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廉價航空服務品質影響因素探討：以越南越捷航空為例

THE FACTORS INFLUENCE LOW - COST CARRIER'S SERVICE QUALITY:
A CASE STUDY OF VIETJET AIR IN VIETNAM

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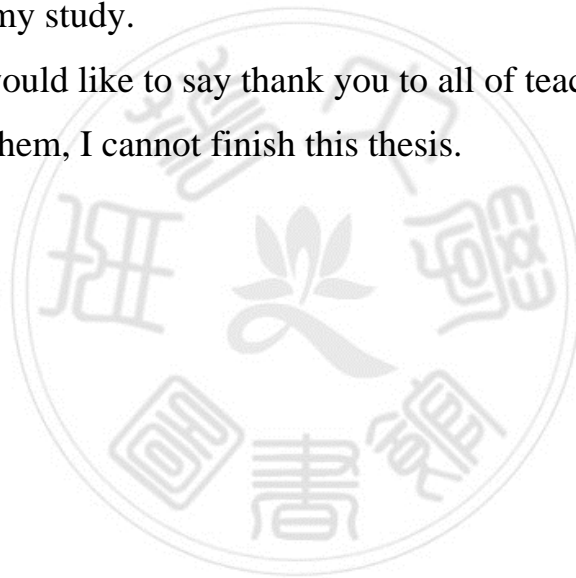
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ABSTRACT

Nowadays, Low-Cost Carrier (LCC) has developed rapidly and it has become more common for everyone, especially for the developing countries. According to General Statistics Office of Vietnam, the Vietnamese GDP (Gross Domestic Product) per capita of in 2015 is 2,109 USD per year which means Vietnamese GDP per capita is still in the low range of Asia. Besides, Vietnam has 63 provinces so the transport demand of citizen is high. Therefore, Vietnam is a very potential market for Low-Cost Carrier and Vietjet Air is a one of them which is young and quite famous in Vietnamese aviation market. With many advantages of Low-Cost Carrier, but the customer still dissatisfies with them because of their service quality.

There are less previous papers mention about LCC's service quality in Vietnam. The objective of this study is to examine service quality and the main factors which affect Vietjet Air's service quality. Following an extension literature review, the author used a theoretical model based on the "seven criteria of service quality" of Christian Grönroos (2000) and apply the low-cost carrier in order to evaluate how these criteria impact on Vietjet Air's service quality. This research used a survey from 236 respondents, 8 hypotheses were tested by SPSS version 23.0 and AMOS version 18.0. The results indicated that all the factors have the significant and positive relationship with service quality

in the airline's industry, especially Vietjet Air. This research has an important implication for Low-Cost Carrier to find solutions to enhance LCC's service quality by using these factors mentioned above.

Keywords: Low-Cost Carrier; Service Quality; Professionalism and Skills; Accessibility and Flexibility; Servicescape; Reliability and Trustworthiness; Reputation and Credibility



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CHAPTER ONE

INTRODUCTION

1.1 Background

According to Civil Aviation Authority Vietnam, 10 early months of 2015, the total number of passenger transported by airlines is 51.8 million and cargo is 795,000 tons, increasing 23.4% and 9% compare with the year of 2014. Especially, Vietnamese airlines had transported about 25.6 million passengers (increase 23.4%) and 198,000 tons of cargo (increase 5.1% from 2014). In this, Vietnam Airlines (VNA – the Full-Service Airline) transported 14.6 million, increase 9.3% compare with same the period in 2014. VASCO (FSA) transported about 330,000 passengers, increase 43.7%. The two rest airlines are Jetstar Pacific Airlines (JPA) with 3.2 million transported passengers increasing 54.5% and Vietjet Air with 7.4 million passengers, increase 66.1% compare to 2014.

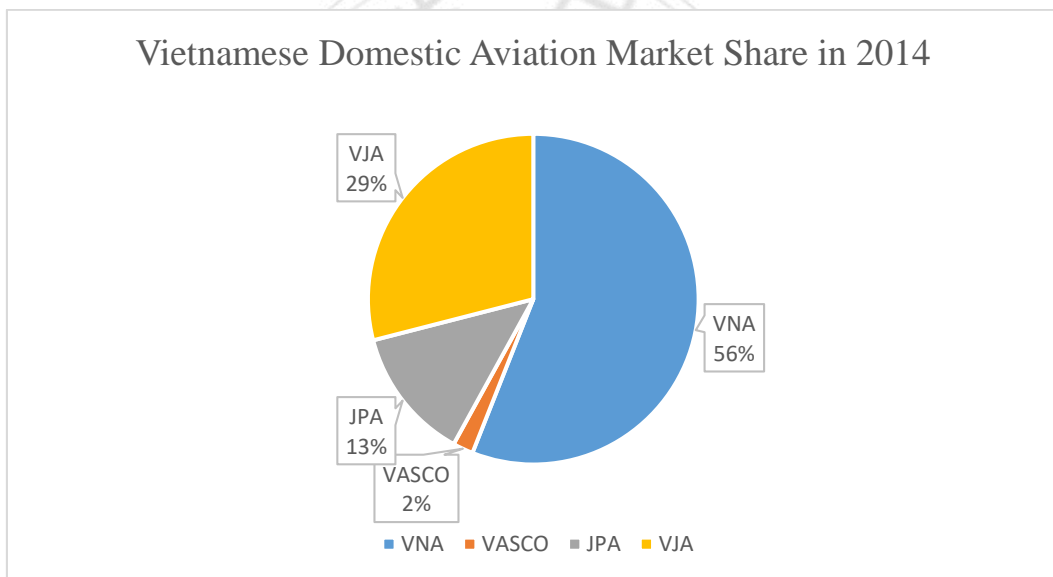


Figure 1-1. Vietnamese domestic aviation market share in 2014

In the domestic market, especially in passenger transportation, figure 1-1 and 1-2 show a big shift among airline companies. Current market share in 2015 of VNA is 47.6% VNA which means VNA has decreased their market share 9% (from 54% in 2014). About 2 Low-Cost Carriers such as Vietjet Air and Jetstar had increased their market share 7% for VJA (from 29% in 2014 to 36% in 2015) and 2% for JPA (from 13% in 2014 to 15% in 2015). And the rest airline (VASCO) still maintains its market share 2%.

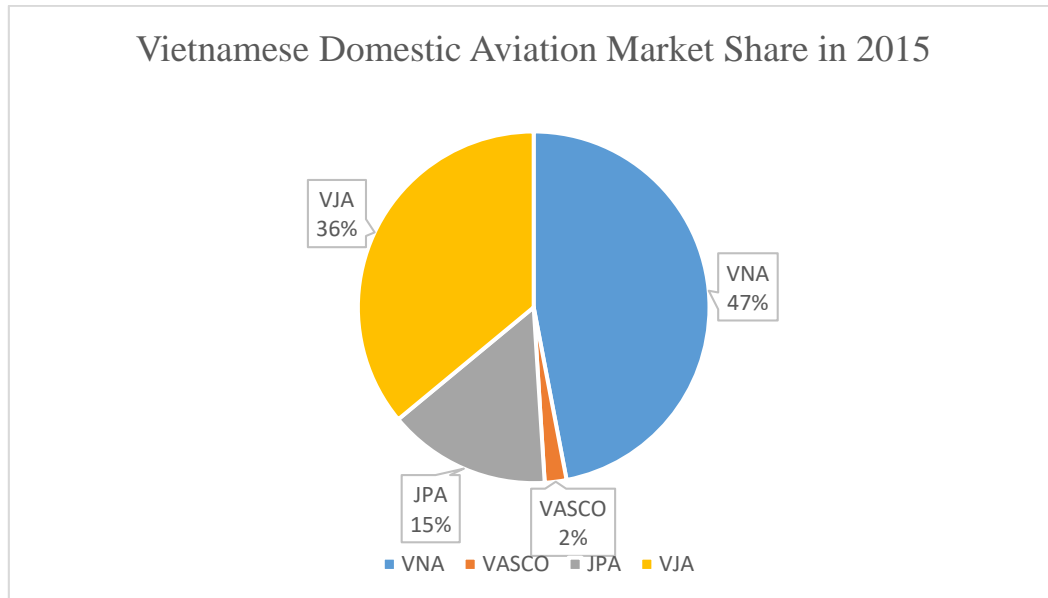


Figure 1-2. Vietnamese domestic aviation market share in 2015

Source: Civil Aviation Authority Vietnam annual report 2015

The statistic number shows that Vietnamese airline market is extremely competitive in several recent years. LLCs had become strong competitors to full-service airlines as Vietnam Airlines (national airlines) because they provide flights with the very competitive price which is suitable for Vietnamese budget. The recent studies stated that customer usually think of price and service quality before they choose airlines (Jou, Lam, Hensher, Chen, and Kuo, 2008). LCC still keeps developing because of demand of traveling by Low-cost carrier. However, according to Holtbrugge, Wilson, and Berg (2006), the way to improve the airline brands efficiently in order to replace the reputation of LCCs as low fare's benefit is using a high service quality to enhance customer satisfaction. Moreover, Balcombe, Fraser, and Harris (2009) stated price and service quality can both affect the customers' behaviors as well. In fact, the airlines company try to maximize their profit by using the competitive price with their competitors' fares. To achieve this, these airlines keep reducing their prices unendingly until their purpose is reached (Jou et al., 2008). Assaf (2009) stated THAT customer are usually attractive by a cheap price.

1.2 Research Motivation

Vietnamese LCC recently has developed quickly in Vietnam. Because of its price is very suitable for Vietnamese income. However, LLC's company still has to face with situations which customer get angry and dissatisfy too much about their service quality. LLC means that cutting additional services to reduce the price and occasionally these things make

Low-Cost Airlines cannot compete with traditional airlines even though cheap price. Customer's requirement has increased day by day, but LLC's firm forgot to focus on improving their service quality. That is why lots of customers dissatisfy with LLS's service quality.

To deal with that problem, LLC's firm should investigate the reason why customer dissatisfies with their service quality by identifying the main factors affect service quality. And then suggesting the solutions of improving service quality of Low-Cost Carrier

1.3 Purpose Statement

This research is used the basic idea of the theory of "seven criteria impact on service quality" of Grönroos (2000) to evaluate the levels of affection of each criterion to Vietjet Air's service quality in the Vietnamese market. Then base on the results to suggest solutions for improving service quality and satisfy the customer. The specific research questions are below:

- What factors directly influence Vietjet Air's service quality?
- How do these factors influence Vietjet Air's service quality?
- What are the solutions for these factors to improve Vietjet Air's service quality?

1.4 Research Contribution

This research has significant contributions to academic and business readers, especially contributing to knowledge about determinants affect service quality generally and especially for Low-Cost Carriers. This study examines customer views on LLC's service quality and the main factor that they dissatisfy most.

By examining the factors affect service quality of Low-Cost Carrier in Vietnam, this research also helps LLC firm to find out the solution to improve their customer service system and quality. Moreover, the company can recover consumer belief and make them continue using their service in the future.

1.5 Research Structure and Process

This thesis has been divided into five chapters:

- The first chapter is the background of the selected research area.
- In chapter two, theories and previous studies related to the topic will be presented.
- In chapter three, the conceptual model will be established based on the literature review, and also contains the methodology used in this research.
- In chapter four, results of the survey will be showed and explained.

- Chapter five provides conclusions based on results of the survey. The recommendations for each problem will be suggested and the limitations of this research.

The research process:

- Step 1: Define research idea and problem
- Step 2: Make the empirical research questions
- Step 3: Finding literature review and methodology
- Step 4: Formulate conceptual model and hypothesis development
- Step 5: Data Collection
- Step 6: Data Analysis
- Step 7: Answer the empirical questions based on the results
- Step 8: Conclusions, managerial implications, limitations



CHAPTER TWO

LITERATURE REVIEW

2.1 Low-Cost Carriers

According to Vidović, Štimac, Vince (2013), Low-cost carrier try to reduce costs in order to achieve a leading price strategy on markets they serve by focusing on reducing costs. These LCC's company use the medium sized flight crew (such as Airbus 320 or 321) which use in lower costs of fuel, maintenance, and personnel.

The LCC's ticket usually excludes seat assignment. LCC uses "free-seating" philosophy to reduce operating costs because it makes passengers to board the plane earlier if they want to seat in front and also reduce delays. Besides, to decrease the cost, LCC sell ticket directly online, higher density seating, eliminating all free extra services in-flight (catering, entertainment during the flight, magazines, etc).

The LCC price strategy is usually very dynamic. For example, they divide into different levels of the ticket price, they offer significant discounts if a passenger buys a ticket earlier. LCC generate additional revenues by selling products and services during the flight and on their websites, such as fees for check-in luggage and credit card payment. LCC used to initially provide short-haul flights, but now they expand their services to medium-haul markets because LCC want to enter in medium haul market and compete with full-service airlines.

Figure 2-1 shows the differences between Low-cost Airlines and Traditional Airlines. To saving cost, LLCs use a type of aircraft, they try to increase the seats on their plane. LLCs cut all extra services (meal in-flight and checking baggage with the ticket). The ticket is usually sold by direct sale channels such as online purchasing or call center and each LLC's plane need to turn around quickly. In contrast, traditional airlines always use primary airports, their aircraft provide business class. Their ticket includes types of extra services like seat assignment, checking luggage, meal in-flight, changeable or refundable ticket with various fare. Traditional airlines also provide transfer flights and long-haul flights and they use various aircraft types. For example, Traditional airlines (Vietnam Airlines) uses various model of aircraft such as BOEING 787, 777, AIRBUS A350, A330, A321, and ATR72. However, Low-Cost Carrier – Vietjet Air uses only one model of aircraft which are AIRBUS A320 and A321.

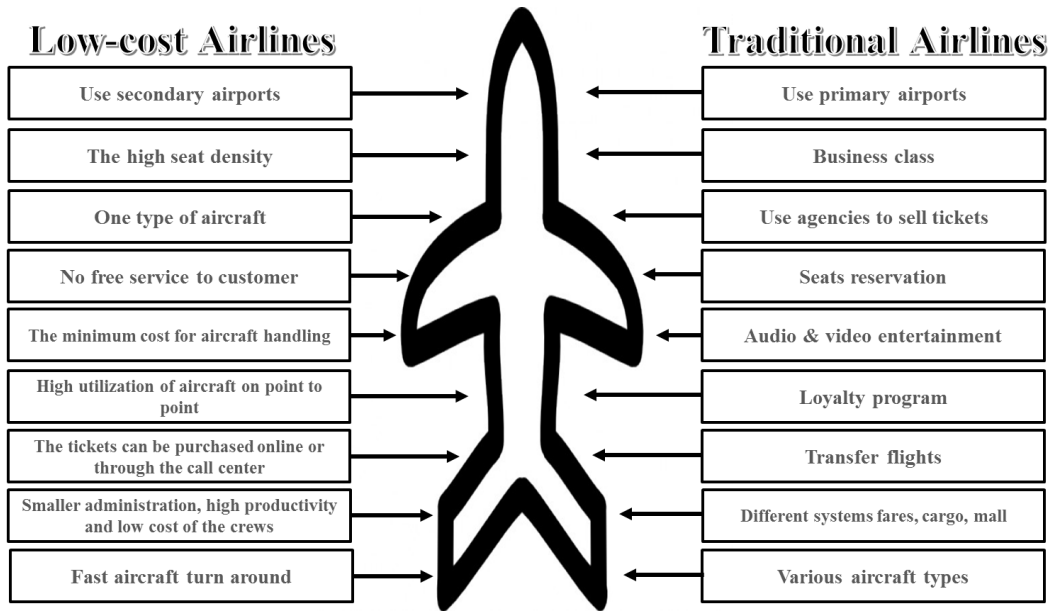


Figure 2-1. The characteristics between low-cost airlines and traditional airlines

Source: Stimac et al. (2012)

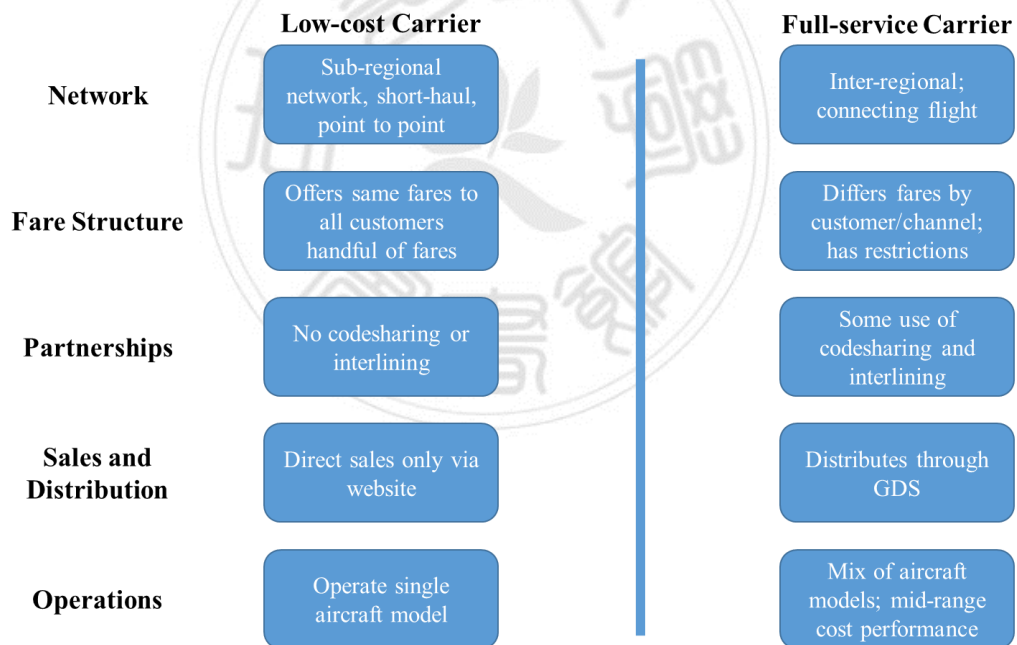


Figure 2-2. Features of business model between low-cost carrier and full-service carrier

Source: Sabre (2011)

Figure 2-2 shows a comparison of the business models between a Low-Cost Carrier (LCC) and Full-Service Carrier (FSC). It mentions that LCCs provide short-haul flights (usually point-to-point among secondary destination), direct sales, using single model of plane with saving energy type. In contrast, Full-Service Carrier not only provides short-haul

but also provide connecting flights, divide ticket into different kinds of fare, sometimes partnerships with other airlines, multiple sale channels and the various type of plane with mid-range cost performance.

Recently, Low-Cost Carrier has quickly developed in over the world because it has strong advantages to compete with Full-Service Carrier. According to EUROCONTROL, in 2013 LLC provides average 6,537 flights a day within The European Union, totaled 25% of the aviation market in 2012. And this statistical number had also shown that it is the same in the Asian market where LLC market share had increased from 3.3% in 2001 to 57.6% (Harbison, 2013). Moreover, South East Asia is a market of challenges and promises. According to CAPA Centre Aviation (Figure 2-3), LLC capacity market in South East Asia had increased eight times over the last decade, from about 25 million seats (2004) to nearly 200 million seats (2014). However, in the same period of time, FSC capacity market had increased only 45% or less than 5% annually, from 180 million seats in 2004 to 260 million seats in 2014.

TOTAL NUMBER OF LCC SEATS WITHIN SOUTHEAST ASIA AND TO/ FROM SOUTHEAST ASIA: 2003 TO 2015*

SOURCE: CAPA - CENTRE FOR AVIATION & OAG
*Year to month indicated

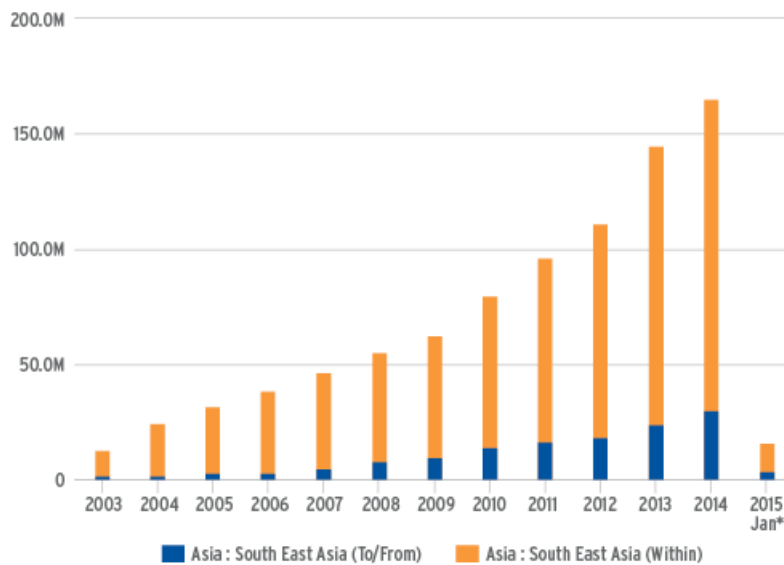


Figure 2-3. Total number of LCC seats within Southeast Asia and to/from Southeast Asia: 2013 to 2015 (Source: CAPA – Centre for Aviation & OAG)

There are many types of research mentioned about passenger decision in choosing airlines companies. Some airlines literature also assume that price is the only factor in the LCC decision (Bland, 2014; CAA, 2006). In the other hand, several studies showed that the

customer does not only focus on price when they purchase airlines ticket, but they also concern about other factors (Blythe, 2013). There is another research confirmed that price was the main factor in LCC selection, especially for family travel (Davison & Ryley, 2010). However, Davison and Ryley also identified factors in the choice of airlines which demonstrates that there are other elements of the decision that need to be considered. Therefore, Low-Cost carrier should focus more on other factors in the future in order to maintain their competitive advantages. Understanding perceptions and behaviors of LCC's customers will help airlines companies improve their service quality and offerings, thus improving the passenger satisfaction.

2.2 Introduction of Vietjet Air

Vietjet Aviation Joint Stock Company (we can also call as Vietjet Air) was established in December 2011 with the head quarter is located in Ho Chi Minh city.

Vietjet Air is a Vietnamese aviation company which follows the Low-Cost carrier model, but Vietjet Air want to change it to become a “New – Generation” of Low-cost airline. Low-Cost can be understood as the cheapest cost after cutting down every extra unnecessary service to provide a cheap price for the customer. “New generation” is launched by Vietjet to prove that: “Cheap price is not also with low services”.



Figure 2-4. Vietjet Air logo

Vietjet Air is the airline for everyone, equality in only one class on the plane. Along with the promotion of reduced fares, Vietjet Air has contributed the flight journey closer to Vietnamese people with 17 domestic flights, over 17 international flights and charter flights.

2.3 Definition of Service

Before defining service quality, we should understand firstly about service. During the 1960 – 1980s Gummesson defined services which were mainly created for “so-called” service firms, or “A service is something can be bought and sold but which you cannot drop on your feet” (Ylikoski, 1997). It showed that service can be exchanged, but often they cannot be experienced intangible sense. Besides, service can be said by many other meanings, from personal service to service as a product and including normal face to face service encounter. However, almost the physical product, machines or facilities can be transformed

into a service for the customer if the supplier can achieve and satisfy the most detailed demands of the customer. (Gronroos, 2000). In the other hand, service can be described as an intangible process that offers benefit to customers who take part in the production process of service (Gronroos, 2009; Shank, 2009). For instance, airlines usually set up the self-check-in machine at the airport, where passenger without check-in baggage can check-in by themselves. Moreover, the airline's services are a combination of the face to face service encounters and services handled by the machines (Jarvinen & Wiik, 2006). It is also called by "hidden services", which remains invisible for the customer but are still part of the service encounter. These services are mostly administratively managed activities such as invoicing and handling claim (Gronroos, 2000).

2.4 Definition of Service Quality

Nowadays, service quality has become a critically important aspect of strategic management of every company. There are many definitions of service quality. According to Bitner (1992), service quality is the intangible nature of services. Services are created and utilized together and hence the factory of the services opposed to products in the process of service production. Gronroos (2009) asserted that the perception of customer influence service quality, and the customer can re-evaluate and redefine service quality during the service process. Furthermore, consumer satisfaction and loyalty, secured through the high quality of products and services providing value for customers' money and competitive advantage for firms are necessary for long-term endurance and success (Robledo, 2001). The other definition of service quality is "whatever the customer perceives it to be". In reality, the company usually defines quality too narrowly, while customer always perceives quality in a broader and wider sense. Gronroos (2000) stated that all the aspects of service can effect on what the customer think of quality and he also issued a good definition what is needed and gained through service quality. He also emphasized the important role of service quality to achieve the sustainable development for each organization.

2.5 Foundational Theories

In 1985, Zeithaml, Berry, and Parasuraman stated that there were 10 dimensions can be used to measure service quality. And they also emphasized a strongly correlation between several of these variables and so generated them into five wide dimensions which are tangibles, reliability, responsiveness, assurance (credibility, security, assurance, and empathy), and empathy (access, communication, and understanding the customer).

In 1985, Parasuraman, Zeithaml, and Berry also developed 5-gaps model. They identified four potential gaps within the service organization that may lead to a fifth and most serious final gap – the difference between what customers expected and what they perceived was delivered. In 1994, Christopher Lovelock added one more gap into the original 5-gaps and the new model had been established to identify a total of six types of gaps that can occur at different points during the design and delivery of a service performance. The five gaps are mentioned about knowledge, policy, delivery communications, and perceptions.

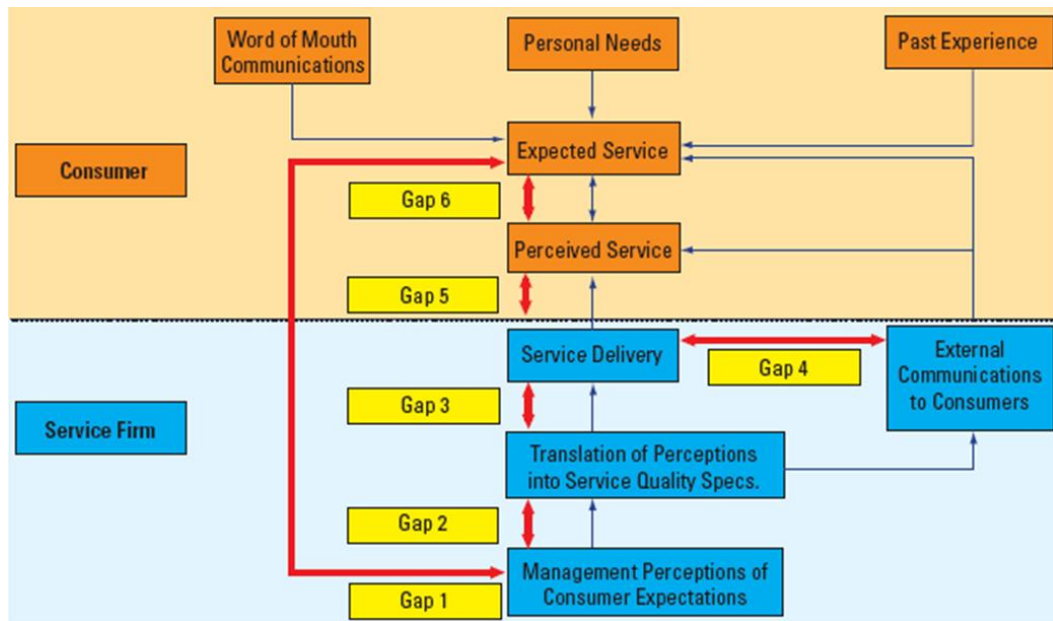


Figure 2-5. The gaps model

In Figure 2-5 (Parasuraman, Zeithaml, Berry, 1985 and Zeithaml, Bitner, Gremler, 2006), gaps 1, 5 and 6 represent the external gap between the customer and the organization. Gaps 2, 3 and 4 are internal gaps (functions and departments of the organization).

According to Gronroos (1984), the service quality has two dimensions: Technical and Functional quality. Technical quality describes the result, outcome which customers received during a service delivery. While functional quality is the process or the way how service has been delivered. Besides, it is also important to understand how the customer perception is made in order to find solutions and enhance service quality process. In 2000, Gronroos emphasized “seven criteria of service quality” can be used to evaluate the service quality of each organization. However, the above seven criteria impact on service quality had a concept quite similar characteristics to the ten factors of service quality of Parasuraman (1985).

The theory about ten dimensions of service quality (Parasuraman, 1985) and seven criteria impact on service quality of Gronroos has some similarities. However, the theory of Gronroos is more suitable and efficient when applying in airlines' service process, because it is easy for the customer to understand the service quality of LCC. Moreover, there is a previous paper also mentioned about using Gronroos model to apply in the different industry, Alkaaida (2011) used this theory to apply to the major of healthcare. Guo (2012) researched about the service experience in case study of Chinese restaurant. In 2013, Lahti did a study about physical activity pharmacy by using the same model or Tran (2016) did a research to his own company of technology. Therefore, this theoretical model will apply the theory of Gronroos again to LCC's industry in Vietnam.

2.6 Definition of Constructs

2.6.1 Professionalism and Skills

Professionalism and skills refer to the competence and expertise the staff members possess and showcase in service encounters when solving customer problems. It also is the abilities and knowledge of employees, physical resources and operational systems to address customer problems in a professional way.

For the low-cost airline's company, professionalism is the pursuit of success through firm's policy, industry's regulation, discipline, ethical behavior and continuous improvement. According to Ciotti (2016), there are about 15 necessary skills which front staff needs to well communicate with the customer. They are persistence, attentiveness, communication skills, product's information, foreign language, acting skills, time management skills, ability to "read" or understand Customers, patience, concentration, handling problem, persuasion skills, persistency, closing ability, and learning. In this hypothesis, we research about the effect between professionalism, skills and service quality in the low-cost airlines is positive or negative, and compare with another criterion, how much professionalism and skills influence service quality.

2.6.2 Accessibility and Flexibility

Accessibility relates to how easily the service can be used by both physically and mentally. Besides, it is also the level of service provider has designed its offers so that they are easily accessible by customers and convenient for their use.

Flexibility is how easily the customer can react to constantly changing service encounters and changing touchpoints of service to better facilitate customer needs.

2.6.3 Servicescape

Servicescape is about the physical environment that uses to operate and enhance their service process. According to Bitner (1992), servicescape is the surrounding environment in where the seller and buyer interact together and operate the service, consolidated with tangible products that support performance or transmission of the service. Besides, the Servicescape has strongly effect to the customer's perception (Brady & Cronin, 2001).

2.6.4 Reliability and Trustworthiness

Reliability and trustworthiness refer to keeping with the brand promise or value proposition so that the customer is able to trust the service provider to deliver the service as promised, or the level to which customers can rely on the company and its departments to show the service properly and as promised, whereby having customers interests as a priority.

In addition, there were a lot of other definitions about customer trustworthiness which is the ability to depend on the changes. (Moorman, Deshpande, & Zaltman, 1993). Morgan and Hunt (1994) defined trustworthiness as "confidence in an exchange partner's reliability and integrity". Doney and Cannon (1997) explained trust is the customer's perception about credibility of salesperson. The other definition, Gefen (2000) also defined trust as the belief of someone who has positive expectations of what other people will do based on many cases.

2.6.5 Reputation and Credibility

Reputation and credibility are levels to which customers trust what they receive the appropriate level of quality for the price they were charged. It also refers to the value the company has in customers' eyes and how they have sustained it in the past and how they will sustain it in the future. Fombrun and Shanley (1990) stated that reputation is publics' accumulative evaluation of firms over time, which, in turn, combines firm's relative success in fulfilling the stakeholders' expectations. According to Herbig and Milewicz (1993), reputation is also defined as an aggregate combination of all past events over the historical notion, the presence of the object, and claims firmness of an object happens for a period of time. There was another definition of reputation which is a perceptual image of a firm's past performances and future views that represent for the firm showing up its key components to compete with other rivals (Fombrun, 1996). Bromley (2001) defined reputation is a combination of beliefs about a person or other item, in an interest group or stakeholder. Gümüş and Öksüz (2009) summarized corporate reputation as the number of stakeholders'

perception of the company. Besides, reputation is the combined beliefs of customers, employees, creditors, administrators, suppliers, media, and the society that the company stands for. Reputation is about the cognitive and efficient judgment of the firm's past operations and predictions about its future prospect. Therefore, this research use reputation and credibility as a construct based on customer side.

2.7 Conceptual Model and Hypotheses

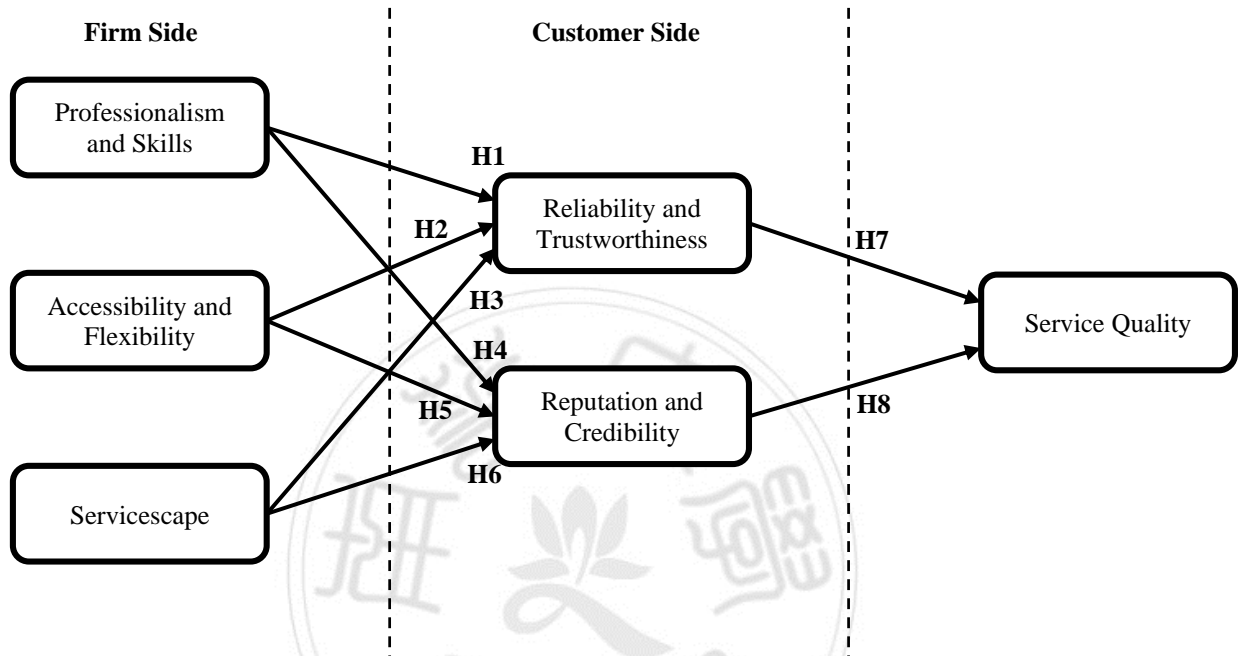


Figure 2-6. Conceptual model and hypothesis

This study applied the model of seven criterion impact on service quality of Gronroos (2000) to low-cost carrier firm, this research divided the factors into two main parts: first one is on the firm side including professionalism and skills, accessibility and flexibility, and servicescape. Because these factors can be modified easily and directly by the company. The second one is from the customer side which is about reliability and trustworthiness; and reputation and credibility which can be evaluated and created by the customer. Thus, the conceptual model was built and showed in Figure 2-6 with three independent variables, three dependent variables and totally eight hypotheses. The connection between two constructs is one-way arrows and the hypotheses would be tested by using quantitative research methods like SPSS and AMOS software.

Hypothesis 1: The positive impact of professionalism & skills on reliability & trustworthiness.

Chen and Dhillon's (2003) concluded from the literature that competence, integrity, and benevolence are the key dimensions of trustworthiness and related to the professionalism and skills of staff just like the way staff behaves and resolve the customer's problem. Safety and privacy controls are also the factors which affect customer trust. For example, the consumer always concerns about the confidence of their personal information. Additionally, reputation and past performance of employee can influence customer's reliability and trustworthiness (Eastlick et al., 2006). Therefore, previous study showed that there was a relationship between Professionalism, skills, and Reliability, Trustworthiness, then we can propose the hypotheses 1.

Hypothesis 2: The positive impact of accessibility & flexibility on reliability & trustworthiness.

Jones, Leonard (2008), and Beldad (2010) stated that website design and feature are one the factors can impact on customer's trust. Besides, the methods of payment such as Digital cash, ATM card, VISA card, Pre-paid cards and Payment by cash also affect reliability and trustworthiness of customer (Kim et al., 2010). Therefore, the accessibility of website and ticketing office; the flexibility of payment methods for sure an indispensable part of customer's reliability and trust, then the hypotheses 2 had been established.

Hypothesis 3: The positive impact of Servicescape on Reliability & Trustworthiness.

In 2013, Upadhyaya, Hakeem, and Chavan concluded that there was an important relationship between the factor of Servicescape and trustworthiness in different service sectors (hotels, shopping malls, and other leisure industries) in which customers may have to consider the Servicescape when making their purchasing decision. Guenzi, Johnson, and Castaldo (2009) found that store environment influences consumers' trustworthiness.

Hypothesis 4: The positive impact of professionalism & skills on reputation & credibility

According to Otchere-Ankrah, Tenakwah, and Tenakwah (2016), employees have an important contribution to the reputation of the organization. It would be described based on the previous findings that the views of employees should be sought on matters that affect their work and life in the organization, then it will increase in performance and would make an environment of compatibility and belongingness. When this happens, employees would be willing to try all of their best to contribute to the progress of the organization, and this will help build a positive reputation for the organization.

Hypotheses 5 & 6: The positive impact of accessibility & flexibility on reputation & credibility and the positive impact of servicescape on reputation & credibility.

Koç, Özbek, and Alniaçık (2014) concluded that a good reputation will be the result of a favorable attitude and preference, and develops consumer trust. And there was a potential moderating effect of service environment, which may affect the relationship between consumer trustworthiness and organizational reputation. Besides, accessibility and flexibility explain that they are related to environmental service factor. Moreover, the accessibility and flexibility of environmental service also affect trustworthiness which has a relationship with organizational reputation. Therefore, it is possible to propose hypothesis 5 mention about the positive impact of accessibility and flexibility on reputation and credibility.

Hypothesis 7: The positive impact of reliability & trustworthiness on service quality.

According to Gronroos (2009), reliability and trustworthiness positively impact on service quality. Moreover, service quality has a significantly positive influence on consumer trust and service quality is also an important antecedent of consumer trust and intention to re-purchase services (Chiou & Droge, 2006; Eisingerich & Bell, 2007; Pagan, Balasubramanian & Pauly, 2007; Chang, Chen & Lan, 2013; Patawayati et al., 2013, Alrubaiee & Alkaa'ida, 2011). Therefore, the hypothesis 7 has been established.

Hypothesis 8: The positive impact of reputation & credibility on Vietjet Air's service quality.

There is much previous study mentioned about corporate reputation. One of the best-known research is Fortune's "World's Most Admired Companies Survey". The factors used in this research are product and service quality, management quality, creativity and innovation, long-term investment value, the usage of resources, human resources, attracting, globalization financial robustness (Morley, 2002). Chun (2005) used the model of Reputation quotient (RQ) to prove the correlation between reputation and its affected factors such as products, services quality, attraction, emotional, environment, financial performance and social responsibility. In 2012, Trotta and Cavallaro employed Rep Trak Model to measure corporate reputation by using product and services, leadership, performance, workplace environment, innovation, government, social responsibility as research criterion. Furthermore, Gronroos (2009) stated reputation and credibility is one of the factors which impact on service quality. Therefore, the hypothesis 8 has been established.

Reputation and credibility - the level to which customers trust that they receive the appropriate level of quality for the price they were charged. It also refers to the value the company has in customers' eyes and how they have sustained it in the past and how they will sustain it in the future.



CHAPTER THREE

METHODOLOGY

In Chapter two, a conceptual model has formulated that related service process in LCC's company and the factors that impact on the customer to evaluate service quality of LLC. This framework was designed for a quantitative research study by using SPSS and AMOS.

In this Chapter three, the method used for testing the conceptual model is described detail. The chapter includes research approach, strategy, design, sampling procedures, data collection, and data analysis. It provides a comprehensive discussion of the reason for the specific methodological choice, and also mentions about the potential weaknesses and limitation of the chosen methodology that could not be eliminated.

3.1 Research Approach

In this study, the purpose was to apply the existing theory of Gronroos (2000) about seven criteria impact on service quality to airlines industry, especially in LLC – Vietjet Air in Vietnam. The methodology in this thesis is quantitative research method including two main periods: qualitative research and quantitative research. The qualitative research method is a way to collect information in each sample, and this type of information cannot define the quantitative method, it just shows the issue, problem and outside features of a research object. The quantitative research method used SPSS and AMOS software to analyze the collected data.

3.2 Research Strategy and Design

The research strategy is the approach used in the thesis to collect and analyze data (Rugg & Petre, 2006). This study used survey online as the research strategy. The survey included a qualitative method for personal information of respondent and quantitative method by using a five-point rating scale to prove the conceptual model.

This research used a quantitative research design which is consistent with deductive research approaches (Grix, 2010). Quantitative research uses standardized instrumentation and data collection techniques and establishes statistical analysis tools to generate the final conclusion (Rugg & Petre, 2006). Therefore, this method is suitable for testing the hypotheses because it is the only approach where the results can be generalized to some extent across populations (Trochim & Donnelly, 2006). This method may have some

acceptable limitations, however, it also helped to ensure the study could be completed on time. Therefore, this was the most appropriate research method for this study.

The research design of this thesis had divided into 2 parts. The first one is the online survey by using Google Doc. The second research design is using SPSS and AMOS software to analyze the collected data from the online survey. This second part aims to prove the significance of conceptual model and also find out the level of affection for each criterion in this case of research. The survey design has totally 5 question about personal information of respondent and 21 questions of 6 constructs. The survey questionnaire was used in both English and Vietnamese (Appendix A and B)

3.3 Population, Sampling and Data Collection

The population for this research was the customers who had used Vietjet's service at least once. They can be domestic and international passengers of Vietjet Air. The collected data was limited to include only the customer in Tan Son Nhat Airport and Noi Bai Airport (Ho Chi Minh City and Hanoi City in Vietnam) which are the two biggest airports in Vietnam. Because the survey was sent to the customer via email and social network, so almost the respondent is young people, we had a lack of older people. The respondents were asked about their information and shared their opinion about professionalism and skills, attitudes and behavior, accessibility and flexibility, reliability and trustworthiness, service recovery, Servicescape, reputation and credibility of Vietjet Air's service.

The online survey sent to customer from October 1st to October 30th, 2016. It was sent via email and social network. There were 236 responses from customers after the survey. However, there was an error sample with the same answer for all question. Finally, we got 235 samples that can be used to analyze.

3.4 Data Analysis

In order to test the hypotheses, this study used SPSS version 23.0 and AMOS version 18 software as main tools to analyze the collected data. For testing hypotheses, we have conducted the following data analysis.

3.4.1 Descriptive Statistic Analysis

To better understand the characteristics of each variable, the descriptive statistical analysis used to illustrate the means and standard deviation of each research variable.

3.4.2 Purification and Reliability of the Measurement Variables

Factor Analysis

To identify the variance structure of a set of correlation coefficients and also the basic underlying variables which explain the correlations between actual test scores. Factor analysis assumes that a small number of unobserved variables. The latent constructs cannot be directly observed, but they affect observable variables. In this study, measurement items with factor loadings greater than 0.6 will be selected as the member of a specific factor.

Item – to – total Correlation

This is used to distinguish the correlation of every single item to the sum of the remaining items within on factor and the common core that a variable belongs to the domain of the concept. This approach implies that total score is valid and the extent to which the item correlates with the total score is indicative of convergent validity for the item. Items with a low correlation (for example, lower than 0.45) will be deleted.

Internal Consistency Analysis (Cronbach's alpha)

Cronbach's alpha is a measure of squared correlation between observed score and true scores. And it uses to test the internal consistency of each factor. If it is greater than 0.7, it means that it has high reliability and if it is smaller than 0.3, then it implies that has a low reliability (Robinson and Shaver, 1973).

3.4.3 The Interrelationships Between Research Variables

Multiple Regression

Multiple regression analysis used to analyze the relationship between a single dependent (criterion) variable and several independent (predictor) variables. And investigating relationships between all the variables, multiple regressions analysis will be used to analyze the relationships between a single dependent variable and several independent variables. In this study, relevant research constructs that impact on innovation will be analyzed by multiple regressions.

Structure Equation Model (SEM)

SEM is used to verify the relationships of the research model in this study. A whole group of models known by names, among them covariance structure analysis, latent variable analysis, confirmatory factor analysis are tested by Structure Equation Model. SEM can also be used as a means of estimating other multivariate models, including regression, principal components, canonical correlation and even MANOVA.

CHAPTER FOUR

RESULTS

The aim of this chapter is about the findings of the research that were given based on the methodology described above. The research tested seven hypotheses from the conceptual model by using a quantitative customer survey conducted at Vietnamese airports, Tan Son Nhat Airport (Ho Chi Minh City) and Noi Bai Airport (Hanoi). There were total of 236 questionnaires has been collected during the data collection process. In 236 responses, there was an incorreced one which had the same answer of “totally disagree” for all of the question items, so after removing that bad response, the number of final responses were 235 samples (99.58%).

The analysis for this research was conducted from using a combination of standard SPSS 23.0 and AMOS 18.0. The analysis started with the respondent demographics, descriptive analysis of individual items and scales. Next is the results of factor analysis and reliability test to prove the significant of each construct. Finally, the main results of this study (multiple regression and structural equation model) were showed and explained.

4.1 Respondent Demographics

The information of demographic was collected during the survey, including gender, age, working experience, family status and monthly income.

The first basic demographic characteristics are about gender. Figure 4-1 shows the percentage of male and female which is quite balanced, with 52.1% of respondents (n = 235) being female and the rest is male respondent which has 47.9%.

The age distribution (Figure 4-2) describes the greatest group of respondents is from 20 to 40 years old (84.7%) followed by the group of under 20 years old (8.5%). And the last group of respondents is over 40 years old (6.8%).

The family status includes two group which are single and married. Figure 4-3 describes that almost the respondents are single (79.7%) and the married respondent had 20.3%.

The other information about the customer is their working experience. Figure 4-4 shows the highest percentage belongs to the group of under 5 years (71.2%) followed by the respondent with 5 to 10 years of working experience (18.6%) and the last one is 10.2% of the customer with over 10 working experience years.

The monthly average income of respondent (Figure 4-5) was divided into three groups. 26.7% of respondents had the monthly income of less than 230 USD/month, while the highest percentage was the groups of respondents who had income from 230 to 460 USD/month (44.9%). And the rest of respondent had income over 460 USD/month (28.4%). In the other hand, Standard & Poor's (S&P) announced that the Vietnamese average monthly income is about 2200 USD/year, which means each Vietnamese person earn about 184 USD per month.

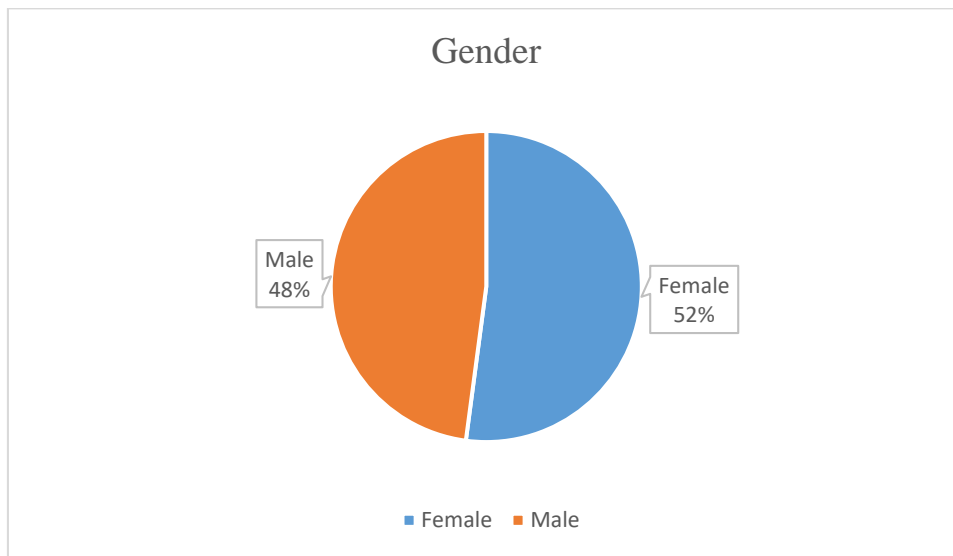


Figure 4-1. Gender of respondents (Source: Research survey)

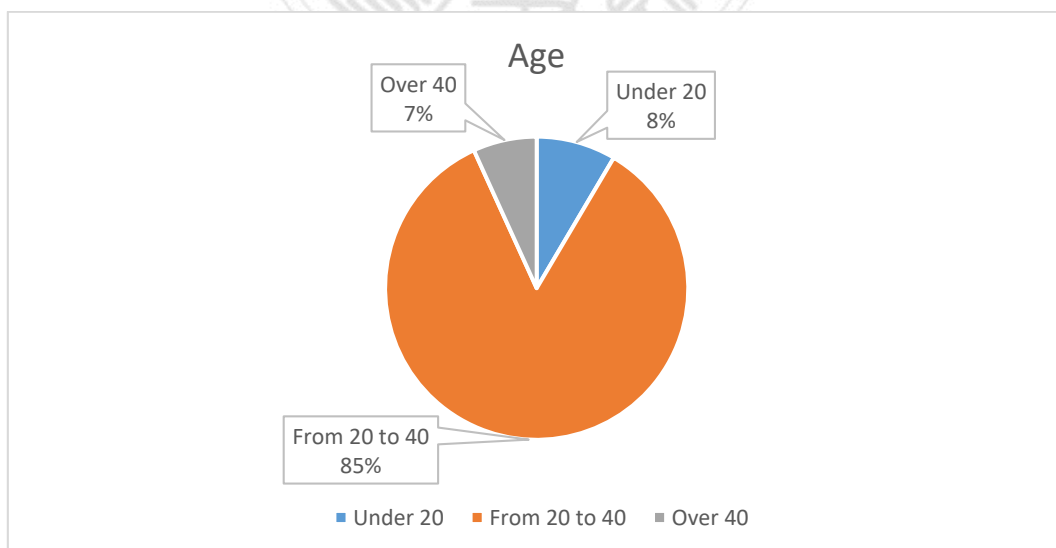


Figure 4-2. Age of respondents (Source: Research survey)

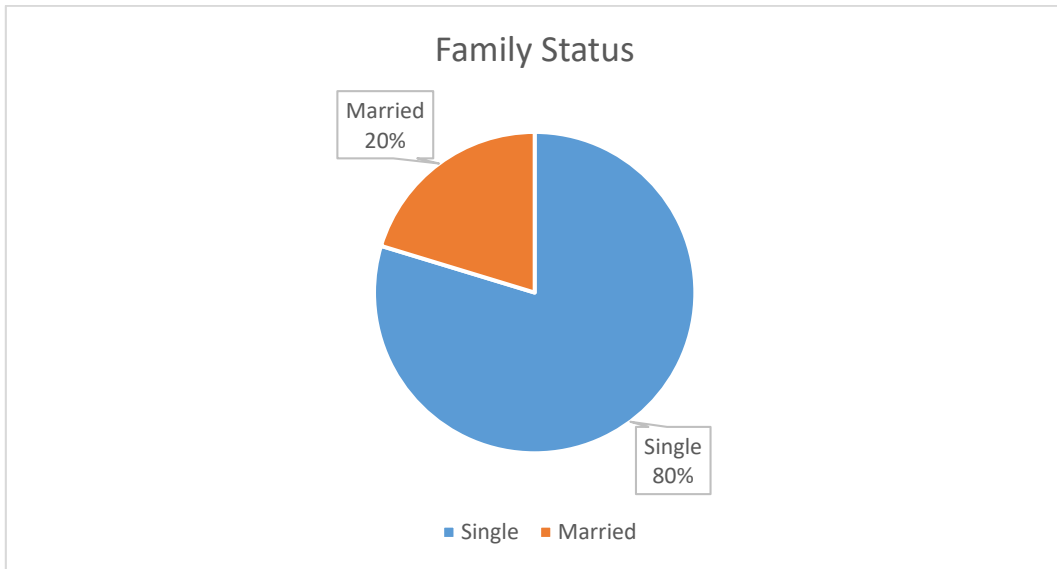


Figure 4-3. Family status of respondents (Source: Research survey)

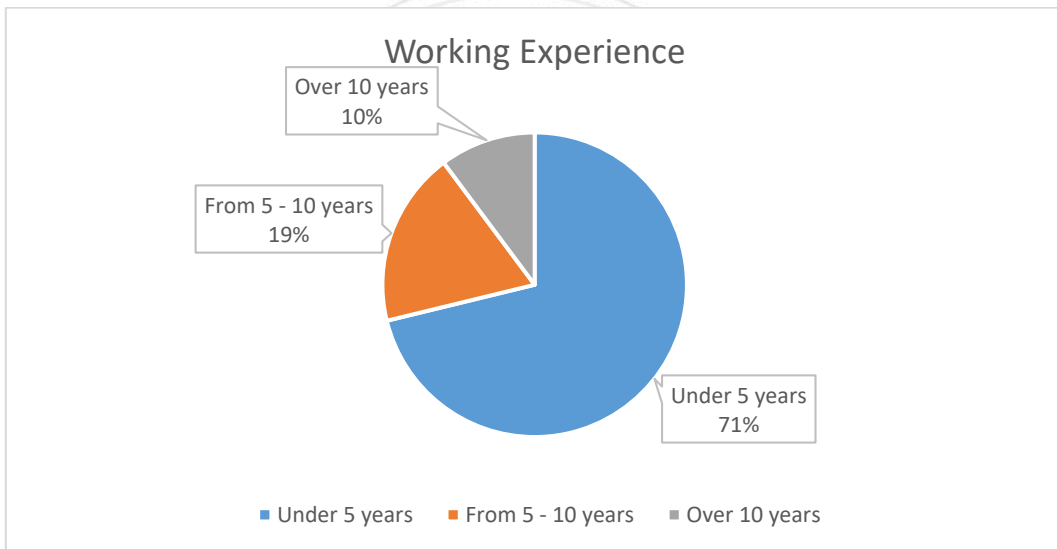


Figure 4-4. Working experience of respondents (Source: Research survey)

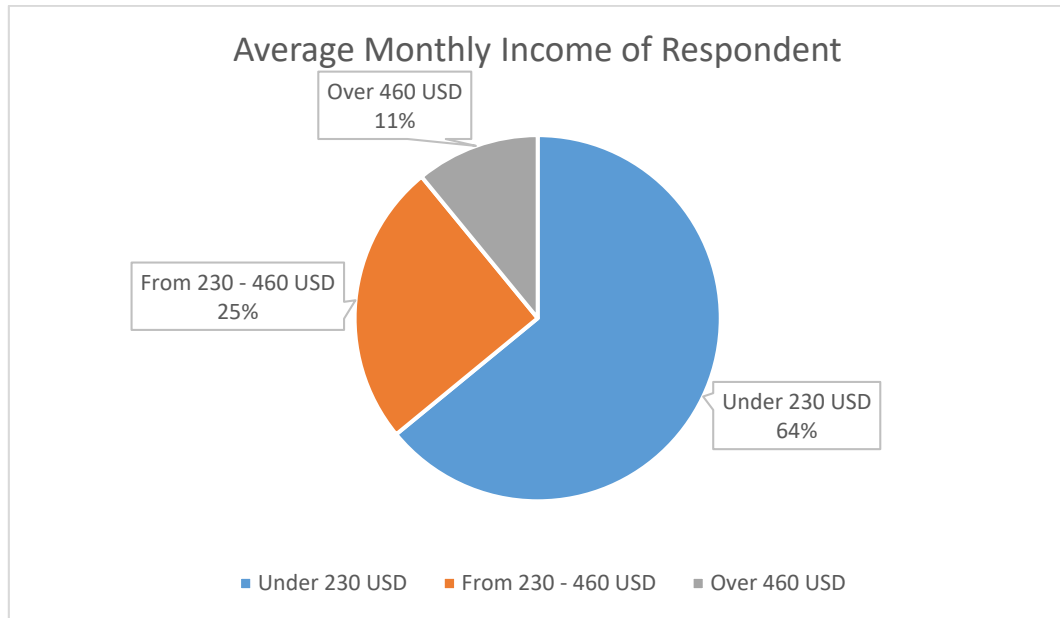


Figure 4-5. Average monthly income of respondents (Source: Research survey)

4.2 Descriptive Statistics

The first analysis is about descriptive statistics. In this part, all of the constructs were calculated by descriptive statistics which were professionalism and skills, accessibility and flexibility, servicescape, reliability and trustworthiness, reputation and credibility, and service quality. This analysis computes the mean and standard deviation of all individual items in the variable scales.

4.2.1 Characteristics of Respondents

Table 4-1. Frequency of Characteristics of The Respondents

Items	Description	Frequency	Percentage (%)
Gender	Male	112	47.7
	Female	123	52.3
Age	Under 20 years-old	20	8.5
	From 20 – 40 years-old	199	84.7
	Over 40 years-old	16	6.8
Family Status	Single	187	79.6
	Married	48	20.4
Working Experience	Under 5 years	168	71.5
	From 5 to 10 years	43	18.3
	Over 10 years	24	10.2
Monthly Income	Under 230 USD	63	26.8
	From 230 to 460 USD	105	44.7
	Over 460 USD	67	28.5

Table 4-2. Mean and Standard Deviation of Characteristics of the Repondents

Items	Mean	Standard Deviation
Gender	1.5234	0.50052
Age	1.9830	0.39186
Family Status	1.2043	0.40402
Working Experience	1.3872	0.66590
Monthly Income	2.0170	0.74516

4.2.2 Professionalism and Skills

The first group of descriptive statistics is the professionalism and skills construct. This variable includes 5 question items related to the professionalism and skills of Vietjet Air staff. Table 4-3 presents the descriptive statistics for 5 items of professionalism and skill construct. These responses range from M = 3.1319 (PS4: “Our staffs have won reputation in the market many years and performs exactly with what has been committed”) to M = 3.7574 (“PS3: The personal information of customers is always confidential”). In general, the results can be described as moderately positive for all items.

Table 4-3. Descriptive Statistics - Professionalism & Skills

Question Items	Mean (N = 235)	Standard Deviation
PS1: Our staffs always resolve complaints quickly and satisfactorily; provides adequate, accurate and timely information	3.4340	0.76719
PS2: Our staff’s image has made a good and deep impression for customers for many years	3.4809	0.76979
PS3: The personal information of customers is always confidential	3.7574	0.91927
PS4: Our staffs have won reputation in the market many years and performs exactly with what has been committed	3.1319	0.87927
PS5: Our staffs have the performs exactly with what has been committed	3.4681	0.86358

4.2.3 Accessibility and Flexibility

Table 4-4. *Descriptive Statistics - Accessibility & Flexibility*

Question Items	Mean (N = 235)	Standard Deviation
AF1: Our company has a network of branches, representative offices, the agencies that are convenient for customers	3.8383	0.80025
AF2: Service time of the company is easy and convenient for customers	3.7277	0.79143
AF3: The forms and means of payment are varied and flexible for customers	3.9191	0.82032
AF4: Website interface of the company is good, impressive and easy using for customers	3.6596	0.80268

This variable includes 4 question items related to the accessibility and flexibility of Vietjet Air staff. Table 4-4 presents the descriptive statistics for 4 items of accessibility and flexibility construct. These responses range from M = 3.6596 (AF4: “Website interface of the company is good, impressive and easy using for customers”) to M = 3.9191 (“AF3: The forms and means of payment are varied and flexible for customers”). In general, the results can be described as moderately positive for all items.

4.2.4 *Servicescape*

This variable includes 3 question items related to the servicescape of Vietjet Air staff. Table 4-5 presents the descriptive statistics for 3 items of servicescape construct. These responses range from M = 3.5660 (SC3: “The servicescape of the company has consultancy work dedicatedly, specifically, clearly, completely and accurately”) to M = 3.6128 (“SC1: The servicescape of the company has good qualifications”). In general, the results can be described as moderately positive for all items.

Table 4-5. *Descriptive Statistics - Servicescape*

Question Items	Mean (N = 235)	Standard Deviation
SC1: The servicescape of the company has good qualifications	3.6128	0.76169
SC2: The servicescape of the company has can reach the needs of customers quickly and sense of enthusiasm in serving	3.5872	0.77062
SC3: The servicescape of the company has consultancy work dedicatedly, specifically, clearly, completely and accurately	3.5660	0.66579

4.2.5 Reliability and Trustworthiness

This variable includes 3 question items related to the reliability and trustworthiness of Vietjet Air staff. Table 4-6 presents the descriptive statistics for 3 items of reliability and trustworthiness construct. These responses range from M = 3. 6085 (RT2: “The Staffs of the company can reach the needs of travelers quickly and have sense of enthusiasm in serving”) to M = 3. 6596 (“RT1: The staffs of the company have good qualifications”). In general, the results can be described as moderately positive for all items.

Table 4-6. *Descriptive Statistics - Reliability & Trustworthiness*

Question Items	Mean (N = 235)	Standard Deviation
RT1: The staffs of the company have good qualifications	3.6596	0.78655
RT2: The Staffs of the company can reach the needs of travelers quickly and have sense of enthusiasm in serving	3.6085	0.82685
RT3: The Staffs of the company do consultancy work dedicatedly, specifically, clearly, completely and accurately	3.6383	0.78516

4.2.6 Reputation and Credibility

This variable includes 3 question items related to the reputation and credibility of Vietjet Air staff. Table 4-7 presents the descriptive statistics for 3 items of reputation and credibility construct. These responses range from M = 3. 4000 (RC3: “The company performs always resolve complaints quickly and satisfactorily; accurate and timely information”) to M = 3. 5447 (“RC2: The company performs appropriate and right services at the first time and our company has won reputation in the market many years”). In general, the results can be described as moderately positive for all items.

Table 4-7. *Descriptive Statistics - Reputation & Credibility*

Question Items	Mean (N = 235)	Standard Deviation
RC1: Always perform exactly with what has been committed	3.4809	0.84899
RC2: The company performs appropriate and right services at the first time and our company has won reputation in the market many years	3.5447	0.83789
RC3: The company performs always resolve complaints quickly and satisfactorily; accurate and timely information.	3.4000	0.93461

4.2.7 Service Quality

Table 4-8. *Descriptive Statistics - Service Quality*

Question Items	Mean (N = 235)	Standard Deviation
SQ1: You are very pleased with the quality of service and our company products	3.5319	0.82304
SQ2: You will continue using our services and products in the future	3.8936	0.77993
SQ3: You will introduce my relatives and friends to use our services and products	3.7915	0.86919

This variable includes 3 question items related to the service quality of Vietjet Air staff. Table 4-8 presents the descriptive statistics for 3 items of reputation and credibility construct. These responses range from $M = 3.5319$ (SQ1: “You are very pleased with the quality of service and our company products”) to $M = 3.8936$ (“SQ2: You will continue using our services and products in the future”). In general, the results can be described as moderately positive for all items.

4.3 Factor Analysis and Reliability Tests

The factor analysis examines the basic structure of the data. Correlation analysis confirms the multi-collinearity among variables, and coefficient (Cronbach’s) alpha accesses the internal consistency of each variable.

For each research construct, factor analysis is adopted first to select the items with higher factor loading, and then to compare with the theoretically suggested items. After that, reliability test is measured. Item-to-total correlation, coefficient alpha, and correlation matrix are calculated to provide the internal consistency measurements to each construct. There are several criteria which must be followed in factor analysis and reliability test such as:

1. $KMO > 0.6$ and Bartlett $p < 0.05$
2. Communality > 0.5
3. Explained Variance > 0.5
4. Eigen Value > 1
5. Difference Between Loading > 0.3
6. Factor Loading > 0.6
7. Cronbach’s $\alpha > 0.7$
8. Item to Total Correlation > 0.45

4.3.1 Variable Professionalism and Skills

Table 4-9. The Result of Factor Analysis and Reliability Tests - Professionalism & Skills

Construct	Items	Factor Loading	Eigenvalue	Accumulative Explanation %	Item-to-Total Correlation	Cronbach's α
<i>Professionalism and Skills</i> <i>KMO=0.816, Bartlett Test value=0.000</i>			2.848	56.954		0.807
	PS2	Our staff's image has made a good and deep impression for customers for many years	0.841		0.693	
	PS1	Our staffs always resolve complaints quickly and satisfactorily; provides adequate, accurate and timely information	0.831		0.677	
	PS4	Our staffs have won reputation in the market many years, performs exactly with what has been committed	0.752		0.583	
	PS5	Our staffs have the performs exactly with what has been committed	0.708		0.544	
	PS3	Personal information of customers is always confidential	0.619		0.454	

There are totally 5 items in this construct that used to explain the Construct professionalism and skills (Table 4-9). This construct is not divided into any factors for further analysis purposes and items of each factor are listed in the table below. Factor loadings of all the variables are higher than 0.6. Item PS2 "Our staff's image has made a good and deep impression for customers for many years" had the highest factor loading of 0.841, indicating this item had the highest relation to the construct of professionalism and skills. The item to total correlations are above 0.45, contributing to the high value of Cronbach's $\alpha = 0.807$ and eigenvalue = 2.848 thus representing a high internal consistency within the construct of Professionalism and skills. The components had accumulated a total 56.954% of explained variance which show these are important underlying factors for this construct. All criteria conclude that the reliability of this factor is acceptable.

4.3.2 Variable Accessibility and Flexibility

Table 4-10. *The Result of Factor Analysis and Reliability Tests - Accessibility & Flexibility*

Construct	Items	Factor Loading	Eigenvalue	Accumulative Explanation %	Item-to-Total Correlation	Cronbach's α
Accessibility and Flexibility KMO=0.756, Bartlett Test value=0.000			2.283	57.064		0.748
	AF3	The forms and means of payment are varied and flexible for customers	0.800		0.596	
	AF1	Our company has a network of branches, representative offices, the agencies that are convenient for customers	0.792		0.585	
	AF2	Service time of the company is easy and convenient for customers	0.739		0.523	
	AF4	Website interface of the company is good, impressive and easy using for customers	0.685		0.468	

There are totally 4 items in this construct that used to explain the Construct of accessibility and flexibility (Table 4-10). This construct is not divided into any factors for further analysis purposes and items of each factor are listed in the table below. Factor loadings of all the variables are higher than 0.6. Item AF3 “The forms and means of payment are varied and flexible for customers” had the highest factor loading of 0.800, indicating this item had the highest relation to the construct of accessibility and flexibility. The item to total correlations are above 0.45, contributing to the high value of Cronbach’s $\alpha = 0.748$ and eigenvalue = 2.283 thus representing a high internal consistency within the construct of accessibility and flexibility. The components had accumulated a total 57.064% of explained variance which show these are important underlying factors for this construct. All criteria conclude that the reliability of this factor is acceptable.

4.3.3 Variable Servicescape

Table 4-11. *The Result of Factor Analysis and Reliability Tests - Servicescape*

Construct	Items	Factor Loading	Eigenvalue	Accumulative Explanation %	Item-to-Total Correlation	Cronbach's α
Servicescape <i>KMO=0.708, Bartlett Test value=0.000</i>			2.228	74.279		0.826
	SC2	The Servicescape of the company has can reach the needs of customers quickly and sense of enthusiasm in serving	0.890		0.729	
	SC3	The Servicescape of the company has consultancy work dedicatedly, specifically, clearly, completely and accurately	0.862		0.682	
	SC1	The Servicescape of the company has good qualifications	0.833		0.640	

There are totally 3 items in this construct that used to explain the Construct of Servicescape (Table 4-11). This construct is not divided into any factors for further analysis purposes and items of each factor are listed in the table below. Factor loadings of all the variables are higher than 0.6. Item SC2 “The Servicescape of the company has can reach the needs of customers quickly and sense of enthusiasm in serving” had the highest factor loading of 0.890, indicating this item had the highest relation to the construct of Servicescape. The item to total correlations are above 0.45, contributing to the high value of Cronbach’s $\alpha = 0.826$ and eigenvalue = 2.228 thus representing a high internal consistency within the construct of accessibility and flexibility. The components had accumulated a total 74.279% of explained variance which show these are important underlying factors for this construct. All criteria conclude that the reliability of this factor is acceptable.

4.3.4 Variable Reliability and Trustworthiness

Table 4-12. *The Result of Factor Analysis and Reliability Tests - Reliability & Trustworthiness*

Construct	Items	Factor Loading	Eigenvalue	Accumulative Explanation %	Item-to-Total Correlation	Cronbach's α
<i>Reliability and Trustworthiness</i> KMO=0.719, Bartlett Test value=0.000			2.228	74.260		0.827
	RT2	The Staffs of the company can reach the needs of travelers quickly and have sense of enthusiasm in serving	0.870		0.697	
	RT1	The staffs of the company have good qualifications	0.870		0.697	
	RT3	The Staffs of the company do consultancy work dedicatedly, specifically, clearly, completely and accurately	0.845		0.657	

There are totally 3 items in this construct that used to explain the Construct of reliability and trustworthiness (Table 4-12). This construct is not divided into any factors for further analysis purposes and items of each factor are listed in the table below. Factor loadings of all the variables are higher than 0.6. Item RT2 “The Staffs of the company can reach the needs of travelers quickly and have sense of enthusiasm in serving” had the highest factor loading of 0.870, indicating this item had the highest relation to the construct of reliability and trustworthiness. The item to total correlations are above 0.45, contributing to the high value of Cronbach’s $\alpha = 0.827$ and eigenvalue = 2.228 thus representing a high internal consistency within the construct of accessibility and flexibility. The components had accumulated a total 74.260% of explained variance which show these are important underlying factors for this construct. All criteria conclude that the reliability of this factor is acceptable.

4.3.5 Variable Reputation and Credibility

Table 4-13. *The Result of Factor Analysis and Reliability Tests - Reputation & Credibility*

Construct	Items	Factor Loading	Eigenvalue	Accumulative Explanation %	Item-to-Total Correlation	Cronbach's α
Reputation and Credibility KMO=0.696, Bartlett Test value=0.000			2.175	72.490		0.810
	RC2	The company performs appropriate and right services at the first time and our company has won reputation in the market many years	0.886		0.718	
	RC1	Always perform exactly with what has been committed	0.838		0.633	
	RC3	The company performs always resolve complaints quickly and satisfactorily; accurate and timely information.	0.829		0.623	

There are totally 3 items in this construct that used to explain the Construct of reputation and credibility (Table 4-13). This construct is not divided into any factors for further analysis purposes and items of each factor are listed in the table below. Factor loadings of all the variables are higher than 0.6. Item RC2 “The company performs appropriate and right services at the first time and our company has won reputation in the market many years” had the highest factor loading of 0.886, indicating this item had the highest relation to the construct of reputation and credibility. The item to total correlations are above 0.45, contributing to the high value of Cronbach’s $\alpha = 0.810$ and eigenvalue = 2.175 thus representing a high internal consistency within the construct of accessibility and flexibility. The components had accumulated a total 72.490% of explained variance which show these are important underlying factors for this construct. All criteria conclude that the reliability of this factor is acceptable.

4.3.6 Variable Service Quality

Table 4-14. *The Result of Factor Analysis and Reliability Tests - Service Quality*

Construct	Items	Factor Loading	Eigenvalue	Accumulative Explanation %	Item-to-Total Correlation	Cronbach's α
Service Quality KMO=0.708, Bartlett Test value=0.000			2.349	78.289		0.861
	SQ2	You will continue using our services and products in the future	0.915		0.792	
	SQ3	You will introduce my relatives and friends to use our services and products	0.900		0.758	
	SQ1	You are very pleased with the quality of service and our company products	0.838		0.660	

There are totally 3 items in this construct that used to explain the Construct of Service Quality (Table 4-14). This construct is not divided into any factors for further analysis purposes and items of each factor are listed in the table below. Factor loadings of all the variables are higher than 0.6. Item SQ2 “You will continue using our services and products in the future” had the highest factor loading of 0.915, indicating this item had the highest relation to the construct of Service Quality. The item to total correlations are above 0.45, contributing to the high value of Cronbach’s $\alpha = 0.861$ and eigenvalue = 2.349 thus representing a high internal consistency within the construct of Accessibility and Flexibility. The components had accumulated a total 78.289% of explained variance which show these are important underlying factors for this construct. All criteria conclude that the reliability of this factor is acceptable.

4.4 Multiple Regressions

Multiple regression analysis was used to investigate the relationship between dependent variable and independent variables. In this research, there are 3 independent variables and 3 dependent variables. Therefore, the results of this methodology used to test Hypothesis 1, Hypothesis 2, Hypothesis 3, Hypothesis 4, Hypothesis 5, Hypothesis 6, Hypothesis 7, and Hypothesis 8.

- t-value > 1.96 ($b \neq 0$)
- R-square > 0.1
- F-test ≥ 4
- P-value < 0.05
- Linearity (DW: 1.5 – 2.5)
- Collinearity ($R^2 \leq 0.5$)
- Tolerance = $1 - R^2 > 0.5$
- VIF = $1/\text{Tolerance} (> 2 \text{ or } 3)$

4.4.1 *The Relationship Between Professionalism and Skills (PS); Accessibility and Flexibility (AF); Servicescape (SC); Reliability and Trustworthiness (RT)*

Table 4-15. *The Results of Multiple Regression – Hypotheses 1, 2, 3*

Independent Variables	Dependent Variable – Construct of Reliability and Trustworthiness (RT)
	Overall Model (β)
<i>H1 – Professionalism and Skills – (PS)</i>	0.310***
<i>H2 – Accessibility and Flexibility – (AF)</i>	0.209***
<i>H3 – Servicescape – (SC)</i>	0.340***
R	0.747
R²	0.558
Adj – R²	0.552
F – Value	97.021
P – Value	0.000
D – W	1.739
Tolerance	0.474 – 0.539
VIF Range	1.854 – 2.111

Note: *** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$, + $p < 0.1$

The Overall Model in table 4-15 shows that the multiple correlation coefficient (R), using all the predictor simultaneously, is 0.747 ($R^2=0.558$) and the adjusted R^2 is 0.552, meaning that 55% of the variance in Reliability and Trustworthiness can be predicted from professionalism and skills (PS); accessibility and flexibility (AF); and servicescape (SC). Note that $F = 97.021$ and it is significant (greater than 4). With p-value is less than 0.001, based on beta coefficient of each construct show that Servicescape has the most affect Reliability and Trustworthiness (it has the highest beta coefficient of 0.340), and the following is professionalism and skills (beta coefficient is 0.310). Accessibility and Flexibility have the less influence on Reliability and Trustworthiness (with the lowest beta coefficient of 0.209). Based on the above result, the hypothesis 1, 2, 3 are supported. The detailed information of multiple regression is shown in Table 4-15.

4.4.2 *The Relationship Between Professionalism and Skills (PS); Accessibility and Flexibility (AF); Servicescape (SC) and Reputation and Credibility (RC)*

Table 4-16. *The Result of Multiple Regression – Hypotheses 4, 5, 6*

Independent Variables	Dependent Variable – Construct of Reputation and Credibility (RC)
	Overall Model (β)
<i>H4 – Professionalism and Skills – (PS)</i>	0.298 ^{***}
<i>H5 – Accessibility and Flexibility – (AF)</i>	0.134 [*]
<i>H6 – Servicescape – (SC)</i>	0.410 ^{***}
R	0.741
R²	0.549
Adj – R²	0.544
F – Value	93.906
P – Value	0.000
D – W	1.822
Tolerance	0.474 – 0.539
VIF Range	1.854 – 2.111

Note: ^{***} $p < 0.001$, ^{**} $p < 0.01$, ^{*} $p < 0.05$, ⁺ $p < 0.1$

The Overall Model in table 4-16 shows that the multiple correlation coefficient (R), using all the predictor simultaneously, is 0.741 ($R^2=0.549$) and the adjusted R^2 is 0.544, meaning that 54% of the variance in reputation and credibility can be predicted from professionalism and skills (PS); accessibility and flexibility (AF); and servicescape (SC). Note that $F = 93.906$ and it is significant (greater than 4). With p-value is less than 0.001 (except accessibility and flexibility has p-value is less than 0.05, but it is still significant), based on beta coefficient of each construct show that servicescape has the most effect on reputation and credibility (it has the highest beta coefficient of 0.410), and the following is professionalism and skills (beta coefficient is 0.298). accessibility and flexibility have the less influence on reputation and credibility (with the lowest beta coefficient of 0.134). Based on the above result, the hypothesis 4, 5, 6 are supported. The detailed information of multiple regression is shown in Table 4-16.

4.4.3 The Relationship Between Reliability and Trustworthiness (RT); Reputation and Credibility (RC) and Service Quality (SQ)

Table 4-17. The Result of Multiple Regression – Hypotheses 7 and 8

Independent Variables	Dependent Variable – Construct of Service Quality (SQ)
	Overall Model (β)
<i>Reliability and Trustworthiness– (RT)</i>	0.300***
<i>Reputation and Credibility – (RC)</i>	0.430***
R	0.673
R²	0.454
Adj – R²	0.449
F – Value	96.274
P – Value	0.000
D – W	2.024
Tolerance	0.521
VIF Range	1.919

Note: *** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$, + $p < 0.1$

The Overall Model in table 4-17 shows that the multiple correlation coefficient (R), using all the predictor simultaneously, is 0.673 ($R^2=0.454$) and the adjusted R^2 is 0.449, meaning that 45% of the variance in service quality can be predicted from reliability and trustworthiness (RT); reputation and credibility (RC). Note that $F = 96.274$ and it is significant (greater than 4). With p-value is less than 0.001, based on beta coefficient of each construct show that reputation and credibility have the most effect on service quality (it has the highest beta coefficient of 0.430) reliability and trustworthiness have the less influence on reputation and credibility than the previous construct (with the lower beta coefficient of 0.300). Based on the above result, the hypothesis 7, 8 are supported. The detailed information of multiple regression is shown in Table 4-17.

4.5 Structural Equation Model (SEM)

Structural Equation Model (SEM) is a multivariate analysis combining aspects of multiple regression (examining dependence relationships) and factor analysis (representing unmeasured concepts – factors – with multiple variables) to estimate a series of interrelated dependent relationships simultaneously. SEM is particularly useful when one dependent variable becomes an independent variable in subsequent dependent relationships.

Overall Model Fit assessments

1. χ^2 (chi-square) small is better $\rightarrow p < 0.05$; $\chi^2 / d.f. < 3$
2. Goodness of Fit (GFI) > 0.90

3. Adjust of Goodness of Fit (AGFI) > 0.90
4. Root Mean Square Residual Error (RMR) < 0.05
5. RMSEA < 0.08 Or NFI, CFI > 0.90

4.5.1 Confirmatory Factor Analysis

According to Confirmatory Factor Analysis (CFA), there were 6 constructs will be presented in the Structural Equation Model which are: (1) professionalism and skills, (2) accessibility and flexibility, (3) servicescape, (4) reliability and trustworthiness, (5) reputation and credibility, and (6) service quality.

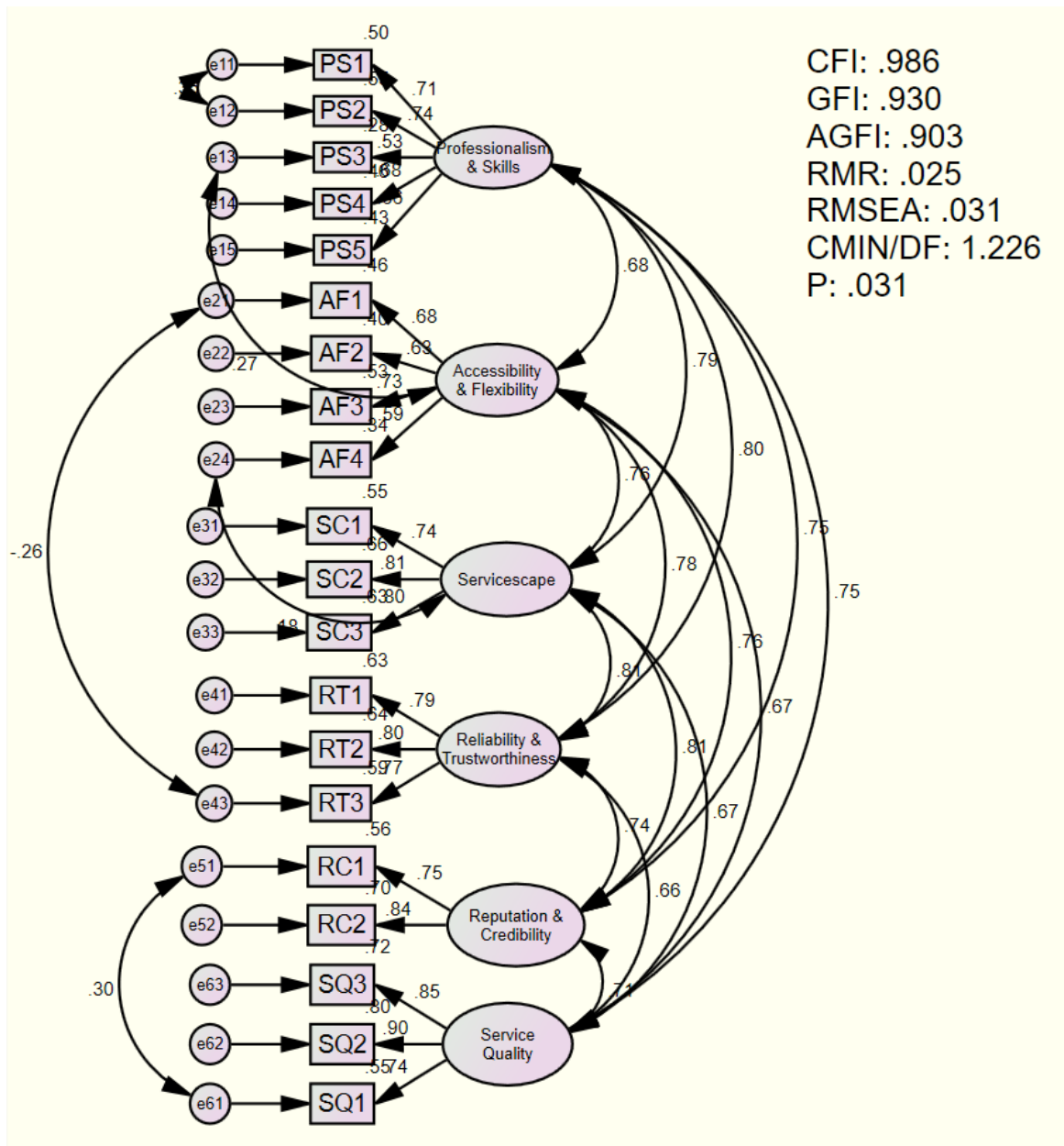


Figure 4-6. Confirmatory factor analysis model

4.5.3 Structural Equation Model

Before evaluating the structural or measurement models, the overall fit of the model to ensure that the model should be evaluated. In this study, five indices were used to test the fit of the model. The first one was the chi-square test, the essential for the nested model comparison. The chi-square value of 190.398 with 153 degrees of freedom is statistically significant at the 0.022 significance level. Thus, the research must conclude that significant differences exist between the conceptual model and the actual model. However, we must also note that the chi-square test becomes more sensitive as the number of indicators rises. With this in mind, other measures were also examined. If $\text{chi square}/\text{df} < 3$, means this structural equation model is appropriate fit. The result of this study $\text{chi square}/\text{df} < 3$ ($190.398/153 = 1.244$), so this structural equation model of this study is appropriate fit.

The rest of the fit indices adopted in this study were the root mean square residual (RMR), the goodness of fit index (GFI), and the adjusted goodness of fit index (AGFI). The smaller the RMR is the better the fit of the model. A value of 0.05 is suggested as a close fit (Arbuckle & Wothke, 1999). GFI and AGFI will not be influenced by the sample size explicitly and they were adopted to test how much better the model fits than no model at all. A very good fit of research model would require GFI and AGFI to be higher than 0.9 (Arbuckle & Wothke, 1999). The quality of the priority alternative models should rely on the fit indices. However, it does not necessarily mean that one model is superior or the corrected causal model. Another important criterion for the quality of the model is the plausibility criterion (Joreskog & Sorbom, 1994). It means that the path coefficients in the model adhere to the general theoretical conception and to the hypotheses. Therefore, a model that fits the data well, but with some unsupported hypothesized paths, cannot be defined as correct. Hence, the fit indices and the theoretical predictions should be taken into consideration.

According to the criterion above, the best model (see Figure 4-7) is tested in this study. Table 4-18 estimates the fit indices of the model. It shows a somewhat big, significant GFI is 0.928, AGFI is 0.901 with quite high chi-square number (190.398), the GFI and AGFI indices indicate moderate fit of this model.

Table 4-18 indicates that professionalism and skills, accessibility and flexibility and servicescape have significantly positive impact on reliability and trustworthiness (with the standardized coefficients are 0.376, 0.267 and 0.325, p-value less than 0.05). This result

shows that professionalism and skills have the most impact on reliability and trustworthiness (0.376), the following is Servicescape (0.325). Accessibility and flexibility have the lowest standardized coefficient (0.267) which is the least influence on reliability and trustworthiness. It also indicates that there are significant positive relationships between professionalism and skills; accessibility and flexibility; servicescape and reputation and credibility (with the standardized coefficients are 0.231, 0.208 and 0.508, p-value less than 0.05). Servicescape has the highest level of standardized coefficient (0.508) which mean it is the most affected determinant on reputation and credibility, the following independent construct is professionalism and skills (0.231). Accessibility and flexibility still have the lowest level of standardized coefficient (0.208) that the least influence. On the other hand, the results prove that service quality is positively influenced by reliability and trustworthiness; Reputation and credibility. The construct of reputation and credibility is more impact on service quality than reliability and trustworthiness (standardized coefficient: $0.510 > 0.300$, p-value < 0.05). Finally, the Structural Equation Model (SEM) proved that all of the hypothesis (1, 2, 3, 4, 5, 6, 7, 8) are supported.

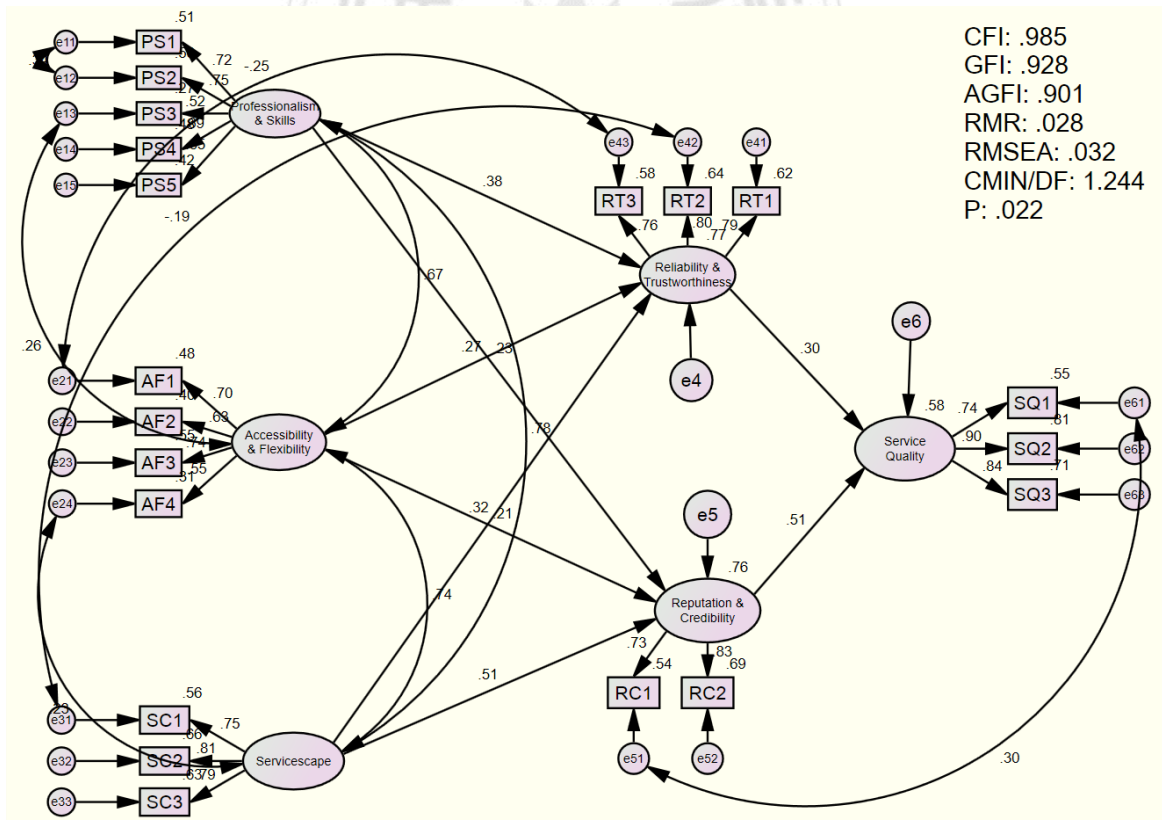


Figure 4-7. Structural equation model (SEM)

Table 4-18. Result of Structural Equation Model (SEM)

Relations		Standardized Coefficients	C. R.
Variables			
Professionalism & Skills	PS1	0.716 ^{***}	9.370
	PS2	0.745 ^{***}	9.729
	PS3	0.517 ^{***}	7.043
	PS4	0.692 ^{***}	A
	PS5	0.649 ^{***}	8.734
Accessibility & Flexibility	AF1	0.696 ^{***}	9.599
	AF2	0.632 ^{***}	8.802
	AF3	0.744 ^{***}	A
	AF4	0.553 ^{***}	7.616
Servicescape	SC1	0.746 ^{***}	12.174
	SC2	0.810 ^{***}	A
	SC3	0.791 ^{***}	13.132
Reliability & Trustworthiness	RT1	0.787 ^{***}	12.688
	RT2	0.799 ^{***}	A
	RT3	0.764 ^{***}	12.221
Reputation & Credibility	RC1	0.735 ^{***}	11.570
	RC2	0.829 ^{***}	A
Service Quality	SQ1	0.744 ^{***}	12.856
	SQ2	0.900 ^{***}	16.075
	SQ3	0.844 ^{***}	A
Professionalism and Skills → Reliability and Trustworthiness		0.376 ^{***}	3.371
Accessibility and Flexibility → Reliability and Trustworthiness		0.267 ^{**}	2.582
Servicescape → Reliability and Trustworthiness (H3)		0.325 ^{**}	2.723
Professionalism and Skills → Reputation and Credibility (H4)		0.231 [*]	2.039
Accessibility and Flexibility → Reputation and Credibility (H5)		0.208 [*]	1.961
Servicescape → Reputation and Credibility (H6)		0.508 ^{***}	4.022
Reliability and Trustworthiness → Service Quality (H7)		0.300 ^{**}	2.659
Reputation and Credibility → Service Quality (H8)		0.510 ^{***}	4.295
Chi-Square (p-value)		190.398	
Degree of freedom (d. f)		153	
Chi-Square/ d. f.		1.244	
CFI		0.985	
GFI		0.928	
AGFI		0.901	
RMR		0.028	
RMSEA		0.032	

CHAPTER FIVE

CONCLUSIONS, MANAGERIAL IMPLICATIONS AND LIMITATIONS

The purpose of this chapter is based on the results from the previous chapter to answer the research questions and conclude the main conclusions for this research. Additionally, the recommendations are given based on the implications of literature review and the results to improve service quality in low-cost carrier.

5.1 Conclusions

Table 5-1. *Hypotheses Results*

H1	The positive impact of professionalism and skills on reliability and trustworthiness.	Supported
H2	The positive impact of accessibility and flexibility on reliability and trustworthiness	Supported
H3	The positive impact of servicescape on reliability and trustworthiness	Supported
H4	The positive impact of Professionalism and Skills on Reputation and Credibility	Supported
H5	The positive impact of accessibility and flexibility on reputation and credibility	Supported
H6	The positive impact of servicescape on reputation and credibility	Supported
H7	The positive impact of reliability and trustworthiness on vietjet air's service quality	Supported
H8	The positive impact of reputation and credibility on vietjet air's service quality	Supported

The major objectives of this research are to identify the interrelationship among professionalism and skills, accessibility and flexibility, servicescape, reliability and trustworthiness, reputation and credibility, and service quality. Based on the given results of this study, two research questions of this study can be answered.

- What factors directly or indirectly influence Vietjet Air's service quality?
- How do these factors influence Vietjet Air's service quality?

The first conclusion is that there are significant relationships between professionalism and skills; accessibility and flexibility; servicescape and reliability and trustworthiness. The influence of these independent variables is positive which mean the better of professionalism and skills; accessibility and flexibility; servicescape the better of service quality that low-cost carrier can achieve. Besides, the results also emphasize the level of influence of each independent variable. Multiple regression's results show that servicescape has the strongest impact on reliability and trustworthiness, and the following is

professionalism and skills. The results of Structural Equation Model (SEM) describes that professionalism and skills are higher impact on reliability and trustworthiness than servicescape. However, both of analysis method indicate that accessibility and flexibility have the least influence on service quality of low-cost carrier (in the case of comparing with professionalism and skills, and servicescape).

The second conclusion indicates that there are significant relationships between professionalism and skills; accessibility and flexibility; servicescape and reputation and credibility. It is similar to the first conclusion, professionalism and skills; accessibility and flexibility; servicescape has a positive impact on reputation and credibility which means that there is an effective way to improve service quality of low-cost carrier is enhancing the factors of professionalism and skills; accessibility and flexibility; servicescape. Besides, the results of analysis method also show that there is a difference among the level of influence of these factors. This part is not the same as the first conclusion, both of multiple regression and structural equation model conclude that servicescape is the most affected factor of reputation and credibility. The following factor is professionalism and skills (with the lower beta and standardized coefficient). And then, accessibility and flexibility still have the lowest impact on reputation and credibility.

Final conclusion describes the significant relationship between two independent constructs of reliability and trustworthiness; reputation and credibility, and a dependent construct of service quality. The main conclusion is concluded that reliability and trustworthiness and reputation and credibility positively and directly impact on service quality in low-cost carrier. Additionally, the results indicate that reputation and credibility affect low-cost carrier's service quality more than reliability and trustworthiness.

5.2 Managerial Implications

Based on the conclusion above, there are positive interrelationships among professionalism and skills, accessibility and flexibility, servicescape, reliability and trustworthiness, reputation and credibility, and service quality. Thus, low-cost carrier should improve their service quality by enhancing these above independent criteria, especially from the firm side. The influence of each factor is different so the priority of each one is not the same. Based on the analysis's results, the low-cost carrier firm should focus on keeping and enhancing professionalism and skills and servicescape first (because these factors belong to firm side and their effect are more than accessibility and flexibility). In the other hand, the

reputation and credibility and reliability and trustworthiness are very important to the low-cost carrier, but reputation and credibility are slightly affected service quality than reliability and trustworthiness. Based on the literature review of service quality gap model, these factors are involved 5 gaps of the service quality gaps which are the knowledge gap, policy gap, delivery gap, communications gap, and perception gap, researcher suggest specific recommendations for each factor in order to improve Vietjet Air's service quality and low-cost airline firm.

According to Leidner (1993), human resource system and service quality have an important interrelationship which is produced through the interaction between employees and customers. To improve the professionalism and skills of staff, the company firstly should have right service processes and specify standards. The customer service process must be systematic, rigorous, and customer-centric with a specific operational policy. The tasks and missions of each employee, division are required standardized, clarified, and all of divisions are connected by building cross – functional service teams that can provide customer – centric service delivery and problem solution. After that, the firm should set the clear goals for each step in the service process. Each goal should be realistic, challenging, meet customer expectation and make sure that their employees are able to understand and accept goals, standards, and priorities. Secondly, the customer service teams are ensured to be incentive and able to meet service standard. Besides, the company should open some training courses to train their employees on technical and soft skills such as computer and system skills, communication skill, persuading skill, sharing them experiences in solving customer's problem or how to behave when the customer gets angry. The firm should let their employees understand their roles and ensure that employees understand how their job contribute to service quality and customer satisfaction, let them perceive about customer expectations, perceptions and problems. Moreover, employees especially front – staff always update the latest information about new policy, product and service, price and so on. The ability to speak foreign languages fluently is also important. Additionally, the firm has to measure and control their service performance by providing regular feedback from customer and reward customer service individual and team who has the best performance in a period of time (month and year). This research emphasizes the important role of professionalism and skills of employees. They have always become a competitive advantage for every firm because it does not take too much cost and the rivals cannot be easy to imitate. Therefore, enhancing

the professionalism and skills can improve service quality of low-cost carrier easily and saving cost.

Accessibility and flexibility are the way can make customer easy to approach the product, service and satisfy with it. At first, the firm should diversify service and products that meet customer expectations like considering premium, standard, and economy – level product (type of ticket flight such as first class, business class, economy class) to allow customer to self-segment based on their needs, or providing customer different levels of service at different prices. The product and service should be suitable for different ages and gender. For example, airlines company can provide special service for elder, disable people or patients. Secondly, the firm's policy and strategy need to be appropriate with local citizen and foreigners and also meet their expectations. For instance, the company should establish customer service team at their official booking offices where the customer can come directly to solve their problem and that team needs to be empowered and have the ability to solve directly the customer problem. In the other hand, purchasing online ticket is also the best way to approach more customer. Therefore, the official website must be attractive, easy to use with simple steps to shopping and full of necessary information. Additionally, the channel of payment should be upgraded such as adding account transfer or extending the expired payment time. This recommendation is necessary and useful, but it needs acceptance from leader or manager to implement.

Servicescape is the thing which customer always care about and affect them a lot. As mention in the part of the recommendation for professionalism and skills, to measure and control the service quality, the company should get the feedback after selling to their customer. Therefore, the company needs to set up the hotline call center to receive the feedback from passengers when they have problems about product and service quality. And the official booking offices also require feedback's mailbox or feedback book. Moreover, customer service team has to periodically survey customer about the employees' behavior and service quality in order to identify the exist problems and issue solutions to fix it. The other solution to control the service quality is mystery shopping by hiring mystery shopper to determine whether frontline staff is displaying desired behaviors. Besides, installing the right equipment, technology, support processes and capacity for each division. The appropriate technologies and equipment can increase performance, balancing the demand against productive capacity, and ensuring that employees working on internal support jobs

provide good service to their own internal customer, and the front-line staff. Finally, the firm should listen from the customer expectation to set up new equipment, machines to enhance customer satisfaction.

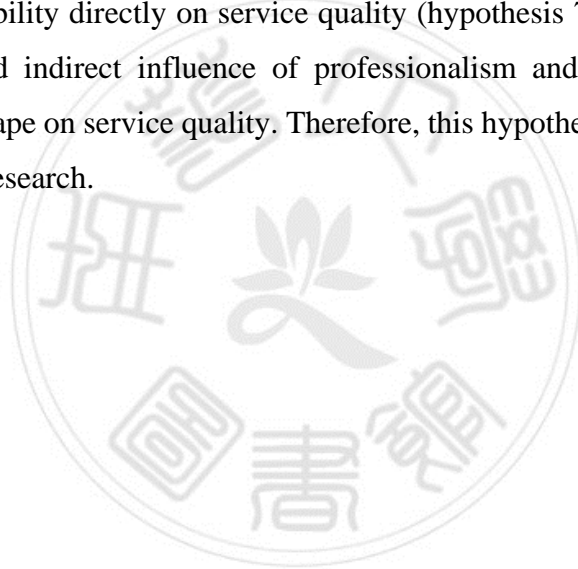
Reliability and trustworthiness are created and decided by the customer and it is also very important for service quality. Therefore, the company should raise awareness of entire employees and manager of the company that customer's reliability and trustworthiness is for sure an indispensable part of successful keys in business. That is the factor leads customer's loyalty which impacts a lot on company's market share and profit. Besides, the company needs to monitor the whole organization and service quality to ensure that the company has performed a professional service and accurate at the first time. If the customer has any problem, the firm must resolve the complaint as soon as possible and satisfactory for the customer. Additionally, the company should make service quality tangible for customer easy to perceive. The firm also has to provide physical evidence (e.g., for repairs, show customers the damaged components that were removed). From another angle, the communication contents like advertising, brochure, website content, telephone scripts have to check carefully all before publish. These contents need to be pre-tested all to external release to see if target customer interpret them as the firm intends unless it has to be revised and retested again. Make sure that the advertising content performs exactly those service characteristics that are valuable to customers, and let them know what is not possible and its reasons. Furthermore, the document before the tasks and performance guarantees that are included in a contract or agreement. After completion of the work, explain what work was performed in relation to a specific billing statement. Finally, the firm should ensure that communication contents meet realistic customer expectation to improve service quality and their satisfaction.

To improve the firm's reputation and credibility, firstly, they should emphasize the entire employees that every single behavior will impact on the reputation and credibility of the company so each of them has to take responsibility for their any action to customer and community. If there are some bad rumors or misunderstandings from customers, the company must correct it to avoid spreading that rumor out. In contrast, the firm should maintain the good reputation, develop and make everyone know it. However, for the customer's complaint or dissatisfaction, the company has to try all their best to solve it as soon as possible and recover the loyalty of the customer. And for the words that firm said to the customer or they have committed, those must be kept and implemented. Finally,

contributing to the community, social and economic development are also an effective way to raise the reputation.

5.3 Limitations

The first limitation is the respondents of this research are from only Ho Chi Minh City and Hanoi, not including other provinces and cities in Vietnam. Secondly, there are only 3 airlines companies (one is a traditional carrier and two are low-cost carriers) provide domestic flights in Vietnam so the responses and results are probably not too general. Third, this research only test the direct correlation between professionalism and skills, accessibility and flexibility, servicescape and reliability and trustworthiness (hypothesis 1, 2, 3), and also the impact of professionalism and skills, accessibility and flexibility, servicescape on reputation and credibility (hypothesis 4, 5, 6); the influence of reliability and trustworthiness; reputation and credibility directly on service quality (hypothesis 7, 8). It does not mention about the direct and indirect influence of professionalism and skills, accessibility and flexibility, servicescape on service quality. Therefore, this hypothesis can be mentioned and tested in the future research.



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Appendix A

The English survey Questionnaire					
What is your gender?					
<ul style="list-style-type: none"> • Male • Female 					
What is your age?					
<ul style="list-style-type: none"> • Under 20 years-old • From 20 to 40 years-old • Over 40 years-old 					
Your family situation?					
<ul style="list-style-type: none"> • Single • Married 					
Working experiences?					
<ul style="list-style-type: none"> • Under 5 years • From 5 to 10 years • More than 10 years 					
What is your income?					
<ul style="list-style-type: none"> • Under 230USD (5 million VND) • From 230 – 460USD (5 – 10 million VND) • More than 460USD (10 million VND) 					
Please take a short look on the questions below related with Vietjet Air's service quality, and then CIRCLE the level of agreement on each of the items below based on your opinion.					
Levels of Agreement					
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Professionalism and skills (PS)					
PS1: Our staffs always resolve complaints quickly and satisfactorily; provides adequate, accurate and timely information	1	2	3	4	5
PS2: Our staff's image has made a good and deep impression for customers for many years	1	2	3	4	5
PS3: The personal information of customers is always confidential	1	2	3	4	5
PS4: Our staffs have won reputation in the market many years and performs exactly with what has been committed	1	2	3	4	5
PS5: Our staffs have the performs exactly with what has been committed	1	2	3	4	5
Accessibility and flexibility (AF)					
AF1: Our company has a network of branches, representative offices, the agencies that are convenient for customers	1	2	3	4	5
AF2: Service time of the company is easy and convenient for customers	1	2	3	4	5
AF3: The forms and means of payment are varied and flexible for customers	1	2	3	4	5
AF4: Website interface of the company is good, impressive and easy using for customers	1	2	3	4	5
Servicescap (SC)					
SC1: The staffs of the company have good qualifications	1	2	3	4	5
SC2: The Staffs of the company can reach the needs of travelers quickly and have sense of enthusiasm in serving	1	2	3	4	5
SC3: The Staffs of the company do consultancy work dedicatedly, specifically, clearly, completely and accurately	1	2	3	4	5
Reliability and trustworthiness (RT)					
RT1: The staffs of the company have good qualifications	1	2	3	4	5
RT2: The Staffs of the company can reach the needs of travelers quickly and have sense of enthusiasm in serving	1	2	3	4	5

RT3: The Staffs of the company do consultancy work dedicatedly, specifically, clearly, completely and accurately	1	2	3	4	5
Reputation and credibility (RC)					
RC1: Always perform exactly with what has been committed	1	2	3	4	5
RC2: The company performs appropriate and right services at the first time and our company has won reputation in the market many years	1	2	3	4	5
RC3: The company performs always resolve complaints quickly and satisfactorily; accurate and timely information.	1	2	3	4	5
Service quality (SQ)					
SQ1: You are very pleased with the quality of service and our company products	1	2	3	4	5
SQ2: You will continue using our services and products in the future	1	2	3	4	5
SQ3: You will introduce my relatives and friends to use our services and products	1	2	3	4	5

Source: Tran Ngoc Loc (2016). Reliability Analysis of Various Factors Affecting the Service Quality at StarPrint Company. Journal of Business Management and Economics



Appendix B

The Vietnamese survey Questionnaire					
Giới Tính?					
<ul style="list-style-type: none"> • Nam • Nữ 					
Tuổi của bạn?					
<ul style="list-style-type: none"> • Dưới 20 tuổi • Từ 20 đến 40 tuổi • Trên 40 tuổi 					
Tình Trạng hôn nhân?					
<ul style="list-style-type: none"> • Độc thân • Kết hôn 					
Kinh nghiệm làm việc?					
<ul style="list-style-type: none"> • Dưới 5 năm • Từ 5 đến 10 năm • Trên 10 năm 					
Thu nhập trung bình hàng tháng?					
<ul style="list-style-type: none"> • Dưới 5 triệu VNĐ • Từ 5 đến 10 triệu VNĐ • Trên 10 triệu VNĐ 					
Bạn vui lòng trả lời các câu hỏi về chất lượng dịch vụ của Vietjet Air, và khoanh tròn vào mức độ đồng ý dựa vào ý kiến của bạn					
	Mức độ đồng ý				
	Hoàn toàn không đồng ý	Không đồng ý	Bình thường	Đồng ý	Hoàn toàn đồng ý
Sự chuyên nghiệp và kỹ năng của nhân viên (PS)					
PS1: Nhân viên Vietjet luôn giải quyết vấn đề của bạn nhanh chóng và thỏa đáng, cung cấp thông tin đầy đủ, chính xác và kịp thời.	1	2	3	4	5
PS2: Nhân viên Vietjet để lại ấn tượng tốt với khách hàng trong suốt những năm qua.	1	2	3	4	5
PS3: Thông tin cá nhân của khách hàng luôn được bảo mật.	1	2	3	4	5
PS4: Nhân viên Vietjet có nghiệp vụ tốt so với các hãng hàng không khác.	1	2	3	4	5
PS5: Nhân viên Vietjet thực hiện chính xác những gì Vietjet đã cam kết với khách hàng.	1	2	3	4	5
Sự linh động và thuận tiện (AF)					
AF1: Vietjet Air có hệ thống mạng lưới phòng vé, đại lý thuận tiện cho khách hàng.	1	2	3	4	5
AF2: Thời gian làm việc (tại phòng vé, đại lý...) thuận tiện cho khách hàng.	1	2	3	4	5
AF3: Phương thức thanh toán linh hoạt và thuận tiện.	1	2	3	4	5
AF4: Giao diện website của Vietjet đẹp, thu hút và dễ sử dụng.	1	2	3	4	5
Cơ sở vật chất (SC)					
SC1: Cơ sở vật chất của Vietjet (phòng vé, quầy thủ tục và trên máy bay) đạt tiêu chuẩn tốt.	1	2	3	4	5
SC2: Cơ sở vật chất của Vietjet đáp ứng được nhu cầu khách hàng.	1	2	3	4	5
SC3: Cơ sở vật chất của Vietjet giúp nhân viên tư vấn dịch vụ chuyên nghiệp, rõ ràng, chính xác và hoàn chỉnh hơn.	1	2	3	4	5
Lòng tin (RT)					
RT1: Nhân viên Vietjet có trình độ, thân thiện với khách hàng.	1	2	3	4	5

RT2: Nhân viên Vietjet nắm bắt được nhu cầu của khách hàng và nhiệt tình khi phục vụ.	1	2	3	4	5
RT3: Nhân viên Vietjet tư vấn nhiệt tình, chuyên nghiệp, rõ ràng, chính xác và hoàn chỉnh.	1	2	3	4	5
Danh tiếng (RC)					
RC1: Vietjet luôn thực hiện những gì Vietjet đã cam kết với khách hàng.	1	2	3	4	5
RC2: Vietjet cung cấp dịch vụ thích hợp và chính xác cho khách hàng ngay từ lần đầu tiên.	1	2	3	4	5
RC3: Vietjet luôn giải quyết phàn nàn của khách hàng nhanh chóng, thỏa đáng, chính xác và đúng hẹn.	1	2	3	4	5
Chất lượng dịch vụ (SQ)					
SQ1: Bạn hài lòng về chất lượng dịch vụ và các chuyến bay của Vietjet	1	2	3	4	5
SQ2: Bạn sẽ tiếp tục sử dụng dịch vụ của Vietjet trong tương lai	1	2	3	4	5
SQ3: Bạn sẽ giới thiệu cho người thân, bạn bè sử dụng dịch vụ của Vietjet	1	2	3	4	5

Source: Tran Ngoc Loc (2016). Reliability Analysis of Various Factors Affecting the Service Quality at StarPrint Company. Journal of Business Management and Economics.

