

Satisfaction Determinants of Airlines Industry in Malaysia

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ABSTRACT

This study provides detailed information on customer satisfaction and decision making on choosing a full-service airline in Malaysia based on the number of complaints lodged to MAVCOM. To ensure the study was done with zero-errors, the information stated in this investigation were acquired from a targeted audience which has travelled for leisure purposes only to both domestic and international destinations. The aims of this study is to gives the airlines an edge to refine their customer service and to scrutinize their operations to avoid giving a chance to passenger to choose an alternate airline in Malaysia to suit their itinerary due to the failure in rectifying the inability in providing convenience towards their customers. This paper utilized a questionnaire to collect the data and was analysed by using Statistical Package for Social Science (SPSS). Multiple regression is used to find the causal effect of numerous independent variables towards the dependent variable. The results found that service quality, price, reliability (timeliness) and customer relationship management has a significant and positive contribution towards passenger selection of a full-service carrier in Malaysia.

Keywords: customer satisfaction, decision making, service quality, customer relationship management

INTRODUCTION

The Malaysian aviation industry has its routes dating back to the early 1950s. Malayan Airways Limited was the first commercial flight took off in 1947. During the early years of operation, after the Federation of Malaysia (1963) it was renamed to Malayan Airways. Malayan Airways was renamed to Malaysia Singapore Airlines in 1966, and Malaysian Airlines System (MAS) was born in 1972 (Malaysia Airlines, 2018). The airline industry in Malaysia is mainly operated by Malaysia Airlines (MAS). MAS serves for domestic and international flights sectors. Air transportation in Malaysia is the most efficient mode of transport between peninsular Malaysia and Sabah & Sarawak. Travelling time can be shortened and promote domestic & international trade and simultaneously promote the tourism industry indirectly.

Given the increase in the amount of passenger travelled, consumers are more than willing to travel by air than using other alternative transport. Therefore, this increases the pressure on the organization to maintain customer satisfaction throughout their service process. Despite having an increase in passengers

travelled, the revenue and operating profit margin of the airline have been in a downward curve. (MAVCOM, 2019). The figure below illustrates the revenue versus the operating profit margin.

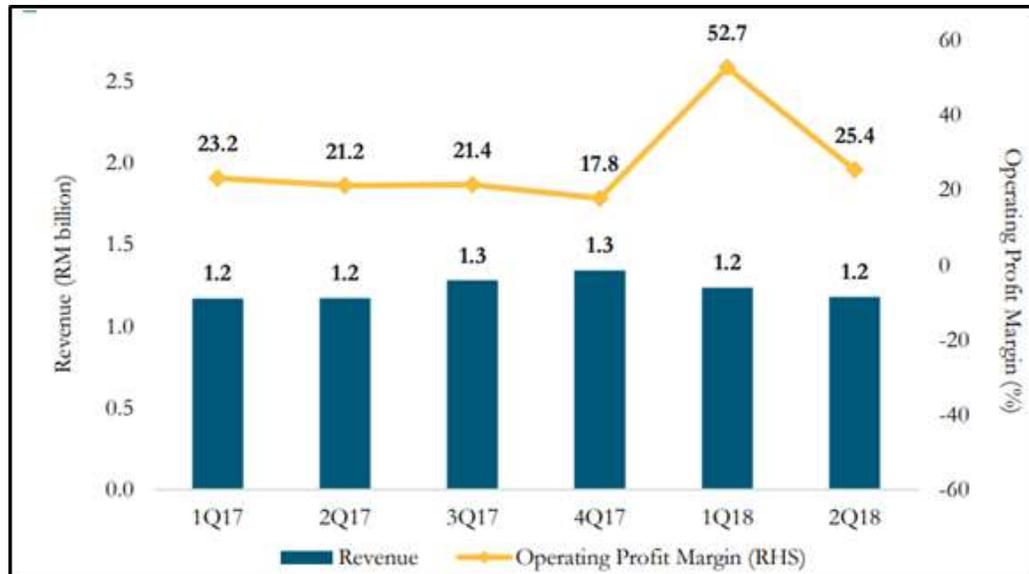


Figure 1: Revenue and operating profit margin
Source: MAVCOM Analysis (2019)

PROBLEM STATEMENT

The review from the literature has revealed a critical dissatisfaction faced by passengers. Various articles have been published in newspapers, and websites regard to the inconvenience faced by passengers. Also, customers put forth their dissatisfaction by filing a report to MAVCOM. Customer satisfaction in the airline industry is the number one aspect every airline investigates to ensure their services are satisfactory to the passengers. Various determinants alter passenger satisfaction in this aspect, and this research investigates those determinants. Some numerous reports and articles were published, which raises the question of customer satisfaction towards the airline's industry in Malaysia.

On May 2017, an article at Free Malaysia Today reported that a passenger was disgruntled over zero-compensation over delayed baggage. This incident occurred in a Malaysian Airlines flight from Kuala Lumpur to Hanoi. Two of the passenger's bag were left behind at KLIA. Malaysian Airlines representative notified them that the bags would be sent through the next available flight which was about ten hours later. From the passenger's perspective, an increase in dissatisfaction would be there because of the poor service quality offered by the airlines (Free Malaysia Today, 2017).

On July 2017, it was reported that passengers were left in the dark and disappointed of the flight delays that plagued Malindo Airways flights to various international destinations (The Sun Daily, 2017). Passengers lashed-out their frustration in social media. Passengers were upset they had to wait twelve hours for the next available flight to their destinations. On January 2018, an article in the Channel News Asia of Singapore had reported that a Malaysia Airlines flight MH89 bound to Kuala Lumpur from Tokyo, Narita has been delayed causing passengers to go furious. Additionally, some passengers' baggage was also missing during the incident. Malaysia Airlines apologized for the mishap that left

passengers feeling dissatisfied due to the flight delay and the lost luggage (Channel News Asia, 2018). Reliability (Timeliness) is a crucial aspect that needs to be addressed by the airlines to ensure customer satisfaction.

The Malaysian market is highly price sensitive especially for domestic routes. Full-service carriers face difficulties in charging higher for domestic routes but can make up for the cost by charging higher for international routes (News Straits Times, 2018). Full-service carriers are needed to re-evaluate their pricing strategies to retain customers and to instill customer satisfaction to ensure there is a continuous demand for full-service carriers despite the availability of full-service airlines in the region. Airlines are ignoring Customer Relationship Management (CRM) from time to time. This situation is evident as it is reported in (New Straits Times, 2018). A frequent-flyer by the name of Steven Ong, 60 has his plans disrupted after he read the news in a social media site. Steven Ong, who is planning to visit his newborn grandson, wouldn't be able to see him in the scheduled time as Firefly has suspended its service to Singapore. Upon reading the post in the social media site, he tried numerous times to contact the airline, but the calls made ended up in voicemail. Customer relationship management could be a determinant for customer satisfaction as passengers would think twice to purchase a ticket for the same airline again.

Figure 2 witness an increase in the number of complaints filed at MAVCOM. MAVCOM evaluates the claims and segregates it's based on the types of complaints received. i.e. refunds, mishandled baggage, flight cancellations, flight delays, online booking issues etc. Therefore, there is a gap in customer satisfaction in which airlines need to seriously investigate to ensure customers always return to purchase tickets with them. Only once the deficiency of customer satisfaction is closed, there would be more satisfied customers, and there would be a decrease in the number of complaints filed. Figure 2 shows the detailed complaints received by MAVCOM (2019) as below.

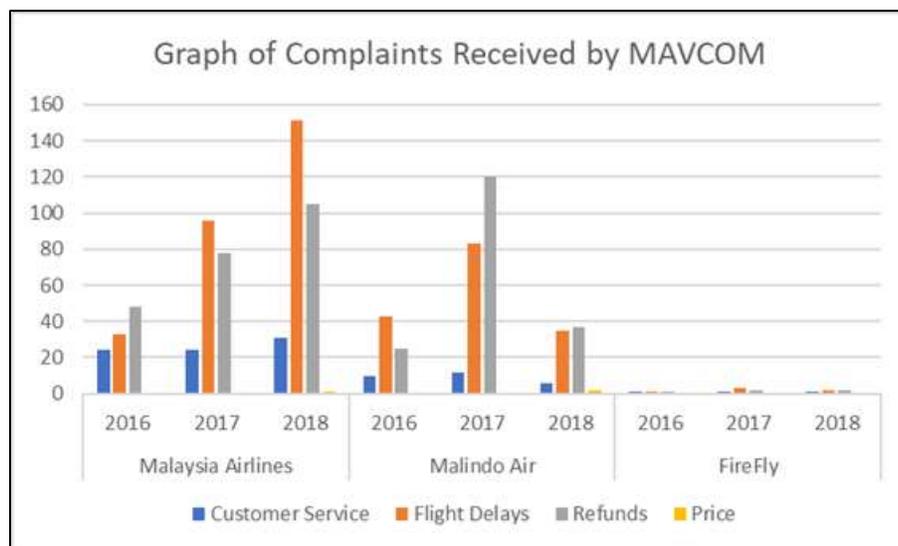


Figure 2: Graph of Complaints Received by MAVCOM
 Source: MAVCOM Analysis (2019)

RESEARCH OBJECTIVES

1. To examine the impact of service quality towards passenger selection of a full-service carrier in Malaysia.
2. To determine the impact of price towards passenger selection of a full-service carrier in Malaysia.
3. To examine the impact of reliability (timeliness) towards passenger selection of a full-service carrier in Malaysia.
4. To determine the impact of customer relationship management towards passenger selection of a full-service carrier in Malaysia.

RESEARCH QUESTIONS

1. What is the impact of service quality towards customer selection of full-service carrier's in Malaysia?
2. What is the impact of price towards customer selection of full-service carriers in Malaysia?
3. What is the impact of reliability (timeliness) towards customer selection of full-service carrier's in Malaysia?
4. What is the impact of customer relationship management towards customer selection of full-service carriers in Malaysia?

LITERATURE REVIEW

The airline's industry is an integral part of a nation's economy and sustainability. In Malaysia, the aviation scene first started to emerge when in 1937 two Australian-brothers ventured into the airline business with Wearnes Air Services, in which providing daily flights between Singapore and Malaya. It ceased operations once the Japanese invasion occurred (Transportation History, 2017). Later on 1st May 1947, Malayan Airways Limited began its operations from Singapore Kallang Airport to Ipoh, Kuala Lumpur and Penang (Singapore Airlines, 2019).

In Malaysia, the airline's industry is governed and regulated by various parties who work in synergy with one another. The aviation sector is under the purview of the Ministry of Transport (MOT) who is the sole policymaker for the industry in Malaysia and conducts bilateral negotiations within and across the border. The Malaysian Aviation Commission (MAVCOM) is the economic regulator for the aviation sector that oversees the commercial and economic related matters. It is an independent advisor to the Ministry of Transport on economic affairs pertaining towards the civil aviation sector in Malaysia; it provides a platform for the shield of consumers, it has a mechanism to liberate disputes, administer air-traffic rights and manages routes under the public service obligations. The Civil Aviation Association of Malaysia (CAAM) is the technical regulator which oversees the safety, maintenance and the security of the civil aviation operations in Malaysia (Malaysian Aviation Commission, 2019).

The Malaysian aviation industry has its routes dating back to the late 1940s. The first commercial flight took off in the year of 1947 in which it was operated by Malayan Airways Limited. During the early years of operation after the Federation of Malaysia was formed in the year 1963 it was renamed to Malayan Airways. During the year 1966, Malayan Airways was renamed to Malaysia Singapore Airlines. Later in the year in 1972 Malaysian Airlines System (MAS) was born (Malaysia Airlines, 2018). It had a flawless reputation of contribution towards national development and had been a talent factory for skilled employees, engineers, pilots and cabin crew. The airline had also served as a platform to link Malaysia to the world, while concurrently linking the nation to the outside world. For a global network, it provides the

most excellent way to fly to, and from and around Malaysia. It serves more than 50 destinations throughout the world and operates over 300 flights a day; Malaysia Airlines is also part of the Malaysia Aviation Group (MAG). And as a member of Oneworld®, Malaysia Airlines provides the most exceptional connectivity with trips to more than 1000 destinations across 150 plus countries and has access to over 650 airport lounges worldwide. Its operations are based at the Kuala Lumpur International Airport in Sepang (Malaysia Airlines, 2018).

Customer Satisfaction

Customers are the most important stakeholders when it comes to doing business. The market evolves around the demand for specific products and services. Satisfaction does not solely include the feelings that arise from association with the product or service but to the atmosphere also in which happens before, during and after receiving the product or service (Biesok, 2011).

It is an essential part of any organization to ensure customers are satisfied for the organization to be sustainable in the long-run. Customer satisfaction has always been associated with customer gratification. Customer gratification is defined as a source of satisfaction or pleasure (Meriam-Webster, 2019). Customer satisfaction is a crucial aspect researchers need to investigate, especially in the services industry and particularly in the aviation sector. The international standards of the organization (ISO) also testifies that meeting the high level of customer expectation is often challenging to organizations.

Customers satisfaction has various times been measured by the SERVQUAL model. The SERVQUAL model consists of five distinct aspects which are tangibility, reliability, responsiveness, assurance, and empathy. Empathy is the individualized attention the organization decides to give its customers (Parasuraman, Zeithaml & Berry, 1988). Airlines in Malaysia are awarded with numerous awards despite an increase in customer complaints over the years. Although many customers make do with the service they receive from various airlines, some of them have shed-a-light on the dissatisfaction they feel towards the airlines. The airline's sector in Malaysia is being disrupted by low-cost players, namely AirAsia Group. They have been learning the market demand and providing cheap fares to encourage customers to consider them. Due to this, many customers voice out their dissatisfaction by filing a complaint against the airline to the Malaysian Aviation Commission (The Star Publications, 2018).

Full-service carriers need to improve their service quality to ensure customer satisfaction does not fall-short of the airlines objective as it will negatively affect the airline's revenue. Customer satisfaction on full-service carriers depends on the service quality received (Parasuraman, Zeithaml & Berry, 1988). Price sensitive customers in Malaysia often choose low-cost carriers due to their cheaper price offering. Still, low-cost carriers do not provide the additional thrills that full-service carriers offer. Therefore, service quality for full-service airlines is one of the deciding factors for customers to choose their airline of choice. Given Malaysia's climate and various factors, flight delay is apparent and is it the crucial factor for passengers to choose other airlines (Vane, 2016). Full-service carriers need to embrace customer relationship management more deeply to ensure passengers have a thought of security and satisfaction that will result in returning passengers (Organi & Lari, 2008).

Service Quality

Researches are convinced that service quality is a crucial aspect that passengers investigate when it comes to customer satisfaction. Service quality is interlinked with the consumer's perception and expectations (Parasuraman, Zeithaml & Berry, 1988). Therefore, the airline's industry, especially full-service carriers, need to ensure their service quality is within the customer's expectation. (Parasuraman, Zeithaml & Berry, 1988) also stated there are five items in the SERVQUAL model, which are reliability, assurance, tangibility, empathy and responsiveness. It is also significant factors that pre-flight quality, in-flight, and post-flight quality service have a substantial stimulus towards passenger satisfaction. Passenger satisfaction also differs from the individual level. Some passengers were interested in on-board facilities, quality of food, extra leg-space are some of the individual expectations when it comes to service quality (Namukasa, 2013). Airlines need to find the sweet spot to cater to all the passengers simultaneously to ensure the airlines do not overspend their budget on marketing.

Service quality is an essential driver of brand image whereby it motivates customer satisfaction through the process of purchasing. At the point when the travellers get excellent experience quality, they see it with positive esteem. They are more ready to pay a more expensive rate, which prompts higher client reliability (Chen & Liu, 2017). A high level of service quality is essential for an organization to retain its customers in this case, are its stakeholders. Whenever passengers feel dissatisfied with an airline, airlines fall victim to this because passengers often criticize them publicly in social media, which at times casts a lousy image within a short period for the airline.

Price

A study was conducted on the passenger's perception of low-cost airlines and full-service airlines by surveying Asian and European travellers. It shows that passengers who travelled with carriers from their own country are more susceptible towards higher pricing by the airlines. However, passengers are more than keen to pay a higher ticket-fare for the additional service that they require from the full-service carriers (O'Connell & Williams, 2005).

Price of goods and services is the turning point from a customer's perspective. It provides a link between the supply and the demand for products and services (Reketye & Fojtik, 2014). Therefore, the pricing of goods and services has a considerable role in the sustainability of the organization. On a further note, the price of a product or service is a significant determinant for consumers purchase decision and customer satisfaction. Price is defined as the value in which is determined for a product or a service and is the outcome of complex research, understanding and calculations and risk-taking. In general, pricing strategy considers market segmentation, the ability for the customers to pay, the current and future market conditions, actions by competitors, trade margins and inputs. The price is targeted towards the consumer and is set to compete with the competitor (The Economic Times, 2019).

An airlines fare is crucial and is relevant in determining service quality. A study was carried out to examine important factors that determine the business passenger's loyalty towards the full-service carriers in China; passengers considered that frequent flyer program and are some of the essential attributes for comparing airlines in the ticket-fare (Vlachos & Lin, 2014). Additionally, a consumer's perception of price is determined by the perceived value of the product or services offering (Akamavi, Mohamed, Pellmann, & Xu, 2015). From the consumer's viewpoint, when they receive excellent quality of service from the service provider, they will feel happier to engage in a commercial relationship with the service provider and would consider paying a higher price than usual if the consumers receive an

expected service quality of higher than predicted service quality (Demirgüneş, 2015). Moreover, price does play a significant role in customer satisfaction. Service providers need to structure their price accordingly to attract consumers.

Reliability (Timeliness)

Timeliness is defined as the ability of being ready and arriving on time (Merriam-Webster, 2019). Timeliness for an airline is essential as they do not intend to delay a flight as it will result in a costly consequence such as revenue lost for an airline. Flight delays are factors that are unpredictable but at times are avoidable if they are within the control of the airlines itself. An airline's market share could be in jeopardy if it does not improve its timeliness. Passengers do not want to be delayed any longer since they've already passed through numerous processes and stages in the airport to reach the boarding gate. Passengers would feel uneasy and dissatisfied if a passenger has been told the flight have been delayed (Baranishyn, Cudmore & Fletcher, 2010).

Flight delays have a significant impact on customer satisfaction and purchase intentions. A general understanding from literature has explained that flight delays have a positives effect on customer satisfaction on perusing a product or service, and it affects the purchase decision. Therefore, it is assumed that flight delay does cast a sense of dissatisfaction to the passengers (Oliveira & Parasuraman, 2012). Full-service carriers in Malaysia needs to ensure their flights arrive and depart on time to avoid the increase in customer dissatisfaction. Airlines can overcome this by utilizing Big-Data. Big-Data is the new trend that businesses use to make their business processes much more efficient through the applications of machine learning (Alsghaier, 2017). Flight delays that result from the environment, such as weather, can be avoided through the usage of big-data. This can be done through the machine learning that utilizes various statistical models to predict the weather pattern and notify pilots to avoid travelling in those flight paths. Therefore, timeliness of the airlines could be improved simultaneously, improving customer satisfaction (Vane, 2016). Full-service carriers are required to ensure the timeliness of its flights is within consumer's expectation. Consumers feel dissatisfied whenever they are informed that their flight has been delayed for various reasons. Airlines are required to communicate the reason for the delay and provide adequate amenities for the passengers.

Customer Relationship Management (CRM)

Customer relationship management is often misunderstood as utilizing complex applications to bridge the gap between a service provider and the consumer. Relying on products and technology isn't enough for many organizations because they do not include the customer's viewpoint in their marketing plan, which will result in the absence of a market. Also, the secret-recipe in modern marketing is the high inclusion of customer's viewpoints and having full focus in their marketing strategies to provide value for customers (Organi & Lari, 2008). The most crucial benefit of customer relationship management is the achievement of overall customer satisfaction (Keh & Lee, 2006) and there are numerous tangible and intangible benefits to customer relationship management (Chen & Chen, 2004). Both tangible and intangible benefits are essential for the organization and the consumer. Malaysia airlines industry companies should embrace customer relationship management as it is a fundamental activity that an organization can take to bridge the gap between the organization and the consumer, in this context is between the airlines and the passenger. The airlines must pay close attention to three aspects from the customer's perspective which are responding to the value for the consumer, responding towards consumer's needs, and the customer loyalty to the airlines will be the result of customer satisfaction.

Customer relationship management has been used by various airlines around the world. The Royal Dutch Airlines (KLM) has been utilizing CRM tools to bridge the gap between itself and its customers. The airlines wanted to move beyond providing loyalty to their customers. It focused on building new relationships with its customers by leveraging and consolidating on data that is available from customer transactions. Therefore, to ensure the utilization of this data is successful, the airline had to develop a central depository system to store all those information (Viaene & Cumps, 2005). Therefore, utilizing and leveraging upon customer data can provide airlines with an additional advantage to provide a more personalized experience to its customers.

METHODOLOGY

Researchers conducted this study in explanatory nature which describes the four independent variables which is the price, service quality, customer relationship management (CRM) and reliability (timeliness) and the dependent variable is the customer satisfaction in the airline's industry in Malaysia in full-service carriers. Researchers collected the primary data for enabling researchers to recognize the specific information on the factors *service quality, price, reliability (timeliness) and customer relationship management (CRM)* that will influence customer satisfaction in full-service carriers. The research instrument is used to gather primary data for this research is the survey questionnaire because it is reliable and straightforward. The questionnaire includes all the techniques of the data collection whereby each person is required to answer the same set of questions in a predetermined order (Temba, 2013).

The population for this research is Malaysian and International citizens of leisure travellers, who were above 18 years of age, who have travelled in any full-service carriers (FSCs) such as Malaysia Airlines, Malindo Air and Firefly. For leisure travellers, they are more flexible, and their main priorities are the cost and level of services of the airlines. To participate in this research, travellers who are below 18 are not entitled. Since there is no sampling frame available in this research, researchers must reflect to use non-probability sampling. For this research, the research location is Kuala Lumpur International Airport and Subang Airport in Petaling Jaya district, Selangor, Malaysia. Researchers choose this specific airport as the preferred airlines (Malaysia Airlines, Malindo Air, Firefly) for this research as this is the arriving and departing from this airport.

In this research, 433 questionnaires were distributed to gather information on primary data from passengers who are dissatisfied with the airline's companies in Malaysia on various factors. This research acquires data from the targeted respondents through QR Code or "Google forms", the researcher provides the QR code to the respondents to scan it through a smartphone and fill in the google forms. All items used five likert scales from strongly disagree to strongly agree. A few types of measurement scales that are being used in this research study which is nominal, ordinal and interval scale. The researchers used the Pearson Correlation Coefficient Analysis to analyses the correlation between the four independent variables and the purpose to conduct this analysis is to determine the positive or negative relationship between the two variables in this research. Multiple regression is used to find the causal effect of numerous independent variables towards the dependent variable.

FINDINGS AND DISCUSSIONS

The Cronbach's alpha reliability test for Price, Service Quality, Customer Relationship Management (CRM), Reliability and Customer Satisfaction shows the results of 0.952 for 20 items (4 items for each variables). The level of consistency of the variable shown was excellent. However, for each variable,

Cronbach Alpha for price is 0.889, Service quality is 0.724, Customer relationship management is 0.725, Reliability is 0.852, Customer satisfaction is 0.875. Thus, all variable have a good level of consistency.

The values shown in the table 1 indicates the Pearson Correlation Coefficient is 0.860, and it is significant at 0.000 level, which is less than 0.05. This represents a significant level of relationship between “Service Quality” and “Customer Satisfaction” ($p < 0.05$). The relationship strength between “Service Quality” and “Customer Satisfaction” is positive, and the level of relationship strength is very strong. Since $r = 0.860$ and this value falls between 0.75 and 1.00; therefore, $r = 0.860$ shows there is a very strong association between the independent variable “Service Quality” and the dependent variable “Customer Satisfaction”. Thus, H1 is accepted ($p = 0.000, r = 0.860$).

Table 1: Pearson Correlation between “Service Quality” and “Customer Satisfaction”

Correlations			
		Service Quality - All Four(4) Items Combined	Customer Satisfaction - All Four(4) Items Combined
Service Quality - All Four(4) Items Combined	Pearson Correlation	1	.860**
	Sig. (2-tailed)		.000
	N	433	433
Customer Satisfaction - All Four(4) Items Combined	Pearson Correlation	.860**	1
	Sig. (2-tailed)	.000	
	N	433	433

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

According to (Chen & Liu, 2017), service quality is seen as an essential determinant for the brand image, whereby it motivates customer satisfaction. Hence, there is a significant relationship for the researcher’s findings that service quality has a very strong association with customer satisfaction. It is also the importance of not neglecting service quality as an essential determinant for customer satisfaction. Service quality is one of the crucial factor’s airlines have to give their attention to the as high level of service quality is essential for airlines to retain passengers in this highly dynamic business environment.

H1: *Service quality* has a significant and positive contribution towards passenger selection of a full-service carrier in Malaysia.

The values shown in the 2 indicates the Pearson Correlation Coefficient is 0.796, and it is significant at 0.000 level, which is less than 0.05. This represents a significant level of relationship between “Price” and “Customer Satisfaction” ($p < 0.05$). The relationship strength between “Price” and “Customer Satisfaction” is positive, and the level of relationship strength is very strong. Since $r = 0.796$ and this value falls between 0.75 and 1.00; therefore, $r = 0.796$ shows there is a very strong association between the independent variable “Price” and the dependent variable “Customer Satisfaction”. Thus, H2 accepted ($p = 0.000, r = 0.796$).

Table 2: Pearson Correlation between “Price” and “Customer Satisfaction”

		Correlations	
		Price - All Four (4) Items Combined	Customer Satisfaction - All Four(4) Items Combined
Price - All Four(4) Items Combined	Pearson Correlation	1	.796**
	Sig. (2-tailed)		.000
	N	433	433
Customer Satisfaction - All Four(4) Items Combined	Pearson Correlation	.796**	1
	Sig. (2-tailed)	.000	
	N	433	433

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

According to (Vlacos & Lin, 2014), the price of an airline ticket is a relevant determinant and should not be neglected. Passengers also tend to compare the ticket prices of various airlines. Hence there is a significant relationship for the researcher’s findings that price has a very strong association with customer satisfaction. Passengers will have a high level of acceptance when the ticket price of the airlines is lower. This is because there are various options for passengers to select when it comes to choosing an airline as low-cost carriers focus only on a low-price strategy.

H2: Price has a significant and positive contribution towards passenger selection of a full-service carrier in Malaysia.

The values shown in the table 3 indicates the Pearson Correlation Coefficient is 0.922, and it is significant at 0.000 level, which is less than 0.05. This represents a significant level of relationship between “Reliability (Timeliness)” and “Customer Satisfaction” ($p < 0.05$). The relationship strength between “Reliability (Timeliness)” and “Customer Satisfaction” is positive, and the level of relationship strength is very strong. Since $r = 0.922$ and this value falls between 0.75 and 1.00; therefore, $r = 0.922$ shows there is a very strong association between the independent variable “Reliability (Timeliness)” and the dependent variable “Customer Satisfaction”. Thus, H3 is accepted ($p = 0.000$, $r = 0.922$).

Table 3: Pearson Correlation between “Reliability (Timeliness)” and “Customer Satisfaction”

		Correlations	
		Reliability (Timeliness) - All Four(4) Items Combined	Customer Satisfaction - All Four(4) Items Combined
Reliability (Timeliness) - All Four(4) Items Combined	Pearson Correlation	1	.922**
	Sig. (2-tailed)		.000
	N	433	433
Customer Satisfaction - All Four(4) Items Combined	Pearson Correlation	.922**	1
	Sig. (2-tailed)	.000	
	N	433	433

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

According to (Baranishyn, Cudmore & Fletcher, 2010), passengers do not want to wait for the flight. Passengers would be quickly feeling uneasy and dissatisfied with the airlines if the flight are delayed

further. Hence this further strengthens the researcher’s findings that reliability (timeliness) has a very strong association with customer satisfaction of passengers. Therefore, airlines should not neglect the importance of the reliability (timeliness) of their flights towards their passengers. As this is an essential factor passenger will look into when selecting an airline in Malaysia.

H3: *Reliability (Timeliness)* has a significant and positive contribution towards passenger selection of a full-service carrier in Malaysia.

The values shown in the table 4 indicates the Pearson Correlation Coefficient is 0.848, and it is significant at 0.000 level, which is less than 0.05. This represents a significant level of relationship between “Customer Relationship Management (CRM)” and “Customer Satisfaction” ($p < 0.05$). The relationship strength between “Customer Relationship Management (CRM)” and “Customer Satisfaction” is positive, and the level of relationship strength is very strong. Since $r = 0.848$ and this value falls between 0.75 and 1.00; therefore, $r = 0.848$ shows there is a very strong association between the independent variable “Customer Relationship Management (CRM)” and the dependent variable “Customer Satisfaction”. Thus, H4 is accepted ($p = 0.000$, $r = 0.848$).

Table 4: Pearson Correlation between “Customer Relationship Management (CRM)” and “Customer Satisfaction”

Correlations

		Customer Relationship Management (CRM) - All Four(4) Items Combined	Customer Satisfaction - All Four(4) Items Combined
Customer Relationship Management (CRM) - All Four(4) Items Combined	Pearson Correlation	1	.848**
	Sig. (2-tailed)		.000
	N	433	433
Customer Satisfaction - All Four(4) Items Combined	Pearson Correlation	.848**	1
	Sig. (2-tailed)	.000	
	N	433	433

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

According to (Keh & Lee, 2006), customer relationship management (CRM) is seen as an essential benefit for overall customer satisfaction. This further justifies the researcher’s findings showing that customer relationship management (CRM) has a very strong association with customer satisfaction. Therefore, neglecting customer relationship management (CRM) is disastrous for airlines as this is an essential factor passenger would use to select an airline of their choice. Customer Relationship Management (CRM) is a crucial factor to retain customers in this highly dynamic aviation industry in Malaysia.

H4: *Customer relationship management* has a significant and positive contribution towards passenger selection of a full-service carrier in Malaysia.

Based on table 5, the R square’s value is 0.927 which indicates that the causal effect of the independent variable (price, service quality, customer relationship management (CRM), reliability (timeliness)) is at 92.7% of the dependent variable (customer satisfaction). Moreover, the adjusted R2 value is 0.926 which indicates that only 92.6% of the dependent variable (customer satisfaction) is interpreted by the

independent variables (price, service quality, customer relationship management (CRM), reliability (timeliness)). Therefore, the adjusted R² value considers the number of predictors in the model for this research, whereby the value is more accurate than the R square. This is because R square gives the percentage of the explained interpretation where all the independent variable in this research influence the dependent variable but the adjusted R square value only provides the percentage of interpretation which is defined by the independent variables that in reality affects the dependent variable (Investopedia, 2019). Contrast to that R square value also indicates to the researchers that 7.7% of the independent variables that will influence customer satisfaction have not been tested in this research.

Table 5: Multiple Linear Regression Results between the independent variables and the dependent variable.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.963 ^a	.927	.926	.393

a. Predictors: (Constant), Price - All Four(4) Items Combined, Service Quality - All Four(4) Items Combined, Customer Relationship Management (CRM) - All Four(4) Items Combined, Reliability (Timeliness) - All Four(4) Items Combined

CONCLUSION

In essence, the implications of this study offer new and updated insights on the extent of customer satisfaction determinants - price, service quality, customer relationship management (CRM), and reliability (timeliness) on full-service carriers in Malaysia. The researcher's results and findings will benefit the full-service carriers to rethink their strategies to gain customer confidence to increase customer satisfaction. As a consequence, full-service carriers would be able to attract and retain more passengers who would reduce the cost of full-service carriers spend on marketing to attract passengers.

In conclusion, the results of this research have proved that all the hypothesis studied in this research are supported and accepted by previous researchers. Various analysis had been used to study the relationships and effects of the independent variables on the dependent variable. Therefore, this research has answered all the objectives laid out. This research can potentially be a guideline for full-service carriers to attract and retain passengers which would improve the performance of full-service airlines. Hence, it would also provide researchers with an understanding to conduct more comprehensive research.

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