



**The Contemporary Service-Related Issues Affecting the Aviation
Industry in Asia and Europe: A Case Study of Passengers in
Thailand**

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This Independent Study Has Been Approved as a Partial Fulfillment of the Requirements for the Degree of Master of Business Administration

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ABSTRACT

The purpose of this study was to examine the factors influencing customer satisfaction among passengers residing in Thailand who had experience travelling with airlines operating within and between Asia and Europe. These two regions have experienced remarkable growth and transformation over the past two decades. The aviation industry plays a pivotal role in global connectivity and economic development, serving as a key driver of globalization. However, in the modern era, airlines in these regions have faced persistent operational and service quality challenges, including increased passenger volumes, post-pandemic recovery issues, and geopolitical tensions that have disrupted airspace management.

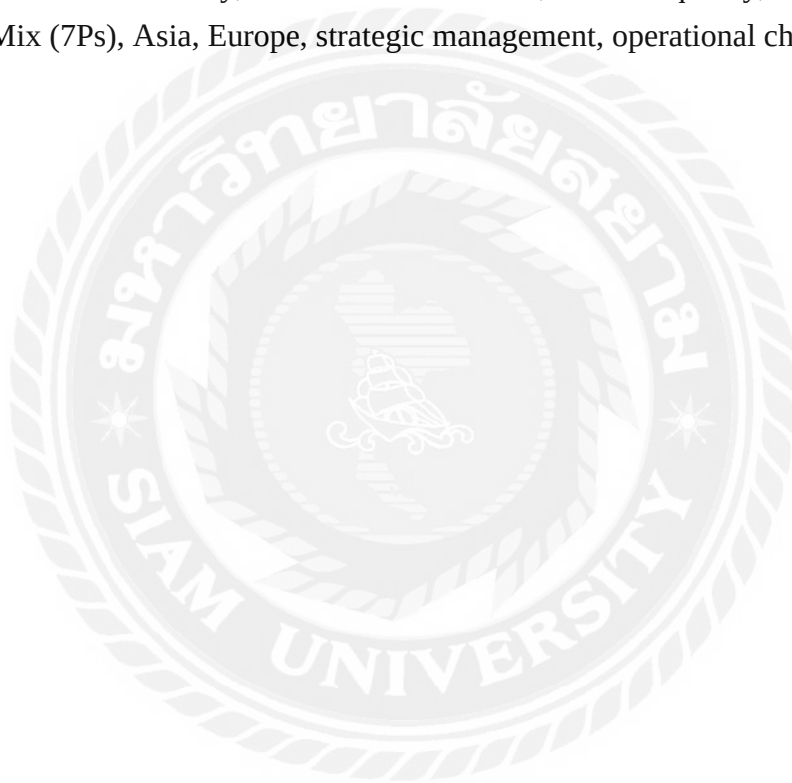
The purpose of this study was to examine the factors influencing Customer Satisfaction within the aviation industry in Asia and Europe. Customer satisfaction served as the dependent variable, while the Marketing Mix (7Ps) and SERVQUAL dimensions served as the independent variables. The study adopted the SERVQUAL framework to measure service quality across five dimensions: tangibles, reliability, responsiveness, assurance, and empathy, reflecting passengers' perceptions of airline performance. The Marketing Mix (7Ps) model provides further support for analyzing the strategic factors that influence airline service delivery.

A quantitative research design was employed, utilizing structured questionnaires distributed to a sample of 300 respondents residing in Thailand who had experience

travelling with airlines operating within and between Asia and Europe. The study utilized a Likert scale (1–5) to assess respondents' perceptions, with data analyzed through descriptive and inferential statistical methods to test the proposed hypotheses.

Findings reveal that among the Marketing Mix dimensions, only Physical Evidence significantly influenced customer satisfaction, while among the SERVQUAL dimensions, Empathy, Responsiveness, and Assurance emerged as significant predictors. The study offers strategic recommendations to help airlines strengthen service quality and enhance competitiveness in a dynamic global aviation market.

Keywords: aviation industry, customer satisfaction, service quality, SERVQUAL, Marketing Mix (7Ps), Asia, Europe, strategic management, operational challenges.



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Finally, I appreciate all the faculty members and staff of Siam University who have contributed to my growth and development as a student. Their unwavering support and encouragement have been a source of inspiration and motivation to me.

Oladipo Oluwaseun Paul

DECLARATION

I, Oladipo Oluwaseun Paul, declare that this Independent Study entitled “The Contemporary Service-Related Issues Affecting the Aviation Industry in Asia and Europe: A Case Study of Passengers in Thailand” is an original work and has never been submitted to any academic institution for a degree.

Oladipo Oluwaseun Paul

22 September 2025



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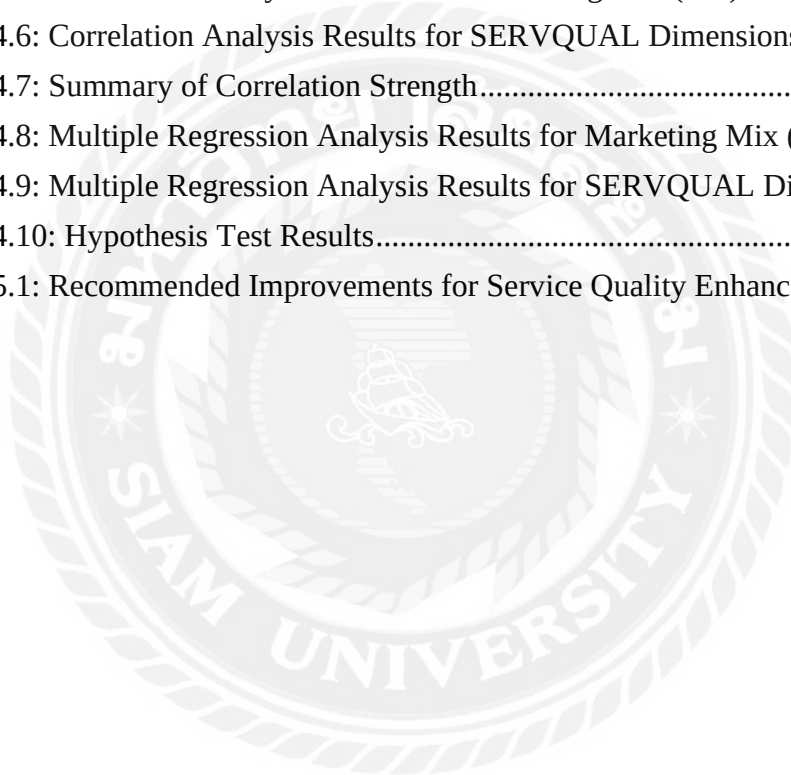
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Chapter 1: Introduction

1.1 Background of the Study

The aviation industry in Europe and Asia is crucial for travel and commerce worldwide. Major hubs on the two continents connect flights from Africa, Asia, Europe, and America. For a long time, hubs in Europe were primarily the go-to hubs for these connecting flights. Recently, we have seen significant competition from Asian hubs, as major airlines have leveraged their strategic locations and made their hubs more appealing to passengers worldwide through connecting flights (Tu et al., 2020).

In recent years, the growth of the middle class has boosted tourism, and the number of international businesses conducted has also contributed to the development of the aviation sector. The number of airline passengers rose steadily from 2004 to 2019, before the COVID-19 pandemic. This, however, has led to increased traffic across major hubs in Europe and Asia, resulting in flight delays, baggage handling issues, and sometimes leaving airline staff overwhelmed (Warnock-Smith et al., 2021). This ultimately affects the quality of service they can render to each passenger due to the fast-paced nature of the industry.

The COVID-19 pandemic dealt the aviation industry a huge blow as many major airlines struggled to stay afloat amid strict restrictions on global travel, with airlines having to provide rigorous pre-flight screening to passengers. Before the COVID-19 pandemic, Southeast Asia was one of the world's fastest-growing aviation markets; however, the region experienced a dramatic decline in passenger traffic following the outbreak, severely affecting airline operations and industry growth (Gelhausen et al., 2021). The pandemic also saw a major shift to digitalization to improve customer experience.

This research aimed to examine and explain several challenges affecting the aviation industry in Asia and Europe. In the context of this study, contemporary service-related issues refer to passenger perceptions of service quality, service delivery, and customer satisfaction rather than broader operational or regulatory challenges facing the aviation industry.

1.2 Research Problem

These contemporary challenges place increasing pressure on airlines in Asia and Europe to maintain high levels of service quality and customer satisfaction while adapting to an increasingly dynamic operating environment. Operational inefficiencies, sustainability requirements, post-pandemic recovery efforts, infrastructure constraints,

and geopolitical uncertainties can all influence passengers' overall travel experiences and perceptions of airline services. As airlines respond through various operational and strategic adjustments, understanding how passengers evaluate service delivery becomes increasingly important.

Therefore, this study examined customer satisfaction through the Marketing Mix (7Ps) and SERVQUAL frameworks, which provide a comprehensive approach for assessing key service-related factors that influence passengers' perceptions and overall satisfaction within the aviation industry in Asia and Europe.

- **Inefficiency in Operations:** Inefficiencies in operations, such as congestion in major hubs in Asia and Europe and inefficient fuel usage, can lead to delays across major hubs, causing poor service quality and negatively affecting customer satisfaction.
- **Green Energy push and Sustainability pressure:** There is pressure on Airlines to reduce carbon emissions, which has led to an increase in their investment in more sustainable energy sources, directly impacting their costs and operations.
- **Post-Pandemic Recovery Issues:** The COVID-19 pandemic severely affected the Airline industry. Major Airlines in Asia and Europe are still struggling to return to Pre-Pandemic profit levels and passenger numbers.
- **Infrastructure and Capacity Challenges:** There are challenges when it comes to infrastructure in major Asian and European hubs, as they have struggled to keep up with the increasing number of passengers going through these hubs.
- **Geopolitical Challenges:** Major Asian and European airlines have to navigate the tricky nature of politics to prevent interrupting their operations.

1.3 Research Question

These are the questions this research paper aimed to answer:

- What are passengers' perceptions of the Marketing Mix (7Ps), SERVQUAL dimensions, and customer satisfaction in the aviation industry in Asia and Europe?
- Is there a significant relationship between the Marketing Mix (7Ps), SERVQUAL dimensions, and customer satisfaction in the aviation industry in Asia and Europe?
- To what extent do the Marketing Mix (7Ps) and SERVQUAL dimensions influence customer satisfaction in the aviation industry in Asia and Europe?

1.4 Research Objective

- To examine passengers' perceptions of the Marketing Mix (7Ps), SERVQUAL dimensions, and customer satisfaction in the aviation industry in Asia and Europe.
- To examine the relationships between the Marketing Mix (7Ps), SERVQUAL dimensions, and customer satisfaction in the aviation industry in Asia and Europe.
- To examine the extent to which the Marketing Mix (7Ps) and SERVQUAL dimensions influence customer satisfaction in the aviation industry in Asia and Europe.

1.5 Scope of the Research:

This study focused specifically on service-related issues from the perspective of airline passengers, particularly the influence of service quality dimensions and marketing mix factors on customer satisfaction among individuals who have travelled within and between Asia and Europe. The study did not examine operational, financial, or regulatory issues faced by airlines. The research focused on passengers who had travelled to and from major Asian and European destinations, as they provided valuable insights into service expectations and experiences. To assess service quality, the study employed the SERVQUAL model, which comprises five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Passengers' perceptions of service quality and marketing mix factors were measured on a 5-point Likert scale to assess their satisfaction with airline services.

1.6 Significance of the Study

This study contributes to a deeper understanding of service quality and customer satisfaction in the aviation industry across Asia and Europe from the passenger perspective. The findings are valuable to airline managers, policymakers, and aviation regulators seeking to improve service delivery and enhance passenger experiences. By applying the SERVQUAL and Marketing Mix (7Ps) frameworks, this study identifies key areas where airlines can enhance passenger satisfaction, strengthen customer loyalty, and improve competitiveness in an evolving global market. Furthermore, this research contributes to the academic literature by providing insights into passenger perceptions of airlines operating within and between Asia and Europe. It offers a foundation for future research on service quality and customer satisfaction in the aviation industry.

1.7 Definition of Key Terms

Aviation Industry: Refers to all businesses and organizations involved in air transport services, including airlines, airports, and supporting operations.

Service Quality: The degree to which airline services meet or exceed passengers' expectations, measured across dimensions including reliability, responsiveness, assurance, empathy, and tangibles.

Customer Satisfaction: The overall evaluation by passengers of how well an airline's services fulfill their expectations and travel needs.

Operational Challenges: Issues affecting airline efficiency, such as flight delays, capacity constraints, staff shortages, or regulatory pressures.

SERVQUAL: A framework used to measure service quality through five dimensions: tangibles, reliability, responsiveness, assurance, and empathy.

Marketing Mix (7Ps): A strategic model encompassing product, price, place, promotion, people, process, and physical evidence, used to evaluate and enhance service performance.



Chapter 2: Literature Review

2.1 Introduction

For years, the aviation industry in Asia and Europe has played a crucial role in global travel and trade. It is, therefore, natural that this sector on the two different continents has seen significant growth over the years as it has contributed significantly to the economies of both regions (Dube, 2023). In the current business environment, major airlines in Asia and Europe have faced significant challenges, including increased passenger demand, the impact of the COVID-19 pandemic, and infrastructural issues (Nižetić, 2020). This review examines service-related and operational challenges in the two regions and proposes strategic approaches to addressing these issues.

2.1.1 Inefficiency in Operations

Air traffic in Asia and Europe has increased significantly over the last decade, resulting in a rise in passengers traveling through the major airports in these regions. Global air traffic is expected to double by 2040 (Gelhausen et al., 2021). There have been issues regarding airport infrastructure and capacity to handle the uptick in passenger traffic, as many major hubs in the two regions struggle to maintain or expand their infrastructure (Sendo, 2022). This has led to long delays at airports and excessive air traffic, with planes circling before landing, causing significant fuel consumption and high costs for airlines.

2.1.2 Green Energy Push and Sustainability Pressure

On October 4, 2021, the International Air Transport Association set a target agreed to by member airlines to achieve net-zero carbon by 2050. There is significant pressure on airlines in Asia and Europe to comply with regulations to reduce carbon emissions; the industry is widely regarded as a major contributor to global climate change (Yue & Byrne, 2024). Increasingly, major carriers in Asia, such as those in China, Japan, and Singapore, are pressured to adopt sustainable practices in line with government policy, while in Europe, major carriers aim to make themselves sustainable by conforming to the Green Deal. Major airlines in Asia and Europe have replaced older models of aircraft, which are very fuel-consuming, and invested in more fuel-efficient aircraft such as the Boeing 787 Dreamliner and Airbus A350. This helps them to control the emissions from their operations. There must be a strategic plan from airlines to navigate government regulations regarding climate change and best position themselves to be sustainable in the long run.

2.1.3 Post-Pandemic Recovery Issues

The COVID-19 pandemic massively affected the global airline industry, especially in Asia and Europe (Kalic et al., 2022). The COVID-19 pandemic spread to over 200 countries worldwide, and the aviation industry is thought to have contributed to its global spread (Sun et al., 2020). As the world continues its recovery from the pandemic, airlines in Asia and Europe have been struggling to get back to pre-pandemic levels in terms of demand, operational costs, etc. (Koo et al., 2023). The low demand, coupled with rising fuel costs during the pandemic period, resulted in many airline staff, including ground staff, pilots, and cabin crew, being let go by the airline (Andreana et al., 2021). Strategically, airlines have learned a great deal from the pandemic, including the adoption of technology to facilitate contactless check-in. Furthermore, emerging from the pandemic has been essential to the industry (Chutiphongdech et al., 2023).

2.1.4 Infrastructure and Capacity Challenges

There have been some issues regarding infrastructure and capacity in Asia and Europe, as these regions are some of the busiest in the world, owing to the enormous number of passengers traveling through airports in these regions (Sendo, 2021). Congestion issues are the norm in these regions as land availability is an issue, and this is being addressed through the creation of secondary airports and the expansion of the existing ones. This requires a significant amount of investment (Graham & de Neufville, 2020). Airports in Asia and Europe are also investing heavily in technology like biometric machines in the airports that can help streamline passengers' time in the airport and minimize delays, as this will, in the long run, lead to a positive passenger experience in the airport (Bogicevic et al., 2017).

2.1.5 Geopolitical Challenges

Geopolitical tensions in Asia and Europe massively affect the aviation industry. In Europe, the conflict between Russia and Ukraine has seen airspace closed as there are safety concerns about flying in these conflict zones, which has affected a lot of airlines flying from Europe to Asia. This has significantly increased operational costs for 6.23% of global international flights affected by the conflict, increasing by 13.32% due to the conflict (Chu et al., 2024). Political Tensions between the West and China have also been a major issue for the Aviation sector, as there have been economic sanctions going both ways, which in turn increase the operational costs, especially in China, which will have problems buying European-made aircraft and be cut off from European technology.

2.2. Marketing Mix (7Ps) Theory

The marketing mix, which is also referred to as the 7Ps (Product, Price, Place, Promotion, People, Process, and Physical Evidence) is of utmost importance to the aviation industry and is a powerful tool for analyzing service-related issues in the aviation industry in Asia and Europe, and the best strategies airlines can employ to improve their profitability and ensure a positive consumer experience in an evolving industry.

2.2.1 Product

In the airline industry, the main product is the service delivered to customers. The priority of major airlines traditionally has been to deliver the best service possible to customers; the quality of service rendered to customers is essential as it makes them competitive in this industry, but issues such as baggage handling issues, overworked employees, and flight delays have hindered major airlines and airports in Asia and Europe, affecting the customer experience (Baker, 2013). Many airlines in these regions are actively recruiting more employees through outsourcing and giving more opportunities for career progression to reduce the burden on the existing ones and investing heavily in technology to reduce redundancy (Holkeri, 2022). Many airports, especially in Asia, are investing heavily in technologies to reduce baggage handling issues. (Rubio-Andrada et al., 2023).

In the aviation industry in Asia and Europe, the product extends beyond the core transportation service to encompass the overall customer experience throughout the passenger journey. Airlines must continuously adapt their service offerings to meet evolving customer expectations and maintain competitiveness in the market (Jeong et al., 2023). Major airlines, such as those in Asia and Europe, strive to stand out by offering premium and exclusive services to customers, as exemplified by Bangkok Airways in Thailand and Lufthansa in Germany (Tiernan et al., 2008). The recent push for sustainability globally has led to airlines in Asia and Europe taking significant steps to ensure their operations are as eco-friendly as possible, aligning with many of their customers who are also conscious of the environment (Zieba et al., 2021). For example, airlines in Asia and Europe like Air Asia and KLM are working on adding hybrid and electric planes to their fleet to reduce their environmental footprint (Pang et al., 2023).

Airlines in Asia and Europe recently have had to tailor their product to match passenger preferences. This Personalization is key to ensuring passengers get the best traveling experience possible, leading to customer satisfaction, which in turn translates to profit for the airlines (Xie et al., 2024). The top priority and the most important product of any airline is Safety. There have been measures in place for airlines to ensure

the most hygienic environment for passengers, especially after the COVID-19 pandemic (Pereira et al., 2023). The products of airlines in Asia and Europe also include ancillary services like airport lounges, baggage handling, and passenger loyalty programs. Airlines in Asia and Europe are also in partnerships with hotels and travel agencies like Expedia, Traveloka, Kayak, etc., offering bundled packages to make traveling seamless and relatively affordable for passengers (Chiou et al., 2016). Customer perception of the service offered by the airline is crucial to the airline's brand image, customer loyalty, customer satisfaction, and long-term success in the aviation industry (Fu, 2023).

2.2.2 Price

The aviation industry in Asia and Europe faces many challenges when balancing pricing with operational costs, such as aircraft cost, crew cost, fuel cost, and cost of aircraft maintenance (Bießlich et al., 2018). They must price their services to ensure profitability and remain competitive in the industry without negatively affecting the quality of service offered. Many Asian and European airlines use strategies like Dynamic pricing and Subscription pricing. Most airlines use dynamic pricing, which means variable pricing that adapts to changes in the market. Airlines in Asia and Europe experience significant fluctuations in demand due to factors such as seasonal variations, economic conditions, and political events (Sun et al., 2024). This strategy allows airlines in the two regions to adjust prices based on route demand, booking channels, and competitors' prices. This adaptability enables airlines to maximize load factors and increase revenue per available seat kilometer (RASK) (Vinod, 2021).

For example, ticket prices change when making last-minute reservations; prices might increase during peak travel seasons like the Chinese New Year in Asia or the Christmas season in Europe, and discounts during the off-peak seasons can help increase demand (Escobari, 2012). Subscription-based pricing is relatively new to the airline industry, and the concept is as simple as customers paying a flat fee for airline services (Crouse, 2021). The aviation market in Asia and Europe has seen the rise of low-cost carriers (LCCs) such as AirAsia and Ryanair because of their pricing strategies prioritizing cost optimization and providing passengers with exceptionally competitive fares (Truong et al., 2020).

The rise of low-cost carriers in Asia and Europe has been a threat to traditional pricing norms by offering additional fees for services like seat selection, baggage fees, and special menus, which have made traditional airlines rethink their pricing structures, which have helped increase competition and drive down prices across the board (Wehner et al., 2018). Airlines also employ the price segmentation strategy to reach diverse groups of customers, which can range from budget travelers to premium

travellers (Teichert et al., 2008). For instance, Bangkok Airways targets business travellers, especially in the Southeast Asia region, who, in some cases, value the comfort and exclusive services provided by the airline. Over the past few years, sustainability initiatives from airlines in Asia and Europe to reduce their environmental footprint and greenhouse emissions have led to increased operational costs. Airlines always strive to be able to balance profitability with environmental responsibility (Tanrıverdi et al., 2023).

2.2.3 Place

The location of major hubs in Europe, such as Heathrow Airport, Frankfurt Airport, and Charles de Gaulle Airport, and hubs in Asia, such as Singapore Changi Airport, Tokyo Haneda Airport, and Dubai International Airport, are pivotal to air travel (Matsumoto & Domae, 2018). These hubs are typically in major cities and offer easy connectivity for travellers, especially those with onward travel; however, given the large number of passengers, these major hubs in the two regions have faced congestion as the existing infrastructure is not enough to accommodate such a large number of passengers, thereby negatively affecting passengers' experience traveling through the hubs (Tuchen et al., 2020). Secondary airports in Asia and Europe have been built to facilitate travel and ensure customer satisfaction. Major airlines in Asia and Europe often have multiple hubs, which allows them to meet the demands of customers

The increasing popularity of online booking systems, mobile apps, and travel websites has made traveling seamless and offered various options to search for and book flights. Airlines in Asia and Europe have been able to use this to their advantage by eliminating third parties and intermediaries, which helps them to understand their customers better (Budd & Vorley, 2013). The rapid growth of Asia's economies has led to increased air traffic, necessitating the expansion of existing airports and the development of secondary hubs. In Europe, the goal is airspace management, reducing carbon footprint, and reducing delays in airports. Airlines have made significant efforts to improve infrastructure through the integration of modern high-speed rail connections at major airports to enhance passengers' travel experience (Clewlow et al., 2012). For example, in a major airport in Bangkok (Suvarnabhumi), Thailand, the railway system makes it easy for passengers to connect and travel to and from the airport.

The hub-and-spoke model remains very common, especially for airlines streamlining their operations at major airports in Asia and Europe to boost connectivity and reduce costs. With this model, passengers board flights at their point of origin, except for those who are traveling from the hub. Passengers then transfer through the

hub to connecting flights that take them to their final destinations (Cook & Goodwin, 2008).

Over the past decade, the rise of online booking platforms, mobile apps, and other online travel websites has helped passengers to easily access airline services. Online platforms like booking.com, Skyscanner, and Expedia have helped passengers search for and book flights conveniently, enabling flexibility when it comes to ticket reservations. This helps passengers find the best deals and make travel plans based on their preferences (Pinto & Castro, 2019).

2.2.4 Promotion

In the aviation industry, as in many other sectors, promotion plays a strategic role in attracting and retaining customers. Major airlines in Asia and Europe take different steps to communicate and engage with passengers, convincing them to purchase the airline's products. The aviation industry has been a direct beneficiary of globalization, and airlines in Europe and Asia are key to this. Airlines offer their services to people from different parts of the world, so they actively try to communicate with passengers from around the world clearly and concisely. Airlines in Asia and Europe, in the modern era, have adopted digital-first promotional approaches to reach a more modern customer base with technology know-how. Promotional campaigns are done on social media platforms like Facebook, TikTok, and Instagram to reach a diverse group of audiences, constantly engaging with travelers in real-time (Heiets et al., 2024). Airlines in Asia and Europe also focus on customer personalization by sending customers targeted emails, loyalty programs to retain customers, and rewarding customers with frequent flyer miles (Terblanche, 2015).

Sustainability is a key issue in society, and airlines in Asia and Europe are continually trying to position themselves as sustainable businesses. Airlines in Asia and Europe have greatly increased their focus on eco-friendly initiatives as the industry evolves, such as the induction of biofuel, reducing the use of plastics, and a commitment to reducing carbon footprint, as they hope to attract a more environmentally conscious customer base (Kılıç et al., 2019).

2.2.5 People

The people aspect of the Asian aviation industry includes frontline staff, such as cabin crew, ground staff, and pilots. The quality of service rendered by them greatly affects the customer's experience; therefore, better training, good communication, and feedback will help to achieve the organization's objectives (Sricharoenpramong, 2017). Over the past decade, there has been a significant investment in training programs by

airlines in Asia and Europe that face different challenges, such as the dwindling number of pilots, high staff turnover, especially among ground staff, and increased customer expectations. Airlines in these regions seek to mitigate the effects of these challenges by constantly training employees in an ever-changing aviation landscape (Valenta, 2018). There is an increasing emphasis on employees' well-being in the aviation industry, with airlines in Asia and Europe offering flexible work schedules to employees and opportunities for career development. Contented and motivated employees are very important to the airline as they will deliver top-tier service, which leads to customer satisfaction, especially in high-pressure environments like aviation.

Personalization is very important for passengers. Airlines in Asia and Europe are using data analytics and artificial intelligence to better offer passengers personalized experiences, from pre-flight experiences to personalized in-flight experiences. Through the prioritization of employee satisfaction and responsiveness to customer needs, airlines can encourage a culture that helps bring about customer satisfaction (Salamoura et al., 2017). Asian airlines are known for their emphasis on hospitality, and there is a culture of training cabin crew on etiquette and effective communication, while European carriers focus more on efficiency, especially in busy hubs around Europe (Tiernan et al., 2008).

2.2.6 Process

Major airlines in Asia and Europe aim to deliver the best services to their customers, such as proper baggage handling, on-time performance to reduce delays at airports, and efficient check-in processes, which greatly contribute to a positive customer experience (Halpern & Mwesiumo, 2021). There must be clear communication from the airlines to the passengers on these processes to educate the customers on how to make their travel experience convenient (Kim & Park, 2019).

In the contemporary aviation environment, airlines have been using AI to predict and eliminate technical issues before they affect operations, resulting in fewer delays and ensuring safety. Airlines have invested heavily in customized mobile apps and other platforms to notify passengers and minimize inconvenience (Inversini, 2017). Sustainability is also key to consider when designing processes. By paying close attention to processes, airlines can reduce costs and improve customer satisfaction. Airlines in Asia and Europe employ the use of real-time tracking systems and other platforms that allow easy accessibility for passengers. Passengers are now able to track their flight status, flight path, baggage location, and displays showing arrival times at the airport.

2.2.7 Physical Evidence

The brand image is essential to airlines in Asia and Europe, influencing the customer's opinion of the airline. Amenities in major hubs, such as exclusive lounges, efficient security services, and easy-to-access boarding gates, can lead to customer satisfaction and, in the long run, customer loyalty (Ma & Ma, 2022). Airport facilities in Asia and Europe, such as transportation services, check-in counters, and baggage services, are constantly being upgraded to better meet the needs of the passengers. Many airlines also employ the use of digital platforms, which play an important role in making booking and travel experience seamless (Yeh & Kuo, 2003).

Over time, physical evidence has been more than just tangible items and could be a virtual realm. Mobile apps and other booking platforms are increasingly becoming more common access points for passengers. Easy-to-use interfaces, easy navigation, and personalized features make digital platforms important to the overall passenger experience (Guttentag, 2010).

2.3. SERVQUAL Theory

SERVQUAL theory focuses on five dimensions: Tangibles, Reliability, Responsiveness, Assurance, and Empathy, which determine customer expectations compared to the services delivered. The dimensions are explained as follows:

2.3.1 Tangibles

This dimension refers to the physical aspects of the service. Airlines in Asia witness significant growth, leading to increased competition, resulting in major airlines investing heavily in technology to meet the rising number of customers. More recently, airport strikes in Europe have seen a massive disruption in airport operations, leading to flight delays and cancellations (Horton & Congdon, 2021). The tangible dimension in aviation includes physical things like infrastructure, equipment, and amenities.

2.3.2 Reliability

This dimension reflects an airline's ability to deliver services dependably and accurately, which includes maintaining on-time flight schedules, reducing delays, and delivering the best service possible. Airlines in Asia are seeing a rise in passenger traffic, which leads to overcrowded airports and frequent flight delays. The accelerating growth of cities in Asia, especially in places like China, Thailand, Indonesia, Vietnam, and India, has placed a lot of pressure on the aviation sectors in these countries, leading to operational issues such as flight delays, which negatively impact the customer's experience (Song et al., 2024). Harsh weather in many parts of Europe and these

operational challenges led to frequent delays and cancellations, which reduced customer trust in the service provided by the airlines, leading to customer dissatisfaction (Zámková et al., 2022).

2.3.3 Responsiveness

This dimension refers to an airline's ability to assist customers and provide quick service to tackle issues like flight delays and baggage mishandling. In Asia and Europe, more airlines are using technology, like AI and mobile apps, to deliver services to customers better, especially after the COVID-19 pandemic (Tuchen et al., 2020). However, in many cases, this reliance on technology, coupled with the ever-increasing passenger traffic, has left travelers who need immediate help with issues frustrated with the slow response they get due to airlines' slow responsiveness. If airlines do not promptly address issues the customer faces, especially in-flight cancellations or missed flights, this negatively impacts customer satisfaction.

2.3.4 Assurance

This dimension focuses on the professionalism of airline employees. In the aviation industry, safety is of the utmost priority; therefore, the airline needs to instill confidence in passengers to ease any concerns they might have (Deepa & Jayaraman, 2017). Over the years, the Asian aviation industry has seen tremendous growth; safety is critical, as many are concerned about the safety level needed to keep up with this rapid pace. Airlines in this region must allay all possible fears by being transparent and providing proper training to their personnel in this sector. The safety standards in Europe are much more robust due to various regulatory measures from the government and other authorities. However, in recent years, airline employees across Europe have engaged in industrial action over deteriorating working conditions, wages, and employment practices, raising concerns about workforce stability and service delivery within the aviation sector (Harvey & Turnbull, 2021). It is paramount that passengers have full confidence in the airline's ability to provide a safe and dependable journey.

2.3.5 Empathy

This dimension focuses on how the airlines can meet customers' needs by providing passengers with personalized services, such as exclusive flight experiences, flexible booking and rebooking, and clear communication with the passengers (Erdil & Yıldız, 2011). Major airlines in Asia and Europe tend to focus more on personalized services tailored to the needs of the passengers, but on the other hand, due to cost issues, low-cost carriers focus less on this, even though this will give them a competitive edge (Shen & Yahya, 2021).

2.4 Customer Satisfaction

Customer satisfaction refers to the degree to which a service meets or exceeds the expectations of customers, serving as a key indicator of an airline's performance and competitiveness (Adams et al., 2012). In the aviation industry, customer satisfaction reflects passengers' overall assessment of their travel experience, which includes elements such as service quality, convenience, safety, comfort, pricing, and the professionalism of airline personnel (Kim, 2013). As a result, airlines across Asia and Europe are placing greater emphasis on customer satisfaction as a strategic priority that drives brand loyalty, encourages repeat travel, and helps spread the word of a good service through word-of-mouth promotion (Bakir et al., 2024).

Customer satisfaction within the aviation sector is multidimensional, combining both functional and emotional aspects of service delivery. The SERVQUAL dimensions Tangibles, Reliability, Responsiveness, Assurance, and Empathy directly influence these aspects, making them critical to measuring and managing customer satisfaction. Among them, reliability, assurance, and empathy are especially influential, as they foster positive customer perceptions, strengthen trust, and encourage loyalty toward the airline (Farooq et al., 2018).

In the context of Asia and Europe, regional differences shape the key determinants of customer satisfaction. In many Asian countries, a strong cultural emphasis on hospitality and attentiveness leads passengers to value personalized, courteous, and respectful service interactions (Liou et al., 2011). Asian airlines such as Singapore Airlines and Japan Airlines are globally acclaimed for their exceptional service quality, which plays a significant role in elevating passenger satisfaction (Hamid et al., 2021). In the European context, efficiency, punctuality, and transparent communication are key determinants of customer satisfaction, as passengers often place greater emphasis on reliability and value for money (Budd & Ison, 2019). European carriers such as Lufthansa and KLM continually invest in digital innovations to enhance the passenger experience, including automated check-in systems and real-time flight information updates. Such technological advancements simplify the travel experience, minimize passenger inconvenience, and ultimately enhance overall customer satisfaction and foster loyalty (Jiang et al., 2023).

Conscious travelers increasingly prefer airlines that demonstrate commitment to green initiatives, such as carbon emission reduction and the adoption of eco-friendly operational practices. Sustainability has thereby emerged as a major determinant of customer satisfaction in Asia and Europe (Hagmann et al., 2015). Airlines' active engagement in sustainability efforts not only strengthens their corporate reputation but

also increases satisfaction among contemporary travelers who view responsible environmental practices as an integral component of service quality (Küçükusta, 2016).

Customer satisfaction represents the goal of service delivery in the aviation industry, as it reflects the extent to which an airline meets or exceeds passenger expectations. It is the combination of effective marketing strategies, operational efficiency, and service quality management. When customers are satisfied, they are more likely to make repeat purchases and promote the airline through positive word of mouth. Therefore, consistently monitoring and improving service quality dimensions is crucial for airlines in Asia and Europe to achieve sustained customer satisfaction and profitability in an increasingly competitive and dynamic market (Eshaghi et al., 2024).

2.5 Theoretical Framework

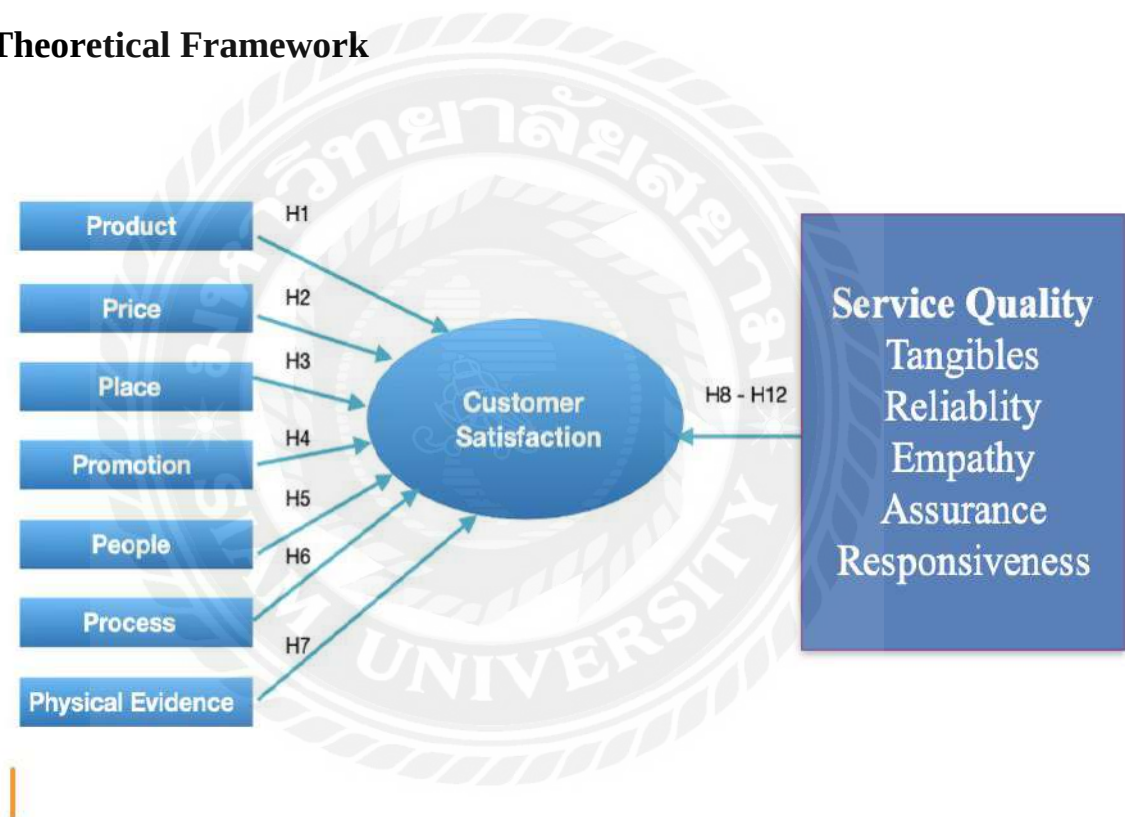


Figure 2.1 Conceptual Framework

2.6 Hypotheses

The following hypotheses were formulated based on each Independent Variable in the research framework.

- H1: Product significantly influences customer satisfaction.
- H2: Price significantly influences customer satisfaction.
- H3: Place significantly influences customer satisfaction.
- H4: Promotion significantly influences customer satisfaction.
- H5: People significantly influence customer satisfaction.
- H6: Process significantly influences customer satisfaction.
- H7: Physical Evidence significantly influences customer satisfaction.
- H8: Tangibles significantly influence customer satisfaction.
- H9: Reliability significantly influences customer satisfaction.
- H10: Responsiveness significantly influences customer satisfaction.
- H11: Assurance significantly influences customer satisfaction.
- H12: Empathy significantly influences customer satisfaction.

Chapter 3: Research Methodology

3.1 Introduction

This chapter outlines the research methodology for exploring contemporary service-related issues affecting the aviation industry in Asia and Europe, with a focus on customer satisfaction. The study adopted a quantitative research approach, using a structured questionnaire to collect data from 300 respondents. Data were collected between May and June 2026. An adequate sample size is essential for producing reliable and valid results in quantitative research involving multivariate statistical analyses. According to Hair et al. (2019), sample sizes exceeding 200 are generally adequate for multivariate statistical analyses such as correlation and multiple regression. Furthermore, based on the sample size determination table developed by Krejcie and Morgan (1970), a sample of approximately 300 respondents provides sufficient statistical power for large populations at a 95% confidence level and a 5% margin of error. Therefore, a sample of 300 respondents was considered appropriate to support the statistical analyses conducted in this study.

3.2 Research Design

The study adopted a quantitative descriptive research design to systematically measure airline passengers' perceptions of service quality and satisfaction. This approach enabled the collection of numerical data that can be analyzed statistically to identify trends, relationships, and patterns in passenger evaluations of airline services.

The research framework integrated two widely recognized models: the Marketing Mix (7Ps) and the SERVQUAL model. The 7Ps framework, comprising Product, Price, Place, Promotion, People, Process, and Physical Evidence, was used to evaluate the broader service delivery elements that influence passenger perceptions. Concurrently, the SERVQUAL model was applied to examine specific service quality dimensions, focusing on Tangibles (physical facilities, equipment, and appearance), Reliability (ability to perform the promised service dependably and accurately), Responsiveness (willingness to help passengers and provide prompt service), Assurance (knowledge and courtesy of staff and their ability to instill trust and confidence), and Empathy (caring, individualized attention to passengers).

A structured questionnaire was developed as the primary data collection instrument. The questionnaire was distributed digitally via Google Forms, allowing for broad and convenient access to respondents across multiple regions. Responses were captured using a 5-point Likert scale, ranging from “strongly disagree” to “strongly

agree,” to quantify passengers’ perceptions and satisfaction levels. This scale facilitated the conversion of subjective experiences into measurable data for statistical analysis.

3.3 Population and Sampling

3.3.1 Population

The study focused on airline passengers aged 25–60 years who had travelled between Asia and Europe. The target population included Thai citizens, expatriates, and other individuals living in Thailand. Thailand was selected because Bangkok is one of Southeast Asia's major international aviation hubs, offering extensive connections to destinations across Asia and Europe. Consequently, passengers residing in Thailand represent an appropriate population for examining airline service experiences across the two regions.

3.3.2 Sampling Technique

A non-probability convenience sampling method was used, leveraging online tools for accessibility. This technique ensured that respondents with recent international travel experience were included.

3.3.3 Sample Size Calculation

The study obtained 300 valid responses, which provided an adequate sample for the planned descriptive, correlation, and multiple regression analyses.

$$n = \frac{Z^2 \cdot p(1 - p)}{E^2}$$

Where:

n = required sample size

$Z = 1.96$ (for a 95% confidence level)

$p = 0.5$ (maximum variability)

$E = 0.05$ (margin of error)

Based on the calculation, a sample size of 300 respondents was considered sufficient for reliable statistical analysis.

$$n = \frac{(1.96)^2 \cdot 0.5 \cdot (1 - 0.5)}{(0.05)^2} = 384.16 \approx 300$$

3.4 Data Collection Methods

Data were collected via Google Forms. The questionnaire included closed-ended and Likert scale questions to measure the Marketing Mix (7Ps), service quality, and customer satisfaction. A total of 300 valid responses were received and used for statistical analysis.

3.5 Research Instrument

Questionnaire Design

The questionnaire was divided into the following sections:

- Demographics: Age, gender.
- 7 Marketing Mix and Service Quality
- Overall Satisfaction: General evaluation of airline experiences.

Table 3.1: Structure of the Questionnaire

Section	No. Of Items	Dimension (7Ps + SERVQUAL)	Scale (1 = Strongly Disagree, 5 = Strongly Agree)
Product	3	Product (7Ps)	Likert Scale
Price	3	Price (7Ps)	Likert Scale
Place	3	Place (7Ps)	Likert Scale
Promotion	3	Promotion (7Ps)	Likert Scale
People	3	People (7Ps)	Likert Scale
Process	3	Process (7Ps)	Likert Scale
Physical Evidence	3	Physical Evidence (7Ps)	Likert Scale
Tangibles	3	Tangibles (SERVQUAL)	Likert Scale
Assurance	3	Assurance (SERVQUAL)	Likert Scale
Empathy	3	Empathy (SERVQUAL)	Likert Scale
Responsiveness	3	Responsiveness (SERVQUAL)	Likert Scale
Reliability	3	Reliability (SERVQUAL)	Likert Scale
Customer Satisfaction	3	Overall Perception and Satisfaction	Likert Scale

Table 3.2: Questionnaire Design

Variable	Item	No
Product Qin (2012)	The aviation industry in Asia and Europe maintains high service quality standards.	1
	Airlines in this region provide reliable and consistent services.	2
	I trust airlines in Asia and Europe to deliver dependable services.	3
Price Qin (2012)	Airline services in Asia and Europe are reasonably priced	4
	Airlines in this region offer competitive pricing with satisfactory service quality.	5
	The services provided by airlines in Asia and Europe offer good value for the price.	6
Place Qin (2012)	Airlines in Asia and Europe ensure fast and efficient check-in processes for passengers.	7
	Airports in this region provide convenient parking and transport options for travellers.	8
	Airline service counters in Asia and Europe are easily accessible via public transportation.	9
Promotion Qin (2012)	Airline promotions in Asia and Europe are attractive and engaging.	10
	Seasonal promotions by airlines in this region are appealing to customers.	11
	Airlines in Asia and Europe use time-limited offers to attract more passengers.	12
People Qin (2012)	Airline staff in Asia and Europe provide prompt and attentive service.	13
	Employees in the aviation industry are willing to assist passengers with their needs.	14

Variable	Item	No
	Interactions with airline staff in Asia and Europe are secure and trustworthy.	15
Process Qin (2012)	Airlines in Asia and Europe handle customer complaints effectively.	16
	Airlines in this region ensure quick and hassle-free booking and service processes.	17
	The aviation industry in Asia and Europe listens to and resolves customer issues sincerely.	18
Physical evidence Qin (2012)	The facilities at airports and onboard aircraft in Asia and Europe meet passengers' needs.	19
	The physical environments of airports and airlines in this region are visually appealing and modern.	20
	The appearance and functionality of aviation facilities in Asia and Europe reflect the quality of service provided.	21
Tangibles Qin (2012)	Staff in the aviation industry are neat and appropriately dressed.	22
	Aircraft and onboard facilities are modern, visually appealing, and clean.	23
	A variety of up-to-date entertainment options (videos, magazines, newspapers) are available onboard.	24
Assurance Qin (2012)	Staff demonstrate sincerity and patience when resolving passenger issues.	25
	Services are delivered by knowledgeable and skilled staff.	26
	Staff instil confidence in passengers through their professionalism.	27

Variable	Item	No
Empathy Qin (2012)	Airlines in Asia and Europe offer convenient flight schedules and easy-to-use ticketing channels.	28
	Staff maintain a pleasant demeanour and provide personalized attention to passengers.	29
	Airlines collaborate with travel-related partners such as car rentals, hotels, and travel insurance providers.	30
Responsiveness Qin (2012)	Airlines keep passengers informed about the timing and status of services.	31
	Staff respond promptly to passenger requests or complaints.	32
	Staff are always willing to assist passengers with their needs.	33
Reliability Qin (2012)	Airlines in this region ensure services are performed correctly the first time.	34
	Scheduled flights operate on time with minimal delays.	35
	Airlines have effective procedures to address delayed or missing baggage.	36
Customer satisfaction Qin (2012)	I am satisfied with my decision to choose this airline.	37
	My choice is a wise one.	38
	I had a good experience with this airline.	39

3.6 Data Analysis Techniques

The data collected from the questionnaires were coded and analyzed using the Statistical Package for the Social Sciences (SPSS). Both descriptive and inferential statistical techniques were employed to examine the relationships between the Marketing Mix (7Ps), SERVQUAL dimensions, and customer satisfaction in the aviation industry across Asia and Europe. The analysis was conducted in several stages.

Although there is some conceptual overlap between the Marketing Mix (7Ps) and SERVQUAL dimensions, both models were retained in this study to capture different perspectives, with the 7Ps representing strategic marketing elements and SERVQUAL reflecting service quality dimensions.

3.6.1 Descriptive Statistics

Descriptive statistics were used to summarize the demographic characteristics of respondents and to examine the general distribution of responses for each variable. Measures including frequency, percentage, mean, and standard deviation were calculated. The mean values were used to determine respondents' perceptions of each Marketing Mix (7Ps) and SERVQUAL dimension, while standard deviations indicated the degree of variation among responses.

3.6.2 Reliability Analysis

Reliability analysis was conducted using Cronbach's Alpha coefficient to assess the internal consistency of the questionnaire items. A Cronbach's Alpha value of 0.70 or higher was considered acceptable, indicating that the measurement items consistently reflected the underlying construct being measured.

3.6.3 Validity Analysis

Construct validity was assessed using Exploratory Factor Analysis (EFA). The adequacy of the data for factor analysis was evaluated using the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity. A KMO value greater than 0.50 is considered acceptable for sampling adequacy, while a statistically significant Bartlett's Test ($p < .05$) indicates that the correlation matrices are suitable for factor analysis.

3.6.4 Correlation Analysis

Pearson Correlation Analysis was employed to examine the strength and direction of the relationships between the independent variables and customer satisfaction. Correlation coefficients range from -1 to +1, where positive values indicate a positive relationship and negative values indicate an inverse relationship. The significance level was set at 0.05. This analysis enabled the identification of variables that were strongly associated with customer satisfaction.

3.6.5 Multiple Regression Analysis

Multiple Regression Analysis was used to determine the extent to which the Marketing Mix (7Ps) and SERVQUAL dimensions predict customer satisfaction. The

analysis assessed the relative contribution of each independent variable while controlling for the effects of other variables in the model.

The regression model can be expressed as:

$$CS = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n + \varepsilon$$

Where:

CS = Customer Satisfaction

β_0 = Constant

$\beta_1 - \beta_n$ = Regression coefficients

$X_1 - X_n$ = Independent variables (7Ps and SERVQUAL dimensions)

ε = Error term

The significance of each predictor was evaluated using the t-test and p-values, while the overall model fit was assessed using the F-test and the coefficient of determination (R^2). Variables with p-values less than 0.05 were considered statistically significant predictors of customer satisfaction.

3.6.6 Hypothesis Testing

The hypotheses developed in Chapter 2 were tested using the results of the correlation and multiple regression analyses. A significance level of 0.05 was adopted for all statistical tests. Hypotheses were considered supported when the p-value was less than 0.05 and not supported when the p-value exceeded 0.05.

Chapter 4 Findings and Discussion

4.1 Introduction

This chapter presents the findings from the analysis of data collected through a structured questionnaire. The results are organized by the Marketing Mix (7Ps) and the SERVQUAL dimensions, which serve as independent variables influencing customer satisfaction. The analysis was based on responses from a total of 300 respondents, providing comprehensive insights into customer perceptions of service quality and satisfaction. Subsequent sections analyze the relationships between these dimensions and overall customer satisfaction, offering actionable insights for airlines operating within and between Asia and Europe.

4.2 Demographic Characteristics

The demographic characteristics of the 300 respondents are as follows:

Table 4.1: Demographic Characteristics of Respondents

Demographic Variable	Frequency	Percentage (%)
Age Group		
25–34	126	42%
35–44	93	31%
45–60	81	27%
Gender		
Male	162	54%
Female	138	46%

Table 4.1 presents the demographic characteristics of the 300 respondents. The largest age group was respondents aged 25–34 years, accounting for 42% ($n = 126$) of the sample, followed by those aged 35–44 years at 31% ($n = 93$) and respondents aged 45–60 years at 27% ($n = 81$). This indicates that most respondents were between 25 and 44 years old. In terms of gender, 54% ($n = 162$) of the respondents were male, while

46% (n = 138) were female. The findings show a relatively balanced gender distribution, although male respondents slightly outnumbered female respondents.

4.3 Descriptive Statistics

Descriptive statistics were used to examine the mean scores and standard deviations of the Marketing Mix (7Ps) and SERVQUAL dimensions. The mean scores indicate the level of customer satisfaction, while the standard deviations show the variability and trends among participants.

Table 4.2: Descriptive Statistics of Marketing Mix (7Ps), SERVQUAL, and Customer Satisfaction

Variable	Mean	Standard Deviation	Interpretation
Product	4.16	0.45	Good Satisfaction
Price	3.75	0.43	Good Satisfaction
Place	4.00	0.38	Good Satisfaction
Promotion	4.26	0.50	High Satisfaction
People	4.06	0.48	Good Satisfaction
Process	3.86	0.49	Good Satisfaction
Physical Evidence	4.16	0.47	Good Satisfaction
Tangibles	4.16	0.51	Good Satisfaction
Reliability	3.89	0.48	Good Satisfaction
Responsiveness	4.00	0.45	Good Satisfaction
Assurance	4.27	0.54	High Satisfaction
Empathy	4.09	0.52	Good Satisfaction
Customer Satisfaction	4.21	0.54	High Satisfaction

The results presented in Table 4.2 indicate generally positive levels of customer satisfaction across both the Marketing Mix (7Ps) and SERVQUAL dimensions in the aviation industry in Asia and Europe. The Assurance (M = 4.27) and Promotion (M = 4.26) dimensions recorded the highest mean scores, indicating that respondents were highly satisfied with employee competence, professionalism, trustworthiness, and airline promotional activities and communication strategies. The Product (M = 4.16),

Physical Evidence (M = 4.16), Tangibles (M = 4.16), Empathy (M = 4.09), People (M = 4.06), Place (M = 4.00), and Responsiveness (M = 4.00) dimensions recorded good levels of satisfaction, reflecting positive perceptions of airline services, physical facilities, service environments, and employee interactions. In contrast, Price (M = 3.75), Process (M = 3.86), and Reliability (M = 3.89) recorded comparatively lower mean scores. However, they still fell within the good satisfaction category, suggesting opportunities for improvement in ticket pricing, service consistency, and operational processes. Furthermore, Customer Satisfaction recorded a mean score of 4.21 (SD = 0.54), indicating a high level of overall satisfaction with airline experiences.

Overall, the findings suggest that respondents expressed positive perceptions of both the Marketing Mix and SERVQUAL dimensions. However, opportunities remain for airlines to improve customers' perceptions of pricing, service consistency, and operational processes, thereby further enhancing overall satisfaction.

4.4 Reliability Analysis

Table 4.3: Cronbach's Alpha Reliability Analysis

Dimension	No. of Items	Cronbach's Alpha	Interpretation
Product	3	0.70	Acceptable
Price	3	0.71	Acceptable
Place	3	0.72	Acceptable
Promotion	3	0.71	Acceptable
People	3	0.70	Acceptable
Process	3	0.69	Marginally acceptable
Physical Evidence	3	0.70	Acceptable
Tangibles	3	0.72	Acceptable
Reliability	3	0.70	Acceptable
Responsiveness	3	0.71	Acceptable
Assurance	3	0.73	Acceptable
Empathy	3	0.71	Acceptable
Customer Satisfaction	3	0.69	Marginally acceptable

The internal consistency of the questionnaire items was assessed using Cronbach's Alpha coefficients. Cronbach's Alpha values of 0.70 or above indicate acceptable internal consistency, although values slightly below this threshold may be considered acceptable in exploratory research (Hair et al., 2019).

The reliability analysis indicates satisfactory internal consistency across all constructs. Cronbach's Alpha coefficients ranged from 0.69 to 0.73, demonstrating acceptable reliability for the study variables. Assurance recorded the highest reliability coefficient ($\alpha = 0.73$), followed by Place and Tangibles ($\alpha = 0.72$). Most of the remaining constructs demonstrated acceptable reliability coefficients ranging from 0.70 to 0.71. The Process and Customer Satisfaction constructs produced Cronbach's Alpha values of 0.69, which are considered marginally acceptable and remain suitable for exploratory research. Overall, the results indicate that the measurement instrument possesses adequate internal consistency and is appropriate for further statistical analysis.

4.5 Validity Analysis

Table 4.4: Validity Analysis

Variable	No. of Items	KMO	Bartlett's p-value	Lowest Loading	Highest Loading	Interpretation
Product	3	0.678	<.001	0.649	0.700	Valid
Price	3	0.652	<.001	0.545	0.814	Valid
Place	3	0.659	<.001	0.611	0.833	Valid
Promotion	3	0.673	<.001	0.615	0.705	Valid
People	3	0.674	<.001	0.622	0.697	Valid
Process	3	0.654	<.001	0.546	0.788	Valid
Physical Evidence	3	0.667	<.001	0.619	0.754	Valid
Tangibles	3	0.653	<.001	0.568	0.812	Valid
Reliability	3	0.643	<.001	0.542	0.838	Valid
Responsiveness	3	0.663	<.001	0.585	0.783	Valid
Assurance	3	0.680	<.001	0.632	0.746	Valid
Empathy	3	0.679	<.001	0.639	0.729	Valid
Customer Satisfaction	3	0.673	<.001	0.645	0.696	Valid

From the table, the KMO values ranged from 0.643 to 0.680, indicating acceptable sampling adequacy for factor analysis. Bartlett's Test of Sphericity was statistically significant for all constructs ($p < .001$), confirming that the correlation matrices were appropriate for factor analysis.

The factor loadings for the measurement items ranged from 0.542 to 0.838, exceeding the minimum acceptable threshold of 0.50. Product items recorded loadings between 0.649 and 0.700, while Place items ranged from 0.611 to 0.833. The Tangibles construct showed loadings between 0.568 and 0.812, and Reliability recorded loadings ranging from 0.542 to 0.838. The remaining constructs similarly demonstrated acceptable loading values.

4.6 Correlation Analysis

Pearson correlation analysis was conducted to examine the relationships between the Marketing Mix dimensions, SERVQUAL dimensions, and overall customer satisfaction.

Table 4.5: Correlation Analysis Results for Marketing Mix (7Ps)

Marketing 7Ps Variable	Pearson's r with Customer Satisfaction	P-value	Interpretation
1. Product	0.084	0.146	Very weak, not significant
2. Price	0.060	0.300	Very weak, not significant
3. Place	-0.048	0.412	Very weak negative, not significant
4. Promotion	0.070	0.229	Very weak, not significant
5. People	0.003	0.957	No relationship
6. Process	0.100	0.083	Very weak, not significant
7. Physical Evidence	0.300	< .001	Weak positive, significant

Physical Evidence demonstrated the strongest positive correlation with Customer Satisfaction among the Marketing Mix dimensions ($r = 0.300$, $p < .001$).

Table 4.6: Correlation Analysis Results for SERVQUAL Dimensions

SERVQUAL Dimension	Pearson's r with Customer Satisfaction	P-value	Interpretation
8. Tangibles	0.296	< .001	Weak positive, significant
9. Reliability	0.349	< .001	Moderate positive, significant
10. Responsiveness	0.508	< .001	Strong positive, significant
11. Assurance	0.507	< .001	Strong positive, significant
12. Empathy	0.555	< .001	Strong positive, significant

Empathy demonstrated the strongest positive correlation with Customer Satisfaction among the SERVQUAL dimensions ($r = 0.555$, $p < .001$).

Table 4.7: Summary of Correlation Strength

Rank	Variable	r	Significance
1	Empathy	0.555	Significant
2	Responsiveness	0.508	Significant
3	Assurance	0.507	Significant
4	Reliability	0.349	Significant
5	Physical Evidence	0.300	Significant
6	Tangibles	0.296	Significant
7	Process	0.100	Not significant
8	Product	0.084	Not significant
9	Promotion	0.070	Not significant
10	Price	0.060	Not significant
11	Place	-0.048	Not significant
12	People	0.003	Not significant

Interpretation

Among the Marketing 7Ps, only Physical Evidence showed a statistically significant positive relationship with customer satisfaction.

4.7 Multiple Regression Analysis

Multiple regression analysis was conducted to determine the extent to which the Marketing Mix (7Ps) and SERVQUAL dimensions predict customer satisfaction. To avoid multicollinearity and improve model clarity, the regression analyses were conducted separately for the Marketing Mix and SERVQUAL dimensions.

Table 4.8: Multiple Regression Analysis Results for Marketing Mix (7Ps)

Model Summary

Statistic	Value
R	0.318
R ²	0.101
Adjusted R ²	0.079
Sample Size (N)	300

Anova

F	p-value
4.685	<.001

Predictor	B	SE	β	t	p-value
Constant	3.009	0.460	-	6.539	<.001
Product	0.037	0.077	0.031	0.474	.636
Price	-0.018	0.088	-0.014	-0.200	.841
Place	-0.080	0.099	-0.056	-0.807	.420
Promotion	0.083	0.078	0.076	1.057	.292
People	-0.099	0.074	-0.088	-1.337	.182
Process	0.009	0.074	0.008	0.115	.909
Physical Evidence	0.348	0.074	0.303	4.731	< .001

(Calculated from $R^2 = 0.101$, $k = 7$, $N = 300$.)

Only Physical Evidence significantly predicts customer satisfaction after controlling for the other six marketing mix dimensions

Table 4.9: Multiple Regression Analysis Results for SERVQUAL Dimensions

Model Summary

Statistic	Value
R	0.621
R ²	0.386
Adjusted R ²	0.376
Sample Size (N)	300

Anova

F	p-value
36.97	<.001

Predictor	B	SE	β	t	p-value
Constant	0.769	0.279	-	2.752	.006
Tangibles	0.066	0.058	0.060	1.139	.256
Reliability	0.060	0.063	0.053	0.950	.343
Responsiveness	0.228	0.076	0.191	2.991	.003
Assurance	0.181	0.064	0.179	2.840	.005
Empathy	0.303	0.067	0.292	4.561	< .001

(Calculated from $R^2 = 0.386$, $k = 5$, $N = 300$.)

Responsiveness, Assurance, and Empathy significantly predict customer satisfaction, whereas Tangibles and Reliability do not have significant unique effects after controlling for the other SERVQUAL dimensions

Regression Summary:

The regression results indicate that customers place greater importance on service quality dimensions, particularly empathy, responsiveness, and assurance, than on traditional marketing mix elements when evaluating their airline experiences. This suggests that interpersonal interactions and effective service delivery play a critical role in shaping customer satisfaction in the airline industry.

The SERVQUAL model explained substantially more variance in Customer Satisfaction ($R^2 = 0.386$) than the Marketing Mix model ($R^2 = 0.101$). This suggests that service quality dimensions are more important determinants of customer satisfaction than the traditional marketing mix dimensions in the context of the airline industry.

4.8 Hypothesis Testing

Twelve hypotheses were formulated in Section 2.6, each proposing that an individual Marketing Mix (7Ps) or SERVQUAL dimension significantly influences Customer Satisfaction. Each hypothesis was tested using the standardized regression coefficients and corresponding p-values reported in Tables 4.8 and 4.9. A hypothesis was considered supported when $p < .05$. Table 4.10 presents the outcome of each test.

Table 4.10: Hypothesis Test Results

Hyp.	Statement	p-value	Result
H1	Product significantly influences customer satisfaction.	.636	Not supported
H2	Price significantly influences customer satisfaction.	.841	Not supported
H3	Place significantly influences customer satisfaction.	.420	Not supported
H4	Promotion significantly influences customer satisfaction.	.292	Not supported
H5	People significantly influence customer satisfaction.	.182	Not supported
H6	Process significantly influences customer satisfaction.	.909	Not supported
H7	Physical Evidence significantly influences customer satisfaction.	< .001	Supported
H8	Tangibles significantly influences customer satisfaction.	.256	Not supported
H9	Reliability significantly influences customer satisfaction.	.343	Not supported
H10	Responsiveness significantly influences customer satisfaction.	.003	Supported
H11	Assurance significantly influences customer satisfaction.	.005	Supported
H12	Empathy significantly influences customer satisfaction.	< .001	Supported

Of the twelve hypotheses (H1–H12), only four were supported. Within the Marketing Mix (7Ps) model, only Physical Evidence significantly influenced Customer Satisfaction ($\beta = .303$, $p < .001$), whereas Product, Price, Place, Promotion, People, and Process did not exhibit significant effects ($p > .05$). Within the SERVQUAL model, Responsiveness ($\beta = .191$, $p = .003$), Assurance ($\beta = .179$, $p = .005$), and Empathy ($\beta = .292$, $p < .001$) significantly influenced Customer Satisfaction. In contrast, Tangibles and Reliability were not significant predictors of Customer Satisfaction in the multiple regression model ($p > .05$), although Tangibles demonstrated a significant positive correlation with Customer Satisfaction in the bivariate analysis. Among all significant predictors, Physical Evidence ($\beta = .303$) and Empathy ($\beta = .292$) demonstrated the strongest effects on Customer Satisfaction, which is generally consistent with the correlation analysis showing that these dimensions had relatively strong positive associations with customer satisfaction.

4.9 Key Findings

1. High Satisfaction with Promotion and Assurance

The results indicate high levels of satisfaction with the Promotion and Assurance dimensions, with mean scores of 4.26 and 4.27, respectively. This suggests that respondents were highly satisfied with airline promotional activities, communication strategies, employee competence, professionalism, and trustworthiness. The high Assurance score further indicates positive perceptions of staff courtesy and their ability to instill confidence among passengers. Overall, respondents reported favorable evaluations of both airline communication efforts and the quality of employee interactions.

2. Areas for Improvement in Service Consistency and Operational Processes

Although Responsiveness was viewed positively overall ($M = 4.00$, $SD = 0.45$), there remains scope for airlines to further improve the timeliness and consistency of their responses to customer inquiries, complaints, and service disruptions. Furthermore, Reliability ($M = 3.89$, $SD = 0.48$) and Process ($M = 3.86$, $SD = 0.49$) recorded comparatively lower mean scores, suggesting that operational consistency and service procedures represent areas where airlines may further enhance the passenger experience.

3. Pricing Strategies

Price recorded the lowest mean score among the evaluated factors ($M = 3.75$, $SD = 0.43$), indicating comparatively lower levels of satisfaction with airline

pricing and perceived value. Although passengers generally viewed pricing positively, it remains an area where airlines can further improve customer perceptions and satisfaction through more competitive pricing strategies and improved value propositions.

4. Overall Satisfaction

An average customer satisfaction score of 4.21 (SD = 0.54) indicates a high level of overall satisfaction, suggesting that passengers were generally satisfied with their airline experiences and held favorable perceptions of the quality of airline services operating within and between Asia and Europe.

5. Good Satisfaction with Tangibles and Physical Evidence

The Tangibles and Physical Evidence dimensions recorded mean scores of 4.16, indicating good levels of satisfaction with the airlines' physical facilities, equipment, service environment, and overall ambience. These findings suggest that respondents generally perceived airline service environments positively, although there remains room for further enhancement to achieve even higher levels of satisfaction.

4.10 Conclusion

The findings revealed generally positive evaluations of both the Marketing Mix (7Ps) and SERVQUAL dimensions, with respondents reporting high levels of satisfaction across most dimensions. Correlation analysis showed that only Physical Evidence among the Marketing Mix dimensions and all SERVQUAL dimensions exhibited significant positive relationships with Customer Satisfaction. However, multiple regression analysis identified only Physical Evidence, Responsiveness, Assurance, and Empathy as significant predictors of Customer Satisfaction, while Tangibles and Reliability did not demonstrate significant unique effects after controlling for the other SERVQUAL dimensions.

The findings suggest that airlines should prioritize improvements in service quality dimensions, particularly empathy, responsiveness, and assurance, while maintaining high standards of physical evidence to enhance customer satisfaction and strengthen their competitive position in the aviation industry.

Overall, the findings successfully addressed the research questions of this study. The results identified passengers' perceptions of the Marketing Mix (7Ps), SERVQUAL dimensions, and customer satisfaction levels, established the relationships between these variables, and determined the extent to which the Marketing Mix and SERVQUAL

dimensions influence customer satisfaction in the aviation industry. The findings successfully addressed the research questions and achieved the objectives of the study.



Chapter 5 Conclusion and Recommendation

5.1 Introduction

This chapter summarizes the research findings, discusses their implications for the aviation industry in Asia and Europe, and provides actionable recommendations for improving customer satisfaction. The study employed the Marketing Mix (7Ps) and the SERVQUAL dimensions as frameworks to examine the determinants of customer satisfaction. Drawing on data from 300 respondents, this chapter also highlights the study's limitations and suggests directions for future research.

5.2 Summary of Findings

The findings indicated that Customer Satisfaction in the aviation industry was influenced by selected dimensions of the Marketing Mix (7Ps) and SERVQUAL frameworks. The reliability analysis demonstrated satisfactory internal consistency across all constructs, with Cronbach's Alpha coefficients ranging from 0.69 to 0.73.

Among the SERVQUAL dimensions, the Assurance dimension recorded the highest mean score ($M = 4.27$, $SD = 0.54$), indicating high levels of satisfaction with employee competence, professionalism, and trustworthiness. The Tangibles dimension also received a good satisfaction rating ($M = 4.16$, $SD = 0.51$), reflecting positive perceptions of physical facilities and the service environment. Empathy recorded a mean score of 4.09 ($SD = 0.52$), indicating good levels of satisfaction with individualized attention and customer care. The Responsiveness dimension recorded a mean score of 4.00 ($SD = 0.45$), indicating good levels of satisfaction with service responsiveness. Reliability received one of the lowest mean scores ($M = 3.89$, $SD = 0.48$), indicating comparatively lower levels of satisfaction with service consistency, although it remained within the good satisfaction category. Overall, Customer Satisfaction recorded a mean score of 4.21 ($SD = 0.54$), indicating high levels of overall satisfaction with airline experiences.

The Marketing Mix (7Ps) results also showed positive evaluations. Promotion recorded the highest mean score ($M = 4.26$, $SD = 0.50$), indicating high levels of satisfaction with promotional activities and communication strategies, while Price recorded the lowest mean score ($M = 3.75$, $SD = 0.43$), indicating comparatively lower levels of satisfaction with airline pricing and perceived value, although it remained within the good satisfaction category. Among the Marketing Mix (7Ps) dimensions, only Physical Evidence significantly predicted Customer Satisfaction ($\beta = .303$, $p < .001$), while Product, Price, Place, Promotion, People, and Process did not demonstrate

significant effects. The Marketing Mix model explained 10.1% of the variance in Customer Satisfaction ($R^2 = .101$).

The SERVQUAL model explained 38.6% of the variance in Customer Satisfaction ($R^2 = .386$), indicating substantially greater explanatory power than the Marketing Mix model. Within the SERVQUAL framework, Empathy emerged as the strongest predictor of Customer Satisfaction ($\beta = .292$, $p < .001$), followed by Responsiveness ($\beta = .191$, $p = .003$) and Assurance ($\beta = .179$, $p = .005$). Tangibles and Reliability did not exhibit significant predictive effects.

Overall, these findings indicate that interpersonal and service-delivery factors, particularly empathy, responsiveness, and assurance, play a more important role in influencing customer satisfaction than most traditional marketing mix elements. Nevertheless, Physical Evidence also emerged as a significant determinant of Customer Satisfaction, highlighting the importance of the airline's physical environment and service ambience.

5.3 Answers to Research Questions

Research Question 1: What are passengers' perceptions of the Marketing Mix (7Ps), SERVQUAL dimensions, and customer satisfaction in the aviation industry in Asia and Europe?

The descriptive statistics presented in Table 4.2 indicate that passengers generally held positive perceptions of both the Marketing Mix (7Ps) and SERVQUAL dimensions. Among the study variables, Assurance ($M = 4.27$, $SD = 0.54$) and Promotion ($M = 4.26$, $SD = 0.50$) recorded the highest mean scores, indicating high levels of satisfaction with employee competence, professionalism, trustworthiness, and airline promotional activities. In contrast, Price ($M = 3.75$, $SD = 0.43$) recorded the lowest mean score, although it remained within the good satisfaction category. Overall, Customer Satisfaction ($M = 4.21$, $SD = 0.54$) was rated highly, indicating that respondents were generally satisfied with their airline experiences within and between Asia and Europe.

Research Question 2: Is there a significant relationship between the Marketing Mix (7Ps), SERVQUAL dimensions, and customer satisfaction in the aviation industry in Asia and Europe?

Pearson correlation analysis revealed that among the Marketing Mix (7Ps) dimensions, only Physical Evidence demonstrated a statistically significant positive relationship with Customer Satisfaction ($r = .300$, $p < .001$). Conversely, all SERVQUAL dimensions demonstrated statistically significant positive relationships

with Customer Satisfaction, with Empathy ($r = .555$), Responsiveness ($r = .508$), and Assurance ($r = .507$) exhibiting the strongest associations.

Research Question 3: To what extent do the Marketing Mix (7Ps) and SERVQUAL dimensions influence customer satisfaction in the aviation industry in Asia and Europe?

The multiple regression results indicated that the Marketing Mix (7Ps) explained only 10.1% of the variance in Customer Satisfaction ($R^2 = .101$), whereas the SERVQUAL dimensions explained 38.6% of the variance ($R^2 = .386$). These findings suggest that service quality dimensions exert a considerably stronger influence on customer satisfaction than traditional marketing mix dimensions. Within the two models, Physical Evidence ($\beta = .303$, $p < .001$) and Empathy ($\beta = .292$, $p < .001$) emerged as the strongest predictors of Customer Satisfaction.

5.4 Implications for the Aviation Industry

The findings of this study provide several important managerial implications for airline operators seeking to enhance customer satisfaction in increasingly competitive markets. The results indicate that service quality dimensions, particularly Empathy, Responsiveness, and Assurance, play a more important role in influencing customer satisfaction than most traditional marketing mix dimensions. Furthermore, Physical Evidence emerged as the only significant Marketing Mix predictor of customer satisfaction, highlighting the importance of the airline's physical environment and service ambience.

5.4.1 Improving Staff–Passenger Interaction

The significant effects of Empathy ($\beta = .292$), Responsiveness ($\beta = .191$), and Assurance ($\beta = .179$) indicate that interpersonal interactions and effective service delivery are critical drivers of customer satisfaction. These findings suggest that passengers place considerable value on personalized attention, prompt assistance, and confidence in airline employees.

Airlines should therefore prioritize continuous staff development by investing in communication skills, cultural awareness, emotional intelligence, and service recovery training. Employees should be equipped to respond effectively to customer needs, provide personalized assistance, and deliver consistent service across all customer touchpoints.

5.4.2 Leveraging Physical Evidence and Assurance

Physical Evidence and Assurance represent important strengths for airlines. Physical Evidence significantly influenced customer satisfaction, while Assurance demonstrated a significant positive effect among the SERVQUAL dimensions. The good satisfaction level for Physical Evidence ($M = 4.16$, $SD = 0.47$) and the high satisfaction level for Assurance ($M = 4.27$, $SD = 0.54$), together with their positive influence on customer satisfaction, demonstrate that passengers value a comfortable service environment and professional service standards.

Airlines should continue investing in aircraft modernization, airport facilities, cabin ambience, and service environments to enhance the overall travel experience. Maintaining strong safety records, professional employee conduct, and high environmental quality standards is essential for sustaining customer confidence, trust, and satisfaction.

Although Tangibles ($M = 4.16$, $SD = 0.51$) also received good satisfaction ratings, the regression results indicate that it did not significantly predict customer satisfaction when considered alongside the other SERVQUAL dimensions. This suggests that physical facilities alone may not be sufficient to increase customer satisfaction unless they are accompanied by high-quality interpersonal service.

5.4.3 Improving Service Reliability and Responsiveness

Responsiveness emerged as a significant predictor of customer satisfaction, while Reliability recorded one of the comparatively lower mean scores ($M = 3.89$, $SD = 0.48$), indicating opportunities for service improvement despite remaining within the good satisfaction category. These findings suggest that passengers are particularly sensitive to the speed and effectiveness of service delivery, especially during delays, disruptions, and complaint resolution processes.

Airlines should therefore address gaps in real-time communication, delay management, and customer support systems. Improving these dimensions will require process optimization, digital service integration, such as real-time flight updates and automated customer notifications, and empowering frontline employees to resolve customer issues promptly and effectively.

Enhancing service responsiveness and improving service reliability may improve passenger experiences and contribute to higher overall customer satisfaction.

5.5 Recommendations

5.5.1 Operational Recommendations

To strengthen customer satisfaction, airlines should continue investing in service quality enhancement and employee development. Given that Physical Evidence ($\beta = .303$), Empathy ($\beta = .292$), Responsiveness ($\beta = .191$), and Assurance ($\beta = .179$) significantly influenced customer satisfaction, airlines should prioritize improvements in both the physical service environment and interpersonal service delivery. Continuous staff training in communication skills, problem-solving, empathy, professionalism, and customer relationship management should be implemented to ensure high-quality service across all customer touchpoints. Airlines should also strengthen operational reliability by improving flight coordination, baggage handling processes, and service recovery procedures. Since Reliability recorded one of the comparatively lower mean scores ($M = 3.89$, $SD = 0.48$), enhancing service consistency can further improve passenger confidence and overall satisfaction.

To improve responsiveness, airlines should deploy AI-driven customer service platforms capable of handling routine inquiries and providing real-time updates. Frontline employees should be empowered to resolve customer issues efficiently, particularly during delays, cancellations, and service disruptions. Furthermore, airlines should leverage customer relationship management (CRM) systems to better understand passenger preferences and deliver more personalized services. Since Empathy emerged as one of the strongest predictors of customer satisfaction, airlines should emphasize personalized interactions and customer care initiatives that make passengers feel valued and understood. Cultural awareness and sensitivity training should remain a priority for employees operating on Asia–Europe routes to ensure that service delivery aligns with the expectations of diverse passenger groups.

Finally, airlines should continue investing in physical evidence, including aircraft modernization, cabin comfort, airport facilities, and service ambience. As Physical Evidence was the strongest Marketing Mix predictor of customer satisfaction, maintaining an attractive and comfortable service environment can substantially enhance passengers' overall experiences and satisfaction levels.

Table 5.1: Recommended Improvements for Service Quality Enhancement

Area	Key Finding	Recommended Improvement	Expected Outcome
Empathy	Significant predictor of customer satisfaction ($\beta = .292$)	Provide personalized services, improve customer relationship management (CRM), and train employees in emotional intelligence and cultural sensitivity.	Enhanced customer care and stronger passenger relationships.
Responsiveness	Significant predictor of customer satisfaction ($\beta = .191$)	Implement real-time communication systems, AI-powered customer support, and empower frontline employees to resolve issues promptly.	Faster service recovery and improved passenger satisfaction
Assurance	Significant predictor of customer satisfaction ($\beta = .179$); high satisfaction ($M = 4.27$, $SD = 0.54$).	Continue staff training in professionalism, communication, and service quality standards.	Increased customer trust and confidence in airline services.
Physical Evidence	Strongest Marketing Mix predictor ($\beta = .303$); good satisfaction ($M = 4.16$, $SD = 0.47$).	Invest in aircraft modernization, airport facilities, cabin comfort, and service ambience.	Improved travel experience and enhanced customer satisfaction.
Reliability	Comparatively lower mean score ($M = 3.89$, $SD = 0.48$).	Improve flight coordination, baggage handling, and service recovery procedures.	Greater service consistency and passenger confidence.
Process	Comparatively lower mean score	Streamline operational procedures, reduce waiting	More efficient service delivery and improved

Area	Key Finding	Recommended Improvement	Expected Outcome
	(M = 3.86, SD = 0.49).	times, and improve digital service integration.	passenger experiences.
Price	Lowest mean score (M = 3.75, SD = 0.43).	Review pricing strategies, increase pricing transparency, and provide value-added services and promotional packages.	Improved perceptions of value and customer satisfaction.

5.5.2 Strategic Recommendations

At a strategic level, airlines should prioritize enhancing physical evidence by accelerating aircraft modernization programs and improving cabin environments and airport facilities, given that Physical Evidence was the only Marketing Mix dimension that significantly influenced Customer Satisfaction. The introduction of premium economy options may provide additional product differentiation and appeal to passengers seeking enhanced comfort and value-added services.

Additionally, a more competitive sales promotion strategy is essential. Developing tiered loyalty programs that provide immediate benefits can address dissatisfaction among respondents who found current programs inadequate. Airlines should also launch targeted social media campaigns tailored to demographic insights drawn from the analysis of 300 respondents and form strategic partnerships with hotels and car rental companies, as some of the participants preferred bundled travel solutions.

5.5.3 Special Deal and Competitive Promotion Strategy

In addition to strengthening traditional promotional activities, airlines operating across Asia and Europe should adopt more competitive and data-driven promotional strategies to enhance customer engagement and perceived value. Special deals, such as route-specific discounts, seasonal fare bundles, loyalty point multipliers, and family or corporate travel packages, can significantly increase customer responsiveness to promotional campaigns. Given that Promotion received one of the highest satisfaction ratings (M = 4.26, SD = 0.50), expanding these initiatives can further reinforce positive customer perceptions and strengthen market competitiveness, even though Promotion did not significantly predict Customer Satisfaction in this study.

Airlines should also integrate personalization into their promotional strategies by utilizing customer data from loyalty programs and digital platforms. Tailored offers based on travel history, booking patterns, and passenger preferences can improve

campaign relevance and conversion rates. Furthermore, increasing the use of social media channels, mobile applications, and real-time push notifications will ensure wider visibility and more effective outreach, particularly among younger and digitally active passengers.

5.5.4 Product Strategy toward Uniqueness and Differentiation

To remain competitive in a highly saturated aviation market, airlines must continue refining their product offerings to emphasize uniqueness, quality, and differentiated passenger experiences. The relatively high mean score for the Product dimension ($M = 4.16$, $SD = 0.45$) suggests favorable perceptions of airline products and service offerings. Therefore, airlines should focus on expanding product differentiation through upgraded cabin experiences, culturally inspired meal services, region-specific hospitality, and enhanced in-flight entertainment options tailored to diverse customer segments.

In addition, investing in technological innovations, such as AI-enabled customer support, biometric boarding, and personalized onboard services, will further enhance the perceived value of the airline product. This approach is aligned with contemporary passenger expectations for seamless, technology-supported travel experiences. By establishing signature service elements that reflect their brand identity, airlines can strengthen customer loyalty and create meaningful differentiation in the Asia–Europe travel corridor.

5.5.5 Competitive Distribution Strategy

A robust distribution strategy that integrates both offline and online channels is essential for meeting modern passenger expectations. With the Place dimension receiving generally positive evaluations ($M = 4.00$, $SD = 0.38$), further improvements should focus on enhancing accessibility, convenience, and consistency across all distribution touchpoints. Airlines should ensure that ticket counters, airport kiosks, customer service centers, mobile applications, and online travel agencies operate as a unified system, providing passengers with a seamless and coherent experience.

Integrating real-time data across these platforms, such as fare updates, seat availability, promotional offers, and booking confirmations, will reduce service inconsistencies and minimize passenger frustration. Airlines should also strengthen partnerships with global distribution systems (GDS) and travel-related service providers to broaden their market reach, particularly for long-haul passengers connecting between Asia and Europe. Enhancing offline–online coordination not only improves operational

efficiency but also contributes to higher passenger satisfaction by simplifying the booking, check-in, and post-travel processes.

5.5.6 Pricing Strategies

Pricing was found to have a comparatively lower mean score than other service dimensions ($M = 3.75$, $SD = 0.43$), indicating that it plays a less dominant role in shaping passenger satisfaction within this study. While competitive pricing remains relevant, the findings suggest that it has a weaker influence on customer satisfaction compared to factors such as service quality and staff interaction.

Therefore, airlines should view pricing as a supporting factor rather than the primary focus of their customer satisfaction strategy. Maintaining fair and transparent pricing can help prevent dissatisfaction, particularly by reducing hidden fees and clearly communicating fare details. Such practices can strengthen customer trust and improve perceptions of value.

Airlines may also use promotions and bundled offers to enhance the attractiveness of their services. However, these initiatives are likely to be most effective when combined with improvements in key service areas that have a greater impact on passenger satisfaction.

5.5.7 Managerial Implications

The results carry significant implications for management in the aviation industry. The findings on Empathy, Responsiveness, and Assurance emphasize the importance of investing in human capital through comprehensive training, employee development, service professionalism, and trust-building initiatives. Airlines should establish standardized service recovery frameworks that empower frontline employees to make on-the-spot decisions, thereby enhancing responsiveness.

Moreover, management should adopt integrated marketing strategies across the 7Ps, ensuring a consistent service experience across touchpoints. Digital transformation initiatives must complement, not replace, personal interaction. Managers should balance operational consistency with personalized service delivery to meet the expectations of passengers travelling within and between Asia and Europe.

5.6 Academic Contribution

Academically, this research contributes to existing literature by integrating SERVQUAL and Marketing Mix (7Ps) frameworks within a cross-continental context. It extends theoretical understanding by demonstrating that service quality dimensions, particularly Empathy, Responsiveness, and Assurance, together with Physical Evidence,

exert greater influence on customer satisfaction than most traditional marketing mix dimensions.

5.7 Limitations of the Study

Despite providing valuable insights into customer satisfaction within the aviation industry in Asia and Europe, this study has several limitations. The study relied on self-reported questionnaire responses, which are subject to respondent bias and individual interpretation of survey items.

1. **Geographic Distribution:** Although the study collected responses from 300 participants, the sample was drawn from individuals residing in Thailand who had experience travelling within or between Asia and Europe. Therefore, the findings do not fully represent the perceptions of all airline passengers across the diverse regions of Asia and Europe.
2. **Sampling Technique:** The study employed a convenience sampling method, which limits the generalizability of the findings. Although efforts were made to obtain a diverse group of respondents, the sample does not necessarily reflect the characteristics of the broader passenger population.
3. **Limited Demographic Variables:** The study collected only basic demographic information, specifically age and gender. Additional variables such as travel frequency, purpose of travel, airline type, cabin class, income level, and travel route characteristics would have provided deeper insights into differences in passenger perceptions and satisfaction levels.
4. **Cross-Sectional Design:** Data were collected over a specific period and therefore reflect passenger perceptions then. Customer expectations and satisfaction levels may change because of economic conditions, technological developments, and changes in airline operations.
5. **Industry Dynamics:** The aviation industry is highly dynamic and continuously influenced by technological advancements, regulatory changes, sustainability initiatives, and evolving consumer preferences. As a result, the factors influencing customer satisfaction can change over time, requiring periodic reassessment to maintain the relevance of the findings.

6. **Limited Explanatory Power of the Models:** The Marketing Mix model explained only 10.1% of the variance in Customer Satisfaction ($R^2 = .101$), while the SERVQUAL model explained 38.6% ($R^2 = .386$). These findings suggest that additional factors not included in this study, such as perceived value, airline reputation, safety perceptions, loyalty programmes, and previous travel experiences, may also influence customer satisfaction.

5.8 Directions for Future Research

The findings from the 300 respondents provide several avenues for future investigation.

- **Cross-Cultural Analysis:** Conduct comparative studies between specific Asian and European countries to identify culture-specific drivers of customer satisfaction.
- **Mixed-Methods Approach:** Combine quantitative findings with qualitative interviews to gain a deeper understanding of passengers' experiences and expectations.
- **Longitudinal Studies:** Follow passenger cohorts over an extended period to examine changes in customer satisfaction and the effects of service improvements.
- **Expanded Research Models:** Incorporate additional variables such as perceived value, airline reputation, service recovery, customer loyalty, safety perceptions, and digital service quality to improve the explanatory power of the models.
- **Technology Integration Studies:** Examine how emerging technologies, such as artificial intelligence (AI), virtual reality (VR), and the Internet of Things (IoT), influence service quality and customer satisfaction.
- **Post-Pandemic Recovery Analysis:** Investigate how passenger expectations and the determinants of customer satisfaction have evolved following global travel disruptions.

5.9 Conclusion

This research, based on the analysis of 300 respondents, provides empirical evidence regarding the determinants of customer satisfaction within the aviation industry in Asia and Europe. The findings revealed generally positive perceptions of

both the Marketing Mix (7Ps) and SERVQUAL dimensions, with respondents reporting high levels of overall customer satisfaction.

The study found that among the Marketing Mix dimensions, only Physical Evidence significantly influenced Customer Satisfaction. Among the SERVQUAL dimensions, Empathy, Responsiveness, and Assurance emerged as significant predictors of Customer Satisfaction, with Empathy and Physical Evidence demonstrating the strongest effects. Furthermore, the SERVQUAL model explained substantially more variance in Customer Satisfaction than the Marketing Mix model, suggesting that service quality dimensions, particularly interpersonal interactions and service delivery, play a more important role in shaping passenger satisfaction than most traditional marketing mix elements.

The findings suggest that airlines operating within and between Asia and Europe should prioritize investments in the physical service environment, employee professionalism, personalized customer care, and responsive service delivery to enhance customer satisfaction and strengthen their competitive position.

Future research incorporating additional determinants of customer satisfaction and broader passenger populations can provide further insights into service quality optimization within the global aviation industry and contribute to the development of more comprehensive customer satisfaction models.

The findings of this study should be interpreted within the context of passenger perceptions of service quality and customer satisfaction. Although the title refers to contemporary service-related issues in the aviation industry, the study specifically examines customer-facing service dimensions rather than operational or strategic challenges experienced by airlines.

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Appendix

Dear Respondent,

I am conducting a research project as part of my MBA program at Siam University, titled “The Contemporary Service-Related Issues Affecting the Aviation Industry in Asia and Europe: A Case Study of Passengers in Thailand”. The purpose of this study is to understand how airlines’ service quality and marketing mix strategies influence customer satisfaction among passengers travelling between Asia and Europe.

Your participation is voluntary, and all responses will be strictly confidential and used for academic purposes only. Completing this questionnaire will take about 10–15 minutes. Thank you for your valuable contribution.

Section 1: Personal Information

This section gathers demographic information about the respondents.

Gender: ☐ Male ☐ Female ☐ Other

Age Group: ☐ 25–34 ☐ 35–44 ☐ 45–60

Section 2: Passenger Perception of Airline Services

Measurement Items	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
A. Marketing Mix (7Ps) - Product					
1. The airline provides high-quality in-flight services (e.g., food, comfort, amenities).	☐	☐	☐	☐	☐
2. The airline’s aircraft and facilities meet modern safety and design standards.	☐	☐	☐	☐	☐

3. The airline offers services that meet my travel needs effectively.	☐	☐	☐	☐	☐
Price					
4. The ticket prices are reasonable for the level of service provided.	☐	☐	☐	☐	☐
5. The airline provides transparent pricing without hidden fees.	☐	☐	☐	☐	☐
6. Promotional fares and loyalty programs offer good value for money.	☐	☐	☐	☐	☐
Place (Distribution)					
7. The airline's booking channels (online/offline) are convenient and reliable.	☐	☐	☐	☐	☐
8. The airline offers well-connected routes and flexible flight schedules.	☐	☐	☐	☐	☐
9. Airport check-in and boarding processes are efficient.	☐	☐	☐	☐	☐
Promotion					
10. The airline's promotional campaigns attract my attention.	☐	☐	☐	☐	☐
11. I am aware of the airline's promotions through online or social media advertisements.	☐	☐	☐	☐	☐

12. The airline's loyalty programs effectively encourage repeat travel.	☐	☐	☐	☐	☐
People					
13. Airline staff are professional and courteous.	☐	☐	☐	☐	☐
14. Cabin crew demonstrate strong communication and service skills.	☐	☐	☐	☐	☐
15. Employees show empathy and respond effectively to passenger needs.	☐	☐	☐	☐	☐
Process					
16. The airline's operational procedures (e.g., check-in, baggage claim) are efficient.	☐	☐	☐	☐	☐
17. Flight delays or cancellations are handled effectively by the airline.	☐	☐	☐	☐	☐
18. Digital platforms (apps, websites) make travel processes easier and faster.	☐	☐	☐	☐	☐
Physical Evidence					
19. The airline's aircraft and facilities are visually appealing and well-maintained.	☐	☐	☐	☐	☐
20. The airport lounges and boarding areas create a positive impression.	☐	☐	☐	☐	☐

21. The airline's brand image and physical presentation enhance my trust.	☐	☐	☐	☐	☐
B. Service Quality (SERVQUAL Dimensions) - Tangibles					
22. The airline provides clean, comfortable, and modern facilities.	☐	☐	☐	☐	☐
23. Airline staff appear neat and well-presented.	☐	☐	☐	☐	☐
24. In-flight equipment (screens, seats, lighting) are in good condition.	☐	☐	☐	☐	☐
Reliability					
25. Flights are generally punctual and operate as scheduled.	☐	☐	☐	☐	☐
26. The airline delivers services as promised.	☐	☐	☐	☐	☐
27. Baggage handling and delivery are accurate and timely.	☐	☐	☐	☐	☐
Responsiveness					
28. Airline staff provide prompt service when passengers need help.	☐	☐	☐	☐	☐
29. Customer inquiries or complaints are resolved quickly.	☐	☐	☐	☐	☐

30. The airline's digital support channels (chatbots, call centres) are efficient.	☐	☐	☐	☐	☐
Assurance					
31. I feel safe and secure when traveling with this airline.	☐	☐	☐	☐	☐
32. Airline staff are knowledgeable and instil confidence in passengers.	☐	☐	☐	☐	☐
33. The airline demonstrates professionalism in managing passenger concerns.	☐	☐	☐	☐	☐
Empathy					
34. The airline provides personalized services to meet my individual needs.	☐	☐	☐	☐	☐
35. Staff are understanding and patient when handling passenger requests.	☐	☐	☐	☐	☐
36. The airline cares about passenger comfort and well-being.	☐	☐	☐	☐	☐
C. Customer Satisfaction					
37. Overall, I am satisfied with my travel experience with this airline.	☐	☐	☐	☐	☐

38. I intend to fly with this airline again in the future.	☐	☐	☐	☐	☐
39. I would recommend this airline to others based on my experience.	☐	☐	☐	☐	☐

D. Open-Ended Question

What improvements would you suggest for airlines to enhance customer satisfaction?

Thank you for your time and participation! Your insights are highly valuable and will help improve airline service quality and customer experience across Asia and Europe.