customer to make confident prediction about the service of airline companies' future transactions, thus it tends to influence customer loyalty.

5.2.4 PERCEIVED QUALITY AND CUSTOMER LOYALTY

H4: There is a positive relationship between perceived quality and customer loyalty in airline industry in Malaysia.

Hypothesis 4 (H4) examined the relationship between perceived quality (PQ) and customer loyalty (CL) in airline industry in Malaysia. Based on the Multiple Linear Regressions' result, it shown that p-value equal to 0.0128 which is less than 0.05, therefore it is indicate that perceived quality is significantly related to customer loyalty and the hypothesis in this study is accepted. The result shown that perceived quality is significantly related to customer loyalty because of the more customer perceive that airline companies have a good reputation which deliver the prompt services to customers when customers need, thus the more the customers are bound to be loyal and make referrals for airline companies.

5.3 CONCLUSION

In this chapter, independent variables which are satisfaction, commitment, trust and perceived quality were discussed in details based on analysis result. The findings found that commitment, trust and perceived quality have positive and significant relationship with the dependent variable customer loyalty in airline industry in Malaysia but only the satisfaction is not significant. Several explanations were provided in order to justify why the satisfaction has no significant relationship with the customer loyalty.

5.4 RECOMMENDATION

Recommendations are suggested to overcome some of limitations. It also used to enhance the quality of this research for further investigation. Firstly, this research indicates the importance of overall judgement of customer satisfaction, trust, commitment and perceived value.

The future researchers should cover a wider range of sample when conducting similar research. For example, they can expand to other airport in Malaysia such as Penang International Airport, Kuching International Airport, Kota Kinabalu International Airport and

others rather than just focus on KLIA & KLIA 2. Wider range of target respondents will provide more accurate result.

In order to achieve higher r-square, future researchers should add in few more independent variables when doing comparable researches. More accurate result will be generated when higher percentage of customer loyalty can be explained by the independent variables.

Besides, different survey methods can be used in conducting this research instead of questionnaire to gain further exposure of customer loyalty in the airline context.

Lastly, additional empirical studies could be conducted to determine whether there are any differences in effect of customer loyalty between domestic passengers and international passengers. Therefore, researchers are recommended to look for international passengers to answer the same set of questionnaires to gain insight in relation to culture differences.

5.5 SUMMARY

This chapter discussed on the overall conclusion of this research. The researchers were identified the background of this research that was preferred by the previous research. Besides that, the researchers undergoing the problem statement, research objectives and research questions to focus on factors influencing customer loyalty in airline industry. The researchers made significance a research and the scope of studies to complete the information on the research. The researchers distributed questionnaire to 300 respondents to answer. The data were recorded in SPSS Software and the data were analyzed. Using the mean score table, pie chart and T-test the overall data had been done analyzed. The researchers provided some future implications and recommendation to the parties involved in future research.

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APPENDIX



BUSINESS RESEARCH QUESTIONNAIRE

Topic: Factors Influencing Customer Loyalty in Airline Industry

Dear Respondents,

This research undertakes as a part of business research project of International Business in Polytechnic Sultan Salahuddin Abdul Aziz Shah (PSA). This research is compulsory for our subject Business Project (DPB6043). This questionnaire is to research our analysis on customers loyalty towards Airlines industry. The purpose of this study is to find out the customer loyalty towards Airlines industry. Respondents are required to answer all the questions. All the information will be kept confidential and solely for research purpose. Your honesty and sincere responses are highly appreciated as they will be reflected in the accuracy of the survey.

Group members:

SREE NAGA PUJA	08DPI17F2017
SHEMA NANTHINI	08DPI17F2031
RICKNES KARUNAGARAN	08DPI17F2028
KUGENESWARAN	08DPI17F2016

Section A: Demographic question

In this section, we would like you to fill in some of your personal details. Please tick your answer and your answers will be kept strictly confidential.

1. Gender:

- Male
- Female

2. Age (Please state): _____

3. Race:

- Malay
- Chinese
- Indian
- Others (Please state): _____

4. Which Airline do you prefer:

- Malindo
- Firefly

5. How frequently do you use Airline services?

- Frequently
- Moderate
- Once a while

6. Class of airlines

- Business class
- First class
- Economy class

7. How would you categorize yourself in terms of air travel?

- Business traveller
- Leisure/ personal traveller
- Student
- Others (Please state): _____

Section B: Dimension of Relationship Quality

This section is seeking your opinion regarding the importance of different dimension of Relationship Quality. Respondents are asked to indicate the extent to which they agreed or disagreed with each statement using 5 Likert scale [(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree] response framework. Please circle one number per line to indicate the extent to which you agree or disagree with the following statements.

B1. SATISFACTION (S)

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
S1	The airline services always meet my expectation.	1	2	3	4	5

S2	I am delighted with the services provided by the airline.	1	2	3	4	5
S3	I am happy with the services provided by the airline.	1	2	3	4	5
S4	I am satisfied with the performance of services provided by the airline.	1	2	3	4	5

B2. COMMITMENT (C)

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
C1	I feel emotionally attached to the airline.	1	2	3	4	5
C2	I continue to deal with the airline because I genuinely enjoy my travel with them.	1	2	3	4	5
C3	I am very committed to my travel to this airline.	1	2	3	4	5
C4	It is important for me to maintain relationship with the airline.	1	2	3	4	5

B3. TRUST (T)

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
T1	I am willing to rely on the airline services.	1	2	3	4	5
T2	I have confidence in the airline services.	1	2	3	4	5
T3	I consider the airline staffs are concern for my well-being.	1	2	3	4	5
T4	I consider the airline staffs are honest.	1	2	3	4	5

B4. PERCEIVED QUALITY (PQ)

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
PQ1	The airline provided services as promised.	1	2	3	4	5
PQ2	The airline staffs provide prompt service when I needed.	1	2	3	4	5
PQ3	Facilities in the airline are pleasant and appealing.	1	2	3	4	5
PQ4	The pilots and stewards are knowledgeable.	1	2	3	4	5

Section C: Customer Loyalty

This section is seeking your opinion regarding the impacts of customer loyalty with the dimension of relationship quality given. Respondents are asked to indicate the extent to which they agreed or disagreed with each statement using 5 Likert scale [(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree] response framework. Please circle one number per line to indicate the extent to which you agree or disagree with the following statements.

C1. CUSTOMER LOYALTY (CL)

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
CL1	I would recommend the airline to my friends.	1	2	3	4	5
CL2	I say positive things about the airline to other people.	1	2	3	4	5
CL3	I consider this airline the first choice for air transport.	1	2	3	4	5
CL4	I encourage my friends and relatives to fly with this airline company.	1	2	3	4	5
CL5	I consider myself to be loyal to this airline.	1	2	3	4	5
CL6	I will consider this airline for air transport in the next few years.	1	2	3	4	5
CL7	I would continue to seek transport services from the airline.	1	2	3	4	5
CL8	I refuse to change to another airline.	1	2	3	4	5

CARTA GANTT PROJECT PELAJAR

SESI : DISEMBER 2019

JABATAN : PERDAGANGAN

KURSUS / KOD: DPN6043 BUSINESS PROJECT

MINGGU / AKTIVITI PROJECT	STA TUS	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14
Formation Of Group Project	R														
Identify Research Title	R														
Discuss On Research Background	R														
Describe The Variables That Were Studied	R														
Construct Research Problem	R														
Construct Literature Review	R														
Discuss Data Collection Method	R														

Identify The Population And the Sampling Method	R															
Identify The Measurement And Scaling Technique	R															
Distribute Questionnaire & Pilot Test	R															
Presentation	R															
Submit Final Draft of Project	R															

Nota :

R : tarikh rancang