

Service quality and behavioral intention among Cebu Pacific passengers: Basis for action plan

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Abstract

This study investigates the relationship between service quality and behavioral intentions of passengers flying with Cebu Pacific. It also aims to gain beneficial insights to enhance the customer satisfaction and loyalty. Employing a descriptive correlation analysis, the study assessed multiple aspects of service quality, including dependability, responsiveness, assurance, empathy, and tangibles. A structured questionnaire was used to examine behavioral intentions such as repurchase intention and willingness to recommend. Data were gathered from passengers at five major airports in the Philippines. The results reveal significant positive correlations between all service quality dimensions and passenger behavioral intentions, with dependability and empathy having the strongest effects. These findings highlight the importance of comprehensive service quality management for enhancing passenger satisfaction and loyalty. For airlines, particularly in competitive markets like the Philippines, prioritizing multi-dimensional service quality improvements can lead to increased customer satisfaction, loyalty, market share, and profitability.

Keywords: airline industry, behavioral intention, Cebu Pacific, customer loyalty, customer satisfaction, service quality

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1. Introduction

The airline industry is rapidly changing, and passenger service quality and behavioral intentions are not only basis for improvement but are increasingly essential factors in assessing a company's profitability. Likewise, airlines all over the world are evaluating their service standards, particularly after recovering from the COVID-19 pandemic, where characteristics such as in-flight service quality, ground handling, flight management, and the like, have demonstrated to have a major impact on consumer value and behavioral intents (Kim et al. 2022). In recent studies by Iqbal et al. (2023) and in the context of Vietnamese low-cost airlines, Giao, et. al., (2021), explored various factors that have been identified as key to fostering passenger loyalty and repurchase intentions towards the same airline. Service quality emerges as a critical determinant, impacting loyalty through the mediating role of passenger satisfaction. Moreover, specific attributes like in-flight services and the airlines' response during operational disruptions have been shown to enhance passenger loyalty (Cadarso, et. al.,2022).

The Philippines is not far from experiencing a trend like this one, where major airlines are attempting to navigate its market and all its network, that is changing quickly. One perception could change the face of the company. Even more noticeable are these shifts in Metro Manila, the bustling city that serves as the nation's capital, as well as in other major hubs such as Cebu, Davao, Bacolod, and Iloilo. Passengers not only have higher expectations for the quality of the service they receive, but they are also demonstrating more discriminating behavioral intentions. These intentions are influenced by a variety of elements, ranging from safety procedures to the provision of excellent passenger service. This ever-changing dynamic in the daily hustle and bustle, which is a microcosm of trends occurring all over the world, highlights the necessity for airlines to consistently adapt and innovate to meet or even surpass the expectations of their passengers (Kim et al. 2022).

Cebu Pacific Air, a cornerstone in the Philippine aviation industry, stands as a testament to the burgeoning demand for air travel within and beyond the archipelago. Established in 1996, it has swiftly ascended to become a leading low-cost carrier in Asia, renowned for democratizing air travel by making it accessible and affordable to a broader demographic. The airline's strategic business model, emphasizing cost efficiency and wide network connectivity, has enabled it to capture a significant market share in the region. Cebu Pacific's fleet, one of the youngest in the world, serves a tapestry of destinations across the Asia-Pacific, the Middle East, and many other locations, facilitating not just tourism but also business and familial connections. Its commitment to customer service quality and innovation is evident in its continuous efforts to enhance the passenger experience, from booking to landing. The airline's role in connecting islands and cities across the Philippines and its contribution to the local and national economy cannot be overstated, as it supports both the tourism industry and the broader economic development by increasing accessibility and fostering trade and mobility.

In the context of this study, the data supplied by Cebu Pacific that in 2022 alone, Cebu Pacific carried 14.84 million passengers, representing a 335% increase compared to the 3.41 million passengers it transported in 2021. The airline transported almost 13.5 million domestic passengers and a total of 1.3 million passengers traveling internationally, which contributed to the company's 57% share of the market. According to these figures, domestic services accounted for 91% of passengers, whilst international services only accounted for 9% (Doran, 2023). Domestic top destinations include Manila, Cebu, Davao, Bacolod, and Iloilo. The significance of service quality in the airline industry, particularly for carriers like Cebu Pacific, is paramount, as it directly influences passenger satisfaction and their behavioral intentions, including loyalty and word-of-mouth promotion. Understanding and improving service quality can lead to enhanced competitive advantage in a fiercely competitive market. This research focuses on Cebu Pacific passengers, aiming to dissect the relationship

between perceived service quality and their subsequent behavioral intentions. The study's relevance is magnified by the airline's expansive network and its pivotal role in the Philippine aviation sector, where service quality perceptions can significantly impact its market position and growth trajectory.

The exploration of service quality and its influence on behavioral intention reveals several issues and gaps that necessitate further research. The study by Saut et al. (2022) identified one major gap in the airline industry, particularly related to service quality and behavioral intentions of the passengers of the airline company, which this study focused on. This present study examines the effects of service quality on passenger satisfaction and behavioral intention to experience airline products and services. It highlights that while economic, social, and environmental responsibility, as well as in-flight service quality, significantly determine passenger loyalty, service quality delivered by flight attendants, airline staff at the airport, and the airport itself, have been the center of complaints over the past months this year. This suggests a potential gap in the airline industry, where the focus on in-flight service and airport service quality may not be adequately addressed, impacting the overall passenger experience and behavioral intentions. Another gap is identified in the context-specific effects of service quality. For instance, Kim et al. (2022) focused on the airline industry, particularly in-flight service, and its impact on passenger value and behavioral intention. Their findings suggest industry-specific service quality factors that significantly influence passenger behavior, indicating a need for sector-specific studies (Kim et al. 2022). Furthermore, different effects of various components of service quality, such as branding and image, and their impact on behavioral intention are not thoroughly explored. Saut et al. (2022) in their study, discovered that airport image did not have a strong effect on travelers' intentions to visit a place, but loyalty did. This suggests that different aspects of service quality are complexly interconnected. Lastly, as explored by Liao et al. (2022), the varying impacts of service quality in multi-airport regions indicates that geographical and competitive factors can significantly influence the relationship between service quality and behavioral intention. This emphasizes the importance of considering geographical and competitive dynamics in service quality research (Liao et al., 2022).

The theoretical foundation of the study is anchored in the insights and methodologies derived from two pivotal sources. The first, a study by Ali et al. (2021), investigated the service quality of airline services perceived by Pakistani passengers and its impact on passenger satisfaction and loyalty, using Partial Least Square Structural Equation Modelling (PLS-SEM). The research, based on a questionnaire incorporating the AIRQUAL model and responses from 168 participants who traveled from Pakistan to Malaysia, reveals significant relationships between various service aspects and passenger satisfaction, as well as a strong positive relationship between passenger satisfaction and loyalty (Ali et al. 2021). The second foundational source is the work of Borbon et al. (2022), who explored tourist behavioral intentions in visiting tourist attractions in Batangas Province. Their study, "Tourist Behavioral Intention in Visiting Tourist Attraction in Batangas Province," investigated the factors influencing tourists' decision-making processes and their intentions to visit specific destinations. This research is crucial in understanding the dynamics of behavioral intention in the tourism sector (Borbon et al., 2022). Both studies collectively provided a comprehensive theoretical framework for the current research. By integrating the insights from Ali et al.'s approach to AIRQUAL assessment and Borbon et al.'s exploration of tourist behavioral intentions, this study aimed to develop a robust action plan that addresses the nuances of service quality and its impact on behavioral intention. The integration of these perspectives was expected to yield a more holistic understanding of how service quality influenced passenger behavior in the service industry, particularly in the context of environmental consciousness and tourism.

In the context of this study, it is crucial to define key sub-variables operationally and theoretically. The two sub-variables are service quality and behavioral intention. Service Quality can also be defined as the passenger's perception of how well a service meets or exceeds their expectations. Theoretically, it is often conceptualized through the SERVQUAL model, which was popularized by the Parasuraman Model (1985). This measures five dimensions: tangibles, reliability, responsiveness, assurance, and empathy (Zuhriah et al., 2021). This model helps in understanding the various aspects that contribute to the overall perception of service quality. On the other hand, Behavioral Intention refers to the passenger's stated likelihood of performing a specific behavior, such as repurchasing or recommending a service. Theoretically, it is grounded in the Theory of Planned Behavior,

which posits that intention is the most significant predictor of actual behavior, influenced by attitudes, subjective norms, and perceived behavioral control (Cui et al., n.d.). Service quality is the perceived difference between a passenger's expectations and perceptions of a service. Behavioral intention is the likelihood that a passenger will perform a certain behavior, such as recommending a service to others or flying with the same airline again. There is a strong body of literature that supports the relationship between service quality and behavioral intention. For example, a study by the popular researchers, Parasuraman, Zeithaml, and Berry (1985) found that service quality has a direct and positive impact on passenger behavioral intentions, which in turn has a direct and positive impact on passenger loyalty.

The primary purpose of this research is to comprehensively analyze and understand the intricate relationship between service quality and behavioral intention, specifically in the airline sector of the Philippines, particularly the passengers' perceptions who have experienced flying with Cebu Pacific. This study is driven by the need to address a critical gap in the current understanding of how service quality directly influences passenger behavior and decision-making processes in an industry that is highly competitive and passenger centric. Thus, this research aimed to fill this gap by providing a detailed analysis of how different dimensions of service quality influence their behavioral intentions. The findings of this research are expected to be beneficial not only for academic purposes but also for practical applications, providing airline companies, specifically on three major areas, which are: airport services departments, cabin operations, and commercial; with a strategic framework to improve their service offerings and competitive positioning in the market.

In Cebu Pacific, this research targets the following departments that may act on strategies and programs. Particularly, its Customer Experience, Airport Services Department, Customer Service Operations / Cabin Operations, Customer Journey Management Team, Customer Network Control, Information System Department and Innovation, Network Control, Aircraft Engineering, Marketing Department, Catering and Sales / Ancillary, Commercial, and to the Top Management. This study seeks to offer actionable insights that can be used to enhance service quality and positively influence passenger loyalty and retention. The rationale for this research is rooted in the growing importance of service quality in the airline industry and its profound impact on passenger behavioral intentions. As the airline industry continues to evolve, particularly in the face of increasing, stiff competition, and changing passenger expectations, there is a pressing need for comprehensive research that can guide improvements in service quality.

This study provided empirical insights into how service quality influences passenger behavior and decisions, thereby enabling airlines to tailor their services more effectively to meet the passengers' needs. Airlines and their staff members can benefit from the results and help them improve service quality by giving them a better idea of what passengers want and how they act. This, in turn, can lead to increased passenger loyalty and a stronger competitive position in the market. Additionally, airline industry regulators and policymakers can also benefit from this by providing them with data-driven insights that can inform regulations and policies aimed at improving industry standards and passenger experiences. Lastly, customers as passengers themselves are beneficiaries, as the study's outcomes can lead to improved service experiences, meeting their expectations more effectively and enhancing their overall perspective with the airline's services. This study in the airline industry has a twofold focus: to provide actionable insights for enhancing service quality and to contribute significantly to the existing body of knowledge in service quality management and passenger behavior. It also aimed to provide an output in the development of a comprehensive action plan tailored for the airline industry.

The plan was based on a detailed analysis of how various aspects of service quality impacted behavioral intentions. The insights gained can enable airline companies to identify key areas for improvement in their service delivery, products, passenger engagement strategies, and overall passenger experience management. By implementing the recommendations from this study, airlines can expect to see tangible improvements in passenger loyalty, satisfaction, and potentially, market share. Likewise, this study aimed to enrich the existing literature on service quality and behavioral intention. It provided a subtle understanding of these dynamics within the specific context of the airline industry, a sector that presents unique challenges and opportunities in

service management. Academics and researchers in the field of service quality management and consumer behavior can also find value in this study, as it contributes to the existing body of knowledge and offers new perspectives on the relationship between service quality and behavioral intention. The study's findings offered new perspectives on the interplay between service quality and behavioral intention, contributing to theoretical frameworks in consumer behavior and service marketing.

This contribution is particularly valuable for researchers and academics who are exploring particularly the evolving nature of passenger expectations and behavior in the airline industry. Furthermore, the study's findings served as a benchmark for future research, encouraging further exploration and discussion in this field. By adding to the academic discourse, the study not only enhanced understanding but also paved the way for innovative approaches and methodologies in researching service quality and passenger behavior. The scope of this research is centered on exploring the relationship between service quality and behavioral intention among its passengers. This exploration investigated various factors contributing to service quality, such as passenger service, in-flight amenities, pricing, and safety standards, with a particular focus on the airline industry. The geographical boundaries of the study were confined to a specific region or a set of airlines, depending on data availability and resources, potentially including major international airlines, or focusing on regional carriers within a specific country or area. The study targeted distinct passenger segments using airline services, which included business travelers, leisure travelers of all ages, or a combination of both, to understand different expectations and perceptions of service quality. Conducted within a defined time frame, the research aimed to collect and analyze contemporary data, making the findings relevant to current industry trends and passenger expectations.

In this research, it is critical to recognize several limitations that may restrict the extent and application of our results. First and foremost, the research focused on a single airline industry operator, Cebu Pacific, which, although one of the largest airlines in the Philippines, represented only just a fraction of the overall airline market. As a result, the insights gained were not completely applicable to other airlines with different operating models, service philosophies, or customer interaction initiatives. Furthermore, the study's scope is limited to five main airports—Manila, Cebu, Davao, Bacolod, and Iloilo—due to respondent selection and geographic constraints. These airports were selected based on their high passenger volume and strategic relevance to the airline's network, although they were not representation of all areas or demographic categories covered by Cebu Pacific. Consequently, the findings on passengers' behavioral intentions and service quality were not relative to travelers using other airports, especially those with diverse socioeconomic backgrounds or travel purposes. This study captured a focused snapshot of local passenger sentiment by targeting domestic travelers within the Philippines.

Focusing on Filipino passengers reflects Cebu Pacific's core customer base of inter-island travelers. These travelers offer valuable insights into the local service quality and their expectations from the airline, which is pivotal for the operator given its extensive domestic network. International passengers were excluded to maintain a consistent frame of reference regarding cultural expectations and service perception, as these can vary significantly across different countries. Including international travelers might have introduced variables that could skew the core understanding of the airline's service delivery in its most frequented and crucial market—domestic travel. The stratified sampling method aimed to provide a balanced representation within the defined scope, though its findings were generalized with caution to contexts beyond the specified limitations of the study. Thus, this limited technique, although advantageous for obtaining depth of knowledge within a specific context, it limits the generalizability of the findings. Caution is necessary when applying these results to situations beyond the established boundaries.

Objectives of the Study - This study sought to determine the service quality and behavioral intention of Cebu Pacific Air passengers. Specifically, assessed the service quality in terms of reliability, responsiveness, empathy, assurance, and tangibles; determined the passengers' behavioral intention in terms of repurchase intention, word-of-mouth, willingness to pay more, and loyalty; tested the significant relationship of service

quality and passengers' behavioral intention; and proposed an action plan to improve the service quality and passengers' behavioral intention.

2. Method

Research Design - This study employed descriptive correlation analysis to examine the relationship between the two variables: service quality and behavioral intention. This non-experimental method analyzed existing data to describe the variables and their association, without manipulating them. The data analysis primarily involved the use of Pearson's correlation coefficient to test the strength and direction of the relationship between service quality and passenger loyalty. A high positive correlation indicated that better service quality is associated with higher passenger loyalty.

Participants of the Study - The respondents of this study were strategically selected from passengers traveling to and from the top five destinations in the Cebu Pacific network: Manila, Cebu, Davao, Bacolod, and Iloilo. These locations were not randomly chosen; they are the nerve centers of the airline's domestic operations. Manila, being the capital, serves as the primary hub for both international and domestic flights, acting as a gateway for the majority of air travelers in the country. Cebu and Davao, the next in line, are vital regional hubs that facilitate the flow of tourists and business travelers, contributing significantly to the local economies. Bacolod and Iloilo, while smaller in comparison, are bustling metropolises that have seen a steady increase in air travel demand, tourism appeal, and strategic importance in the Visayas region. The choice of these destinations is predicated on their status as the busiest and most trafficked in the Cebu Pacific network, making them ideal for examining the nuances of service quality perception and its effects on passenger behavioral intentions. This selection ensured a comprehensive understanding of the passenger experience across a spectrum of operational contexts, providing valuable insights into areas where service enhancements could foster improved customer loyalty and advocacy.

Cebu Pacific Passengers Data

Arrival Airport	Average Monthly No. of Passengers	Sample Size
Manila	25,000	75
Cebu	6,000	75
Davao	2,500	75
Bacolod	1,600	75
Iloilo	1,700	75

The researcher has employed an equal proportional allocation sampling strategy. As described in the table above, each destination have an equal sample size. This approach was selected to ensure a balanced representation of respondents across various airports, irrespective of the passenger traffic or size of each airport. By choosing an equal number of participants from each designated airport, the study aimed to eliminate bias that could arise from disproportionate sampling and provided a more uniform comparison across different locations. This method allowed for the exploration of experiences, perceptions, and behaviors related to tourism and hospitality services in airports, ensuring that each airport, regardless of its scale, contributes equally to the understanding of the research questions. The equal proportional allocation sampling thus supported the study's objective to compare and analyze the impact of airport services on passenger satisfaction uniformly across different settings. Recent studies like that of Masripah, et. al.,(2019), who utilized equal proportional allocation sampling, revealed a high level of satisfaction with airline services. Firdausi (2019), who employed equal proportional allocation sampling of selecting equal number of passengers on airports, showed a high satisfaction rate with airport amenities, underscored the effectiveness of this sampling method in ensuring balanced and representative data collection across different airport settings.

Data Gathering Instrument - An adapted questionnaire was used and modified to fit the scope of the study considering the present status of the research locale. All the study variables were measured by items that were proposed and adopted from the review of various studies in the literature. The questionnaire was divided into five (5) parts. The first part was about the introduction and a form exhibiting the informed consent which

conveyed the objective of the survey and guidelines for accomplishing. The researcher's responsibility to warrant the respondents' privacy and anonymity and the qualifier questions for the respondents were also part of this section. The second part was to present the demographic profile of the respondents in terms of age, sex, marital status, academic background, employment status, monthly income, and frequency of visit with Cebu Pacific domestic flights, it was adopted from the study of Lee et al. (2018). The third part consisted of variables that determined the service quality of the airline in terms of reliability, responsiveness, empathy, assurance, and tangibles, it was adopted from the study of Ali et al. (2021). The last part composed of sub variables that determined the behavioral intention of passengers in terms of repurchase intention, word of mouth, willingness to pay more, and loyalty. This was adopted from the study of Borbon et al. (2022).

A Likert scale ranging from 1 to 5 was employed as primary instrument for data collection. This scale was utilized to measure respondents' attitudes and perceptions regarding various aspects of service quality and behavioral intentions in the airline company. Each point on the scale represented a degree of agreement or satisfaction, with 1 typically indicating 'strongly disagree' or 'highly dissatisfied', and 5 representing 'strongly agree' or 'highly satisfied'. This method allowed for a subtle understanding of passenger opinions and experiences, providing quantitative data that can be easily analyzed to identify trends, correlations, and insights into the factors influencing passenger loyalty and perceptions of service quality in the airline sector. The Likert scale's simplicity and effectiveness make it a popular choice for social science research, facilitating straightforward responses from participants while yielding rich, interpretable data for analysis. To refine the instrument, the researcher conducted a face-to-face validation with the research adviser. An expert panel review from the academe; hospitality and tourism industry professionals was also conducted. The expert validators included airline customer service managers, head of marketing, and a former colleague from the academe. The findings from this analysis provided empirical evidence to support the hypothesis that there is a significant relationship between service quality and passenger loyalty in the airline industry. This formed the basis for developing an airline-specific SERVQUAL model, tailored to enhance passenger loyalty through improved service quality (Ong et al. 2018).

The purpose of this review was to check for content validity. A pilot test was conducted among the thirty (30) respondents which composed of actual passengers who were able to fly at least twice from any domestic flights of Cebu Pacific (Zamboanga and Legaspi) in order to determine the validity and reliability of the questionnaire. Based on the Cronbach's Alpha reliability statistics, the questionnaire obtained a result that is above the recommended value of 0.7. However, some items were modified to make all items valid and reliable. The first major variable which is the service quality came up with a Cronbach alpha value of 0.981. Finally, the second major variable which is the behavioral intention came up with a Cronbach alpha value of 0.975. Thus, the questionnaire was considered valid and reliable for use in general. An ethical review was conducted ensuring that all research protocols were adhered. This confirmed the study's compliance with relevant ethical standards, safeguarding the integrity and welfare of all participants involved.

Data Gathering Procedure - The researcher used Google Forms for the survey, a popular and simple online tool, to obtain as many responses as possible, promptly. Google Forms was maximized to create and send online polls. This is a fast approach to gather information and monitor responses. At airport terminal entrances, or in check-in and boarding gates, survey takers were forwarded a QR code. Google Forms reduces paper surveys, saving money and the environment. The survey was brief and user-focused. This saved time and increased completion. The researcher promptly filed Google Form data for faster and more accurate analysis. Changing Google Form settings anonymized the responses. This protected participant identities and answers. The survey was conducted online. The researcher asked participants, both online and in person, if they wanted to participate at random. Respondents scanned the QR code or copied and pasted the link into their mobile electronic devices. The researcher ensured that all respondents have some either expertise or experience in air travel, and have flown at least twice with Cebu Pacific. Before proceeding with the survey, the respondent read a completed consent form, and opted to agree, indicating their consent. The researcher gave the respondents enough time to complete the questionnaire and swiftly collected it once done. Data collection, in addition to statistical

processing and tabulation, comprised interpretation and analysis. The 5-Likert Scale was utilized in this study, with five (5) signifying the highest score and one (1) indicating the lowest.

Data Analysis - Statistical approaches were used to assess the information gathered. The first phase was to create responder profiles based on demographic information such as gender, age or generation, nationality, marital status, employment status, monthly income, and educational achievement. The researcher then determined the respondents' travel profiles by gathering data on their airline experience, frequency of travel using frequency distribution, percentage, and ranking. Mean and ranking were also utilized to assess the service quality and behavioral intention and to determine the average scores of the given variables. The variables were measured using 5-point Likert scale given with values from “strongly agree” to “strongly disagree”. Other statistical tests such as Mann Whitney U, Kruskal-Wallis Test (H), $\alpha = 0.05$ were used to find out the significant difference when the variables are grouped according to profile. Likewise, the Spearman’s rho and an equal proportional allocation sampling strategy were utilized to determine the significant relationship among the major variables of this study.

Ethical Consideration - For ethical purposes concerning confidentiality, the identity of the respondents was not revealed except they are Cebu Pacific passengers. No opinion was given by the researcher, only information and results based on the data that were gathered. The research participants were not subjected to harm in any ways. The study prioritized the ethical treatment of participants. Informed consent was obtained from all participants before the study commenced, ensuring their full understanding and voluntary participation. Additionally, the research complied with the Data Privacy Act of 2012 to safeguard respondent privacy. The study observed the ethical responsibility to recognize and protect the rights of the research participants. Human rights that require protection in research are the following: right to self-determination, right to privacy, right to anonymity and confidentiality, right to fair treatment, and protection from discomfort and harm. These five principles of human rights guide the ethical consideration in this research (Barrow, 2022).

3. Results and discussions

The composite mean of 3.91 for the Service Quality indicators, which falls within the "Agree" range, reflects a positive overall perception of service quality among customers. This aggregate score explains that, on average, customers feel satisfied with the level of service they receive, spanning across various dimensions such as reliability, responsiveness, empathy, assurance, and tangibles. The result yielding such a favorable outcome can be attributed to a concerted effort by the service provider to maintain high standards across all facets of service delivery. This comprehensive approach to service quality likely involves rigorous training for staff, consistent quality checks, and a customer-centric philosophy that prioritizes the needs and expectations of the customer. The emphasis on both the tangible aspects of service, like the physical environment and equipment, and the intangible aspects, such as staff behavior and the ability to empathize with customers, contributes to a well-rounded service experience. This balanced focus is crucial in achieving high levels of customer satisfaction and loyalty, as it addresses the multifaceted nature of customer expectations and experiences in service encounters or touchpoints

Table 1

Summary Table on Service Quality

SERVICE QUALITY	Mean	Verbal Interpretation	Rank
Reliability	3.87	<i>Agree</i>	4
Responsiveness	3.71	<i>Agree</i>	5
Empathy	3.95	<i>Agree</i>	3
Assurance	4.02	<i>Agree</i>	1.5
Tangibles	4.02	<i>Agree</i>	1.5
OVERALL MEAN	3.91	<i>Agree</i>	

As for Assurance, the highest-ranked dimension, a study by Rapposelli, et. al., (2020) explored the quality

and efficiency evaluation of airlines services. This research provides insights into how airlines can manage and improve service quality to enhance passenger satisfaction and loyalty (Rapposellii et al., 2020). It is also supported from the study of Hassan et al. (2021) explored the impact of service quality on passenger satisfaction, loyalty, and the perceived image of low-cost carriers (LCCs) in Saudi Arabia, particularly during the COVID-19 outbreak. Utilizing a modified SERVQUAL scale to survey 299 passengers at two international airports, the research identifies responsiveness as the most critical dimension of service quality, significantly predicting satisfaction, loyalty, and brand image. Additionally, the study finds that tangibles and reliability are independently associated with brand image and loyalty, respectively. These findings focus on the importance of LCCs focusing on various service quality measures, especially responsiveness, to enhance passenger satisfaction and loyalty. The research suggests that strategic plans for LCCs should prioritize improving service quality dimensions, including assurance and tangibles, to positively influence passenger perceptions and loyalty, which is crucial for maintaining competitive advantage in the highly demanding aviation market (Hassan et al., 2021).

Responsiveness, the lowest-ranked dimension, a study by Hassan et al. (2021) investigated the impact of service quality of low-cost carriers on airline image and consumers' satisfaction and loyalty during the COVID-19 outbreak. This research emphasizes the importance of responsiveness in service quality, as it significantly predicts passenger satisfaction, loyalty, and brand image. This dimension reflects the airline's ability to promptly respond to passengers' requests and problems, suggesting an area for improvement (Hassan, et. al. 2021). Furthermore, the study by Lin (2022) examined the critical role of responsiveness in the service quality of low-cost carriers (LCCs) and its impact on passenger satisfaction and behavioral intentions, such as repurchase and recommendation intentions. By extending existing service quality dimensions to better reflect the context of LCCs, this research develops a model to examine the mediating effect of passenger satisfaction between service quality and passengers' post-purchase intentions. The study, which surveyed 320 passengers, found that passenger satisfaction significantly mediates the relationship between service quality constructs (including tangible features, service reliability, quality of personnel, and online ticketing service) and behavioral intentions for both low- and high-experience passengers. Interestingly, the study reveals that a convenient flight schedule significantly influences passenger satisfaction only among low-experience passengers. This suggests that LCCs should prioritize providing satisfying service experiences, particularly to less experienced passengers, to enhance positive word-of-mouth promotion and retain passenger loyalty. Lin's research offers valuable insights for LCC management to develop strategies that improve service quality and, consequently, passenger satisfaction and loyalty (Lin, 2022).

Table 2

Summary Table on Workplace Incivility

Workplace Incivility	Mean	Verbal Interpretation	Rank
Repurchase Intention	3.85	<i>Agree</i>	2
Word of Mouth	3.86	<i>Agree</i>	1
Willingness to Pay More	3.56	<i>Agree</i>	4
Loyalty	3.63	<i>Agree</i>	3
OVERALL MEAN	3.73	<i>Agree</i>	

The overall mean of 3.73, falling within the "Agree" range, indicates a positive general perception among passengers towards the service or product in question. This composite mean suggests that, on average, passengers are inclined to continue engaging with the brand, speaking positively about it, showing loyalty, and even paying more for its offerings. In layman's terms, the majority of passengers are satisfied with their experience to the extent that they exhibit favorable behavioral intentions, reflecting well on the brand's ability to meet or exceed passenger expectations.

The top two indicators are "Word of Mouth" with a mean of 3.86 and "Repurchase Intention" with a mean of 3.85. These rankings highlight the strongest areas of passenger satisfaction, indicating that passengers are most likely to recommend the brand to others and repurchase in the future, showcasing the brand's success in creating positive experiences and building trust.

The highest-ranked indicator, Word of Mouth, describes to us three possible causes for its rank. First, exceptional service or product quality likely leads to memorable experiences that passengers are eager to share. Second, the brand may effectively meet unique passenger needs, prompting organic advocacy. Third, positive social proof and passenger testimonials could encourage new passengers to try the brand, reinforcing the cycle of recommendation. The study by Sliter et al. (2015) focused on passenger behavior and satisfaction in relation to a service or product, the research could be interpreted as an exploration into how individual personality traits influence passengers' perceptions of service quality and their experiences of incivility within service encounters. The study suggests that passengers with certain personality characteristics, such as a higher tendency towards neuroticism or lower levels of agreeableness, may be more sensitive to or likely to perceive negative interactions or incivility in service settings. This heightened sensitivity could affect their overall satisfaction with the service or product, as well as their loyalty and word-of-mouth behavior. The findings highlight the importance for businesses in the service industry to recognize and accommodate the diverse personalities of their passenger base, tailoring their service delivery and conflict resolution strategies to mitigate perceptions of incivility and enhance passenger satisfaction. Understanding the role of personality in shaping service perceptions can help businesses develop more effective passenger service training programs, improve passenger experience, and maintain positive passenger relationships (Sliter, 2015).

Another study of Patterson et al. (2017) focused on passenger behavior and satisfaction in relation to a service or product, the research is an examination of how workplace incivility, observed or experienced by passengers, impacts their perceptions, behaviors, and overall satisfaction with a service or product. The study suggests that incivility within service environments—whether among employees or directed towards passengers—can significantly detract from the passenger experience, leading to decreased satisfaction, loyalty, and positive word-of-mouth. By analyzing the subtle cues of disrespect or rudeness in employee interactions, either witnessed by or directly experienced by passengers, the authors highlight the critical influence of service climate on passenger perceptions. The research emphasizes the need for organizations to cultivate a culture of respect and civility, not just internally among employees but also in every passenger interaction. Implementing training programs aimed at enhancing interpersonal skills and emotional intelligence among service staff could mitigate negative impacts on passenger satisfaction. This approach not only improves the working environment for employees but also enhances the overall service quality perceived by passengers, fostering a positive brand image and passenger loyalty (Patterson et al. 2017).

Garcia et al. (2019) delved into the dynamics between passenger mistreatment, employee attributions of blame, and the subsequent impact on service performance and passenger behavior, offering valuable insights into passenger satisfaction and service quality. The study posits that when employees face mistreatment from passengers and attribute the blame to external factors (e.g., passenger having a bad day) rather than internal factors (e.g., poor service quality), they are more likely to maintain or even improve their service performance. This resilience in service performance, in turn, plays a crucial role in mitigating potential negative word of mouth from passengers who might have initially engaged in mistreatment. The research highlights the importance of training and support systems that help employees manage and attribute passenger mistreatment effectively, thereby safeguarding service quality and passenger satisfaction. By understanding the psychological processes behind employees' responses to passenger mistreatment, businesses can better equip their staff to handle such situations, ultimately leading to a more positive service environment and reducing the likelihood of passengers spreading negative word of mouth (Garcia et al. 2019).

Table 3 presents the relationship between various dimensions of service quality (Reliability, Responsiveness, Empathy, Assurance, Tangibles, and Overall Service Quality) and behavioral intentions (Repurchase Intention, Word of Mouth, Willingness to Pay More, Loyalty, and Behavioral Intention Overall). The relationships are quantified using Spearman's rank correlation coefficient (*rs*), with significance levels indicated by p-values and asterisks. A p-value of 0.000 and double asterisks (**) denote a highly significant correlation at the 0.01 level (2-tailed). Each dimension's impact on behavioral intentions is analyzed below.

Reliability refers to the ability of a service provider to perform the promised service dependably and accurately. The correlations for reliability with all behavioral intentions are high (ranging from .691 to .842), indicating a strong, positive relationship. This suggests that when passengers perceive a service as reliable, they are significantly more likely to repurchase, engage in positive word of mouth, show a willingness to pay more, demonstrate loyalty, and have an overall positive behavioral intention towards the service. The high correlation values underscore the critical role of reliability in fostering positive passenger behaviors, highlighting it as a cornerstone of effective service delivery. Specifically, achieving a .8 or higher correlation with Repurchase Intention and Word of Mouth within the next fiscal year is both ambitious and attainable with targeted improvements in service consistency and dependability. This goal is realistic, given the existing strong base, and measurable through passenger surveys and sales data, focusing on the reliability of service delivery as a key performance indicator.

Table 3

Relationship Between Service Quality and Behavioral Intention

RELIABILITY	<i>r_s</i>	<i>p-value</i>	Interpretation
Repurchase Intention	.794**	0.000	Highly Significant
Word of Mouth	.821**	0.000	Highly Significant
Willingness to Pay More	.691**	0.000	Highly Significant
Loyalty	.790**	0.000	Highly Significant
Behavioral Intention Overall	.842**	0.000	Highly Significant
RESPONSIVENESS			
Repurchase Intention	.776**	0.000	Highly Significant
Word of Mouth	.808**	0.000	Highly Significant
Willingness to Pay More	.666**	0.000	Highly Significant
Loyalty	.779**	0.000	Highly Significant
Behavioral Intention Overall	.826**	0.000	Highly Significant
EMPATHY			
Repurchase Intention	.758**	0.000	Highly Significant
Word of Mouth	.804**	0.000	Highly Significant
Willingness to Pay More	.697**	0.000	Highly Significant
Loyalty	.747**	0.000	Highly Significant
Behavioral Intention Overall	.818**	0.000	Highly Significant
ASSURANCE			
Repurchase Intention	.779**	0.000	Highly Significant
Word of Mouth	.810**	0.000	Highly Significant
Willingness to Pay More	.679**	0.000	Highly Significant
Loyalty	.756**	0.000	Highly Significant
Behavioral Intention Overall	.820**	0.000	Highly Significant
TANGIBLES			
Repurchase Intention	.663**	0.000	Highly Significant
Word of Mouth	.676**	0.000	Highly Significant
Willingness to Pay More	.599**	0.000	Highly Significant
Loyalty	.608**	0.000	Highly Significant
Behavioral Intention Overall	.688**	0.000	Highly Significant
SERVICE QUALITY OVERALL			
Repurchase Intention	.818**	0.000	Highly Significant
Word of Mouth	.854**	0.000	Highly Significant
Willingness to Pay More	.714**	0.000	Highly Significant
Loyalty	.802**	0.000	Highly Significant
Behavioral Intention Overall	.866**	0.000	Highly Significant

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

Responsiveness is the willingness to help passengers and provide prompt service. Similar to reliability, responsiveness shows a strong, positive correlation with all behavioral intentions (ranging from .666 to .826). This indicates that responsiveness is a key driver of passenger repurchase intentions, willingness to engage in word of mouth, pay more, and show loyalty. The high significance of these correlations suggests that passengers highly value prompt and helpful service, which in turn significantly influences their future behaviors towards the service provider. Responsiveness shows strong correlations with all behavioral intentions, suggesting that enhancing the speed and effectiveness of responses to passenger inquiries and complaints can significantly

impact passenger loyalty and advocacy. Setting a specific goal to increase the responsiveness score to at least .8 across all behavioral intentions within 12 months can be achieved by implementing more efficient passenger service processes and training staff to be more proactive in addressing passenger needs. This objective is measurable through passenger feedback and realistic with dedicated resources and training.

Empathy involves the provision of caring, individualized attention to passengers. The correlations between empathy and behavioral intentions are also strong and positive (ranging from .697 to .818), signifying that empathy significantly influences passengers' intentions to repurchase, recommend, pay more, and remain loyal. Empathy's impact, with coefficients ranging from .697 to .818, highlights the importance of personalized and caring service. A specific goal could be to elevate the empathy score to over .8 for Repurchase Intention and Word of Mouth by enhancing staff training on passenger relations and personalization techniques within the next year. This target is realistic with a focused strategy on passenger engagement and measurable through improved passenger satisfaction scores and increased repeat business rates thus, suggesting that empathetic service can lead to stronger passenger relationships and positive behaviors.

Assurance encompasses the knowledge and courtesy of employees and their ability to convey trust and confidence. The correlations between assurance and behavioral intentions are high (ranging from .679 to .820), indicating a significant positive relationship. Aiming to increase assurance scores to a minimum of .8 across all behavioral intentions within 18 months is attainable through initiatives such as enhancing employee training on product knowledge and service protocols, and implementing rigorous quality control measures. This goal is specific, measurable through passenger trust and confidence surveys, and realistic with a commitment to excellence in service delivery. This also suggests that assurance, or the ability of the service provider to instill confidence in passengers, is crucial for encouraging repurchase, positive word of mouth, a willingness to pay more, loyalty, and overall positive behavioral intentions.

Tangibles refer to the physical facilities, equipment, and appearance of personnel. While still highly significant, these lower correlations suggest that while tangibles are important, they may not be as critical as the other dimensions in influencing passenger behavioral intentions. This could imply that the intangible aspects of service quality (like reliability, responsiveness, empathy, and assurance) play a more pivotal role in shaping passenger behaviors. With the lowest correlations (.599 to .688), still significantly affect passenger behavior. Improving the physical aspects of the service to achieve a minimum correlation of .7 with behavioral intentions within the next two years is a specific and attainable goal. This could involve renovating service facilities, updating equipment, and improving staff uniforms. This objective is measurable through passenger feedback on the physical environment and realistic with planned investments in physical assets.

The overall service quality shows the strongest correlations with all behavioral intentions (ranging from .714 to .866), indicating that a holistic approach to service quality is most effective in influencing positive passenger behaviors. The overall service quality shows the highest correlations (.714 to .866) with behavioral intentions, indicating that a holistic approach to service improvement is most effective. Setting a goal to reach or exceed an .85 correlation with Behavioral Intention Overall within two years is ambitious but attainable with comprehensive quality improvement programs across all dimensions. This target is specific, measurable through comprehensive passenger satisfaction surveys, realistic with a coordinated effort across the organization, and time-bound with a clear deadline.

4. Conclusions and recommendations

Cebu Pacific soars beyond expectations, fostering generational loyalty through excellence in reliability and assurance, paving the runway for future customer-focused innovations. The study on Cebu Pacific's service quality and passenger behavior intention highlights significant insights into the airline's operations and customer satisfaction levels. This positive assessment is uniformly spread across different demographic groups, indicating that Cebu Pacific has managed to provide a consistent and satisfactory service experience to a diverse customer

base. The proposed action plan aims to further tailor services to meet diverse needs, enhancing satisfaction and reinforcing passenger loyalty through strategic improvements in service personalization and reliability. Specifically, the following are explained elaborately: The assessment of service quality revealed high scores across all dimensions, with "Reliability" and "Assurance" receiving particularly strong positive feedback. Majority of the respondents perceived Cebu Pacific as a dependable airline that prioritizes safety and security, thereby instilling confidence in its services. The findings posit a positive statement of strong behavioral intentions.

In terms of individual repurchase intentions, the respondents' strong overall rating and positive scores suggests that they are likely to recommend the airline to others. The current investigation of Cebu Pacific's service quality and the behavioral intentions of its passengers, including repurchase intention, willingness to recommend, pay more, and loyalty, reveals a strong foundation that they do not significantly differ across various demographic groups. This uniform perception across age, sex, civil status, educational level, employment status, and income levels indicates that the airline has successfully delivered a consistent service experience that resonates equally with all passenger demographics. There is a high correlation between consumers' perceptions of the airline's service quality and their intentions to repurchase, recommend Cebu Pacific, spend more, remain loyal, and maintain a favorable overall behavioral intention. This action plan was proposed based on the results of the study. By understanding and meeting the unique needs of different demographic groups, the plan aims to become a roadmap for the different stakeholders to refine service quality and foster stronger commitment among passengers. In addition, the purpose of this action plan is to enhance passenger satisfaction and loyalty in airline services through targeted improvements in reliability, personalization, and understanding of diverse customer needs. This in-depth analysis can produce more informative results and guidelines for a more enhanced service quality of the company.

Cebu Pacific's Marketing Department can improve loyalty among passengers by adapting to upgrade its loyalty programs with innovative, tier-based rewards that align with sustainable practices, like offering carbon offsets to frequent flyers. Additionally, they may target unemployed Generation X passengers with promotions tailored to their financial needs, such as flexible rebooking policies and discounted fares, to increase their travel frequency and loyalty. These enhancements are aimed at providing more value and recognition to passengers, potentially leading to increased patronage and positive referrals, strengthening Cebu Pacific's market position. Cebu Pacific's Customer Experience can prioritize enhancing its CRM to advanced data-driven tools capturing the decisions and behavioral intentions of the passengers to create a more personalized service, with goals to reduce response times by 25% and increase positive feedback on complaint resolution by 15%. Furthermore, the company's Information System Department and Innovation may introduce a comprehensive digital system to streamline the entire travel experience from booking to baggage claim could lead to a 30% reduction in passenger issues, significantly improving overall customer satisfaction, responsiveness, and dedicated resolutions. Cebu Pacific's Catering and Sales must initiate programs that may elevate its customer experience by enriching the pre-ordered meal options with local (destination) cuisine, aiming for a 15% increase in meal pre-orders, catering to passengers' preferences and willingness to pay for enhanced food services. In parallel, implementing personalized communication strategies that targets a 20% rise in repeat bookings within a year could solidify passenger loyalty and establish Cebu Pacific as the preferred airline, offering a more tailored and memorable travel experience.

The Airport Services Department and Customer Journey Management Team must conduct comprehensive training program that emphasizes the airline's service standards, and the positive impacts of great service may motivate employees to consistently deliver excellence. Staff training programs should thus focus on the importance of reliability and assurance, encouraging a culture of service excellence that is felt in every passenger interaction. Cebu Pacific's Top Management can invest in the in-flight experience is key to staying competitive. With modern travelers expecting connectivity and entertainment at their fingertips, upgrades to in-flight Wi-Fi and personal entertainment systems may significantly improve the passenger experience. These upgrades should be carefully evaluated to ensure a good return on investment and adherence to emerging in-flight service

standards set forth by industry regulators. Cebu Pacific's Information System Department and Innovations should also explore the integration of cutting-edge technology such as artificial intelligence to enhance customer service and personalization. By utilizing chatbots and AI-driven analytics, the airline could offer tailored travel recommendations, instant customer service, and predictive assistance for passengers' needs before they even arise.

This proactive approach can be particularly appealing to the tech-savvy, younger generation that makes up a significant portion of their customer base. Future researchers can analyze Cebu Pacific passengers' international experiences through surveys and interviews to identify service improvement areas. By employing sentiment analysis from booking to post-flight customer touchpoints and creating a Passenger Experience Index, the study may help enhance customer loyalty even more. The aim is to deliver strategic insights for ongoing service refinement.

5. References

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