

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Preliminary Study of Airport Service Quality and Word of Mouth: A Qualitative Approach

Adi Nugroho

Lecturer, Department of Economics and Business, Pancasila University, Indonesia

Abstract

This study was about the implementation of airport service quality perception and its relation to Word of Mouth. The main purpose of this study was to develop an understanding of the airport service quality perception that is developed by Airport Council International. Furthermore, the study also investigates the relationships of service quality in terms of Word of Mouth. This study analyzes whether passengers may discuss airport service quality with others; share airport experience to social media; recommend the airport to others. This means that an assessment the ability of service quality to explain the variation in Word of Mouth including interaction among variables. The results of this study show that airport service quality explains positive impact on Word of Mouth, and some findings relating those issues have been revealed.

Keywords : Airport, service quality, WoM

1. Introduction

In the transportation industry, airports are established to service and facilitate aircraft, cargo and passengers. In addition to that, airports are required to fulfill three main tasks. They are flight safety; flight security; and airport comfort-ability. In any situation, the three main tasks should become the top priority, notwithstanding the economically unprofitable condition of an airport, in which it is unable to cover its operating cost. This has become the commitment of the airport which shall always be upheld. However, some airports are business organization; their shareholders demand that they make profits. This means that it is an onerous situation for company that manages an airport since an airport has to provide some services not only on flight safety and flight security but also on a consumers' interest basis.

In Indonesia, airports are central to 'create and promote Indonesia by – being a significant Indonesia transportation hub for the benefit of Indonesia and environs; striving to maximize return on shareholder's funds and company assets; and striving for excellence in the services which it provides'.

The ever-increasing importance of service organization to the world economy actually has been recognized by marketing academics by exponential development in services and marketing research. Within the air transport businesses, a prominent research stream has involved the measurement of service quality, such as: Airport Council International (ACI). They realize that the inability of airports and their customers to grasp a clear metric or establish a clear standard for performance has only fueled consumer discontent. They concluded that it is necessary for airports to continuously construct their service quality.

1.1.Problem Statement

Past research on service quality in airports have been conducted by several institution or individuals. They either conducted research on service quality issues specific to their airport or others; and various transportation and travel industry groups may issue consumer-pollled rankings of airport facilities. In addition to that, qualitative effort to examine airport quality has also been conducted by several organizations such as International Air Transportation Association (IATA) among others that use the research to monitor airport service quality annually. Others researchers and airports have also explored service quality issues in airport (Doganis, 1991; Brink & Maddison, 1975; Feldman & Shields, 1998; Lemer, 1992; Rowland, 1994; Seneviratne & Martel, 1994; Tretheway, 1998). However, Dawna, Blaise, & Seth(2000) say that these works are more concern to airport operators and little reference of characteristics and factors that comprise quality in airport facilities and operations. Despite these efforts considered incomplete they have provided a base on which to construct a comprehensive study of airport quality.

Another problem is on the service quality measurement and its contribution to the company performance. Unlike manufactured goods quality, airport service quality is an elusive and distinctive construct. It can be defined from several perspectives, including: the ability to satisfy the needs and expectations of the customer (Bergman & Klefsjo, 1994); and the totality of features and characteristics of a product or service that bear on its ability to satisfy given needs (Evans & Lindsay, 1996). This means that the researchers have to concern more on airports' user perspective on the airport service quality provided and its linkage to the W.O.M.

As there is very few of research have been done in the airport industries, the main purpose of this study is to respond to Zeithaml (2000) an author who has been investigating service quality, profitability, and the economic worth of

customers for years concluded that much research remains to be done to validate this early evidence of service quality measurement and integrated body of knowledge about how to perform the measurement, with specific emphasis on the contribution made by service quality to W.O.Ms in the airport businesses, specifically is their terminal services.

In Indonesia, this need has become even more important especially with the spread of globalization. As Indonesia is surrounded by countries that have very high standards of international airports such as Singapore with its Changi Airport and Malaysia with its KLIA Airport. In addition to increased international competition, the increasing awareness of the service quality in the airport has also imposed pressures to airport operators in Indonesia to improve towards certain quality standards.

1.2.Objective

The study overall objective of this study is to explore the relationship between airport service quality and the Word of Mouth. The specific objectives are: To investigate any Airport Service Quality-Word of Mouth concerns raised by passengers so that remedies may be incorporated into airport policy.

1.3.Justification of the Research

There are many empirical studies conducted towards gaining an understanding of service quality, quality systems and quality measurement; and many studies have attempted to relate the importance and relationship of service quality to W.O.M. However, in airport industries, very limited number if none of service quality studies really look into the relationship between service quality and W.O.M. Yet, in recent years, the importance of developing service quality measurement has become priority for many airport authorities (Dawna, Blaise & Seth, 2000).

This study aims to provide evidence of the importance of measuring service quality and its relation to W.O.M in airports. Further, it intends to generate new knowledge of service quality in the airports by investigating the important issues of its service quality. Potential findings resulting from this study should contribute towards understanding the service quality and W.O.M relationship in Bali airport.

This study provides theoretical contribution to the service quality literature as well as contribution to quality management of airports. The conceptual based model on airport data makes a valuable contribution to the effort to establish service quality measurement in airports by incorporating prediction of W.O.M. The findings are also expected to enhance and deepen the understanding of issues relating to service quality in airports. Finally, this research contributes to the literature on quality management by providing airport perspective on the subject.

2. Literature Review

Global market changes, so does competition. Domestic market steadily becomes part of global market. The supply comes from all places in the world. It is believed that this condition requires quality product to win the customers and market. Buzzle and Gale (1987) conclude that focus on quality leads to betterment such as quality is profitable. However, the discussion of the nature of perceived product quality can become very difficult to understand as it involves identifying of what a firm should provide in the industry. Therefore, it is an imperative for a company to identify such needs early in the product/service development cycle.

2.1.Perceived, Expectation and Service Gap

The discussion of the nature of perceived product quality can become very obscure as it involves measuring consumers' expectations of what a firm should provide in the industry and what consumers' perceptions are in respect of this service provision. Parasuraman et al. (1985) began a research process to investigate service quality based on consumers' expectations and perceptions. The perception of quality, however, has changed from time to time as the quality concept has been sometimes conflicting.

An organization provides a quality service to its customers when the organization either meets or exceeds customers' expectations. Many companies make the fundamental mistake of assuming that they know what their customers expect and through that lose customers. Conventional wisdom says that it is five times more expensive to win a new customer, than it is to keep an old customer. Therefore, it is essential that an organization spends time and energy to find out what its customers really want. Also, people will experience services in different ways and each customer has a particular perception of the service provided. Therefore, customer satisfaction or dissatisfaction results from experiencing a service quality encounter and comparing that encounter with what was expected (Oliver, 1980). The satisfaction is based on customers' perception on service offered. This means that perceived service quality can be defined as the customer's judgment about the superiority or excellence of a product while perceived value is the customer's overall assessment of the utility of a product based on perceptions of what is received and what is given (Zeithaml, 1988). Consumers may agree that a service should have features but may not personally attach much importance to them.

2.2.Quality in Airport Industries

Airports are established to service and facilitate aircraft, cargo and passengers. Airports are business organizations; their stakeholders demand that they make profits. Nevertheless, it is an onerous situation for a company that manages an airport since airports have to provide some services on a public interests basis. Sometimes this means that an airport may have to provide loss-making services.

The airport is a complex transportation organization serving aircraft, passengers, and cargo. It is customary to classify the components of an airport into two major categories: airside facilities and landside facilities (Wells, 1996). Airside facilities, sometimes called airfield or aeronautical activities, are those on which aircraft operations are carried out.

Basically, they are the runways where aircraft take off and land, the taxiways used for movement between the runway and the terminal, and the apron and gate areas where passengers embark or disembark and where aircrafts are parked. Lastly is the tower that is meant for airspace management and operation to provide air traffic control service to ensure a safe, orderly and expeditious flow of aircraft movements within the airport's Flight Information Region (FIR) in cooperation with the International Civil Aviation Organization. As the airport does control the airspace, it is also required to provide Search and Rescue to aircraft in distress within the airport FIR.

Landside facilities are the part of the airport serving passengers, including land surface transportation, usually referred to as terminals. The primary objective of the terminal area is to achieve passenger convenience. However, an airport company needs to consider the balance between passenger convenience, facility investment, operating efficiency and aesthetics. Basically, airports have to provide facilities and services such as airport information assistance, lost & found services, money changing counters, postal & telecommunications services. In the public area, there is usually an airbus service, airport information assistance, banks, lost & found service, money changing counters, postal & telecommunication services unaccompanied baggage and left baggage service, ticket counters, baggage handling, and restaurants.

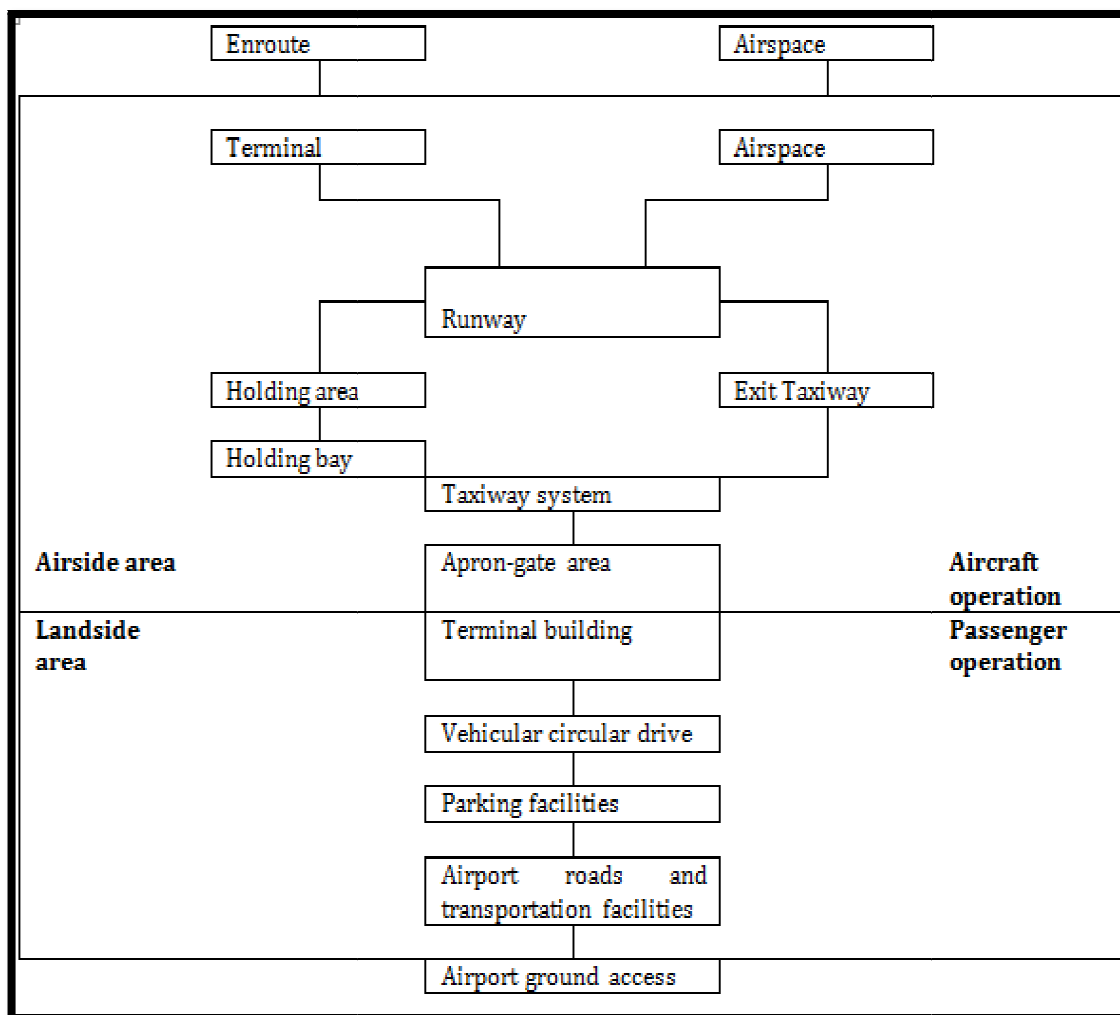


Figure 1: Airport Components

2.3. Airport Service Quality Measurement

The largest qualitative effort to examine airport quality is the International Air Transportation Association (IATA) Airline Monitor that conducts an annual, cross-sectional poll of international frequent flyers on issues ranging from airport signposting to washroom conditions (Adam-Smith, 1997, 1998). In addition to that Dawna et al. (2000) has summarized specific quality-related aspects of airport design such as walking distance, orientation, capacity levels, and lounge seating (Brink & Maddison, 1975; Feldman & Shields, 1998; Lemer, 1992; Rowland, 1994; Seneviratne & Martel, 1994; Tretheway, 1998; Bazerra and Gomes, 2016). All of these researches have taken a passenger perspective. Other work has attempted to compare airport operations from a financial performance perspective (Mackenzie-Williams, 1998). This work is clearly of more concern to airport operators and owners.

These efforts, while incomplete in and of themselves, have provided a base on which to construct a comprehensive index of airport quality. Many believe that such an index is needed for a number of reasons (Dawna et al., 2000). Then, since early of year 2000 Airport Council International (ACI) has been developing indexes of global airport services (ACI, 2020). From an airport's point of view, the lack of a comprehensive index has limited its ability to benchmark the operation of its own airport. This in turn has hampered airport efforts to obtain funding for infrastructure

improvements from private and governmental sources. From a customer point of view, airports have often been seen as a take-it-or-leave-it proposition. This is due to the fact that airports have traditionally been perceived as natural monopolies. Even if one found the parking arrangements poor, the terminal facilities confusing, the food and retail concessions limited and expensive, or the ground transportation facilities congested, the consumer has felt forced to accept the situation by airlines and airport authorities. The inability of airports and their customers to grasp a clear metric or establish a clear standard for performance has only fueled consumer discontent. In addition, with the renewed awareness of both regional and national competition between airports, airport management has become increasingly in need of a normalized measure of airport quality and performance.

This study proposes to investigate Airport Service Quality and its impact on W.O.M in airport industries. This analysis is going to be conducted due to service quality and W.O.M is believed to be a promising system to achieve a strategic weapon to build profits in every business organization (Kotler and Armstrong, 2012).

3. Methodology

The research design was developed in qualitative research method.

3.1. The Study Preparation Phase

The study preparation phase consisted of information investigation about service quality and W.O.M in the airports. The information gathered in the literature reviews were carefully reviewed to develop the topics to be investigated in the research which is consisted of focus groups.

Selected sample of people working in the area is called for, however, it should be considered that it is a waste time to interview those who have little competence or experience. Thus, the information gathering process started with the selection of head of Airport, managers of five local Airlines, managers of five Concessionaires and some Passengers.

3.2. The Qualitative Research

It is expected that this phase of case study produced richer explanations and illustrative examples that generated insight. Therefore, this research adopted in-depth interviews as the research instrument. It involved asking open ended-questions, listening to and recording the answers, and then following up with relevant questions. The studies followed the general interview guide approach. The guide consisted of a list of questions and issues that were adapted from the literature review. It helped to keep the interaction focused and promoted systematic data collection. The first part is consisted service quality attributes that should be provided in the airport. Next section is containing the measures of W.O.M: the willingness to discuss airport service quality with others; the willingness to share airport experience to social media; and the willingness to recommend the airport to other

3.3. The Sampling Design and population

Due to the qualitative nature of inquiry and the respondents have a very limited time, this stage utilizes purposeful convenience sampling (Sekaran, 2000).

Bali Airport as the biggest tourist airport in Indonesia is chosen for the research. The airport was assumed to represent other less developed airports in Indonesia. Therefore, the population of the study is the passengers of the Bali airport.

This qualitative research focuses in depth, on relatively small samples. Hence, this research does not focus on establishing representativeness since the overall intended sample size is small with no statistical generalization intended. In addition to the extensive nature employed in interviewing each particular participant that is chosen, due to the time-constraint and availability of resources, it was impractical to focus on building on a large sample size. However, based on the rule of thumb used earlier in this study the sample size was 20 respondents.

3.4. Data Generation and Interview Protocol

The interviews began with small talk by introducing the researcher and the purpose of the study. Once the conversation moved beyond to five minutes, the communication became easy.

As semi-structured interviews were conducted, the researcher had prepared an interviewing scheme to ensure that the conversations did not get off track too far, too often, although this was uneasy situation. Passengers have very limited time to take part therefore the timing, exact wording and time allocated to each question were upon the researcher's discretion.

Due to the semi-structured approach of the interview process, the interviews tried to follow the sequenced of questions determined in advance, but the questions asked sometimes depends on the flow of the conversation. However, using probes the researcher was able to elicit as much information as possible. They offered to tell more than what the research was interested in.

3.5. Data Collection

The actual interviews were conducted for 2 weeks in January 2020, just before the pandemic. The interviews were conducted in a natural setting. The targeted respondents were passengers in the boarding lounge of Bali Airport. The passenger in the boarding lounge was chosen since they are in the best position to answer the interview questions as they are expected to have gone through all the airport facilities. They represent the highest level of respondents within the airport and would not present problems of involuntary error due to lack of information.

3.6. Data Analysis

The data analysis involves the process of data verbatim. Data analysis consisted of examining and categorizing or otherwise recombining the evidence to address the propositions of the study. It means that the analysis search for general respondent's statements about service quality perceived in the airport and its relationship to the W.O.Ms. Each question in the section one represented service quality attributes while the questions in the section two represented W.O.M. Hence, service quality attributes can be displayed in a hypothetical model that indicates its relationship to W.O.Ms.

4 Results and Discussions

The discussion begins with a brief explanation of service quality attributes in the airport adopted from ACI (see Appendix A).

Since there are evidences of the association of service quality toward W.O.M among many industries, the study was aimed at discovering the relation of Service Quality-W.O.M. In addition to that, the study was also aimed at discovering other factors that have a significant impact on W.O.M. Hence, the aim of this part of the study was to find out whether the service quality could be viewed as the major influence on the W.O.M in the airport.

4.1. The Key Attributes of Service Quality

Each respondent was asked to qualify services currently offered at Bali airport, within of the Service Quality-W.O.M concept. Respondents were asked to indicate their agreement with the quality of services should be provided at Bali Airport. This provides an indication of how well the airport performs various services. The information was portrayed in this way to show not only the overall level of agreement, but also the strength of agreement. These results could be used as an indication of the levels of excellence achieved.

As a result, the key attributes were found to exist. These attributes from the prodding of the researcher based on guide list (see Appendix A).

The service items are clearly critical service elements in the airport. However, qualitative evidence from respondents suggests the existence of negative feeling about some services. Most respondents put stressed on the attributes of 'Prices' that they perceived too high. Details of comments made by respondents (n=20) are shown in Appendix B.

4.2. Overall Impression of Service Quality

As well as respondents being asked to assess individual services, they were also asked to assess their overall impression of the airport. Here, most of respondents either agreed or strongly agreed that the overall impression of Bali airport was favorable. Despite variations in service performance, the favorable overall impression that people have should be encouraging for Bali Airport. The airport is noted as being of a good airport standard.

In line with previous result obtained from survey, prices are highly regarded for improvement by respondents. The improvement was considered crucial for passengers not limited only to prices but other areas.

4.3. An Overview of the Structural Service Quality-W.O.Ms

Unavailable alternatives do not allow airport's consumers easily to switch service providers. It is very much different with consumers visiting to a restaurant. Despite in the case of alternatives are available or switching cost/barriers are very low, consumers still remain loyal if they perceived the service being provided are exceeding their expectation. This means that consumers will re-visit to a restaurant or advise others to visit it. In this study, therefore, respondents were requested to answer some open ended questions on their feelings such as: the willingness to discuss airport service quality with others; the willingness to share airport experience to social media; and the willingness to recommend to others.

Discuss airport service quality with others;

Respondents were queried about their reactions to the provision of the willingness to discuss airport service quality with others.

The reaction to the concept of discussing airport service quality with others is positive. Airport users indicated that they would be happy to discuss airport service quality with others; especially if the prices are about the same as in downtown. This is likely to assert that 'Prices' were very high in the airport.

The results were expected because as service quality rise, it affected the passengers to tell others about the airport. One comment from a respondent was:

'A big possibility to discuss about the airport is if I found something interesting in the airport or something else...'

Share airport experience to social media

A set of questions was devoted to asking questions about the willingness to share airport experience to social media. An initial indication of some respondent was gained by asking respondents to indicate their positive feeling about Bali airport. After that, respondents were asked about the likelihood of them to share airport experience to social media.

As might be expected, the majority of those who perceived Bali airport had good services indicated that they would be very happy to share their airport experience to their social media.

Given the large number of respondents who had positive feeling about the airport, it is not too surprising to find that a high proportion of respondent are, willing to share airport experience to social media, as indicated with the following examples:

'I have not visited the airport for a while. Now the airport has a pleasant atmosphere, please check it out...'

4.4. Recommend the Airport to Others

This study further investigates those respondents who had 'an opinion' on Bali airport had good facilities were asked to indicate their likely behavior to asking questions about the willingness of the passengers to recommend others to visit Bali airport. An initial indication of some respondent was gained by asking respondents to indicate their positive feeling about Bali airport.

As might be expected, the majority of those who perceived Bali airport had good services indicated that they would be very happy to talk about the airport with others.

Given the large number of respondents who had positive feeling about the airport, it is not too surprising to find that a high proportion of respondent are likely to recommend others to visit Bali airport, as indicated with the following examples:

'I have not visited the airport for a while. Now the airport has a pleasant atmosphere, I have to tell my colleagues about it...'

4.5. The Overall Characteristic of Quality Management within Airport

Reflecting on the qualitative data, one should not neglect what can be the most obvious finding of all, which is the fact that quality management is being perceived important by a number respondent in the airport industry.

What is also important to note about the phenomenon of service quality within these industry is that it (quality management) exists. To re-sample some the statements made by the respondents –

'The service quality (is a) good idea but prices are too high'

'A vast improvement in services and facilities over the years. I fully support the higher airport tax but not retails and foods prices

Supported by examples of this small yet rather revealing sample of qualitative insights, some specific things can be said about the service quality context of airport.

The *first* is that one gets a sense that Airport Service Quality are indeed operating within a complex if not challenging in the airport situational. However, they seem unlikely to play a balancing act of managing different variable elements and different forces that require their attention, especially prices in airport. It should be noted that price was not considered in Airport service quality that is developed by ACI.

Based on the overall descriptions of the Service Quality-W.O.M in airport, one also gets a sense that, although airports have tried their progressive efforts to improve their quality, not all passengers very much 'exited' to W.O.M. This is the *second* point.

However, the service quality management should still be understood from this light. This position may well play pivotal role. In fact, their efforts to institute and implement better quality are in response to the demands of them of common practice in the airport industry which is driven by ACI.

Hence, although the aim of this research is not necessarily to map-out the contextual or external factor and dynamics affecting this Service Quality-W.O.M, it is crucial that one has a grasp of what these realities are in understanding the phenomenon in the airports.

4.6. The Existence of the Service Quality-W.O.M Structures

There are many challenges that airport face in term of increasing their performance. Their customers (passengers) do have limited options and information about the airport they visit, especially for international travelers.

However, airport managers are increasingly acknowledging the need for creating service quality in order to counter some of performance pressure that airport brings to bear. As direct reaction to these, airports are dedicating vast amounts of resources to increase their service quality.

This study found that there are evidences of some extent of formalization for Service Quality-W.O.M model as shown by the following excerpts that indicates this scenario:

'....Now the airport has a pleasant atmosphere, I have to tell my wife about it...'

'....and Airport tax should not a problem...'

'When arriving from overseas it is great to come back to an airport we can be proud of.

'I was only there to see a friend off but was most impressed with the facilities provided'

'Bali airport is an asset to the area and as a local I am proud of it and to have the use of it and will support any reasonable charge....'

However, through investigations on the qualitative survey, this study has made a better understanding of Service Quality-W.O.M in the airport industry. This study has revealed that service quality is considered very important in the airport. It may lead to result in better W.O.M.

Results from the questionnaire and qualitative responses indicated that the acceptability of W.O.M. The study into concept of service quality and W.O.M has shown that it could fulfill some consumers' requirements. However, confusion over Prices that are too high, need to be addressed for it to succeed in the airport service quality.

5. Summary and Conclusions

This study has addressed the issues that are important in the management of services in the airport industry, especially in Bali. The research was based on the perceptions of passengers of Bali airport. Other types of service organizations might have produced similar or different findings.

Regarding to that, this study, therefore, has some implications. At least this study has two implications, those are: research and academic implications; and managerial implications.

5.1. Research Implications

Despite, this study should be seen as a preliminary attempt to present a new direction for service-quality research especially in the airport industry, the findings of this study offer some contribution in the sense that it may build some new understanding in the area of study.

5.2. Managerial Implications

The first and the most obvious implication for airport managers is if airport managers plan to develop measures for service quality, they should focus on a fulfillment-oriented approach. This means that they should develop service-quality constructs that will capture results that meet their requirements of their passengers, those that may increase W.O.M. Second, airport managers should research their customer before choosing the items to form the basis of their service-quality instruments, such as retails and foods prices. Such a study would enable them to limit the scope of items that are included in their service-quality instrument to those most relevant to their passengers.

5.3. Limitations

As with any other study, this study should have some limitations. Firstly, this study focuses on the evaluation of service quality and assumes that both the service providers and passengers agreed on service attributes being studied. Moreover, the constructs and the measures proposed here require further testing before making any conclusive statements about the construct.

Secondly, the sample and the only Bali airport may not have been the ideal way of depicting airport service quality attributes. Despite of that, this study had tried the only possible alternative for developing service attributes that were perceived mandatory provided in the airports. It is possible that the attributes were too unlike real to elicit, although the effort was made when developing the attributes.

5.4. Future Research

There are some opportunities for future researches in this study area aimed at understanding more fully the nature of service, its impact on W.O.M. Replication of this study using different airport setting and/or different methodology will extend generalizability of present study.

5.5. Conclusions

This study has actually looked at a number of issues in service quality and W.O.M. In that, this study yielded some very important findings. One of the finding is that there was a positive impact of Service Quality to W.O.M. The results of the study may reveal that W.O.M might be influenced by other factors such as prices.

6. References

- i. Adam-Smith, Y. (1997), 'More Ivy League than gold, silver and bronze', *Airlines International*, Vol. 3 No. 2, pp. 8-14.
- ii. Adam-Smith, Y. (1998), 'The airport service decathlon', *Airlines International*, Vol. 4 No. 3, pp. 8-14.
- iii. Anderson, E., Fornell, C., & Lehmann, D., (1994), Customer Satisfaction, Market Share, and Profitability: Findings from Sweden, *Journal of Marketing*, 58 (July), pp. 53-66.
- iv. Banwet, D.K. and Datta, B. (2002), 'Effect of service quality on post-visit intentions over time: the case of a library', *Total Quality Management*, Vol. 13 No. 4, pp. 537-46.
- v. Bazerra, G.C.L and Gomes, C.F (2016). Measuring airport service quality: A multidimensional approach. *Journal of Air Transport Management*. Volume 53
- vi. Bolton, R.N. and Drew, J.H., (1991). 'A longitudinal analysis of the impact of service changes on customer attitudes', *Journal of Marketing*, Vol. 55, pp. 1-9.
- vii. Boulding, W. and Kirmani, A. (1993), 'A consumer-side experimental examination of signaling theory: do consumers perceive warranties as signals of quality?', *Journal of Consumer Research*, Vol. 20, June, pp. 111-23
- viii. Brannen, J. (1992). *Mixing Methods: Qualitative and Quantitative Research*. Avebury, Aldershot.
- ix. Brink, M. and Maddison, D. (1975), 'Identification and measurement of capacity and levels of service of landside elements of the airport', *Transportation Research Board*, special report 159, pp. 92-111.
- x. Broh, R.A. (1982). *Managing Quality for Higher Profits: A Guide for Business Executives and Quality Managers*. McGraw-Hill, New York, NY.
- xi. Brown, T.J., Churchill, G.A., Jr., and Peter, J.P. (1993). Research note: improving the measurement of service quality. *Journal of Retailing*, 9 (Spring), 127-139.
- xii. Buzzle, R.D., and Gale, B.T. (1987). *The PIMS Principle: thinking strategy to performance*. New York: The Free Press.

- xiii. Dawes, J. (2002). 'Further evidence on the predictive accuracy of the verbal probability scale: The case of household bill payments in Australia' *Journal of Financial Services Marketing*. London: Vol.6, Iss. 3; pg. 281
- xiv. Dawna R.L; Blaise W, Seth,Y (2000). 'Developing Quality Index in US Airports'. *Managing Service Quality*; Volume 10 No. 4;
- xv. Douganis, R. (1992). *The airport business*. London and New York: Routledge.
- xvi. Kotler, Philip and Armstrong, Gary. 2012. Prinsip-prinsipPemasaran. Jakarta: Erlangga.
- xvii. Holbrook, M. B., &Corfman, K. P. (1984). Quality and value in the consumption experience: Phaedrus rides again. In J. Jacoby & J. C. Olson (Eds.), *Perceived quality: How consumers view stores and merchandise* (pp. 31 - 57). Lexington, MA: D. C. Heath.
- xviii. Lemer, A.C. (1992), 'Measuring performance of airport passenger terminals', *Transportation Research*, Vol. 26A No. 1, pp. 37-45.
- xix. Mackenzie-Williams, P. (1998), 'Airports aim for peak performance', *Airports International*, September, pp. 38-40.
- xx. Milakovich, E.M., (1995). *Improving Service Quality*. St. Lucie Press, USA.
- xxi. Nelson, Eugene, Roland T. Rust, Anthony Zahorik, Robin L. Rose, Paul Batalden, and Beth Siemanski. 1992. 'Do Patient Perceptions of Quality Relate to Hospital Financial Performance?' *Journal of Healthcare Marketing* (December): 1- 13.
- xxii. Oliver, R.L. (1980), 'A Cognitive Model of the Antecedents and Consequences of Satisfaction Decisions,' *Journal of Marketing Research*, 17 (November), 406-469.
- xxiii. Oliver, R.L. (1993), 'A conceptual model of service quality and service satisfaction: compatible goals, different concepts', in Swartz, T.A., Bowen, D.A. and Brown, S.W. (Eds), *Advances in Service Marketing and Management*, Vol. 2, JAI Press, pp. 65-85
- xxiv. Page, S.J. (1996). *Transport and Tourism*. New York: Longman
- xxv. Parasuraman, A., Berry, L.L and Zeithaml, V.A. (1994). 'Moving Forward in Service Quality Research: Measuring Different Levels of Customer Expectations, Comparing Alternative Scales, and Examining the Performance--Behavioral Intentions Link.' MSI Working Paper No. 94-114 (September). Marketing Science Institute, Cambridge, MA.
- xxvi. Parasuraman, A., Berry, L.L and. Zeithaml, V.A. (1991). 'Refinement and Reassessment of the SERVQUAL Scale.' *Journal of Retailing* 67 (Winter): 420-450.
- xxvii. Parasuraman, A., Zeithaml, V.A, and Berry, L.L. (1988). 'SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality.' *Journal of Retailing* 64 (Spring): 12-40.
- xxviii. Parasuraman, A.,Zeithaml, V.A., and Berry, L.L.. (1985). 'A Conceptual Model of Service Quality and Its Implications for Future Research.' *Journal of Marketing* 49 (Fall): 41-50.
- xxix. Rowland, R. (1994), 'Feel the quality', *Airline Business*, Vol. 10, September, pp. 72-4.
- xxx. Rust, R and Zahorik. A.I. (1993). 'Customer Satisfaction, Customer Retention, and Market Share.' *Journal of Retailing* 69 (Summer): 193-215.
- xxxi. Rust, R, Subramanian, B and Wells, M (1992). 'Making Complaints a Management Tool.' *Marketing Management* 1 (3): 40-45.
- xxxii. Sekaran, U. (2000). *Research Methods for Business*, 3rd ed., Wiley, New York, NY.
- xxxiii. Seneviratne, P. and Martel, N. (1994), 'Criteria for evaluating quality of service in air terminals', *Transportation Research Record*, No. 1461, pp. 24-30
- xxxiv. Sudman, S. (1976), *Applied Sampling*, Academic Publishers, New York, NY.
- xxxv. Sureshchandar, G.S., Rajendran C. and Kamalanabhan T.J. (2001). 'Customer Perceptions of Service Quality: A Critique,' *Total Quality Management*, Jan. 2001, 111-125.
- xxxvi. Teas, R.K., (1993). 'Expectations, performance, evaluation, and consumers' expectations of quality,' *Journal of Marketing*. (October): 1834.
- xxxvii. Tretheway, M.W. (1998), 'Airport marketing: an oxymoron?', in Bulter, G. and Keller, M.R. (Eds), *Handbook of Airline Marketing*, McGraw-Hill New York, NY, pp. 649-56.
- xxxviii. Webster, C., (1991). 'Influences Upon Consumer Expectations of Services,' *Journal of Services Marketing*. Vol. 5 No. 1, (Winter): 5-17
- xxxix. Wells, A.T., (1996). *Airport Planning and Management*. Mc. Graw-Hill, New York.
- xl. Wilbur, J.H. (2002), 'Is time running out for quality', *Quality Progress*, Vol. 35 No. 7, pp. 75-9.
- xli. Wood, S., (1982). *The Degradation of Work*. Hutchinson, London, U.K.
- xl. World Airport Week, 'IATA Annual General Meeting review', World Airport Week, July 2001.
- xl. Wyckoff, D.D. (1984), 'New tools for achieving service quality', *The Cornell HRA Quarterly*, pp. 78-91.
- xl. Zahorik, A.J., and Rust. R.T., (1992). 'Modeling the Impact of Service Quality on Profitability: A Review, ' In *Advances in Service Quality and Management*, Vol. 1. Ed. Terry Schwartz. Greenwich, CT: JAI, 247-276.
- xl. Zeithaml, V.A., (2000), 'Service quality, profitability, and the economic worth of customers: what we know and what we need to learn', *Journal of the Academy of Marketing Science*, Vol. 28 No. 1, pp. 67-85.
- xl. Zeithaml, V.A., Berry, L.L. and Parasuraman, A., (1996). 'The Behavioral Consequences of Service Quality.' *Journal of Marketing* 60 (April): 31-46.
- xl. Zeithaml, V.A., Rust, R.T., and Lemon, K., (1999). 'Make Customer Profitability the Basis for Service.' Working Paper. University of North Carolina at Chapel Hill.
- xl. <https://aci.aero/Customer-Experience-ASQ>

Appendix

Qualitative Questionnaires

Section A. Service Quality Attributes

- Q1. Do you agree to some or any of these ?
- V1. Ground transportation to/from airport
- V2. Parking facilities
- V3. VfM of parking facilities
- V4. Availability of baggage carts/trolleys
- V5. Waiting time in check-in queue/line
- V6. Efficiency of check-in staff
- V7. Courtesy and helpfulness of check-in staff
- V8. Waiting time at passport/personal ID inspection
- V9. Courtesy and helpfulness of inspection staff
- V10. Courtesy and helpfulness of security staff
- V11. Thoroughness of security inspection
- V12. Waiting time at security inspection
- V13. Feeling of being safe and secure
- V14. Ease of finding your way through airport
- V15. Flight information screens
- V16. Walking distance inside the terminal
- V17. Ease of making connections with other flights
- V18. Courtesy and helpfulness of airport staff
- V19. Restaurant/Eating facilities
- V20. VfM of restaurant/eating facilities
- V21. Availability of bank/ATM facilities/money changers
- V22. Shopping facilities
- V23. VfM of shopping facilities
- V24. Internet access/Wi-Fi
- V25. Business/Executive lounges
- V26. Availability of washrooms/toilets
- V27. Cleanliness of washrooms/toilets
- V28. Comfort of waiting/gate areas
- V29. Cleanliness of airport terminal
- V30. Ambience of the airport
- V31. Passport/ID inspection
- V32. Speed of baggage delivery
- V33. Customs inspection
- Q2. Please clarify, why?
- Q3. What are the chances that you discuss airport service quality with others? Explain, why?
- Q4. What are the chances that you share airport experience to social media? Why?
- Q5. What is the possibility you recommend this airport to others? Why?

Thank you for your participation.

User Responses to Open Ended Questions (Verbatim)

Positive Comments

My friend and I visit every Sunday as we enjoy watching planes coming and having lunch together.
Excellent facilities well laid-out.
It is much better than it used to be.
I find the facilities very commendable.
I think Bali airport is now excellent.
When arriving from overseas it is great to come back to an airport we can be proud of.
World class, high standard.
An excellent facility.
I was only there to see a friend off but was most impressed with the facilities provided.
Airbridge needed for wheelchairs and elderly only.
Coffee lounge much approved – no worries about departure tax
Best airport I've been in. Especially good for viewing the flights arriving and departing.
Airport I've been in has such good viewing.
Airport is an asset to the city.
Haven't visited since all the alterations had been made and was very favorable impressed
Also parking seemed easier than when I was a regular user 8 years ago.

Congratulations on the improvements over the last few years and the departure tax taking
 Cost away from the rate payer. User pays in this instance.
 Even though Bandung Airport closer, I prefer to use Bali because it's more
 Comfortable with better connections.
 I think the new terminal is a great improvement.
 The airport has a huge improvement
 I personally find that with the terminal and facilities, I am thoroughly pleased, the
 design is very good particularly with elderly and handicapped in whom I specialize.
 I really enjoy going to the airport where the service and the ambience combine for a delightful atmosphere.
 Congratulations.
 No, it's a really good improvement go on
 I found the airport building excellent. All services were of a high standard. I would just wonder if car park would be big
 enough for the future.
 Bali airport is a great credit to us
 Bali airport would be the nicest airport I have been in the last 12 months. The facilities were very good.
 I have been to the airport many times and find the recent upgrading a tremendous
 Improvement, an asset to Bali and a pleasant place for travellers. I would like this airport to reach internationally
 recognized.
 Very modern and well-kept with a very pleasant atmosphere
 Clean, tidy and well planned
 The upgrading work to date has made Bali a far more pleasant and functional
 Place.
 Comfortable pleasant surroundings. Good facilities (shops, toilets, children's playground, Etc)
 Friendly atmosphere, clean and tidy. Nice to be able to see planes arrive and depart.
 New airport facility is pleasant and provides an efficient service
 I like the changes they've made-its made a real difference.
 Bali airport is an asset to the area and as a local I am proud of it and to have the use of it and will support any reasonable
 charge as long as well informed
 Much better than before
 New big improvement on the last time
 Very impressed with the airport
 Much better than other (domestic) airport.
 Service compares favourable with other airports. Bali airport is a lot better than it used to be.
 It seems quite adequate for the city it serves.
 Absolutely unrecognizable from my ardent days 20 years ago! Dead elegant!
 The viewing lounge upstairs is great
 Significantly improved especially in the terminal
 I have seen a great improvement in the last 12 months
 Service compares favourable with other airports Bali airport is a lot better
 Than it used to be
 I have found Bali airport quite good, not too far out of the city
 As a mother of two young children I have greatly appreciated the child care room and Children's play area
 It seems quite adequate for the city it services
 As a parent of two young children, I greatly appreciated the child care room and children's play area.
 Clean and comfortable-good viewing area in a sunny spot. Easy to find way round
 Left Bali 12 years ago. Used to be so open and hot thrilled with present
 I found my short visit to Bali airport to be comfortable and a pleasurable experience
 The service has improved over the last 3 years
 Coming along very nice
 It certainly is an improvement on what it used to be like
 I was impressed by the cleanliness and ethnical-modern interior
 The airport facilities have improved greatly
 I think the new airport building has been well-designed and tastefully decorated. No
 Criticism
 Love the new airport- most attractive!
 Slightly congested around ticket counters at peak times.

Negative Comments

The prices are an insult.
 Prices should be much lower.
 Price is too high if you want to buy for just a bottle of mineral water
 I am enjoying being in the airport, the thing is I have to pay a lot of extra for a cup of tea. Need a smoke free environment
 Flights to connect overseas especially Europe and US are awful
 Some design was poorly implemented i.e. self claim area and reporting areas are together

A child could've done better, and pick up and set down area should be better controlled
 Some cars are there for ages
 It has always disturbed me that the quality and quantity of service at this airport has always been little or non-existent. For 5 years I flew continuously out of this airport.
 There should be friendly service, food, and drink available for all of the hours there are flights using the airport
 No one smiles and it feels like a cold welcome
 I feel it provides a functional service (in-offensive) but does not represent an attractive part of entry to a city on the edge of potential
 I think the architecture of the airport does not fit the city. It makes me frown every time I Drive up
 Have used the freight dept a few times over years, staff friendly but usually very slow serve

General Suggestions

The airport should aware that customers change tastes easily. Airport should redefine its focus towards the customers and find out how to value your services differently.
 The Intsagram area could perhaps have a few more things...
 The smoke free area is very carefully designed. As a smoker, I was amazed....
 Would be really good to have disabled and elderly services, several times I've traveled with them...
 I think there should be separate toilets for staff and customers
 It seems not very much thought for the aero bridges as they are very warm in noon...
 Baggage conveyor belt needs to be larger- more space around it for passengers to collect their baggage
 Even the airport is so much different from others, I feel like home in this airport...
 An officer in the airport told me that I had beautiful eyes. It was after a bad flight from home for holiday in Bali (I got food poisoning on a plane). It's the only time in my life..... I couldn't believe how amazing it made me feel.'
 I think airport officers are competent....however, they need to improve better way of speaking...

Discuss Airport Service Quality with Others

Yes, why not. I arrived 2 hrs before flight, live 15 mins away. Baggage drop was pretty quick...
 Experience related to airport is a good start to make a conversation such as: I was late for check-in due to the traffic, for next I have to spare some time....
 The longer you stay the more unnecessary cost you spend
 I am enjoying being in the airport, the thing is I have to pay a lot of extra for a cup of tea.
 A realistic fact for coming earlier is preferable if I had special thing to do in airport before boarding such as meeting with somebody or something else.
 It doesn't have a television lounge and by having more shops could promote Bali more
 there's a lot of wasted space within the boarding lounge and not much room for tour coaches outside the building. This also can be an option to spend more time in the airport.

Comments on Recommend Others

I find personally that the service and facilities improved time by time. I am thoroughly pleased. I really enjoy going to the airport where the service and ambience combine for a delightful atmosphere.
 I visit almost every Sunday as I enjoy watching planes coming and going and having lunch. In fact, I am very often accompanied by some friends as I asked them to come.
 I have not visited the airport for a while. Now the airport has a pleasant atmosphere, I have to tell my wife about it.
 I feel the airport should now promoted.
 While I appreciate the upgrading facilities I would strongly support anybody to visit this airport to see such 'improvements' such as designs, interiors....
 Bali should be proud to have this airport. I should tell my friend about it.
 The airport is extortions and the worst possible PR exercise
 I don't mind telling others as long as it maintain its performance
 Recommend this airport is no problem
 A vast improvement in service and facilities over the last 2 years I fully support the promotion of this airport
 Whenever possible I mention about Bali airport because of its facilities. I believe you gain same impression.
 Bali Airport is commendable!
 Don't think there should be any problem to promote this airport. The airport is a credit to Bali, don't spoil it!

Comments on the Chances That You Share Airport Experience to Social Media

Although, there has been many complaints about the prices, I believe it has been worth it all, to now have a terminal to be proud of, and it is very Intsagramable...
 The airport looks very nice, I need to take some pictures to be uploaded on my flickr
 Guys, I am trapped in the bali airport due to flight delay. Fortunately, hard rock café is in the terminal...(this is what I have on my twitter)