Dynamics of Management of Low-cost Carriers to Thailand Measured by the SERVQUAL Model

Supaphorn Akkapin

Department of Tourism, Faculty of Liberal Arts, Rajamangala University of Technology Krungthep
No. 2 Nanglinchee Road, Thungmahamek, Sathorn, Bangkok 10120, Thailand
Corresponding author. E-mail address: supaporn.a@mail.rmutk.ac.th
Received: 17 July 2021; Revised: 20 September 2021; Accepted: 23 September 2021

Abstract

This research assesses the service quality of the Low-cost airlines operating into Thailand. By applying the SERVQUAL model of Parasuraman, Zeithaml, & Berry (1988), the five dimension of service quality were measured to find the gaps between the expected service and perceived service, leading to the level of service quality. A questionnaire was designed to collect data from the research population, international passengers on Low-cost carriers serving Suvarnabhumi and Don Muang Airport, Thailand. The research population was reached through non-probability sampling of a convenient and accidental selection from July-August 2019. Two hundred twenty-five questionnaires (N = 225) were returned, and the SPSS software program analyzed collated data using descriptive statistics to find the gaps in expected, perceived and post service quality. Cronbach's Alpha was used to check the reliability of the Likert scales, and the Chi-square Test checked the significance between the dependent variables regardless of the hypothesis. The results were international passengers perceived the service quality delivered by the Low-cost carriers was high in four dimensions, with gaps between the expected service and perceived service less than one. Tangibility-expected service $\bar{X}$ = 4.91, perceived service $\bar{X}$ = 4.00, gap = 0.91; Reliability-expected service $\bar{X}$ = 4.9, perceived service $\bar{X}$ = 4.03, gap = 0.88; Responsiveness-expected service $\bar{X}$ = 4.97, perceived service $\bar{X}$ = 4.12, gap = 0.85; Assurance-expected service $\bar{X}$ = 4.98, perceived service $\bar{X}$ = 4.03, gap = 0.95; and Empathy-expected service $\bar{X}$ = 4.94, perceived service $\bar{X}$ = 3.88, gap = 1.06. The dimension of empathy was above one (1.06), meaning the perceived quality of service was lower than expected.

Keywords: Dynamics of Management, Low-cost Carriers, Thailand, Service Quality, SERVQUAL Model

Introduction

The tourism industry is a crucial sector generating income for Thailand. Each year, millions of international inbound tourists (overnight visitors) visit Thailand throughout each season, generating continuous economic growth. According to statistics, revenue from tourism accounts for 19% of Thailand's GDP, ranking 4th globally. In 2019, before the COVID-19 pandemics, 39.92 million international tourists visited Thailand, which was a 7.5% increase from 2018 (38.27 million), and generated revenue of 1.91 trillion baht (USD 61.58 million), rising 10% from 2018, which was 1.88 trillion baht (USD 58.10 million) (Manakitsomboon, 2020). When classifying visitors by region in 2019, the statistics showed that the majority of these travelers were from East Asia-ASEAN-China, Hong Kong, Japan, Korea, and Taiwan (27.5 million), followed by Europe (6.71 million), South Asia (2.40 million) and America (1.63 million) respectively. Smaller numbers of international travelers came from Oceania (884,685 million), the Middle East (702,539 million), and Africa (198,320 million), respectively (The World Bank, n.d.; Manakitsomboon, 2020; National Statistical Office, n.d.).

Thailand's aviation industry grew in line with economic growth and consumers' demands for travel by air. Travel by air being more convenient and flexible than other types of travel. The highly competitive market of Low-cost airlines led to considerably cheaper flights than in the past. Consequently, air transport increased, resulting in the Asia-Pacific region predicted to increase its share of the global airline market by 5.4% a year to

2030. Similarly, the number of passengers at Suvarnabhumi International Airport will increase from 53 million to 70.12 million, parallel with the number of passengers at Don Muang International Airport rising from 5.98 million to 27.58 million (Airports of Thailand, 2018; Airports of Thailand, 2019; Thairath Online, 2019).

Tragically, such growth was severely affected due to the COVID-19 outbreak in 2020. However, both airlines and passengers expect the COVID-19 vaccine to quickly help the aviation industry bounce back (Airports of Thailand, 2018). Hence, AOT continues expanding and developing Thai airports at regional and international levels to serve the Thai aviation industry in the future. Suvarnabhumi Airport has been extended to accommodate passengers from 45 million per year to 65 million (Airports of Thailand, 2019; Prachachat Online, 2020; Thairath Online, 2021). This expansion is expected to propel Thailand to become a hub for aviation, tourism, transportation, and air cargo in Asia and the world (Airports of Thailand, 2019).

As national development is a continual process, so an air transport service provider must engage in a process of continual development, maintaining an international service model focusing on optimizing personnel skills and excellence in service system design. At the same time as building partnerships with other commercial airlines to create efficient operations and improved strategies, to build a competitive advantage, airlines must focus on the quality of their service, an intangible product (Kotler, 1991). They focus on the standard of service from ground staff, cabin crew and management approaches to customers' needs. Having high standards of service leads to increased customer satisfaction, leading to repeat customers with brand loyalty (Hoffman & Bateson, 2010). Excellent quality of service begins with staff. Airline personnel development is an essential mechanism in the competitive market place as it aims to prepare and develop a team to deliver excellent services to customers (Forsyth, 2002).

Several theoretical approaches are applied to evaluate the quality-of-service processes produced by airlines, hotels, tourism and other service sectors. However, the most well-known and widely used approach is the SERVQUAL model. Created by Parasuraman et al. (1988), SERVQUAL is a multi-dimensional research instrument designed to capture consumer expectations and perceptions that can serve as a management tool to assess the quality-of-service practices of an organization through each of 5 dimensions: 1) Tangibility, 2) Reliability, 3) Responsiveness, 4) Assurance, and 5) Empathy. Hence, this research aimed to measure the quality of services delivered by airline personnel with the SERVQUAL model and find the expectation and experience of the Low-cost airline customers in Thailand. The research results will inform the implementation of guidelines, generate pathways for improvement and highlight areas of deficiency for those airlines flying into Thailand.

Research Objectives

To measure the differences between the expectations and perceptions of the Low-cost airline passengers using the SERVQUAL model to find the quality of services delivered by airline personnel operating in Thailand.

Methods and Materials

Population and Sampling

The research population of this study were international passengers who visited Thailand during July-October 2019. The population was a finite population where the Suvarnabhumi Airport received 52.69 million international passengers and Don Muang Airport received 17.26 million international passengers in 2019. The two airports

processed a total of 69.95 million international passenger (Airports of Thailand, 2019). With a percentage of confidence at 0.90 and the margin of error at 0.10, the sample size of this study could be as low as 100 (Yamane, 1967); however, the researcher was able to collect data from 225 subjects.

Research Tool

A questionnaire was employed to collect data from the research population. It was divided into three sections to assess: 1) The demographic characteristics of the population, 2) The travel patterns of passengers, and 3) The Likert 5-level scale questions, created to measure the opinion of the passengers' pre-service expectations and the post-service experience delivered by the airlines operating into Thailand. The questionnaire was designed to assess the overall service quality measured using the five dimensions of the SERVQUAL model (Parasuraman et al., 1988; Zeithaml, Parasuraman, & Berry, 1990) in Table 1.

Table 1 Five Broad Dimension of Service Quality

Dimension	Definition
Tangibles	Appearance of physical facilities, equipment, personnel and written materials
Reliability	Ability to perform the promised service dependably and accurately
Responsiveness	Willingness to help customers and provide prompt service
Assurance	Employees' knowledge and courtesy and their ability to inspire trust and confidence
Empathy	Caring, easy access, good communication, customer understanding and individualized attention given to customers

Source: Zeithaml et al. (1990) as cited in Ragupathy & Arasu (2015)

Theoretical Framework

Using SERVQUAL, developed by Parasuraman et al. (1988), was applied to measure service quality in today's service industry. In this research, 24 determinants related to tangibility (5), reliability (5), responsiveness (4), assurance (4), and empathy (6) were created, respectively, to measure and compare the expected service quality and the perceived service quality that the customers have actually experienced. So-called 'GAP Analysis', the discrepancy between expectations and perceptions (Perception-Expectation) formed the gap scores used to assess service quality and customer satisfaction. The gap scores are broad, showing that service quality is perceived as poor, leading to lower customer satisfaction with service quality delivered by the airlines operating in Thailand. On the contrary, the gap scores are narrow, showing that passengers perceive service quality as high. The expected services of the passengers are from words of mouth, personal needs and experiences they received in the past. Figure 1 below illustrates the theoretical framework.

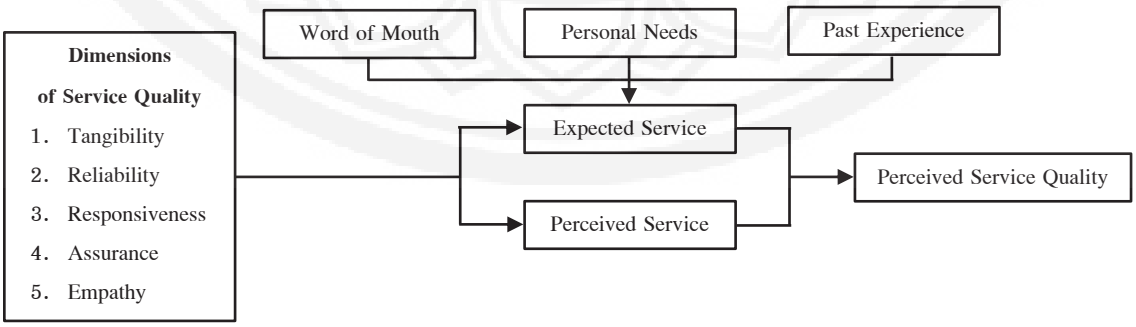

Figure 1 Theoretical Framework: Determinants of Perceived Quality of Service.
Source: Parasuraman, Zeithaml, & Berry (1985); Parasuraman et al. (1988)

Data Collection Methods

Data collection was undertaken at the Suvarnabhumi International Airport and Don Muang International Airport. The sample population was reached through a non-probability sampling of convenient and accidental selection four times at the two sites from July-August 2019.

Data Analysis

Collated data were analyzed by the SPSS software program using the following statistical analysis:

- **Descriptive Statistics** used to compare frequency, percentage, standard deviation and means of dependent and independent variables.
- **Cronbach's Alpha** analyzed to check the reliability of intervals on the Likert scales.
- **Chi-square Test** to check the significance between the variables.

Results

Questionnaire completed by 225 respondents, and the findings are found as follows:

Table 2 Respondents' Demographic Characteristics

Variable		Frequency (N = 225)	Percent (%)
Gender	Male	110	48.9
	Female	115	51.1
Age	25 Years or Below	25	11.1
	26 - 35 Years	90	40.0
	36 - 45 Years	76	33.8
	46 - 55 Years	23	10.2
	Above 55	11	4.9
Marital Status	Single	95	42.2
	Married / Civil Partner	94	41.8
	Divorced / Widowed	14	6.2
	De Facto	22	9.8
Education	High School	21	9.3
	Vocational College	45	20.0
	Bachelor Degree	137	60.9
	Higher Degree	22	9.8
Occupation	Student	32	14.2
	Govt Officer / State Enterprise	39	17.3
	Private Sector	102	45.3
	Business Owner	48	21.3
	Housewife	4	1.8
Income	15,000 or Below	17	7.6
	15,001 - 25,000	52	23.1
	25,001 - 35,000	74	32.9
	35,001 - 45,000	63	28.0
	45,001 or More	19	8.4

Most respondents were females (51.1%), in the age range 26-35 years old (40.0%). The majority of them were single (42.2%), who graduated with a bachelor's degree (60.9%), mainly worked in the private sector (45.3%), and earned 25,001-35,000 baht per month (32.9%). Table 2 in the Appendix shows more details of respondents' demographic characteristics.

Table 3 The Behaviours of the Passengers of the Low-cost Airlines Operating in Thailand

Variable		Frequency (N = 225)	Percent (%)
Travel Purpose	Holiday / Leisure	120	53.3
	Business	49	21.8
	VFR	56	24.9
Travel Frequency	1 - 2 Times / Week	43	19.1
	1 - 2 Times / Month	107	47.6
	1 - 2 Times / Year	75	33.3
Travel Period	Weekday	63	28.0
	Weekend / Bank Holiday (National Holiday)	116	51.6
	Holidays / Vacations	46	20.4
Airline Used Frequency	Thai Airways	56	24.9
	Air Asia	58	25.8
	Thai Lion Air	53	23.6
	Nok Air	44	19.6
	Thai Viet Jet Air	7	3.1
	Others	7	3.1

From the table above, the majority of the respondents travelled for holiday or leisure purposes (53.3%), with a frequency of travel 1-2 times a month (47.6%), and on the weekend, or bank holiday (national holiday) (51.6%). When it came to stating the airlines, they frequently used when travelling, the majority of respondents flew with Air Asia (25.8%), followed by Thai airways (24.9%), Thai Lion Air (23.6%), and Nok Air (19.6%) respectively.

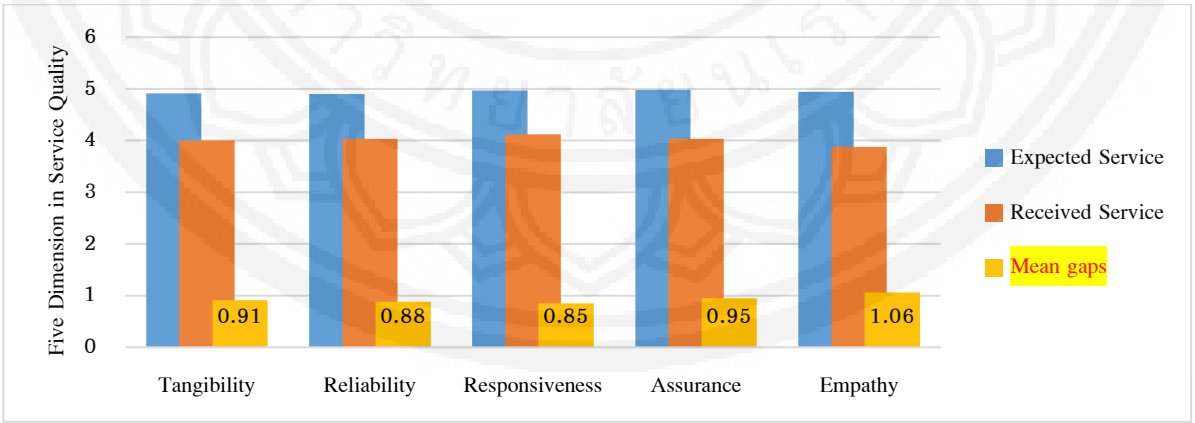

Figure 2 The Summary of Gaps in Five Dimension of Service Quality.

Figure 2 illustrates the means gaps between expected service and perceived service according to the five dimensions of service quality. The results revealed that the international passengers perceived the service quality delivered by the Low-cost carriers into Thailand were high in 4 dimensions, where the mean gaps between the

expectation and perception was less than one. For the dimension of Empathy, the gap between these aspects was above one (1.06), meaning the perceived quality of service was lower than expected. The results were: Tangibility-expected service $\bar{x}$ = 4.91, perceived service $\bar{x}$ = 4.00, gap = 0.91; Reliability-expected service $\bar{x}$ = 4.9, perceived service $\bar{x}$ = 4.03, gap = 0.88; Responsiveness-expected service $\bar{x}$ = 4.97, perceived service $\bar{x}$ = 4.12, gap = 0.85; Assurance-expected service $\bar{x}$ = 4.98, perceived service $\bar{x}$ = 4.03, gap = 0.95; and Empathy-expected service $\bar{x}$ = 4.94, perceived service $\bar{x}$ = 3.88, gap = 1.06.

Table 4 Gaps between Expectation and Experience in Service Quality

Dimensions of Service Quality	Expectation (Expected Services)		Experience (Perceived Services)		Gap
	Mean	Std. Deviation	Mean	Std. Deviation	
Dimension 1: Tangibility					
1. The airline personnel are well-dressed, neat and clean.	4.8267	.37938	3.9956	.65122	0.8311
2. The equipment and tools used by the airline are up-to-date.	4.9244	.26487	3.9867	.67797	0.9377
3. The facilities on the ground and aircraft are visually appealing.	5.0000	.00000	3.7511	.85058	1.2489
4. The airline facilities are consistent with the aviation industry.	4.8578	.35006	4.2089	.69173	0.6489
5. The written materials provided by the airline are informative and clear.	4.9511	.21612	4.0489	.66300	0.9022
Dimension 2: Reliability					
1. The airline personnel respond within the timeframe.	4.8756	.33082	4.0844	.67280	0.7912
2. The airline personnel reassure when problems arise.	4.8667	.34069	3.9067	.81569	0.96
3. The airline personnel are competent and dependable.	4.8489	.35896	4.1600	.72654	0.6889
4. The airline delivers the services on time.	4.9600	.19640	3.7644	.82515	1.1956
5. The airline provides and keeps records accurately.	4.9733	.16147	4.2400	.67162	0.7333
Dimension 3: Responsiveness					
1. The airline personnel inform the passengers when services will occur.	4.9733	.16147	3.9644	.67386	1.0089
2. The airline personnel are enthusiastic about providing services.	4.9689	.17401	4.2267	.64587	0.7422
3. The airline personnel are willing to help passengers.	4.9644	.18559	4.1289	.75375	0.8355
4. The airline personnel promptly respond to requests.	4.9733	.16147	4.1778	.67774	0.7955
Dimension 4: Assurance					
1. The airline personnel are knowledgeable.	4.9689	.17401	4.1600	.72654	0.8089
2. The passengers trust and have confidence in the airline operations.	4.9778	.14773	3.7644	.82515	1.2134
3. The passengers feel safe when flying with the airline operation.	4.9867	.11495	3.9644	.67386	1.0223
4. The airline personnel are polite.	4.9778	.14773	4.2267	.64587	0.7511
Dimension 5: Empathy					
1. The airline personnel pay attention to individual passengers thoroughly and equally.	4.9467	.22520	4.1378	.67058	0.8089
2. The airline personnel understand the passengers' needs.	4.9689	.17401	3.6756	.80544	1.2933
3. The airline personnel remember the needs of each passenger.	4.9733	.16147	3.8089	.82587	1.1644
4. The airline operates at convenient hours.	4.9556	.20654	3.8178	.71192	1.1378
5. The passengers' benefits and interests are important to the airline.	4.9556	.20654	3.9956	.69113	0.96
6. The airline provides many promotions and at a time of convenient to the passengers.	4.8444	.36324	3.8400	.64171	1.0044

The table above illustrates that the gaps in dimension 1 (tangibility) between expectation (expected services) and experience (perceived services) of the international passengers of the airline operating into Thailand are not high. The narrow gaps indicate that those airlines deliver service quality to their customers. However, those airlines need to improved their facilities and equipment to be more visually appealing and up-to-date.

In terms of reliability, the result indicates that those airlines' personnel quality and management system are reliable and assuring to their passengers. Nevertheless, those airlines must focus on the quality of services they promised to deliver on time to their passengers.

Regarding the responsiveness, the result indicates the high quality of airline personnel, particularly the enthusiasm to provide services to the passengers and deliver a prompt response to requests from passengers. The only negative found for airline personnel characters is that they need to communicate more with their passengers.

Regarding assurance, the gaps reveal that the airline personnel are courteous. Also, they are knowledgeable enough to perform their duties. However, trustworthiness and confidence of the passenger needs an improvement to ameliorate feelings of insecurity in flight.

Assessing empathy, the gaps indicate that the airlines understand the worth of their clients. Their personnel pay attention to their passengers, but the airlines need to be concerned about the passengers' individual needs and create more promotional programs to meet their passengers' needs.

Table 5 Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	**N of Items**
.884	48

Table 5 shows the Cronbach's Alpha score of .884, which indicates that the 48 variables reliability is considered high.

Table 6 Test Statistics

Test Statistics							
	Gender	**Age**	**Education**	**Occupation**	**Income**	**Travel Frequency**	**Airline Used Frequently**
Chi-square	.111[a]	54.129[b]	161.116[b]	114.311[c]	59.422[c]	27.307[d]	77.480[e]
df	1	3	3	4	4	2	5
Asymp. Sig.	.739	.000	.000	.000	.000	.000	.000

The further statistical test shows that the variables involved in the demographic details and passengers' behaviours are significant as a p-value less than 0.05 (typically $\leq$ 0.05). Only, gender is not significant. According to the statistics (p-value $\geq$ 0.05), there is no relationship between the quality of services perceived by male and female passengers. In other words, states of gender did not affect the gap between expectations and perceived experiences served by airlines. On the contrary, age range, education, occupation, income, travel frequency, and airlines frequently used significantly affects the expected and perceived service quality delivered by the airlines due to the p-value less than 0.05. These statistics can interpret that passengers with different ages, education, occupation, income, travel frequency, and frequently used airlines have distinct discrepancies of service quality.

Discussion

The assessment of the gaps between expectation (prior perceived services) and experiences (post perceived services) in five dimensions relevant to the service quality implementing the SERVQUAL model developed by Parasuraman et al. (1988) revealed that the personnel of the Low-cost airlines operating into Thailand delivered excellent service quality to their clients.

Regarding the infrastructure, of the service quality (**tangibility**), the gaps between expected services and the perceived services of international passengers were not significant, meaning that the airlines operating in Thailand, employing mainly Thai nationals delivered exceptional service quality to the passengers as promised. Employees in the airline business dress politely, clean and tidy. Their staffs look elegant, dress well, clean and tidy, and are courteous to their clients. However, facilities and equipment from some airlines need to improve to look more visually appealing to passengers, including keeping conditions and equipment up-to-date. An example would be the suggestion airlines provide a minor area or space for passengers to fill in forms or collate any travel papers. The results of Tipsuwan & Huttasin's study (2018) suggested that the airlines needed to provide some stationary and a pen to facilitate passengers checking in. Also, the quality and proficiency of the ground staff were found to have room for improvement. Focusing on the airlines' management, the study of Heung, Wong, & Qu (2000) suggested that the Hong Kong airport management should also focus on the tangible service provisions, the cafe and restaurants, including suitable equipment and facilities in restaurants.

The gaps indicate that the airline personnel's quality and standards are also considered high in terms of reliability. The crew both in cabin or ground are seen to be reliable and assuring to their passengers. Nevertheless, airlines must focus on the quality of services they promise to deliver to their passengers. Similarly, Mushtaq Ahmad Bhat's study (Bhat, 2012) suggested that the employees must be reliable. Also, airlines need reliable management. In the Tipsuwan & Huttasin (2018) study, the adoption of regulations must be apparent. International airline rules and regulations, procedures, and training must create professionalism, leading to an outstanding quality of service. The evidence of quality service can be shown with a smile and politeness from the staff that can bring compliments from passengers and lead to the customers' loyalty. Another concrete example of quality service being delivered by the airlines was that the passengers preferred an authentic announcement voice employing staff, not using computer-generated announcements, in case there is an incident causing delays. In addition, if the passenger wishes to cancel or change the flight, the staff can assist passengers with the request promptly, not having passengers kept waiting with recorded messages. Using an automatic answering machine can reduce satisfaction and result in the passengers not returning to their business. The staff's service quality regarding reliability and availability is strongly related to the airline's positioning in the competitive market. The experience of service quality of a particular airline must meet the passengers' expectations and not leave a wide gap between expectation and reality.

According to the **responsiveness** of airline staff when delivering service, the gap analysis from this study indicates that most airline personnel perform with a high quality of service. They are enthusiastic when providing services to the passengers and deliver a prompt response to their requests. They also deliver the services with responsiveness and speed and treat the clients equally. In addition, a high level of service quality also comes from the adequacy of staff. However, a gap between expectation and reality was the need for airline personnel to communicate more with their passengers. For foreign passengers, in particular, ground staff with a low level of communication in foreign languages can create frustration and affect satisfaction. Smooth communication in the

passengers' choice of languages can reduce the tensions between the service provider and receiver. Tipsuwan & Huttasin (2018) suggested that the readiness and willingness to provide service by the ground staff of Low-cost airlines was shown the perceived service quality. For example, staff provide a pen promptly upon request, and pays attention to child passengers whose parents do not bring their ID cards by helping them fill out a certificate also signified high quality of service.

The dimension of **assurance** in service quality measured the airline personnel as courteous, competent and knowledgeable to fulfil their duties. This study indicates that the promised quality of service delivered by the airlines operating in Thailand is high. The service operations and management are standardized and acceptable to their passengers. Only the trustworthiness and confidence from the passenger with regards to security and certainty need to be enhanced. Building confidence is the most important factor for passengers. This result comes from the service expectations of inbound passengers who use domestic airports. Staff must demonstrate to their passengers the safety and security regulations and procedures are in place. These results coincide with Tipsuwan & Huttasin (2018) study. Staff tallied the luggage weight correctly and accurately but created dissatisfaction with passengers not willing to pay a surcharge for excess baggage. This is a lack of accuracy in the necessary checking in travel documents, for example confusion over ID cards, specifying that a child under 12 years of age does not have an ID card. Plus, the situation of being unable to communicate well with foreign passengers needing the ability to communicate in their language. It could be considered that the quality of service in terms of trust was low because they did not correspond to the customers' expectations due to outside factors.

Regarding the dimension of **empathy** in service quality, this study shows that most airline enterprises realize the benefits and interests of their clients are their priority. Their staff pay attention to their passengers. However, the study suggests that the airlines need to be more concerned about the passengers' individual needs and create more promotional programs in line with their passengers' needs. Also, the little things help. Staff should be trained to remember the customer needs. Tipsuwan & Huttasin (2018) recommended that the information be provided to limit dissatisfaction with the services due to a lack of understanding of the airline's regulations. Negligence in information provision regarding the passengers' requirements impinges on the airline service quality level. The airline crew, for example, should demonstrate compassion in unhappy situations and providing reasonable solutions. As in s delayed flight, a passenger did not hear the final call due to enjoying certain activities (smoking, listening to music through headphones) and postponing the take-off. The cabin crew could offer some snacks for passengers to reduce their dissatisfaction. In the meantime, the ground staff might be aware of their duty and pay attention to their passengers. Phiri & Mcwabe (2013) suggested that compassion provided by the airlines for the significant problems, and cash, a voucher, or similar, was substantial to customer's perceptions and expectations.

Conclusion and Suggestions

Conclusion

As this paper has demonstrated, some advantaging points of service quality delivered by the Low-cost carriers operating in Thailand need to be applauded. Those airlines delivered the services as promised with speed, care, and limited errors in terms of their services. Furthermore, the airline personnel are also well-dressed with unique, differentiated, and appealing uniforms to reflect the airline's culture and identity. Regarding the facilities and equipment, it is functioning perfectly well and up-to-date consistent with the industry standards. However, some airlines need to improve their aircraft need to be more visually appealing to their customers.

Suggestions

Air transport has been growing substantially in these decades unless the COVID-19 pandemic has been affected the growth. All airlines delivered an excellent safety record, as derived from relative safety standards. From the past decade, only very few tragedies happened with air transport, particularly compared to other modes of transport. Nevertheless, public perception of safety-relevant to air transport is still concerned about engine malfunction, terrorism, etc. The human factor also plays a vital role in aviation safety.

Hence, the research results suggest that trust and confidence need to be raised, particularly regarding the safety and security of equipment, operation and management from personnel. The compassion from airlines must be evinced under challenging situations or significant incidences or problems to reduce dissatisfaction. Plus, trust and confidence need to be raised, particularly regarding the safety of equipment, operation and management as aforementioned. Therefore, to prevent accidents from happening and reduce the impact of accidents by making them airline survivable, safety standards for the aircraft, engines, maintenance are needed, and a good knowledge of the root causes of aviation accidents and the implications of new technologies and procedures must be understood. Plus, the airlines are concerned with the individual needs of passengers and pay attention to details. The records of customers are kept accurately and safely.

Apart from the effectiveness of technology and equipment, quality, proficiency, skill, ability from airline personnel are crucially important. Their compassion must be evinced under challenging situations or significant incidents to reduce dissatisfaction by communicating more with the passengers, mainly on spontaneously arising issues. In addition, international language ability and cross-cultural awareness are crucial for airline employees, including independent performance and teamwork are equally important. Last but not least, airlines must launch more promotional programs in line with the needs of the passengers because if airlines show good caring and being well-treated can lead to the repeated passengers and loyalty.

Suggestions for Further Study

1. To gain insights into the decision-making to select the airlines, the researchers may add in-depth interviews and a questionnaire survey (Mixed methods) to investigate the preferred flight routes of the passengers. When it comes to more information and variety, it is possible to know the needs of passengers and can make use for adaptation or expansion of flight routes from specific acquisitions.

2. Researchers may dig into the quality of particular Low-cost airline management in each province to better understand the needs of passengers in a particular zone, which may find various factors that affect the selection of services in each region.

3. The researchers can compare the customer satisfaction of each airline at each level (Low-cost or major airlines) and how to improve it to meet the needs of passengers the most to maintain a customer base of both new and existing customers.

References

Airports of Thailand. (2018, June 26). *AOT Leading State Enterprises Worth the Investment for the Future of Thailand*. Retrieved from https://www.airportthai.co.th/en/aot-/

Airports of Thailand. (2019). *Annual Report 2019*. Retrieved from https://corporate.airportthai.co.th/wp-content/uploads/2019/12/AnnualReport2019th.pdf

Bhat, M. A. (2012). Tourism Service Quality: A Dimension-specific Assessment of SERVQUAL. *Global Business Review*, *13*(2), 327-337. https://doi.org/10.1177/097215091201300210

Forsyth, R. (2002). Making Professional Development Flexible: A Case Study. *Open Learning: The Journal of Open, Distance and e-Learning*, *17*(3), 251-258. https://doi.org/10.1080/0268051022000048246

Heung, V. C. S., Wong, M. Y., & Qu, H. (2000). Airport-restaurant Service Quality in Hong Kong: An Application of SERVQUAL. *Cornell Hotel and Restaurant Administration Quarterly*, *41*(3), 86-96. https://doi.org/10.1177/001088040004100320

Hoffman, K. D., & Bateson, J. E. G. (2010). *Services Marketing: Concepts, Strategies, & Cases* (4th ed.). Mason, OH, USA: South-Western Cengage Learning. Retrieved from http://103.5.132.213:8080/jspui/bitstream/123456789/1382/1/Services%20Marketing%20%28%20PDFDrive.com%20%29.pdf

Kotler, P. (1991). *Marketing Management* (7th ed.). Englewood Cliffs, NJ: Prentice-Hall.

Manakitsomboon, H. (2020, September 2). *Tourism Industry in Thailand-Statistics & Facts*. Retrieved from https://www.statista.com/topics/6845/tourism-industry-in-thailand/

National Statistical Office. (n.d.). *17 Tourism and Sports Branch "International Tourist Arrivals to Thailand by Nationality: 2010-2019"*. Retrieved from http://statbbi.nso.go.th/staticreport/page/sector/en/17.aspx

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A Conceptual Model of Service Quality and Its Implications for Future Research. *Journal of Marketing*, *49*(4), 41-50. https://doi.org/10.2307/1251430

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A Multi-Item Scale for Measuring Consumer Perception of Service Quality. *Journal of Retailing*, *64*(1), 12-40.

Phiri, M. A., & Mcwabe, T. (2013). Customers' Expectations and Perceptions of Services Quality: The Case of Pick N Pay Supermarket Stores in Pietermaritzburg Area, South Africa. *International Journal of Research in Social Sciences*, *3*(1), 96-104.

Prachachat Online. (2020, October 7). *Look through the Progress of "Suvarnabhumi Phase 2", The Construction Expected to Finish Next Year*. Retrieved from https://www.prachachat.net/property/news-533437

Ragupathy, A., & Arasu, B. S. (2015). Retail Service Quality of Grocery Stores using SERVQUAL Model and Find the Willingness to wait when the Shop is Closed. *PARIPEX-Indian Journal of Research*, *4*(12), 189-191. Retrieved from https://www.researchgate.net/publication/287997205_Retail_Service_Quality_of_Grocery_Stores_using_SERVQUAL_Model_and_Find_the_Willingness_to_Wait_When_the_Shop_is_Closed

Thairath Online. (2019, November 1). *AOT Reveals that in 2019, more than 141.87 Million Passengers Used the Airport Service*. Retrieved from https://www.thairath.co.th/business/economics/1694903

Thairath Online. (2021, May 27). *Suvarnabhumi Expansion Open Country, AOT Rushes to Fix Bottlenecks at the Airport and is Ready to Come Back*. Retrieved from https://www.thairath.co.th/business/economics/2101717

The World Bank. (n.d.). *International Tourism, Number of Arrivals*. Retrieved from https://data.worldbank.org/indicator/ST.INT.ARVL

Tipsuwan, T., & Huttasin, N. (2018). Service Quality in Low-cost Airlines: A Case of Ubon Ratchathani-Bangkok-Ubon Ratchathani. *Journal of Management Science, Ubon Ratchathani University*, 7(13), 11-24. Retrieved from https://so03.tci-thaijo.org/index.php/jms_ubu/article/view/133262

Yamane, T. (1967). *Statistics: An Introductory Analysis* (2nd ed.). New York: Harper & Row.

Zeithaml, V. A., Parasuraman, A., & Berry, L. L. (1990). *Delivering Quality Service: Balancing Customer Perceptions and Expectations*. New York: The Free Press.