

**ATTRIBUTION TOWARDS SERVICE QUALITY, BRAND
REPUTATION AND SATISFACTION OUTCOME IN
THAILAND'S AIRLINE INDUSTRY**



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Thesis
entitled
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ABSTRACT

When it comes to experiencing services, there is a satisfaction gap between service expectation and perceived service quality. Consumer has likely to develop a negative or positive attitude towards the situation. The study has brought interest to find out how attributions have less or more influential effects on satisfaction outcome when experienced both good and bad services. The study believes that attributions are somewhat the reason that stimulate satisfaction respond and lead to customer behavior in the future.

The study also aims to explore whether customer's satisfaction and dissatisfaction feeling would bends toward the company or employee when attributions such as brand reputation and service outcome are involved and how much it stimulus the result in satisfaction outcome. Knowing the right attributions would be a great advantage to the company to make the right decision when it comes to recovery.

KEY WORDS: Attribution / Satisfaction / Brand Reputation / Service/ Emotion

96 pages

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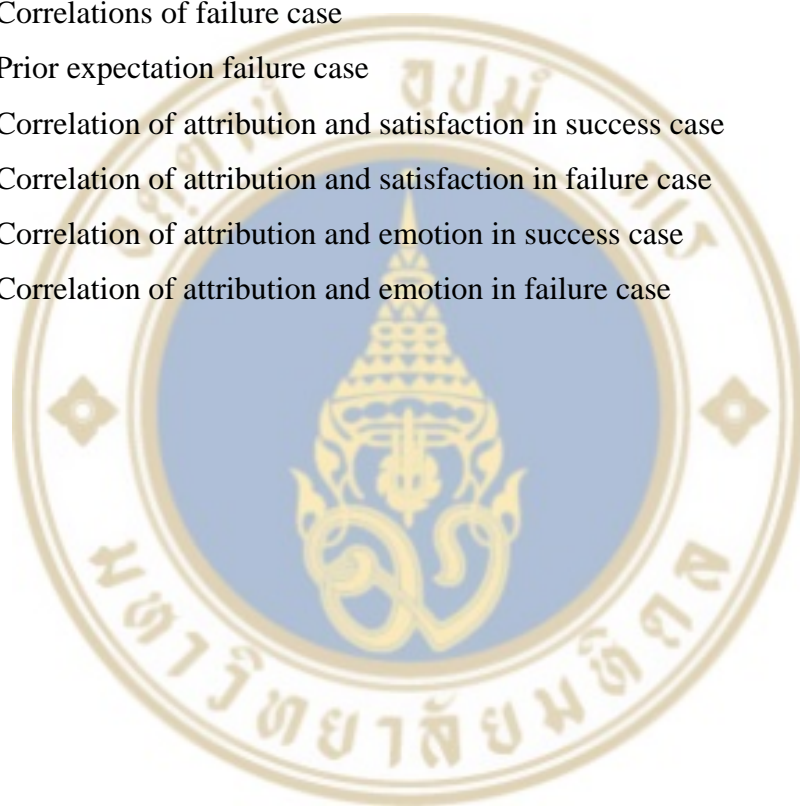
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CHAPTER I

INTRODUCTION

1.1 Statement of Problems

Social media has become one of the main channels to exchange thoughts and share experience among people. Bloggers and reviewers has become an important influencer when it comes to decide which product or service is worth the value. People tend to trust reviewer more than the advertising message that comes directly from the company as it comes directly from the real consumer experience as reviewers provide the articles in a conversational style, which engages readers with content captures readers' interest giving sense of products or service criticism in pros and cons. Reviewers that have a lot of followers have power to convince readers with their experience, which could a good experience or bad ones. Many companies now focus on promoting via blog reviewers as it reaches directly to their consumer target group. They have to be aware that the message from the bloggers does not affect the company in a negative way as it could lead to bad reputation.

To illustrate the problem of interest, consider the following anecdote of a service failure and the airline's misguided response. In February 2014, travel blogger shared his dissatisfying travel experience with first class China Southern Airline. The incident happened on the 15-hour flight from Los Angeles to Guangzhou. The unpleasant experience began after boarding when he was kindly asked by the crew to change his pre-selected seat. The variety of drinks in first class were of low cost and very limited. There was apple juice served in martini glass, cheap champagne that retails for only 5 USD and only 8 kinds of beverages to choose from. The food was not up to the standard expected from first class. The blog post wrote that the toast was hard and the dim sum was not good at all. There were also not many in-flight snack during the flights.

The performance of the cabin crew also did not give any good impression. He felt there he was being rushed and that he does not have any time to review the menu because the cabin crew stood there waiting for him to order both dinner and breakfast

and when he asked to keep the menu, five minutes later, they came back to collect it again. He blogged that the crew were like a hawk when it come to clearing plates. The service was not friendly and he did not get any smiles or any questions on how food or service was. There was also a language barrier with the crew when he accidentally spilled coffee on his shirt and asked for napkin. The first crew member did not understand English and the second crew member misunderstood and though he needed more coffee. Finally, he got a box of Kleenex tissue as requested. During the flight, cabin crew closed the door on his compartment without asking permission and did not check on him for 30 minutes. Later, he found out that 5 crew were sleeping on first-class passenger seats and later, rotated to a lady and two small kids sleeping in a one-person suit in the first class cabin.

Not only that, the flight was delayed due to the long taxi that lasted about 45 minutes and the entertainment system was unavailable. He saw the seat belt sign remain on for the entire flight and when he decided to use the restroom, he saw captain reading a newspaper while seated on a cabin crew jump seat. The worst part is, the only one restroom in first class cabin was 90% of the time occupied by the entire cabin crew and it looked and smelled dirty.

The article from the blog went viral in Weibo (Chinese equivalent of Twitter). The airline took action right away but unfortunately to the employees. The source said that there was a posted leaked memo from company's internal reports that the entire first class crew has been reprimanded and demoted, and that the purser has been demoted to a common flight attendant in economy class. There were also several sources suggesting that even the pilot may have been punished.

On the other hand, the blogger did not intend or expect the company to have negative implications for the employees. When the company decided to punish the employee it made the blogger feel guilty about his review. In this case the company's misinterpretation of who is to blame in the eyes of the customer and public at large led to a misguided response and unsuccessful service recovery.

The blogger wrote his thoughts after the airline took action against their employees:

It makes me really sad to think that my review could have resulted in multiple people being demoted. I mean, yes, there were what I would consider to be service failures, but at the same time it is the responsibility of the airline (or any company,

really), to be setting the service standards and communicating those standards to their employees. There are different cultural norms when it comes to appropriate “punishment” for bad service. I wouldn’t feel bad if this was put in the flight attendants’ records, but if they’re getting pay cuts and their quality of life is being seriously altered as a result of my review, that makes me feel like a horrible person.

This case illustrates the importance of understanding customer satisfaction and dissatisfaction processes correctly. In this case specifically: how customers make attributions of service failures (and successes), and how this translates into service satisfaction. The goal of this thesis is to study service outcome attributions made by customers, and the consequences of those attributions. Moreover, as is common in satisfaction research, we study the role of customers’ prior expectations. Prior expectations form the baseline against which customers judge service experiences. It is therefore almost essential to include this prior expectations in the study of satisfaction processes. Customers will form a satisfaction judgement based on the gap between perceived service quality, and their prior expectations.

Lastly, although the above anecdote illustrated a failure, customers also make attributions when service successes happen. Service management is not only about responding to failures, but also about delighting customers and drawing the most benefit from it. The other construct we therefore want to include in the study is the service outcome (failure or success). To sum up, this study aims to explore customer attributions (to employee or company) and the satisfaction consequences thereof, and our study will include prior firm reputation and service outcome in the design. Knowing the right attributions and their consequence will be an advantage to the company in making the right decisions, be it to recover from service failures, or to draw advantage of service successes.

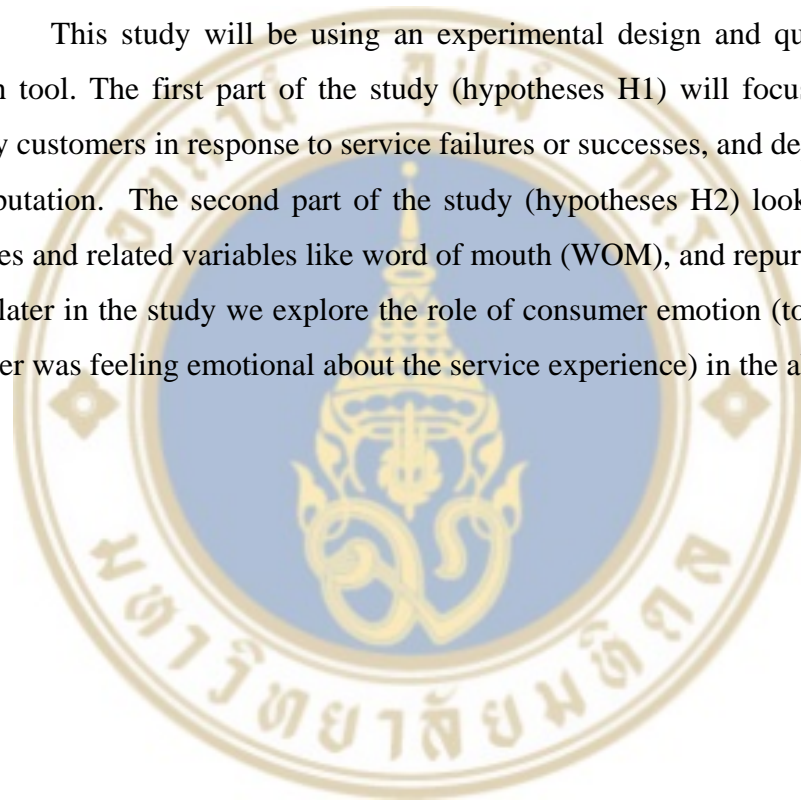
1.2 Research Aim and Objective

This study aims to examine the nature and effect of attributions on customer satisfaction in the airline industry. There are two main objectives of this study. First, the study is to examine the impact of service quality and brand reputation on the nature of consumer’s attributions. Second, the studies will analysis the consequences

and effects on customer's satisfaction. Also in the later part of the study, the research will discuss the role of emotion and how it impacts satisfaction. For the data collection, we focus on the airline industry. The psychologic processes studied here are probably not industry specific, but for this thesis we don't aim to generalize beyond the airline industry.

1.3 Research Plan

This study will be using an experimental design and questionnaire as a research tool. The first part of the study (hypotheses H1) will focus on attributions made by customers in response to service failures or successes, and depending on prior firm reputation. The second part of the study (hypotheses H2) looks at satisfaction responses and related variables like word of mouth (WOM), and repurchase intentions. Lastly, later in the study we explore the role of consumer emotion (to what extent the consumer was feeling emotional about the service experience) in the above.



CHAPTER II

LITERATURE REVIEW

This chapter provides the literature review for the study. The literature review was conducted by collecting and critically reviewing targeted sources of information about the main construct used in the research. These information sources included academic books and scholarly journals. The sections below discuss critical aspects of the research. These aspects include service and service quality, attribution theory in relation to service failure, brand reputation, customer satisfaction, and emotion. It then discusses the relationships between service outcomes, brand reputation and attribution theory, as well as emotion and customer satisfaction.

There are mainly 3 hypotheses for this research, first hypotheses, researcher believes that there is a correlation of attribution between company and employee both in given success or failure situation. The researcher believes that in success situation attributions falls to company when they have prior high brand reputation and attributions falls to employee when they have prior low brand reputation. The researcher also expected opposite effects in failure situation. For second hypotheses, the research would look at the consequences and effect on satisfaction in both situations by focusing on the strength and locus of attributions. The expected result of success outcome is a positive attribution strength and failure outcome is negative. The research would also find out if attribution locus would fall on either company or employee. The final hypotheses would go through the relationship of emotion that researcher believes that there are some impact relations between attribution on post purchase in both success and failure situations.

So in this chapter. The literature review will provide useful information to propose a conceptual framework for the study.

2.1 Theoretical Background

2.1.1 Service and Service Quality

The basic concept that is found in this research is service. Although most people have a common sense definition of what a service consists of, this has been difficult to define scientifically (Illeris, 2007). One possible definition of service is “the process of using one’s competences (knowledge and skills) for the benefit of another party (Vargo, 2009, p. 374).” Although Vargo (2009) sets this apart from *services*, which he views as a more standardized, goods-dominant concept, this is actually a useful definition because it encompasses a wide range of possible intangible, relationship-based and variable interactions. It should be noted that the problem of defining services is not unique to this paper. A critical literature review found that most papers discussing services or services industries did not attempt to provide a definition in the first place (Edvardsson, Gustafsson, & Roos, 2005).

Services do share various characteristics. One characteristic is that the service is intangible (though it may use tangible goods during its commission) (Illeris, 2007). This means that the state of the service consumer is changed, but this is not evident in a physical output, such as a product or good. Services are often (though not always) performed through a face-to-face interaction between the service provider and the consumer (Illeris, 2007). This means that the service is personal and involves a social aspect as well as a physical aspect (Illeris, 2007). This personal and social interaction means that the service is co-produced, which makes the outcome uncertain because of potential differences in the service provider and customer (Illeris, 2007).

According to the theory of service-dominant logic, the value of a service is not determined by its functional quality, but instead by its experiential and phenomenological value (Vargo & Lusch, Service-dominant logic: Continuing the evolution, 2008). As a result, the assessment of service quality is to some extent situational and personal, based on the individual experience (Vargo & Lusch, Service-dominant logic: Continuing the evolution, 2008). As discussed above, this will *not* be standardized, because of the differences in the service encounter between the provider and customer and the resulting uncertainty (Illeris, 2007). This raises the question of how service quality is to be measured, if the goods-dominant logic of standardized, consistent and objective

measures is to be discarded (Vargo & Lusch, Service-dominant logic: Continuing the evolution, 2008).

One of the main ways that services are different from goods is that service quality, unlike physical quality, is not an objective measure (Zeithaml, Parasuraman, & Barry, 2010). Instead, service quality can be understood as the ability to meet or exceed the customer's expectations for the service encounter (Zeithaml, et al., 2010). Typically, service quality is based on the outcomes of the service encounter, and may also include aspects of measurement like expectations for service (Seth, Deshmukh, & Vrat, 2005). It is common to include questions about the service setting, time taken to complete the service, and other aspects as well as studying the service encounter itself (Seth, et al., 2005).

Service quality can be measured using standard metrics, although there are a number of critiques of these metrics. One of these frameworks is the SERVQUAL or RATER model, which defines service quality in terms of customer satisfaction with reliability, assurance, tangibles, empathy, and responsiveness (Zeithaml, et al., 2010). There are also a number of other models of service quality, often defined for use in a single industry or service type (Seth, et al., 2005). Regardless of which model is chosen, it is important to measure the customer's expectation as well as their satisfaction (Zeithaml, et al., 2010). This helps to identify service quality gaps and help resolve them (Zeithaml, et al., 2010).

2.1.2 Attribution Theory of Service Failure

The main problem studied in this research is service failure. Like services and service quality, service failure is difficult to define precisely because of the complexity of service offerings and the subjective and experiential nature of the service (Zeithaml, et al., 2010). However, a general definition of a service failure is that it is a situation where errors occur during the service that result in customer dissatisfaction (Chan & Wan, 2008). This can include errors during the commission of the service (a process failure) or the general outcome (an outcome failure) (Chan & Wan, 2008). Service failures can produce not just general dissatisfaction, but also loss of trust, future avoidance, and negative word of mouth (Liao, 2007). However, service failure is not always perceived in the same way (Chan & Wan, 2008).

One way to explain different perceptions of service failure is attribution theory. This theory was first proposed by Weiner (1980, cited in Huang, 2008). Attribution theory posits that individuals make causal assumptions about how and why situations such as service failures occur (Huang, 2008). Dimensions of attribution include controllability, stability, and locus attributions (Huang, 2008). Controllability refers to the extent to which the situation could have been prevented from occurring; for example, whether the firm could have prevented a service failure (Huang, 2008). In situations where the firm was perceived to control the failure and it occurred anyway, this can result in higher customer dissatisfaction and damage long-term relationships (Watson & Spence, 2007). Stability relates to whether the perceived cause of the failure is persistent or permanent (Huang, 2008). If the cause were permanent, then the individual would expect to have the same failure in future, while if it were ephemeral or rare they would expect not to (Huang, 2008). Finally, locus relates to who the individual perceives to be responsible for the failure. External locus attributes the failure to other factors (like firm policy or other patrons), while internal locus attributes the failure to the service provider herself (Huang, 2008). Internal locus can also attribute the failure to the individual receiving the service, for example if she did something incorrectly that caused the service to go wrong (del Río-Lanza, Vázquez-Casielles, & Díaz-Martín, 2007). The combination of assumptions regarding the service failure determines the extent to which the customer is dissatisfied and the impact of the failure on the firm-customer relationship (Huang, 2008). There have been some studies of attributions of service failure, which generally support the application of the model. In situations where the employee had a positive attitude, the customer was less likely to attribute the failure to the employee and more likely to be positive about the resolution (George & Hegde, 2004).

2.1.3 Brand Reputation

The third key aspect of this research is brand reputation. Brand reputation can be defined as the public's view of the brand's qualities and characteristics (Akdeniz, Calantone, & Voorhies, 2013). This is one of the most important assets of the brand, as well as one of the most difficult assets to achieve (M'Zungu & Merrilees, 2010).

Brand reputation is built up over a long period of time through marketing activities, public relations, and news (Akdeniz, et al., 2013). Since brand reputation comes from a variety of sources and is long-standing and stable, consumers perceive it as a high-scope source of information about the brand (Akdeniz, et al., 2013). Brand reputation also determines the extent of esteem associated with the brand (Kapferer, 2008). Two characteristics of brand reputation based on the individual perception include familiarity of the brand and perceived uniqueness or distinctiveness (Kapferer, 2008). Brand reputation can also be understood as a statement of credibility and reliability on the part of the brand's delivery (M'Zungu & Merrilees, 2010). A brand that delivers reliably on its brand promise builds up a reputation for this reliability, and creates a perception of credibility and consistency in the brand's ability to deliver what it promises (M'Zungu & Merrilees, 2010).

Brand reputation is useful in a number of ways to consumers, for example because it reduces the amount of uncertainty associated with the brand when trying the products for the first time (Akdeniz, et al., 2013). A positive brand reputation will allow consumers to assume the brand has a good quality, while a negative brand reputation will lead them to assume the brand has poor quality (Akdeniz, et al., 2013). Brand reputation also provides a basis for building trust between the brand and the customer, which is particularly important for new customers (Gligorijevic & Leong, 2011). Brand reputation that is based in a high degree of reliability in product of service delivery allows the brand to reassure new customers or potential customers that it can expect the same level of service (M'Zungu & Merrilees, 2010). Furthermore, brand reputation changes the customer's response to the brand. For example, it is a mediating factor in the relationship between advertising and marketing (as causal variables) and market share and price premiums (as outcome variables) (M'Zungu & Merrilees, 2010). This suggests that firms with better brand reputations have more effective advertising and marketing campaigns.

Brand expectations are a logical extension of the idea of brand reputation. A brand expectation can be defined as the customer's perception of what can be expected from their experience of the brand before the transaction has occurred (Sant, 2010). For example, this could include a particular service level or quality level (Sant, 2010). It could also include expectations about the attitude or friendliness of service providers

or other experiential aspects of service delivery or goods purchase (Kapferer, 2008). Brand expectation is established through brand reputation, which as noted above is a long-term accumulation of marketing messages and other messages (Mahnert & Torres, 2007). Brand expectation can be a major cause of customer dissatisfaction with the service and perceived service failures, especially if there is a significant gap between the promised service and the delivered service (Mahnert & Torres, 2007; Sant, 2010). Because of this, it is important for firms to make sure their marketing messages are consistent with the service or goods they are actually providing (Sant, 2010). Brand expectation can be measured relatively easily by asking customers to provide a short sentence that explains what they expected (Kapferer, 2008).

2.1.4 Customer Satisfaction

The final outcome variable of this study is customer satisfaction. Customer satisfaction can be defined as follows: *Satisfaction* is the consumer's fulfillment response. It is a judgment that a product/service feature, or the product or service itself, provided or is providing a *pleasurable* level of consumption-related fulfillment including levels of under- or over-fulfillment. (Oliver, 2010, p. 8)

This definition of satisfaction is based on fulfillments and pleasure (or reduction of pain) (Oliver, 2010). Both over-fulfillment of expectations and under-fulfillment of expectations can deliver satisfaction, depending on the service context (Oliver, 2010). From another perspective, customer satisfaction can be defined as the extent to which the service met or exceeded the expectations of the customer (Zeithaml, et al., 2010). These expectations can include service quality process and outcome expectations as well as expectations for price and experience (Zeithaml, et al., 2010). As these definitions show, customer satisfaction is an internal state, rather than an external situation, although customers do tend to have shared expectations (Zeithaml, et al., 2010). Additionally, because the service encounter is not uniform, different customers may have different experiences and thus have different satisfaction levels (Illeris, 2007). It is important to note that service failure is not necessarily strongly connected to customer satisfaction. A service may be delivered as described and still fail to cause satisfaction (Zeithaml, et al., 2010). Additionally, successful service

recovery after a service failure can actually deepen customer satisfaction with services (del Río-Lanza, Vázquez-Casielles, & Díaz-Martín, 2009).

2.1.4.1 Antecedents of customer satisfaction

There are several antecedents for customer satisfaction that can be identified. One such antecedent is the customer's expectations for the product or service (Oliver, 2010). Brand expectations, as noted above, are based in brand reputation, and encompass the knowledge the consumer has about the brand and the kind of experience she can expect from the service encounter or product (Kapferer, 2008; M'Zungu & Merrilees, 2010; Mahnert & Torres, 2007; Sant, 2010). As Oliver (2010) points out, quality expectations and other expectations are to some extent aggregate. In other words, the quality expectation of the individual is based on the expectations and actual experiences of other customers, and their experience in turn reinforces the expectations of others (Oliver, 2010). An expectation can be detailed, but it can also be vague and poorly formed, depending on what the consumer knows. However, most consumers do have a range or tolerance zone for expectations, meaning that if the experience is not exactly as anticipated this may not affect their satisfaction (Oliver, 2010). Figure 2.1 shows tolerance zones for expectations. However, in general the smaller the gap between the customer's expected and actual experience, the better satisfaction will result (Zeithaml, et al., 2010).

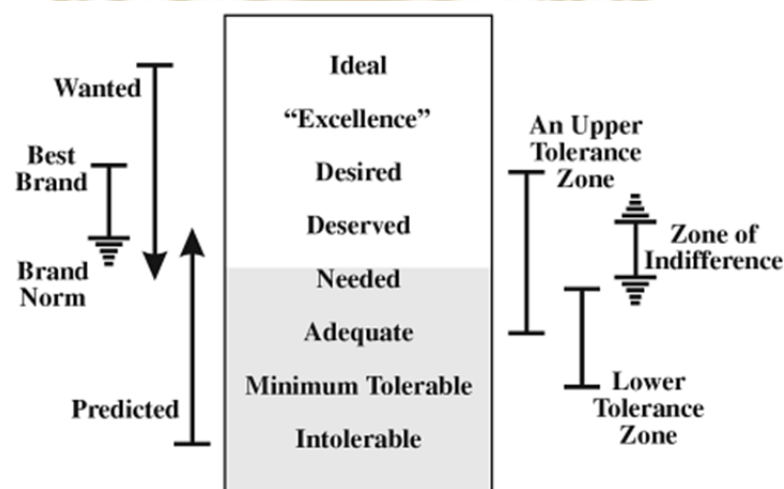


Figure 2.1 The tolerance zone for expectations and satisfaction

Source: Oliver (2010, 68)

There are also some additional antecedents for customer satisfaction that can be identified in the literature. A study of found that the actual services provided and the relationship between the employee and the customer were antecedents of customer satisfaction (Jamal & Naser, 2002). Another antecedent of customer satisfaction is distributive justice (Martinez-Tur, Peiró, Ramos, & Coliner, 2006). In other words, the customer is more likely to be satisfied if she feels the benefits of the transaction were shared fairly between the provider and herself (Martinez-Tur, et al., 2006). The balance between perceived quality and price, which can be understood as perceived value, also contributes to customer satisfaction (Yu, Wu, Chiao, & Tai, 2005). Finally, the successful handling of a customer complaint or service failure can lead to customer satisfaction, in some cases higher than the level achieved if there was no service failure (Homburg & Fürst, How organizational complaint handling drives customer loyalty: An analysis of the mechanistic and the organic approach, 2005).

2.1.4.2 Outcomes of customer satisfaction

There are a number of outcomes of customer satisfaction, or post-satisfaction behaviors (Oliver, 2010). First, it should be noted that in many cases, there is no outcome of customer satisfaction – the customer is simply satisfied with the product or service and does nothing further (Oliver, 2010). However, there are also some behaviors that the customer may take. These can be termed post-satisfaction behaviors.

One behavior is repurchase of the goods and services, which is one of the responses the marketer may be looking for (Oliver, 2010). In order to generate this behavior, the customer adjusts his or her expectations of the service after their first encounter (Yi & La, 2004). If their adjusted expectations are still acceptable, they are likely to repurchase the next time they have a similar need. Over time, this can build into customer loyalty, in which a customer habitually repurchases the same products or services as well as trying new products or services from the company (Oliver, 2010). This is a longer-term relationship, rather than the short-term repurchase. Word of mouth recommendations to friends and family are also a possible outcome (Oliver, 2010). These recommendations can be a particularly powerful marketing tool, since this improves the brand reputation (Luo & Homburg, 2007). This can actually improve the firm's marketing effectiveness over the long term since it improves the aggregate

reputation of the firm (Luo & Homburg, 2007). However, it also reinforces the aggregate customer expectations of the brand (Oliver, 2010). The impact of word of mouth marketing is indirect, unlike repurchase and loyalty, but it may be much stronger because it brings in other customers (Luo & Homburg, 2007).

2.1.5 Emotion

The discussion above could imply that customer satisfaction is entirely a matter of rational cognitive assessment of expectation and service received. In fact, this is a basic principle of attribution theory (Oliver, 2010). However, emotion also plays a role in the formation of customer satisfaction and its outcomes. Emotion can be defined simply as how the customer feels about the encounter (Oliver, 2010).

Typically, the emotional response to the customer's experience is not a purely emotional response, but is instead intermingled and experienced at the same time as the customer's cognitive response (Oliver, 2010). A dynamic model of the relationship between cognitive and emotional responses suggests that in early encounters, the impact of emotion on customer satisfaction is much higher (Homburg, Koschate, & Hoyer, 2006). Over time, the cognitive response becomes more important for customer satisfaction, while emotional response has a reduced impact (Homburg, et al., 2006). The authors explained this relationship by noting that experience with a particular situation increases over time, which reduces frustration and improves expectations (Homburg, et al., 2006). As experience accumulates, customers are more able to focus on cognitive measures of satisfaction.

A study that compared scenarios between retail and service settings suggested that emotional responses and impact on customer satisfaction may be stronger in a service setting (Burns & Neisner, 2006). The authors found that in a retail setting, cognitive assessments of the experience were dominant, and only in extreme conditions (high expectations matched with poor performance) did emotion become significant. In contrast, in a service scenario, emotional response was significant for all levels of the scenario.

There is some suggestion that emotion may have a direct impact on customer satisfaction, but an indirect impact on satisfaction outcomes, according to a study on performing arts customers (Hume & Mort, 2010). This study found that service quality

and perceived value had an impact on emotion, which then had a direct impact on customer satisfaction. However, emotion did not have a direct impact on the satisfaction outcome that was studied, which was repurchase of tickets (Hume & Mort, 2010). This is consistent with other studies, which have suggested that emotion plays an intervening role (Oliver, 2010). In other words, emotion may directly impact customer satisfaction, but does not directly impact the outcomes of customer satisfaction. This research will study emotion as an intervening variable, rather than a direct variable, based on this evidence.

2.2 Relationships Between Service Outcomes And Brand Reputations, Attributions, Emotions And Customer Satisfaction

The current primary research is designed to test scenarios and determine the relationships between service outcomes and brand reputation, attribution, emotions and customer satisfaction. These factors have all been described in the sections above. In this section, studies that have tested these relationships are discussed and the relationships that are expected are outlined.

The first relationship explored is service outcomes and attribution. Most research regarding service outcomes and attribution are based on service failures, rather than service success. As already noted, customers cognitively process their experience and respond to service outcomes by identifying the locus, stability, and controllability of the failure (Huang, 2008). The service environment, including service policies and procedures, as well as the information the customer has about the service, contributes to the relationship between service outcomes and attribution (Lin & Liang, 2011). In general, it can be stated that service outcomes determine the attributions the customer makes (Oliver, 2010). During and after the customer's service experience, she is assessing the service and determining whether it is being performed correctly and whether the outcome is correct (based on her expectations, discussed below) (Oliver, 2010). If the outcome is not as expected, she will attempt to attribute the process or outcome failure based on her knowledge and observations about the experience (Oliver, 2010). In the present research, the main attribution that will be studied is the locus, or the source of the failure (Huang, 2008). The study will

compare internal locus (locating the failure with the employee) and external locus (locating the failure with the company and its policies).

The second relationship explored is brand reputation (and brand expectations) and attribution. Brand reputation and expectations are aggregated assessments of what the company provides as a good or service, based on their marketing, public relations, and other public statements (Akdeniz, et al., 2013; Kapferer, 2008; M'Zungu & Merrilees, 2010; Mahnert & Torres, 2007; Sant, 2010). In general, reputation and expectations establishes a baseline for customers before the service encounter (Oliver, 2010; Zeithaml, et al., 2010). These expectations are what the customer initially judges the service quality based on. This means that gaps between the expected and actual service can result in customer dissatisfaction (Sant, 2010). However, this is not an absolute outcome. As Oliver (2010) explains, most customers have a tolerance zone for expectations. Following the consumption experience, customers evaluate their experience and adjust their expectations. If what they received still falls within their zone of tolerance, they are likely to still be satisfied (Oliver, 2010). This means that brand reputation and expectations are important in the aggregate, since they establish expectations for individuals in their first encounter (Oliver, 2010). After the first encounter, they become less important, since customers know what they experienced last time. This means that brand reputation has a direct impact on customer satisfaction responses for new customers, but this may fall over time (Oliver, 2010; Zeithaml, et al., 2010).

The third relationship explored is attribution and customer satisfaction. Attribution is a major factor in the formation of customer satisfaction, particularly in the case of service failures. Not all service failures lead to dissatisfaction, but if the customer determines that, for example, the service failure was controllable or that the service provider had a poor attitude, this can negatively affect the customer's assessment of the service and make them dissatisfied with it (del Río-Lanza, Vázquez-Casielles, & Díaz-Martín, 2007; Huang, 2008; Watson & Spence, 2007). In contrast, if the service provider has a good attitude or the failure is perceived as not the provider's fault, this can improve customer satisfaction (del Río-Lanza, et al., 2007). An interesting finding is that customers do take into account employee skills and effort when attributing failures, and this does influence customer satisfaction (Specht, Fichtel, & Meyer, 2007). Customers that perceived their service providers had a higher level of skill and

expended more effort were more likely to be satisfied with the encounter, even if it did not deliver their expected service level (Specht, et al., 2007). Other studies have also shown that employees with good attitudes reduce the impact of attributions on customer satisfaction, leading to better customer satisfaction even in cases where there was a service failure (George & Hegde, 2004). Thus, attribution changes can influence the customer satisfaction outcomes, although this influence may not always be consistent.

The final relationship to be studied is the relationship between emotion and customer satisfaction. Unlike the other factors identified, emotion is positioned in this study as an intervening variable instead of a direct variable. This is because emotion is typically used alongside cognitive responses in order to judge the quality of the service encounter, rather than being used on its own or as a dominant factor (Homburg, et al., 2006; Oliver, 2010). Emotion also has a varying effect on customer satisfaction, depending on the consumption situation. For example, one study has found that emotional responses are more important in a personal service situation than in a retail situation (Burns & Neisner, 2006). This suggests that a lower level of personal interaction could reduce the impact of emotion (Burns & Neisner, 2006). Another study suggested that emotion actually had an indirect effect on customer satisfaction responses of repurchasing, although it had a direct effect on the customer satisfaction response itself (Hume & Mort, 2010). Finally, the impact of emotion on customer satisfaction falls over time, as customers gain more experience and move from generalized brand expectations to their previous experience as a source of expectations (Homburg, et al., 2006). These factors mean that emotion may not have a direct impact on customer satisfaction responses. Instead, it is likely that it will mediate the relationship between attribution and satisfaction.

Conclusion: This chapter has provided a literature review that explained the main theoretical aspects of the study. These theoretical aspects were used to build a conceptual framework that could be tested in the primary research. The first topic that was discussed was the concept of services and service quality. Although it is difficult to define services precisely, they can be understood as interactions where skills and knowledge are used by one person for the benefit of another person, and where there is no tangible outcome (such as a good or product). Service quality is the extent to which the service fulfills the expectation of the customer.

In some cases, service failures occur, where the service process or outcome was not as the customer expected. Attribution theory is a way of understanding how customers process and respond to service failures. The cognitive attribution of controllability, stability, and locus of the failure helps the customer determine what the nature of the service failure was and who was responsible. In turn, this determines the extent of their response.

Brand reputation is one of the factors that establishes expectations for service brands, and as a result is important in how customers respond to failures as well as customer satisfaction. Another factor that influences the customer response to service situations is emotion, which can affect service outcomes and experiences. Finally, there are a number of antecedents and consequences of customer satisfaction. Consequences can include word of mouth referrals, repurchase, and loyalty.

The final two sections of this chapter have outlined relationships between service outcomes, brand reputations, attributions, satisfaction outcomes, and emotions. These sections showed that these concepts are intertwined, and can be arranged in a causal chain as in the conceptual framework. The next chapter will explain how the primary research will be conducted to test this framework.

CHAPTER III

CONCEPTUAL FRAMEWORK AND RESEARCH METHODOLOGY

This chapter intends to establish a conceptual framework and discuss the research methodology used in this study. The aim of this chapter is to provide hypotheses and elaborate the methods, as well as, technique used to collect and analyze the data. This chapter also includes source of data, sample selection, research questionnaire, data collection and data analysis.

3.1 Conceptual Framework of this study

3.1.1 Conceptual Framework and Hypotheses

Figure 3.1 shows the relationship between service outcome and brand satisfaction through attribution. Hypothesis 1 shows that attribution from service outcome and brand satisfaction reflects on either employee or company, whereas hypothesis 2 shows the effect on attributions towards post satisfaction on word of mouth and repurchase.

Expectation	Success	Failure
High	Company	Employee
Low	Employee	Company

Figure 3.1 Hypothesized model of the relationship of attribution of service outcome and brand satisfaction

In the first hypotheses, the experiment is to find out consumer's attributions in each scenario whether it falls into company or employee (as shown in Figure 3.1). The assumptions are as followed:

1. Customer's attribution falls to *company* when experienced success outcome and has a prior high brand satisfaction.
2. Customer's attribution falls to *employee* when experienced success outcome and has a prior low brand satisfaction.
3. Customer's attribution falls to *employee* when experienced failure outcome and has a prior high brand satisfaction.
4. Customer's attribution falls to *company* when experienced failure outcome and has a prior low brand satisfaction.

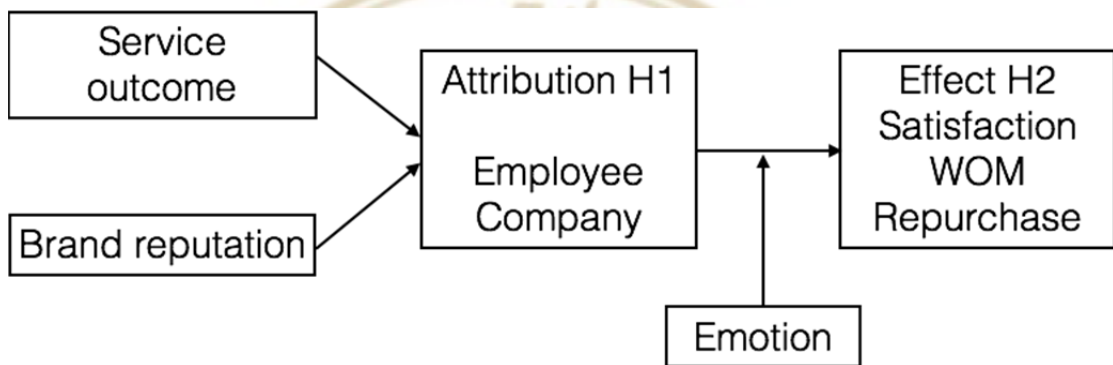


Figure 3.2 Hypothesized model of conceptual framework

Hypotheses 1: From Figure 3.2, the study will analyze the correlation of attribution between company and employee. The study expected to see the positive correlation in both company and its employee

Success Outcome (Situation when customer is happy with service)

H1a: the study expected a positive correlation between prior expectations of the company and attributions to the company and its employee.

H1b: the study expected the correlation between prior expectation and company attributions is greater than the correlation between prior expectation and employee attributions.

Failure Outcome (Situation when customer is *not* happy with service)

H1c: the study expects a negative correlation between prior expectations of the company and attributions to the company and its employees

H1d: the study expects correlation between prior expectation and company attributions is smaller than the correlation between prior expectation and employee attributions.

Hypotheses 2: In hypothesis 2 (see Figure 3.2) the studies will analysis the consequences and effects on post satisfaction, which are satisfaction, word of mouth, and repurchase intension. In this case, we can think of attribution at two levels: overall amount of attributional thoughts, and secondly, the locus of attribution.

Success Outcome (Situation when customer is happy with service)

H2a: the study expects the attribution strength in positive for post purchase behavior which are satisfaction, word of mouth, and repurchase intensions.

H2b: the study expects attribution locus either on company or employee

Failure Outcome (Situation when customer is *not* happy with service)

H2c: the study expects the attribution strength in negative for post purchase behavior which are satisfaction, word of mouth, and repurchase intensions.

H2d: the study expects attribution locus either on company or employee

Hypotheses 3: In hypothesis 3 the studies will analysis the relationship of emotion with attributions as a moderator of the impact of attribution on post purchase behavior.

Success Outcome (Situation when customer is happy with service)

H3a: the higher emotion, the greater the positive impact on post purchase behavior.

Failure Outcome (Situation when customer is *not* happy with service)

H3b: the higher emotion, the greater the negative impact on post purchase behaviors.

3.2 Research Methodology

3.2.1 Category of Research

We conduct a questionnaire survey with closed-ended questions include service outcome, brand satisfaction, attribution from service outcome and brand satisfaction, attributions towards post satisfaction on word of mouth and repurchase.

3.2.2 Source of Data

The source of data is quantitative primary data, using surveys with sample drawn from those who have past experience in using airline service. This is an appropriate method because it allows us to design the questionnaire in a way that all constructs of interest are included and measured properly. With sufficient sample size, we can then make statistically valid conclusions about the relationships between the variables. For these reasons questionnaire lab studies are a very popular tool in psychology, social science, and others for some extent.

3.2.3 Sample Selection and Data Collection

Sample selection will be male and female aged between 18 – 50 years old, who have experience in using airline service in the last few months. The expected sample was 334 respondents across Bangkok area. This research is a quantitative study using questionnaire with different case scenario to find out the difference and correlation between the service outcome, brand reputation, attributions, emotion and satisfaction, each set of questionnaire will be done by different respondents regarding different scenarios. We used a convenience sample in Bangkok metropolitan area. The data collection was done online.

People were first asked about whether they used airline services recently. If so, the researcher explained the objective of the research and guidelines to the respondent on how to respond. The questionnaire was distributed online to respondents. The final steps were to check the accuracy of the questionnaires to make sure all questions were completed and statistical analysis.

3.2.4 Questionnaire development

The questionnaire is divided into 7 parts, in the first part the questions are mainly to identify their service experience with the last airline and prior expectation. This is to check the respondent's brand expectation before leading to the scenario in the survey and also to differentiate the groups that has high expectation and low expectations.

The second part of the questionnaire, the respondent will be given different scenarios. There are 4 scenarios: failure case high emotion, failure case low emotion, success case high emotion, and success case low emotion. Each respondent will only

get to read one scenarios to answer in their survey. This is to cross check the result of expectation when it comes to experience good service vs. bad service. Also, the research would be able to analyze the high and low emotional part whether there is any significant in the result.

The third part is attribution measure. The attribution measure aims to know who the customer cogitates to take responsible for the cause of the situation. Attribution measure is a mechanism that enables the respondents to quantify the quality of service by comparing between attribution to company and attribution to employee or both. The measure can explain factor that has an influence on customer satisfaction after experience the service.

The fourth part is emotional measure and satisfaction and repurchase intention, this part it is to cross check with the high emotion scenario case that the respondents have well respond with the given case and that the satisfaction are correlate with the given scenario.

The fifth part is trust and commitment measure to check the intension of loyalty and trust as well as the intension toward repurchase.

Sixth part is manipulation check. This part is to confirmed and cross check with the data that the respondent questions are valid. It is to ensure the validity of content that respondents answered.

The seventh part is the last part that has respondent's general information such as age, gender and demographic.

3.2.5 Pilot Test

The pilot test was executed with 15 respondents to check the respondent's understanding. From the pilot, it was found out that the questionnaire was too long and respondent were fatigue when reading long English scenario. However, the questionnaire was corrected before launching the final data collection.

3.2.6 Reliability and Validity analysis

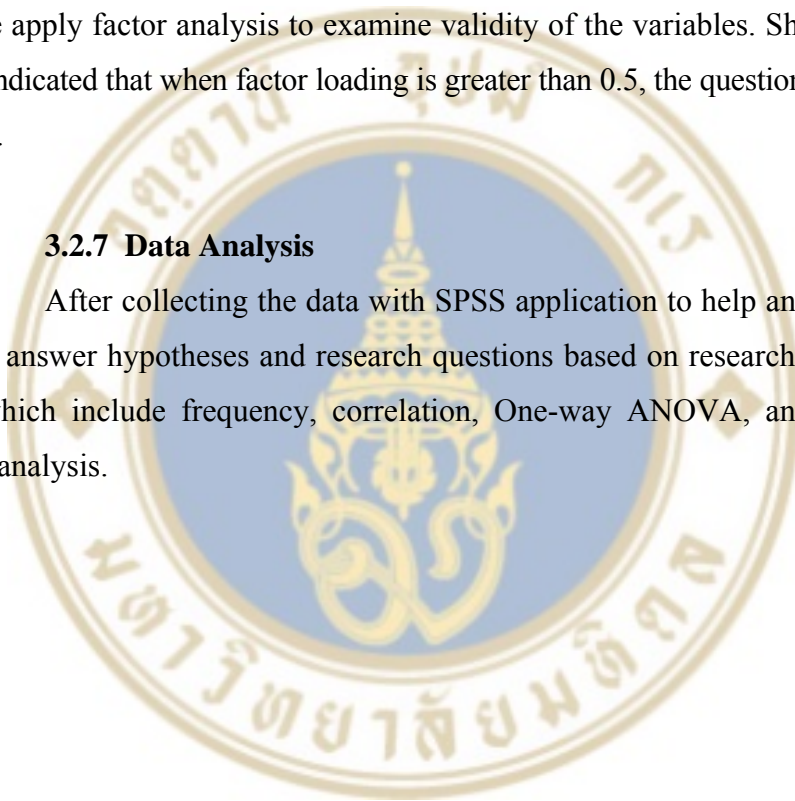
Reliability analysis allows us to determine the extent to which a scale produces consistent results if the measurements are repeated. In addition, it is conducted when there are two or more questions that will be summed to determine a specific

variable. In this paper, the researcher use Cronbach's α as a statistic indicator to determine the internal consistency. It can be viewed as the expected correlation of two tests that measure the same concept. According to Guelfordb (1965), the larger Cronbach's α is, the higher the internal consistency is. Cronbach's α above 0.7 is considered reliable and Cronbach's α between 0.35 and 0.7 is probably reliable, while Cronbach's α below 0.35 is not considered reliable.

Validity is a measure of consistency of questioned items of an instrument, so the questioned items are strongly believed to be able to measure what is to be measured. We here apply factor analysis to examine validity of the variables. Shao-Hsun, Chang (2001) indicated that when factor loading is greater than 0.5, the question is considered to be valid.

3.2.7 Data Analysis

After collecting the data with SPSS application to help analyze the data in order to answer hypotheses and research questions based on research objective of the study which include frequency, correlation, One-way ANOVA, and descriptive as tools to analysis.



CHAPTER IV

RESULT AND DATA ANALYSIS

This chapter will discuss mainly on the result of the measurement of the data analysis using SPSS program. The content covers the data analysis whereas the data preparation can be found in appendix.

4.1 Descriptive Statistics

The report result with Descriptive Statistics include percentage, mean and Standard Deviation in both success and failure cases. (see data in appendix)

Hypotheses 1

Success case: There is the generally positive correlation as the more respondent likes the company, the more likely they make attributions to the company and its employee.

H1a: (positive correlation between prior expectation and company and employee attribution) The result is as expected, there is a positive correlation between prior expectations of the company and attributions to the company and its employees. The result shown that customers have some expectation for future trips with both attributions company and attributions employee.

In Table 4.1, (airline column) out of the 4 variables measuring in the prior expectation construct, there are 2 statistically significant correlations with airline attribution. Likely to recommended is (r=.209), expectations for future trip (r=.265) also the third is manageably significant of (r=.186) with p-value of .060. as for employee column, there is 1 out of 4 statistically significant correlations which is likely to recommended (r=.236) So overall, in this scenarios the attribution to the company is stronger than attribution to the employee. We could also say that it is a psychological rational of cognitive dissonance avoidance as people tends to seek consistency in their prior beliefs and perceptions.

H1b: (above correlation is higher for company) There is the correlation between prior expectation and company attributions is greater than the correlation between prior expectation and employee attributions. In this case the result shown that in case the respondent likes company more, the more attribute to the company than employee. The below result shown higher correlation between for company than for employee. The prior expectation has positive correlation with company attributions ($r = .265$). The prior expectation has positive correlation with employee attributions ($r = .134$) But the correlation prior expectation to either is negative the correlation ($r = -.063$) is significant at the 0.05 level.

Table 4.1 Correlations of success case

		Airline	Employee	Either the airline or the employee
How satisfied or dissatisfied are you with this airline?	Pearson Correlation	.186	.105	-.016
	Sig.(2-tailed)	.060	.292	.874
	N	103	103	103
How likely is it that you will recommend this airline to a friend or colleague?	Pearson Correlation	.209*	.236*	-.029
	Sig.(2-tailed)	.034	.017	.768
	N	103	103	103
How likely is it that you will choose this airline in the future?	Pearson Correlation	.147	.008	-.019
	Sig.(2-tailed)	.140	.938	.846
	N	103	103	103
What would be your expectations for future trips with this airline?	Pearson Correlation	.265**	.134	-.063
	Sig.(2-tailed)	.007	.178	.527
	N	103	103	103

To sum up in success case: The customer has greater expectations for future trips with company attributions because customer makes company attributions more strongly than employee attribution. So company should be aware of the importance of company attribution in order to build customer recognition such as building and sustaining brand communication, public relation, customer relationship and the image of the company.

In additional study, (see Table 4.2) the research has conducted analysis to find out the correlations of prior experience and attributions to the company, employee and external. The prior experience includes four questions that include: How satisfied or dissatisfied are you with this airline? How likely is it that you will recommend this airline to a friend or colleague? How likely is it that you will choose this airline in the future? What would be your expectation for future trips with this airline? The result has shown in success case scenarios that respondent related their experience due to the airline ($r = .293$) is significant. Which support the hypotheses of correlation between prior expectation and company attributions is greater than the correlation between prior expectation and employee attributions. Whereas, the result of the employee is ($r = .123$) and either company or employee is ($r = .099$) however, these result are not significant.

Table 4.2 Prior expectation success case

		Airline	Employee	Either the airline or the employee
PriorExp (Binned)	Pearson Correlation	.293**	.123	-.099
	Sig.(2-tailed)	.003	.217	.320
	N	103	103	103

The result also shown in Figure 4.1 Prior expectation success case compare airline and employee shown that prior experience of airline increases significant with group of higher expectation compare to the low and middle prior expectation. Explain that expectation customer positive relationship to attribution to company. The correlation significant and is positive relation, mean when expectation is high, meaning the attribution to company is high. The figure also shown that employee prior expectation increase. Explain that expectation customer positive relationship to attribution to employee in the group of high prior expectation. Although correlation is not significant but it is a positive relation. The attribution to company and attribution to employee has a positive correlation in high prior expectation.

However, by looking at the range of both company and employee, we could see that the attribution range of company is from 5.2-6.2 where as employee's attribution

range is as small as 6-6.4. This show that airline attribution ranges more with prior expectation.

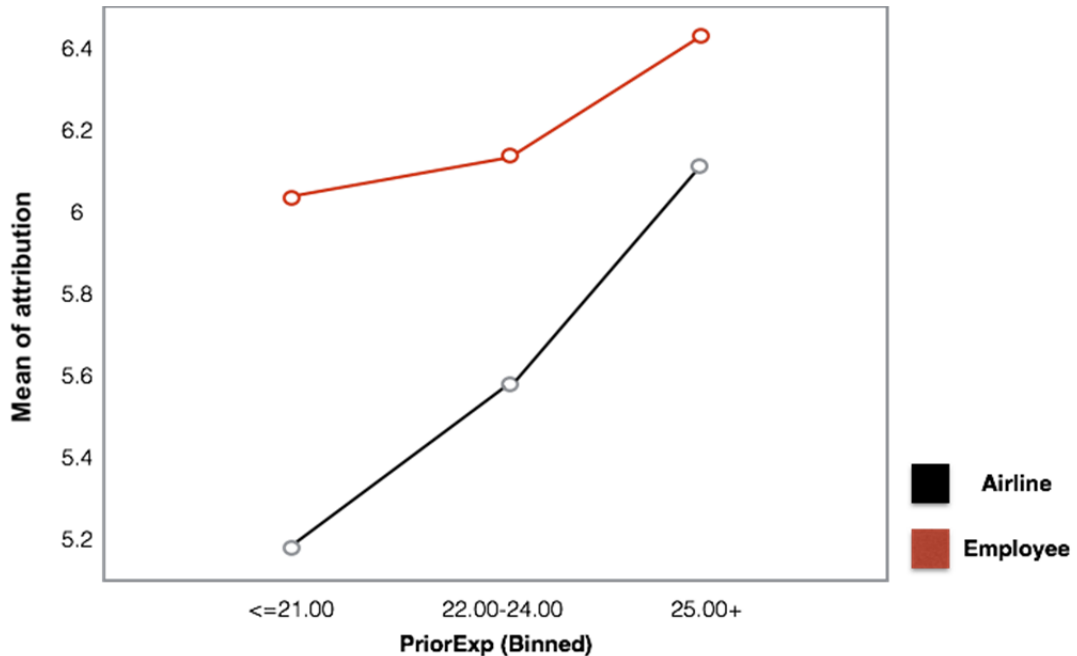


Figure 4.1 Prior experience success case compare airline and employee

Failure case:

H1c: (negative correlation between prior expectation and company and employee attribution) The hypotheses are accepted as there is a negative correlation between prior expectations of the company and attributions to the company and its employees. The result shown that the high brand reputation protects the company against negative attributions or the blame, but the employee does not have such protection. How likely will customer choose to use the airline: from table 4.3, attribution to the company shown 3 out of 4 variables measuring in the prior expectation construct, there are 2 statistically significant correlations with employee attribution (likely to recommended $r=.162$ and choose airline in the future $r=-.177$), the also the third is manageably significant of (satisfy or dissatisfy $r=140$) with p-value of .054. However, as for employee column, there is 0 out of 4 statistically significant correlations. The cognitive dissonance avoidance may occur as the failure result conflict with the prior belief. The attributions act as a downside protection for the company but does not protect the employee.

Table 4.3 Correlations of failure case

		Airline	Employee	Either the airline or the employee
How satisfied or dissatisfied are you with this airline?	Pearson Correlation	-.140	.015	.008
	Sig.(2-tailed)	.054	.835	.911
	N	189	189	189
How likely is it that you will recommend this airline to a friend or colleague?	Pearson Correlation	-.162*	.014	.008
	Sig.(2-tailed)	.026	.847	.918
	N	189	189	189
How likely is it that you will choose this airline in the future?	Pearson Correlation	-.177*	-.032	-.005
	Sig.(2-tailed)	.015	.938	.941
	N	189	189	189
What would be your expectations for future trips with this airline?	Pearson Correlation	-.106	.030	.012
	Sig.(2-tailed)	.146	.684	.868
	N	189	189	189

H1d: (above correlation is lower for company) There is a tendency that respondent would attribute more to the staff. However, the result does not support this hypothesis. As for additional analysis from the prior experiment (binned) combined prior expectation questions with factors (company, employee, either) also proved that the result is opposite to the hypotheses.

Table 4.4 Prior expectation failure case

		Airline	Employee	Either the airline or the employee
PririExp (Binned)	Pearson Correlation	-.128	.063	-.096
	Sig.(2-tailed)	.079	.386	.188
	N	189	189	189

The result also shown in table 4.4 prior expectation failure case that in failure case scenarios respondent related their experience due to the airline ($r = .128$) is significant. Whereas, the result of the employee is ($r = .063$) and either company or employee is ($r = .096$) however, these result are not significant. The followed result reject the hypotheses

of correlation between prior expectation and company attributions is smaller than the correlation between prior expectation and employee attributions.

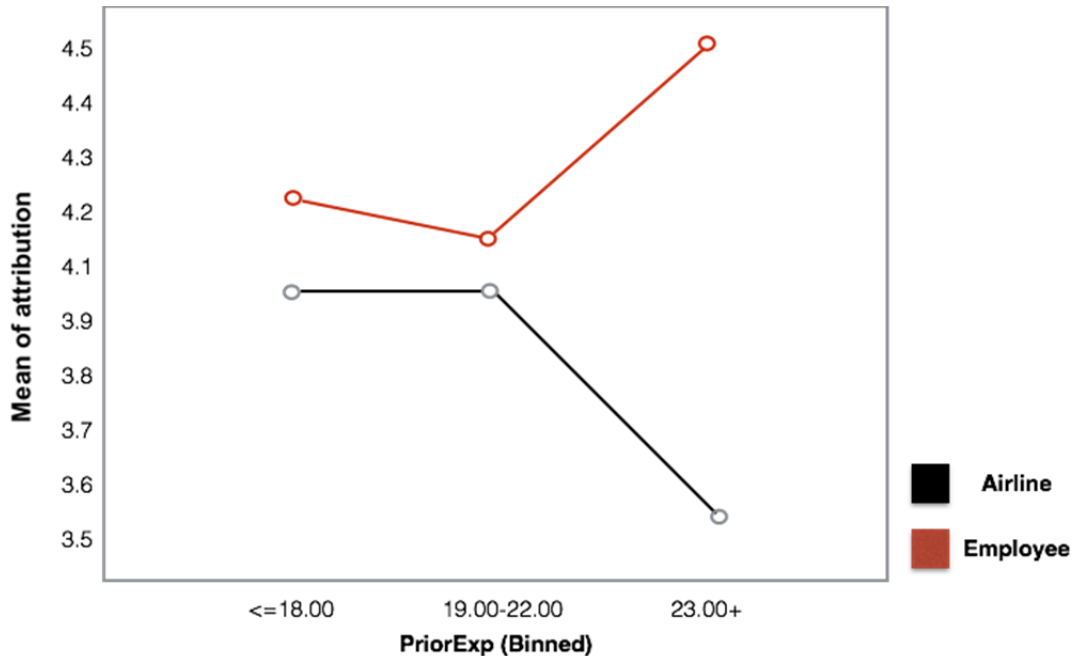


Figure 4.2 Prior expectation failure case compare airline and employee

In additional study of the graph 4.2 showing prior expectation failure case comparing the airline and employee. Attribution to the company also shown that high prior experience decrease in attribution comparing to low and medium prior expectation. Explain that expectation customer inverse relationship to attribution to company. There is significant negative correlation, but in negative with attribution to company. As for employee, the prior expectation decrease from group 18 to 19-22.00 but mean of attribution to employee increase as the prior expectation is high. By looking at the range of both company and employee, we could see that the attribution range of company is from 3.5-4.1 where as employee's attribution range is 4.1-4.5. This show that airline or the company attribution ranges a little bit more with prior expectation. Conclude that the relationship of attribution between company and employee prior expectation are difficult to forecast.

Hypotheses 2

Success case: The study separate attribution at two levels: overall amount of attributional thoughts, and secondly, the locus of attribution.

H2a: (positive attribution strength for post purchase behavior) As shown in table 4.5 There is a positive attribution strength in post purchase satisfaction includes word of mouth and repurchase intension. Attribution to company has positive correlation with How satisfied and Use again in future ($r = .245, .244, .170$). Attribution to employee has positive correlation with How satisfied, Likely to recommend and Use again in future ($r = .239, .291$ and $.217$). Use again in future has negative correlation with How satisfied, Likely to recommend and Use again in future ($r = -.022, -.048$ and $-.043$).

H2b: (attribute locus on company or employee) The result shown locus of attribution has not much difference either in company or employee.

Table 4.5 Correlation of attribution and satisfaction in success case

		How satisfied	Likely to recommend	Use again in future
Attribution to company	Pearson Correlation	.245*	.244*	.170
	Sig.(2-tailed)	.013	.013	.086
	N	103	103	103
Attribution to employee	Pearson Correlation	.239**	.291**	.217*
	Sig.(2-tailed)	.003	.003	.028
	N	103	103	103
Attribution to external	Pearson Correlation	-.022	-.048	-.043
	Sig.(2-tailed)	.828	.629	.668
	N	103	103	103

Failure case:

H2c: (negative attribution strength for post purchase behavior) There is a negative attribution strength in post purchase satisfaction includes word of mouth and repurchase intension. As shown in table 4.6, attribution to company has negative correlation with How satisfied and Use again in future ($r = -.417, -.317$). Attribution to employee has negative correlation with How satisfied, Likely to recommend and Use again in future ($r = -.473, -.324$ and $-.312$). Use again in future has positive correlation

with How satisfied, Likely to recommend and Use again in future ($r = .182, .160$ and $.126$) is significant at the 0.05 level.

H2d: (attribute locus on company or employee) The result shown locus of attribution has not much difference either in company or employee.

Table 4.6 Correlation of attribution and satisfaction in failure case

		How satisfied	Likely to recommend	Use again in future
Attribution to company	Pearson Correlation	-.417**	.354**	-.317**
	Sig.(2-tailed)	.000	.000	.000
	N	189	189	189
Attribution to employee	Pearson Correlation	-.473**	-.324**	-.312**
	Sig.(2-tailed)	.000	.000	.000
	N	189	189	189
Attribution to external	Pearson Correlation	.182*	.160*	.126
	Sig.(2-tailed)	.012	.028	.085
	N	189	189	189

The result shown that there is attribution strength in both success and failure cases. However, attribution locus has no difference in both cases.

Hypotheses 3

Success case: Emotions could have a relationship with attributions especially on post purchase behavior. It could be a moderator of the impact of attribution on post purchase behavior.

H3a: (The higher emotion, the grater the positive impact on post purchase behavior)

The result shown in table 4.7 how satisfied has positive correlation with emotional was experience ($r = .536$). Likely to recommend has positive correlation with emotional was experience ($r = .519$). Use again in future has positive correlation with emotional was experience ($r = .514$) is significant at the 0.05 level.

Table 4.7 Correlation of attribution and emotion in success case

		How emotional was experience
How satisfied	Pearson Correlation	.536**
	Sig.(2-tailed)	.000
	N	103
Likely to recommend	Pearson Correlation	.519**
	Sig.(2-tailed)	.000
	N	103
Use again in future	Pearson Correlation	.514**
	Sig.(2-tailed)	.000
	N	189

Failure case:

3b: (The higher emotion, the greater the negative impact on post purchase behaviors) The result shown in table 4.8 that how satisfied has negative correlation with emotional was experience ($r = -.227$). Likely to recommend has negative correlation with emotional was experience ($r = -.253$). Use again in future has negative correlation with emotional was experience ($r = -.193$) is significant at the 0.05 level. However, there is no meaningful difference in terms of magnitude of the correlations with the different individual post purchase behavior variables.

Table 4.8 Correlation of attribution and emotion in failure case

		How emotional was experience
How satisfied	Pearson Correlation	-.227**
	Sig.(2-tailed)	.002
	N	189
Likely to recommend	Pearson Correlation	-.253**
	Sig.(2-tailed)	.000
	N	189
Use again in future	Pearson Correlation	-.193**
	Sig.(2-tailed)	.008
	N	189

Emotional could moderate customer's satisfaction, the higher emotion, the more tendency the higher impact on post purchase behavior. Attribution to the company might undertaking as downfall safety but emotional impact may cause the different result in post purchase behavior.



CHAPTER V

DISCUSSION

Attribution theory is a psychological theory that attempts to explain behavior and can be quite useful in the management of organizations. Attribution that people make has an influence on their subsequent behavior. Both beliefs and emotions that they experience, in this study referred to as the attribution process, tend to determine future behaviors. It is significant to understand why we behave a certain way, and why others around us do so. Knowing that would then help us to have a better understanding of ourselves, others, and our organization.

5.1 Benefit of research

Attribution theory attempts to explain some of the causes of our behavior. We want to be able to understand the reason for the actions we take and understand the reasons behind the actions that other people take. Knowing their cause of behavior should give us some feeling of control over our own and others' behaviors in related situations. Attribution theory is also important for organizations because it can help management to understand some of the causes of customer's behavior and can deliver strategies that fit with certain situations. It helps to improve and enhance the understanding of attributes to factors in order for a company to decide appropriate strategies when confronting dilemmas. The manager could benefit from education in attribution to know the behavior of their employees and help them understand their thinking about their own behaviors. The perception of the causes of a certain behavior may affect the judgment and actions of both managers and employees, so attribution also plays a significant role in motivation.

In this study, knowing attribution in the airline industry would help a company in both operations and strategies, for example in the management team, customer service, and marketing department. In management, the study would help in many aspects such

as preparing risk management, operation and control, and help building innovation organization. It also could be useful in further studies as a motivation in human resource by using the right attribution as employee motivation. In marketing department, knowing about attribution would support in operating customer relationship management, operating in customer social responsibility, brand building and brand image, and marketing operation in general (product, price, place, promotion and people process). The understanding of attribution would also help in service department to improve operation to deliver the better service experience.

5.2 Limitation of the Study

There is some limitation that may exist in this study. The first limitation is sampling. The respondent selection is convenient sample most are university students and first jobber living in Bangkok area. The respondents that took the questionnaire are varied from online and offline based which includes disproportionately gender and age group. The majority of respondents in this research are college students. The respondent required to have a good understanding of English to be able to process complete questionnaire, therefore, there is a possibility of language barrier. Also, we have assumed that the survey result of our selected respondent are representative of the whole country. Also, there are uneven distributed in terms of airline usage, gender, and age range.

The second limitation is the truthful and incompleteness of the data. Some of the given questionnaire were skipped answers and not completed both from internet and offline. The truthfulness of the answers are also uncertain as there are emotions involved. People might bias on how they really feel. This bias behavior could come from different culture and generations. Younger people tend to express more feelings compared to the older generation. Also, there are studies found that motivated internet users are more truthful than random people that were called to do the survey.

Time is another constraint in this research. In distribution questionnaire, the research has one month allowed for data collection. This means that the data collected from the questionnaire represent only at that moment timeframe and may vary in the future.

Creating scenario in questionnaire is also a factor in limitation. It is difficult for respondent to imagine and feel emotion from the given scenarios as they have to read and imagine that they are in the given situation. Some of the respondents overlook the scenario and directly answer the survey which make the data invalid and needed to be selected off the data set. Also, some of the information that was filled in by respondents may not represent the actual information, some are skipped, some are inaccurate and some are missing. Such avoidance of information can effect the result of the information.

5.3 Suggestions for Practitioner

Although this study is primarily theoretical but it can contribute a great deal of managerial implication to the practitioners both internal the organization and external (customers). For internal, companies could use the study of attribution to apply and use in various departments to help understand the employee's attributions toward the company which leads to the right motivation. As for external, the company's management team could apply the use of research result to leverage their decision making mainly when it comes to crisis recovery in order to make the customer's experience effective. By knowing the right attribution, manager would then make the right decision for customers.

Because the research result also shown the significant numbers in emotion and satisfaction, companies should consider the importance of service interaction between frontline staff and customers. By giving a proper training to the employee, especially, frontline staff on how to handle customer's emotional reaction and how to avoid escalating negative emotional feeling from customers from a certain service. Suggestion for managerial implications are company should collect and analyze consumer's perception on both tangible and intangible aspects of the services, open for customer's feedback and listen to their opinions in regular basis. Companies should also provide regular training to employee in order to identify what are the triggers of negative emotions and what variable that help contribute to increased levels of overall satisfaction.

5.4 Suggestions for Further Research

Suggestion for this research is to study more on attribution in other industries to compare the result and affects that attribution has in wider range of industries such as hotels, banking, and retails industries. The further study would help us confirmed that the result of each study has correlation result with the previous research. This would reassure the impact of attribution in our everyday lives and to approve the importance of attribution in business commerce.

For more accurate result, the survey should be conduct with wider demographic population such as working generation in different levels, elderly people, respondents that lives outside Bangkok area as these group of people might have different experience and opinion. Also other factor could be included in the research such as lifestyle, values, interests and attitude.

In order to explore more on brand satisfaction, future study could also examine other dimension of relationship in failure case by giving recovery situation. This is to see the result of customer's satisfaction after they have been recovered from a bad incident. The result from this would confirmed the research on the right way of pleasing the customer after a bad service incident.

Emotion is also interesting to explore in further research as in this study has shown the significant relationship between emotion and impact on customer's satisfaction. By exploring the role of emotions in customer satisfaction would help clarify the connection between the two variables. It would also help us define whether emotions are the affective responses to customer's perceptions of attribution from a certain service delivery or service experience.

5.5 Conclusion

In a current economy, many service industries have tried to please the customer to gain satisfy experience. This help builds company's service standard, brand reputation, brand image and gaining trust and loyalty from the customers. The objective of this research is to investigate the relationship between customer's attribution, brand reputation and satisfaction. By exploring the proposal framework and its result, the academic and practitioners in service field can note the importance of customer

attribution on building satisfying service experience and providing the best service that customer's expected.



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Appendix A: Travel Blogger's Complete Review on Southern China Airline

Thursday, February 6 2014

China Southern 328 Los Angeles (LAX) – Guangzhou (CAN)

Depart: 10:30PM Arrive: 5:40AM

Duration: 15hr10min

Aircraft: Airbus A380 Seat: 2A (First Class/Platinum Private Suite)

I arrived at departure gate, The first thing I noticed about the gate was the number of duty free packages people on the flight had purchased. There were several massive carts, and there were so many people that had made purchases that they “roped” off the area and created a queue. To my surprise there was already an agent holding up a sign for business class passengers to queue, so I asked the agent where first class passengers should queue. He looked at my boarding pass and said “first class no wait, you can board anytime.” So to my surprise he directed me to the lady scanning boarding passes and she let me aboard over an hour before departure.

I took seat 2A, which I had pre-selected, though as soon as I sat down the flight attendant came by and asked me if I wanted to switch to seat 1K because “it may be more quiet.” I was a bit puzzled. Yes, the galley is immediately behind the first class cabin, but unless they were planning on having a Chinese New Year party in the galley with a live horse performance, I didn't think that would be relevant. Since I couldn't really figure out whether they were trying to extend a courtesy or were requesting I make the change, I decided to move to 1K. I think I figured out the logic on that later. At my new seat they brought the pre-departure “tray,” which consisted of a drink in a martini glass, the first class menu, and some sweets. While I thought the presentation was beautiful, as it turns out it's apple juice in the martini glass. Really... really?

I couldn't figure out which champagne they served before my flight. So I was really curious, and requested a glass of champagne pre-departure. I ordered a glass and asked her to bring out the bottle. Turn out they serve Duc de Paris sparkling

wine in international first class. It retails for 3.75Euro (~\$5). I mean, is that the world's cheapest airplane champagne? I don't think any other airline even serves champagne that cheap in coach. I had a glass just to see how bad it was. It tasted just like the Welch's sparkling grape juice my mom would be me for New Years Eve when I was about 11. So hands down this was the worst champagne trip of my life.

Within 10 minutes of settling in the flight attendant came by to take both my dinner and breakfast order. I found that a bit odd, because I didn't yet have the opportunity to review the menu. I said, "okay, let me take a look at the menu please." So I opened the menu and instead of her giving me a few minutes, she stood here and waited for me to order. She took my complete dinner and breakfast order, and then asked to take the menu. I asked if I could hold onto it for a bit because I wanted to review what I was eating later, which she was fine with. Then five minutes later she came back to try and collect my menu again.

I found it odd that there was no wine or beverage list. I mean, in business class Air China has a tea list that's as long as the Bible, and as a tea enthusiast I quite appreciate that. Meanwhile China Southern doesn't list beverages anywhere, aside from their website, where they state that they offer "over 8 kinds of beverage." I guess that kinda explains things...

Then another flight attendant came by my seat and said "my English not good, what I can call you?" I said "Ben" would be great, and she introduced herself as Tian Yuan. At this point (seemingly out of nowhere) she closed the door to my seat. I'm not sure if they were sick of me already or they thought that was a courtesy, but I just found it a bit odd that they closed the door without asking. They didn't check on me for about 30 minutes.

We had a really odd taxi which lasted 45 minutes. First we taxied to the northern runways, as if we were going to take off on runway 24L. Then we crossed the airport and taxied to the very end of runway 7R, where we held for about 10 minutes. And then we taxied along the entire length of runway 7R till we were at runway 25L, where we eventually took off at around 11:15PM. Given that our flight was blocked at 15hr10min and we had a flight time two minutes longer than that, it was clear we'd be at least an hour late (which worked great for me given the super-early arrival in Guangzhou!).

Our takeoff roll felt odd from the cabin. Usually I find they apply a bit of power for a few seconds and then the maximum power they'll apply for the takeoff roll after a few seconds. In this case the pilots seemed to apply moderate power for at least 10 seconds, before going to takeoff power. Not judging them, but was just an odd sensation I wasn't used to on the A380.

One cool thing worth noting is that China Southern makes their entertainment system available on the ground, so I could watch TV and sitcoms during the 45-minute taxi. I did find it a bit odd that all of the ads before the entertainment programming were in Chinese, even if the show was in English. Seems like a missed opportunity for advertisers... One not cool thing worth noting is that the airshow was more or less broken. It would work for about five seconds, and then would say "Flight Data Unavailable." The same thing happened the entire flight. They don't have a nose or tail camera either, sadly.

About 10 minutes after takeoff the flight attendants got up. The seatbelt sign remained on – actually, the seatbelt sign remained on for the entire flight despite it being one of smoothest transpacific flights I've had in recent memory.

First the flight attendants distributed blankets and the mattress pads, which were placed on the ottoman. I found that a bit odd as well, figuring they'd distribute the mattress pads on request when the time comes.

When its time for serving dinner, the service was extremely efficient. From the time the soup was served to the time the cheesecake was cleared was just over 30 minutes. I was the only one eating, so the flight attendant was like a hawk when it came to clearing plates. I can't say service was friendly or unfriendly. I understand when there's a language barrier it often makes the crew less confident in their service, and that can be perceived as indifference. So I didn't get any smiles and didn't get any questions as to how the food was, but at the same time she was on top of the service, so...

The food itself was really a good business class meal at best. None of the food really "felt" very first class, and between that and the lack of decent champagne...

After dinner I asked for my bed to be made, which was promptly taken care of. I took the opportunity to check out the first class bar, which is located on the left side in front of the cabin. It just featured a fruit basket and some wine. I also

visited the lavatory. There's just one for the first class cabin, and it's located in front of the cabin to the right. It also seems to be the official bathroom for the entire 20-person crew, because it was occupied for 20-minute periods for 90% of the flight, and smelled accordingly. Not only did it smell accordingly, but there were consistently brown "streaks" in the toilet bowl.

At this point I noticed that all eight suite doors were closed. I couldn't quite figure out why since there were only three passengers, so I peeked over the barriers to see what was going on. As it turns out the other five were all occupied by flight attendants.

Ultimately that didn't bother me since it didn't detract from my experience in any way, but I just found that a bit odd, as most airlines have a policy against that.

I eventually fell asleep again for another four hours, and woke up with about four hours to go to Guangzhou. Again, all the suites were still occupied, though this time with different people. The (one person) suite behind me had one lady and two small kids in it. What the...?

When I went up to use the restroom I saw the captain sitting in the flight attendant jumpseat reading a newspaper. Just very, very odd...

I was rather hungry at this point, and couldn't believe that China Southern really doesn't have any in-flight snacks on a 15-hour flight. Meanwhile they only had saran wrapped ham and croissant sandwiches.

I eventually ordered another cappuccino and accidentally spilled some. I was in the "bed" position and the lavatory was occupied (or else I would have gotten napkins myself), so pushed the flight attendant call button and asked for some napkins. She didn't understand me. I pointed at my shirt, made a "rubbing" motion, and again asked for some napkins. She nodded her head as if she understood what I meant. A minute later the other flight attendant shows up — "my partner says you need something?" "Yes, I spilled coffee all over my shirt, could I have a napkin please?" Again, I'm pointing at my shirt which has coffee stains all over it. She says "ah, you would like more coffee?"

I again said “napkin,” and made a rubbing motion on my shirt as if I was trying to clean it. She comes back a minute later wearing gloves with a box of Kleenex tissues. Maybe she misunderstood the rubbing motion I was making? I dunno...

When breakfast was served, I had ordered the dim sum. It really wasn't good at all, unfortunately, though the presentation was nice at least. There was also a breadbasket consisting of a muffin, croissant, and toast. I'm not sure why, but the toast was hard as could be, unfortunately. After breakfast I changed out of my pajamas and stowed my carry-ons. We began our descent, and as we initiated our descent one of the flight attendants came by to say “I hope you fly with us again.” I wasn't sure what to say, so just said “thank you” and nodded.

Bottom line, China Southern has a really solid hard product on their A380. While I'm not a huge fan of the color scheme, the suites are spacious, and with only eight seats it's a very private cabin. That being said, the soft product left a lot to be desired. The food was business class quality, and the alcohol selection was pathetic. The service seemed indifferent at best, though that may have in part been due to the language barrier.

Believe it or not, I wouldn't really avoid them in the future, though I would come in with different expectations. At the end of the day there's not a much more comfortable product in which to get ~15 hours of sleep... assuming you can sleep that long.

Appendix B: Questionnaire

Service Evaluation Study

The objective of this study is to understand how customers evaluate various incidents during services.

Please name a budget airline that you have used in the past (if you never used one before then put the name of a regular airline):

Please indicate your answers to the following questions.

1. When was the last time you flew with this airline? _____

2. How many times have you flown with this airline?

3. How satisfied or dissatisfied are you with this airline?

Extremely unsatisfied 1 2 3 4 5 6 7 Extremely satisfied

4. How likely is it that you will recommend this airline to a friend or colleague?

Extremely unlikely 1 2 3 4 5 6 7 Extremely likely

5. How likely or unlikely is it that you will choose this airline in the future?

Extremely unlikely 1 2 3 4 5 6 7 Extremely likely

6. What would be your service expectation for future trips with this airline?

Extremely low 1 2 3 4 5 6 7 Extremely high

For the rest of the study, please imagine that you booked a trip with this airline and the following scenario happened to you:

(Failures case) Low emotion extremity version:

Recently I went on a city trip with [name of budget airline you mentioned]. When I arrived at the airport for my return flight, there was a very long line at the counters of my airline. When it was my turn to check in, I was told by the airline employee that because my suitcase was 900 grams over the 20kg limit, I'd have to either pay \$70 dollars in extra luggage charges or take some things out of my suitcase and carry them with me as hand luggage. I thought that the employee was being inflexible in applying the weight limit as 900 grams excess weight isn't much. The reason for the long line was now also clear to me. I didn't want to pay the \$70 and quickly selected some compact but heavy items to remove from my suitcase, settling on two pairs of jeans and a shirt, and filled them into a spare plastic bag. When I put my suitcase on the belt again I noticed that it was still 100 grams over the limit but the airline employee decided to let it pass. The whole thing caused unnecessary inconvenience. Not only did it cause a long line at check-in, but now I'd also have to carry this unbecoming plastic bag with my dirty laundry while exploring the airport. Then when I boarded the plane there was not enough overhead space so I had to store it under the seat in front of me, leaving me insufficient space for the duration of the flight. I could understand that a budget airline means lower service, but I failed to see the point of this. The plane was the same weight regardless, so why could I not just check in my suitcase as it was?

(Failures case) High emotion extremity version:

Recently I went on a city trip with [name of budget airline you mentioned]. When I arrived at the airport for my return flight, I noticed that there was a very long line at the counters of my airline. When at last it was my turn to check in, I was told by the airline employee that because my suitcase was 900 grams over the 20kg limit, I'd have to either pay \$70 dollars in extra luggage charges (which immediately got my back up) or take some things out of my suitcase and carry them with me as hand luggage. I was angry with this nonsense, which had also caused a long queue, and I thought the employee was being way too inflexible about the weight limit (900 grams really isn't

much). Of course I didn't want to pay the \$70 and quickly selected some compact but heavy items to remove from my suitcase, settling on two pairs of jeans and a shirt, and filled them into a spare plastic bag. When I put my suitcase on the belt again I noticed that it was still 100 grams over the limit but the airline employee decided to let it pass. The whole thing caused me a lot of unnecessary hassle. I was very annoyed that because of this I'd had to wait in a long line at check-in, and now I'd also have to carry this unbecoming plastic bag with my dirty laundry while exploring the airport. Then when I boarded the plane there was not enough overhead space so I had to store it under the seat in front of me, leaving me very cramped for the duration of the flight. I could understand that a budget airline means lower service, but what really annoyed me was the pointlessness and pettiness of it. The plane was the same weight regardless, so why could I not just check in my suitcase as it was?

(Success case) Low emotion extremity version:

Recently I went on a city trip with [name of budget airline you mentioned]. During my stay I contracted a very severe case of pink eye. My right eye was significantly swollen, very sensitive, and watering non-stop. In that condition I could barely go outside. When it was time to return home, I was in no condition to leave the hotel room, leave alone travel. After contracting the infection, however, I had been to see a doctor, and he told me it would take one to three weeks to get better. Extending my trip by this much was not an option, so with a lot of effort I managed to get myself to the airport and on the plane.

Once on the plane, one of the flight attendants enquired about my condition. Upon completion of the boarding procedures, he helped me move to an empty row where I'd have more space and privacy. He also brought me a business class meal even though this was an economy class flight. At the end of the flight I was offered a bottle of expensive champagne from the business class section to take home. The flight attendant told that since it had already been uncorked (although otherwise untouched), it would have to be discarded anyway. Even though I was in no condition to drink alcoholic beverages, I couldn't help observing that the airline went out of its way to give me a good flight experience.

(Success case) High emotion extremity version:

Recently I went on a city trip with [name of budget airline you mentioned]. Unfortunately, during my stay I contracted a really bad case of pink eye. My right eye was badly swollen, intensely painful, and tearing non-stop. I felt too inconvenienced and embarrassed to be outside at any time. When it was time to return home, I was too sick to leave the hotel room, leave alone travel, but a doctor had warned me it would take one to three weeks to get better. Extending my trip by this much would be financially ruinous. I had no choice, so somehow I found the resource in me to get myself to the airport and on that plane.

Once on the plane, the cabin crew showed a lot of empathy and concern for my well-being. When boarding was complete they helped me move to an empty row so I could enjoy more space and privacy. One of the flight crew came to check up on me and offered me a surplus business class meal, even though I was flying economy. At the end of the flight another flight attendant offered me a bottle of expensive champagne from the business class section to take home. I was told that since it had already been uncorked (although otherwise untouched), they would not be able to use it on the next flight anyway. Even though I was in no mood to drink alcoholic beverages, the human concern shown by the flight crew made me feel a little bit better.

Attribution measures:

Please indicate the extent to which you agree or disagree with the following statements:

Strongly disagree**Strongly agree**

1. What happened to me is mainly a result of the airline:	1	2	3	4	5	6	7
2. What happened to me is mainly a result of the service employee:	1	2	3	4	5	6	7
3. What happened to me is due to factors that were uncontrollable by either the airline or the employee:	1	2	3	4	5	6	7

Emotion measures:

Please indicate how you would feel during the above service encounter using the following scales:

I felt:

Not angry at all	1	2	3	4	5	6	7	Extremely angry
Not annoyed at all	1	2	3	4	5	6	7	Extremely annoyed
Not disappointed at all	1	2	3	4	5	6	7	Extremely disappointed
Very comfortable	1	2	3	4	5	6	7	Very uncomfortable
Not anxious at all	1	2	3	4	5	6	7	Extremely anxious
Not bothered at all	1	2	3	4	5	6	7	Extremely bothered
Not offended at all	1	2	3	4	5	6	7	Extremely offended
Not surprised at all	1	2	3	4	5	6	7	Extremely surprised
Not frustrated at all	1	2	3	4	5	6	7	Extremely frustrated
Not furious at all	1	2	3	4	5	6	7	Extremely furious

Satisfaction and Repurchase Intention:

1. How satisfied or dissatisfied are you with this airline?

Extremely unsatisfied 1 2 3 4 5 6 7 Extremely satisfied

2. How likely is it that you will recommend this airline to a friend or colleague?

Extremely unlikely 1 2 3 4 5 6 7 Extremely likely

3. How likely or unlikely is it that you will use this airline in the future?

Extremely unlikely 1 2 3 4 5 6 7 Extremely likely

Trust measures:

Please indicate the extent to which you agree or disagree with the following statements:

	Strongly disagree			Strongly agree			
1. I believe the airline can not be relied upon to keep its promises.	1	2	3	4	5	6	7
2. I believe the airline is trustworthy.	1	2	3	4	5	6	7
3. I would find it necessary to be cautious in dealing with this airline.	1	2	3	4	5	6	7
4. Overall, I believe this airline is honest.	1	2	3	4	5	6	7

Commitment measures:

	Strongly disagree			Strongly agree			
1. If I need to book a flight again, I would choose another airline if I could make a small savings that way.	1	2	3	4	5	6	7
2. I want to continue dealing with this airline.	1	2	3	4	5	6	7
3. If other airlines are available, I would prefer switching to another one.	1	2	3	4	5	6	7

Satisfaction and Repurchase Intention:

1. How satisfied or dissatisfied are you with this airline?

Very unsatisfied 1 2 3 4 5 6 7 Very satisfied

2. How likely is it that you will recommend this airline to a friend or colleague?

Very unlikely 1 2 3 4 5 6 7 Very likely

3. How likely or unlikely is it that you will use this airline in the future?

Very unlikely 1 2 3 4 5 6 7 Very likely

Please indicate to what extent the statements below describe the service experience that you just had. If you strongly agree that this statement is descriptive of your experience, then enter a 7 in the blank space. If you strongly disagree, enter a 1 in that space. If you are unsure, enter a 4 next to the statement. If you think the question does not apply to you, use a 4 and draw a circle around the 4.

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

Outcome of the service

- _____ 11. My expectations of the service were fulfilled
- _____ 12. Taking everything into consideration, the level of service provided was fair
- _____ 13. All in all, I received what I deserved from this company
- _____ 14. Given the circumstances, I feel that the company provided adequate service

Overall satisfaction

Please indicate how you felt about the service experience by circling the appropriate number:

Displeased me	1	2	3	4	5	6	7	Pleased me
Disgusted with	1	2	3	4	5	6	7	Contented with
Very dissatisfied with	1	2	3	4	5	6	7	Very satisfied with
Did a poor job for me	1	2	3	4	5	6	7	Did a good job for me
Poor choice in buying from that _____	1	2	3	4	5	6	7	Wise choice in buying from that __
Unhappy with	1	2	3	4	5	6	7	Happy with
Bad value	1	2	3	4	5	6	7	Good value
Frustrating	1	2	3	4	5	6	7	Enjoyable
Very unfavorable	1	2	3	4	5	6	7	Very favorable

Please provide us with a bit of background information about yourself:

1. Are you ... Male or Female
2. In what year were you born? _____
3. What is your country of citizenship?
 Thailand Other. Specify: _____



Appendix C: Descriptive Statistics

Success Case

1. Show is percentage for How many times have you flown of samples

How many times have you flown

	Frequency	Percent	Mean	Std.
Once	51	27.0		
Twice	53	28.0		
Three times	32	16.9		
Four times	18	9.5		
Five times or more	35	18.5		
Total	189	100.0	2.65	1.443

From table shown How many times have you flown of samples was found.

- The primary samples have flown twice is 53-person estimate 28.0%
- Secondary sample have flown once is 51-person estimate 27%
- Third have flown five times or more is 35-person estimate 18.5%
- The estimate mean is 2.65 and standard deviation is 1.443.

2. Shown percentage for How satisfied or dissatisfied of samples

How satisfied or dissatisfied

	Frequency	Percent	Mean	Std.
Very Dissatisfied	4	2.1		
Dissatisfied	5	2.6		
Somewhat Dissatisfied	15	7.9		
Neutral	47	24.9		
Somewhat Satisfied	58	30.7		
Satisfied	46	24.3		
Very Satisfied	14	7.4		
Total	189	100.0	4.82	1.288

From table shown for How satisfied or dissatisfied of samples found.

- The primary samples have somewhat satisfied is 58-person estimate 30.7%
- Secondary sample have Neutral is 47-person estimate 24.9%
- Third have satisfied is 46-person estimate 24.3%
- The estimate mean is 4.82 and standard deviation is 1.288

3. Shown percentage for How likely is it that you will recommend of samples

	Frequency	Percent	Mean	Std.
Very Unlikely	8	4.2		
Unlikely	6	3.2		
Somewhat Unlikely	15	7.9		
Undecided	31	16.4		
Somewhat Likely	50	26.5		
Likely	49	25.9		
Very Likely	30	15.9		
Total	189	100.0	4.99	1.533

From table show for How likely is it that you will recommend of samples found.

- The primary samples have somewhat likely is 50-person estimate 26.5%
- Secondary sample have likely is 49-person estimate 25.9%
- Third have undecided is 31-person estimate 16.4%
- The estimate mean is 4.99 and standard deviation is 1.533

4. Shown percentage for How likely will choose in future of samples

	Frequency	Percent	Mean	Std.
Very Unlikely	2	1.1		
Unlikely	7	3.7		
Somewhat Unlikely	13	6.9		
Undecided	23	12.2		
Somewhat Likely	52	27.5		
Likely	57	30.2		
Very Likely	35	18.5		
Total	189	100.0	5.26	1.373

From table show for how likely will choose in future of samples found.

- The primary samples have like is 57-person estimate 30.2%
- Secondary sample have somewhat likely is 52-person estimate 27.5%
- Third have very likely is 35-person estimate 18.5%
- The estimate mean is 5.26 and standard deviation is 1.373

5. Shown percentage for expectations for future trips of samples

	Frequency	Percent	Mean	Std.
Extremely low	4	2.1		
Low	8	4.2		
Somewhat lower than average	24	12.7		
Average	68	36.0		
Somewhat higher than average	46	24.3		
High	27	14.3		
Extremely high	12	6.3		
Total	189	100.0	4.44	1.298

From table show for expectations for future trips of samples found.

- The primary samples have average is 68-person estimate 36%
- Secondary sample have somewhat higher than average is 46-person estimate 24.3% Third have high is 27-person estimate 14.3%
- The estimate mean is 4.44 and standard deviation is 1.298

6. Show percentage for attribution to company of samples

	Frequency	Percent	Mean	Std.
Strongly Disagree	17	9.0		
Disagree	24	12.7		
Somewhat Disagree	43	22.8		
Neither Agree nor Disagree	26	13.8		
Somewhat Agree	44	23.3		
Agree	24	12.7		
Strongly Agree	11	5.8		
Total	189	100.0	3.91	1.678

From table show for attribution to company of samples found.

- The primary samples have somewhat agreed is 44-person estimate 23.3%

- Secondary sample have somewhat disagreed is 43-person estimate 22.8%
- Third have neither agree nor disagreed is 26-person estimate 13.8%
- The estimate mean is 3.91and standard deviation is 1.678

7. Shown percentage for attribution to employee of samples.

attribution to employee

		Frequency	Percent	Mean	Std.
Valid	Strongly Disagree	16	8.5		
	Disagree	23	12.2		
	Somewhat Disagree	33	17.5		
	Neither Agree nor Disagree	20	10.6		
	Somewhat Agree	36	19.0		
	Agree	37	19.6		
	Strongly Agree	24	12.7		
	Total	189	100.0	4.29	1.864

From table show for attribution to employee of samples found.

- The primary samples have agreed is 37-person estimate 19.6%
- Secondary sample have somewhat agreed is 36-person estimate 19.0%
- Third have somewhat disagreed is 33-person estimate 17.5%
- The estimate mean is 4.29and standard deviation is 1.864

8. Shown percentage for attribution to external of samples

attribution to external

	Frequency	Percent	Mean	Std.
Strongly Disagree	27	14.3		
Disagree	44	23.3		
Somewhat Disagree	41	21.7		
Neither Agree nor Disagree	23	12.2		
Somewhat Agree	30	15.9		
Agree	18	9.5		
Strongly Agree	6	3.2		
Total	189	100.0	3.33	1.682

From table show for attribution to external of samples found.

- The primary samples have disagreed is 44-person estimate 23.3%
- Secondary sample have somewhat disagreed is 41-person estimate 21.7%
- Third have somewhat agree is 30-person estimate 15.9%
- The estimate mean is 3.33 and standard deviation is 1.682

9. Shown percentage for Emotion of samples. The customer is felt angry.

Emotion of angry

	Frequency	Percent	Mean	Std.
Not angry at all	6	3.2		
Not angry	13	6.9		
Rather not angry	21	11.1		
Moderate	26	13.8		
Rather angry	74	39.2		
Angry	29	15.3		
Extreme angry	20	10.6		
Total	189	100.0	4.67	1.480

From table show Emotion of angry of samples found.

- The primary samples have rather angry is 74-person estimate 39.2%
- Secondary sample have angry is 29-person estimate 15.3%
- Third have somewhat agree is 26-person estimate 13.8%
- The estimate mean is 4.67 and standard deviation is 1.480

10. Shown percentage for Emotion of samples. The customer is felt annoyed.

Annoyed

	Frequency	Percent	Mean	Std.
Not annoy at all	3	1.6		
Not annoy	10	5.3		
Rather not annoy	11	5.8		
Moderate	12	6.3		
Rather annoy	63	33.3		
Annoy	52	27.5		
Extremely annoyed	38	20.1		
Total	189	100.0	5.28	1.429

From table show Emotion of annoy of samples found.

- The primary samples have rather annoy is 63-person estimate 33.3%
- Secondary sample have annoy is 52-person estimate 27.5%
- Third have extremely annoyed at all is 38-person estimate 20.1%
- The estimate mean is 5.28 and standard deviation is 1.429

11. Shown percentage for Emotion of samples. The customer is felt uncomfortable.

Uncomfortable

	Frequency	Percent	Mean	Std.
Very comfortable	3	1.6		
comfortable	10	5.3		
Rather comfortable	11	5.8		
Moderate	12	6.3		
Rather uncomfortable	63	33.3		
uncomfortable	52	27.5		
Very uncomfortable	38	20.1		
Total	189	100.0	4.96	1.498

From table show Emotion of uncomfortable of samples found.

- The primary samples have rather uncomfortable is 69-person estimate 36.5% Secondary sample have uncomfortable is 46-person estimate 24.3%
- Third have very uncomfortable is 25-person estimate 13.2%
- The estimate mean is 4.98 and standard deviation is 1.498

12. Shown percentage for Emotion of samples. The customer is felt disappointed.

Disappointed

	Frequency	Percent	Mean	Std.
Not disappointed at all	2	1.1		
Little disappointed	7	3.7		
Rather disappointed	17	9.0		
Moderate disappointed	47	24.9		
Disappointed	59	31.2		
Very disappointed	38	20.1		
Extreme disappointed	19	10.1		
Total	189	100.0	4.96	1.498

From table show Emotion of disappointed of samples found.

- The primary samples have disappointed is 59-person estimate 31.2%
- Secondary sample have moderate disappointed is 47-person estimate 24.9%
- Third have very disappointed is 38-person estimate 20.1%
- The estimate mean is 4.82 and standard deviation is 1.3

13. Shown percentage for Emotion of samples. The customer is felt anxious.

Anxious

	Frequency	Percent	Mean	Std.
Not anxious at all	10	5.3		
Not anxious	9	4.8		
Rather not anxious	19	10.1		
Moderate anxious	51	27.0		
Rather anxious	56	29.6		
Anxious	32	16.9		
Extremely anxious	12	6.3		
Total	189	100.0	4.47	1.45

From table show Emotion of anxious of samples found.

- The primary samples have rather anxious is 56-person estimate 29.6%
- Secondary sample have moderate anxious is 51-person estimate 27%
- Third have anxious is 32-person estimate 16.9%
- The estimate mean is 4.47 and standard deviation is 1.45

14. Shown percentage for Emotion of samples. The customer is felt bothered.

Bothered

	Frequency	Percent	Mean	Std.
Not bothered at all	1	5		
Not bothered	4	2.1		
Rather not bothered	11	5.8		
Moderate bothered	23	12.2		
Rather bothered	78	41.3		
bothered	46	24.3		
Extremely bothered	26	13.8		
Total	189	100.0	5.2	1.18

From table show Emotion of bothered of samples found.

- The primary samples have rather bothered is 78-person estimate 41.3%
- Secondary sample have bothered is 46-person estimate 24.3%
- Third have extreme bothered is 26-person estimate 13.8%
- The estimate mean is 5.2 and standard deviation is 1.18

15. Shown percentage for Emotion of samples. The customer is felt offended.

Offended

	Frequency	Percent	Mean	Std.
Not offended at all	8	4.2		
Not offended	12	6.3		
Rather not offended	31	16.4		
Moderate offended	40	21.2		
Rather offended	53	28		
offended	26	13.8		
Extremely offended	19	10.1		
Total	189	100.0	4.44	1.534

From table show Emotion offended of samples found.

- The primary samples have moderate offended is 53-person estimate 28%
- Secondary sample have moderate offended is 40-person estimate 21.2%
- Third have rather not offended is 31-person estimate 16.4%
- The estimate mean is 4.44 and standard deviation is 1.534

16. Shown percentage for Emotion of samples. The customer is felt surprised.

Surprised

	Frequency	Percent	Mean	Std.
Not surprised at all	12	6.3		
Not srurprised	18	9.5		
Rather not surprised	45	23.8		
Moderate surprised	42	22.2		
Rather surprised	38	20.1		
surprised	21	11.1		
Extremely surprised	13	6.9		
Total	189	100.0	4.01	1.571

From table show Emotion surprised of samples found.

- The primary samples have rather not surprised is 45-person estimate 23.8%
- Secondary sample have moderate surprised is 42-person estimate 22.2%
- Third have rather surprised is 38-person estimate 20.1%
- The estimate mean is 4.01 and standard deviation is 1.571

17. Shown percentage for Emotion of samples. The customer is felt frustrated.

Frustrated

	Frequency	Percent	Mean	Std.
Not frustrated at all	4	2.1		
Not frustrated	4	2.1		
Rather not frustrated	13	6.9		
Moderate frustrated	21	11.1		
Rather frustrated	58	30.7		
frustrated	52	27.5		
Extremely frustrated	37	19.6		
Total	189	100.0	5.27	1.382

From table show for Emotion frustrated of samples found.

- The primary samples have rather frustrated is 58-person estimate 30.7%
- Secondary sample have frustrated is 52-person estimate 27.5%
- Third have extremely frustrated is 37-person estimate 19.6%
- The estimate mean is 5,27 and standard deviation is 1.382

18. Shown percentage for Emotion of samples. The customer is felt furious.

Furious

	Frequency	Percent	Mean	Std.
Not furious at all	8	4.2		
Not furious	9	4.8		
Rather not furious	25	13.2		
Moderate furious	40	21.2		
Rather furious	60	31.7		
furious	27	14.3		
Extremely furious	20	10.6		
Total	189	100.0	4.57	1.495

From table show Emotion of furious of samples found.

- The primary samples have rather furious is 60-person estimate 31.7%
- Secondary sample have moderate furious is 40-person estimate 21.2%
- Third have furious is 27-person estimate 14.3%
- The estimate mean is 4.57 and standard deviation is 1.495

19. shown percentage for satisfied with airline of samples.

Satisfied				
	Frequency	Percent	Mean	Std.
Very Dissatisfied	6	3.2		
Dissatisfied	22	11.6		
Somewhat Dissatisfied	50	26.5		
Neutral	64	33.9		
Somewhat Satisfied	40	21.2		
Satisfied	7	3.7		
Total	189	100.0	3.69	1.135

From table show for satisfied with airline of samples found.

- The primary samples have neutral is 64-person estimate 33.9%
- The secondary sample have somewhat dissatisfied is 50-person estimate 26.5%
- Third have somewhat satisfied is 40-person estimate 21.2%
- The estimate mean is 3.69 and standard deviation is 1.135

Table 20. shown percentage for likely to recommend airline of samples.

likely to recommend

	Frequency	Percent	Mean	Std.
Very Unlikely	11	5.8		
Unlikely	25	13.2		
Somewhat Unlikely	43	22.8		
Undecided	45	23.8		
Somewhat Likely	54	28.6		
Likely	10	5.3		
Very Likely	1	.5		
Total	189	100.0	3.74	1.329

From table show for likely to recommend airline of samples found.

- The primary samples have somewhat likely is 54-person estimate 28.6%
- Secondary sample have undecided is 45-person estimate 23.8%
- Third have somewhat unlikely is 43-person estimate 22.8%
- The estimate mean is 3.74 and standard deviation is 1.329

21. Shown percentage for use again in future with airline of samples.

use again in future

	Frequency	Percent	Mean	Std.
Very Unlikely	9	4.8		
Unlikely	22	11.6		
Somewhat Unlikely	33	17.5		
Undecided	47	24.9		
Somewhat Likely	52	27.5		
Likely	23	12.2		
Very Likely	3	1.6		
Total	189	100.0	4.02	1.408

From table show for use again in future of samples found.

- The primary samples have somewhat likely is 52-person estimate 27.5%
- Secondary sample have undecided is 47-person estimate 24.9%
- Third have somewhat unlikely is 33-person estimate 17.5%
- The estimate mean is 4.02 and standard deviation is 1.408

22. Shown percentage for with airline of samples.

Emoticon scale (how you felt)

		Frequency	Percent	Mean	Std.
Valid	Very Negative	13	6.9		
	Negative	104	55.0		
	Neutral	66	34.9		
	Positive	6	3.2		
	Total	189	100.0	2.34	.655

From table show for emoticon scale of samples found.

- The primary samples have negative is 104-person estimate 55%
- Secondary sample have neutral is 66-person estimate 34.9%
- Third have very negative is 13-person estimate 6.9%
- The estimate mean is 2.34 and standard deviation is 0.655

23. Shown percentage for with airline of samples.

How emotional was experience

	Frequency	Percent	Mean	Std.
Not emotional at all	4	2.1		
Not emotional	10	5.3		
Rather not emotional	29	15.3		
Moderate emotional	38	20.1		
Rather emotional	72	38.1		
Emotional	25	13.2		
Very emotional	11	5.8		
Total	189	100.0	4.5	1.323

From table show for Emotion was experience of samples found.

- The primary samples have rather emotional is 72-person estimate 38.1%
- Secondary sample have moderate emotional is 38-person estimate 20.1%
- Third have furious is 29-person estimate 15.3%
- The estimate mean is 4.5 and standard deviation is 1.323

24. Shown percentage for with airline of samples.

Satisfied

		Frequency	Percent	Mean	Std.
Valid	Dissatisfied	8	4.2		
	Somewhat Dissatisfied	17	9.0		
	Neutral	29	15.3		
	Somewhat Satisfied	71	37.6		
	Satisfied	52	27.5		
	Very Satisfied	12	6.3		
	Total	189	100.0	4.94	1.195

From table show for satisfied of samples found.

- The primary samples have somewhat satisfied is 71-person estimate 37.6%
- Secondary sample have satisfied is 52-person estimate 27.5%
- Third have neutral is 29-person estimate 15.3%
- The estimate mean is 4.94 and standard deviation is 1.195

25. Shown percentage for with airline of samples.

likely to recommend

		Frequency	Percent	Mean	Std.
Valid	Very Unlikely	1	.5		
	Unlikely	10	5.3		
	Somewhat Unlikely	19	10.1		
	Undecided	43	22.8		
	Somewhat Likely	56	29.6		
	Likely	47	24.9		
	Very Likely	13	6.9		
	Total	189	100.0	4.78	1.294

From table show for likely to recommend of samples found.

- The primary samples have somewhat likely is 56-person estimate 29.6%
- Secondary sample have likely is 47-person estimate 24.9%
- Third have undecided is 43-person estimate 22.8%
- The estimate mean is 4.78 and standard deviation is 1.294

26. Shown percentage for with airline of samples.

use again

		Frequency	Percent	Mean	Std.
	Very Unlikely	2	1.1		
	Unlikely	10	5.3		
	Somewhat Unlikely	17	9.0		
	Undecided	31	16.4		
	Somewhat Likely	58	30.7		
	Likely	49	25.9		
	Very Likely	22	11.6		
	Total	189	100.0	4.95	1.379

From table show for use again in future of samples found.

- The primary samples have somewhat likely is 58-person estimate 30.7%
- Secondary sample have likely is 49-person estimate 25.9%
- Third have somewhat undecided is 31-person estimate 16.4%
- The estimate mean is 4.95 and standard deviation is 1.379

27. Shown percentage for with airline of samples.

Trust and Commitment

I believed this airline could not be relied upon to keep its promises.

		Frequency	Percent	Mean	Std.
Valid	Strongly Disagree	4	2.1		
	Disagree	20	10.6		
	Somewhat Disagree	45	23.8		
	Neither Agree nor Disagree	58	30.7		
	Somewhat Agree	46	24.3		
	Agree	16	8.5		
	Total	189	100.0	3.9	1.196

From table show for Trust and Commitment: It believed this airline could not be relied upon to keep its promises of samples found.

- The primary samples have neither agreed nor disagreed is 58-person estimate 30.7% Secondary sample have somewhat agreed is 46-person estimate 24.3%
- Third have somewhat disagree is 45-person estimate 23.8%
- The estimate mean is 3.9 and standard deviation is 1.196

28. Shown percentage for with airline of samples.

(Trust and Commitment) I believed this airline was trustworthy.

		Frequency	Percent	Mean	Std.
	Strongly Disagree	2	1.1		
	Disagree	5	2.6		
	Somewhat Disagree	17	9.0		
	Neither Agree nor Disagree	56	29.6		
	Somewhat Agree	68	36.0		
	Agree	40	21.2		
	Strongly Agree	1	.5		
	Total	189	100.0	4.62	1.078

From table show for Trust and Commitment: It believed this airline could not be relied upon to keep its promises of samples found.

- The primary samples have somewhat agreed is 68-person estimate 36%
- Secondary sample have neither agreed nor disagrees is 56-person estimate 29.6%
- Third have agree is 40-person estimate 21.2%
- The estimate mean is 4.62 and standard deviation is 1.078

29. Shown percentage for with airline of samples.

(Trust and Commitment)

I would find it necessary to be cautious in dealing with this airline.

		Frequency	Percent	Mean	Std.
Valid	Strongly Disagree	1	.5		
	Disagree	11	5.8		
	Somewhat Disagree	33	17.5		
	Neither Agree nor Disagree	52	27.5		
	Somewhat Agree	63	33.3		
	Agree	24	12.7		
	Strongly Agree	5	2.6		
	Total	189	100.0	4.56	1.188

From table show for Trust and Commitment: It would find it necessary to be cautious in dealing with this airline of samples found.

- The primary samples have somewhat agreed is 63-person estimate 33.3%
- Secondary sample have neither agreed nor disagreed is 52-person estimate 27.5%
- Third have somewhat disagree is 33-person estimate 17.5%
- The estimate mean is 4.56 and standard deviation is 1.188

30. shown percentage for with airline of samples

(Trust and Commitment)

Overall, I believe this airline is honest.

	Frequency	Percent	Mean	Std.
Valid Strongly Disagree	1	.5		
Disagree	4	2.1		
Somewhat Disagree	11	.8		
Neither Agree nor Disagree	44	23.3		
Somewhat Agree	78	41.3		
Agree	45	23.8		
Strongly Agree	6	3.2		
Total	189	100.0	4.87	1.046

From table show for Trust and Commitment: Overall, It believe this airline is honest of samples found.

- The primary samples have somewhat agreed is 78-person estimate 41.3%
- Secondary sample have agreed is 45- person estimate 23.8%
- Third have neither agree nor disagreed is 44-person estimate 23.3%
- The estimate mean is 4.87 and standard deviation is 1.046

31. Shown percentage for with airline of samples.

Trust and Commitment

If I need to fly again, I would choose another airline if I could make a small savings that way.

		Frequency	Percent	Mean	Std.
Valid	Disagree	9	4.8		
	Somewhat Disagree	27	14.3		
	Neither Agree nor Disagree	32	16.9		
	Somewhat Agree	54	28.6		
	Agree	50	26.5		
	Strongly Agree	17	9.0		
	Total	189	100.0	4.85	1.334

From table show for Trust and Commitment: Overall, It believed this airline is honest If I need to fly again, I would choose another airline if I could make a small savings that way of samples found.

- The primary samples have somewhat agreed is 54-person estimate 28.6%
- Secondary sample have agreed is 50-person estimate 26.5%
- Third have neither agree nor disagreed is 32-person estimate 16.9%
- The estimate mean is 4.85 and standard deviation is 1.334

32. Shown percentage for with airline of samples.

*Trust and Commitment***I want to continue dealing with this airline**

		Frequency	Percent	Mean	Std.
Valid	Strongly Disagree	3	1.6		
	Disagree	7	3.7		
	Somewhat Disagree	25	13.2		
	Neither Agree nor Disagree	61	32.3		
	Somewhat Agree	55	29.1		
	Agree	37	19.6		
	Strongly Agree	1	.5		
	Total	189	100.0	4.444	1.639

From table show for Trust and Commitment: Overall, It wants to continue dealing with this airline of samples found.

- The primary sample have neither agreed nor disagreed is 61-person estimate 32.3%
- Secondary sample have somewhat agreed is 55-person estimate 29.1%
- Third have agreed is 37-person estimate 19.6%
- The estimate mean is 4.44 and standard deviation is 1.639

33. Shown percentage for with airline of samples.

*Trust and Commitment***If other airlines are available, I would prefer switching to another one.**

		Frequency	Percent	Mean	Std.
Valid	Disagree	12	6.3		
	Somewhat Disagree	25	13.2		
	Neither Agree nor Disagree	59	31.2		
	Somewhat Agree	42	22.2		
	Agree	35	18.5		
	Strongly Agree	16	8.5		
	Total	189	100.0	4.59	1.333

From table show for Trust and Commitment: If other airlines are available, I would prefer switching to another one of samples found.

- The primary sample have neither agreed nor disagree is 59-person estimate 31.2% Secondary sample have somewhat agreed is 42-person estimate 22.2%
- Third sample have agreed is 35-person estimate 18.5%
- The estimate mean is 4.59 and standard deviation is 1.333

Failure Case

1. Shown percentage for how many times have you flown of samples

How many times have you flown with this airline?

		Frequency	Percent	Mean	Std.
Valid	Once	23	5.1		
	Twice	28	6.2		
	Three times	20	4.4		
	Four times	18	4.0		
	Five times or more	56	12.4		
	Total	145	32.2	3.39	1.537

From table show for How many times have you flown of samples found.

- The primary samples have flown Five times or more is 56-person estimate 12.4%
- The secondary sample have flown Twice is 28-person estimate 6.2%
- The third have flown Once is 23-person estimate 5.1%
- The estimate mean is 3.39 and standard deviation is 1.537

2. Shown percentage for how satisfied or dissatisfied of samples

How satisfied or dissatisfied are you with this airline?

		Frequency	Percent	Mean	Std.
Valid	Dissatisfied	7	1.6		
	Somewhat Dissatisfied	9	2.0		
	Neutral	12	2.7		
	Somewhat Satisfied	23	5.1		
	Satisfied	58	12.9		
	Very Satisfied	36	8.0		
	Total	145	32.2	5.54	1.369

From table show for How satisfied or dissatisfied of samples found.

- The primary samples have somewhat satisfied is 58-person estimate 12.9%
- The secondary sample have very satisfied is 36-person estimate 8%
- The third have somewhat satisfied is 23-person estimate 5.1%
- The estimate mean is 5.54 and standard deviation is 1.369

3. shown percentage for How likely is it that you will recommend of samples

How likely is it that you will recommend this airline to a friend or colleague?

		Frequency	Percent	Mean	Std.
Valid	Very Unlikely	3	.7		
	Unlikely	5	1.1		
	Somewhat Unlikely	10	2.2		
	Undecided	5	1.1		
	Somewhat Likely	28	6.2		
	Likely	52	11.6		
	Very Likely	42	9.3		
	Total	145	32.2	5.58	1.466

From table show for How likely is it that you will recommend of samples found

- The primary samples have likely is 52-person estimate 11.6%

- The secondary sample have very likely is 42-person estimate 9.3%
- The third have somewhat likely is 28-person estimate 6.2%
- The estimate mean is 5.58 and standard deviation is 1.466

4. shown percentage for How likely will choose in future of samples

How likely is it that you will choose this airline in the future?

		Frequency	Percent	Mean	Std.
Valid	Very Unlikely	3	.7		
	Unlikely	2	.4		
	Somewhat Unlikely	4	.9		
	Undecided	9	2.0		
	Somewhat Likely	33	7.3		
	Likely	57	12.7		
	Very Likely	37	8.2		
	Total	145	32.2	5.66	1.271

From table show for how likely will choose in future of samples found

- The primary samples have like is 57-person estimate 12.7%
- The secondary sample have very likely is 37-person estimate 8.2%
- The third have very somewhat likely is 33-person estimate 7.3%
- The estimate mean is 5.66 and standard deviation is 1.271

5. Shown Percentage for expectations for future trips of samples

What would be your expectations for future trips with this airline?

		Frequency	Percent	Mean	Std.
Valid	Extremely low	1	.2		
	Low	4	.9		
	Somewhat lower than average	9	2.0		
	Average	28	6.2		
	Somewhat higher than average	19	4.2		
	High	59	13.1		
	Extremely high	25	5.6		
	Total	145	32.2	5.32	1.343

From table show for expectations for future trips of samples found

- The primary samples have high is 59-person estimate 13.1%
- The secondary sample have average is 28-person estimate 6.2%
- The third have extremely high is 25-person estimate 5.6%
- The estimate mean is 5.32 and standard deviation is 1.343

6. Shown percentage for attribution to company of samples

Attribution to company.

		Frequency	Percent	Mean	Std.
Valid	Disagree	4	.9		
	Somewhat Disagree	4	.9		
	Neither Agree nor Disagree	5	1.1		
	Somewhat Agree	22	4.9		
	Agree	48	10.7		
	Strongly Agree	20	4.4		
	Total	103	22.9	5.61	1.198

From table show for attribution to company of samples found

- The primary samples have somewhat agreed is 44-person estimate 23.3%
- The secondary sample have somewhat disagreed is 43-person estimate 22.8%
- The third have neither agree nor disagree is 26-person estimate 13.8%
- The estimate mean is 5.61 and standard deviation is 1.198

7. Shown percentage for attribution to employee of samples.

Attribution to employees.

		Frequency	Percent	Mean	Std.
Valid	Disagree	1	.2		
	Somewhat Disagree	5	1.1		
	Neither Agree nor Disagree	2	.4		
	Somewhat Agree	8	1.8		
	Agree	39	8.7		
	Strongly Agree	48	10.7		
	Total	103	22.9	6.17	1.095

From table show for attribution to employee of samples found

- The primary samples have strongly agreed is 48-person estimate 10.7%
- The secondary sample have agreed is 39-person estimate 8.7%

- The third have somewhat agree is 8-person estimate 1.8%
- The estimate mean is 6.17and standard deviation is 1.095

8. Shown percentage for attribution to external of samples

Attribution to External

		Frequency	Percent	Mean	Std.
Valid	Strongly Disagree	4	.9		
	Disagree	16	3.6		
	Somewhat Disagree	17	3.8		
	Neither Agree nor Disagree	21	4.7		
	Somewhat Agree	28	6.2		
	Agree	14	3.1		
	Strongly Agree	3	.7		
	Total	103	22.9	4.04	1.495

From table show for attribution to external of samples found

- The primary samples have somewhat agreed is 28-person estimate 6.2%
- The secondary sample have neither agreed nor disagreed is 21-person estimate 4.7% The third have somewhat disagree is 17-person estimate 3.8%
- The estimate mean is 4.04and standard deviation is 1.495

9. Shown percentage for Emotion of samples. The customer is felt happy.

Emotion of happy

		Frequency	Percent	Mean	Std.
	Not happy at all	1	.2		
	Not happy	1	.2		
	Rather not happy	1	.2		
	Moderate	1	.2		
	Rather happy	18	4.0		
	happy	46	10.2		
	Extreme happy	35	7.8		
	Total	103	22.9	6.03	1.024

From table show for Emotion of happy of samples found

- The primary samples have happy is 46-person estimate 10.2%
- The secondary sample have extreme happy is 35-person estimate 7.8%
- The third have rather happy is 18-person estimate 4%
- The estimate mean is 6.03 and standard deviation is 1.024

10. shown percentage for Emotion of samples. The customer is felt pleasant.

pleasant

		Frequency	Percent	Mean	Std.
	Not pleasant at all	1	.2		
	Not pleasant	1	.2		
	Rather not pleasant	2	.4		
	Moderate	6	1.3		
	Rather pleasant	12	2.7		
	pleasant	38	8.4		
	Extreme pleasant	43	9.6		
	Total	103	22.9	6.04	1.163

From table show for Emotion of pleasant of samples found

- The primary samples have extreme pleasant is 43-person estimate 9.6%
- The secondary sample have pleasant is 38-person estimate 8.4%
- The third have rather pleasant is 12-person estimate 2.7%
- The estimate mean is 6.04 and standard deviation is 1.163

11. Table 44. shown percentage for Emotion of samples. The customer is felt comfortable.

Very uncomfortable: Very comfortable

		Frequency	Percent	Mean	Std.
	Very uncomfortable	1	.2		
	uncomfortable	3	.7		
	Rather not comfortable	7	1.6		
	Moderate	8	1.8		
	Rather comfortable	18	4.0		
	comfortable	37	8.2		
	Extreme comfortable	29	6.4		
	total	103	22.9	5.58	1.390

From table show for Emotion of comfortable of samples found

- The primary samples have comfortable is 37-person estimate 8.2% and secondary sample have extreme comfortable is 29-person estimate 6.4%
- The third have rather comfortable is 18-person estimate 4.0%
- The estimate mean is 5.58 and standard deviation is 1.390

12. Table 45. shown percentage for attitude of samples. The customer is positive.

Not positive at all: Extremely positive

		Frequency	Percent	Mean	Std.
	Not positive at all	1	.2		
	Not positive	1	.2		
	Rather not positive	1	.2		
	Moderate	4	.9		
	Rather positive	16	3.6		
	Positive	47	10.4		
	Extreme positive	33	7.3		
	Total	103	22.9	5.97	1.061

From table show for attitude of positive of samples found

- The primary samples have positive is 47-person estimate 10.4%
- The secondary sample have extreme positive is 33-person estimate 7.3%
- The third have rather positive is 16-person estimate 3.6%
- The estimate mean is 5.97 and standard deviation is 1.061

13. Show is percentage for touched of samples.

Not touched at all: Very touched

		Frequency	Percent	Mean	Std.
	Not touched at all	2	.4		
	Rather not touched	3	.7		
	Moderate	4	.9		
	Rather touched	12	2.7		
	touched	34	7.6		
	Very touched	48	10.7		
	Total	103	22.9	6.09	1.222

From table show for touched of samples found

- The primary samples have very touched is 48-person estimate 10.7%
- The secondary sample have touched is 34-person estimate 7.6%
- The third have rather touched is 12-person estimate 2.7%
- The estimate mean is 6.09 and standard deviation is 1.222

14. Shown percentage for emotion of samples. The customer is surprised.

Not surprised at all: Very surprised

	Frequency	Percent	Mean	Std.
Not surprised at all	1	.2		
Not surprised	2	.4		
Rather not surprised	5	1.1		
Moderate	2	.4		
Rather surprised	16	3.6		
Surprised	36	8.0		
Extreme surprised	41	9.1		
Total	103	22.9	5.93	1.278

From table show for emotion of samples found

- The primary samples have extreme surprised is 41 person estimate 9.1%
- The secondary sample have surprised is 36-person estimate 8%
- The third have rather surprised is 16-person estimate 3.6%
- The estimate mean is 5.93 and standard deviation is 1.278

15. Shown is percentage for satisfied with airline of samples.

Satisfied

		Frequency	Percent	Mean	Std.
Valid	Dissatisfied	1	.2		
	Somewhat Dissatisfied	1	.2		
	Neutral	6	1.3		
	Somewhat Satisfied	12	2.7		
	Satisfied	46	10.2		
	Very Satisfied	37	8.2		
	Total		103	22.9	6.06

From table show for satisfied with airline of samples found

- The primary samples have satisfied is 46-person estimate 10.2%
- The secondary sample have very satisfied is 37-person estimate 8.2%
- The third have somewhat satisfied is 12-person estimate 2.7%
- The estimate mean is 6.06 and standard deviation is .978

16. Shown percentage for likely to recommend airline of samples.

recommend this airline

		Frequency	Percent	Mean	Std.
Valid	Very Unlikely	1	.2		
	Somewhat Unlikely	2	.4		
	Undecided	2	.4		
	Somewhat Likely	15	3.3		
	Likely	38	8.4		
	Very Likely	45	10.0		
	Total	103	22.9	6.15	1.033

From table show for likely to recommend airline of samples found

- The primary samples have very likely is 45-person estimate 10%
- The secondary sample have likely is 38-person estimate 8.4%
- The third have somewhat like is 15-person estimate 3.3%
- The estimate mean is 6.15 and standard deviation is 1.033

17. Shown percentage for use again in future with airline of samples.

Use again in future

		Frequency	Percent	Mean	Std.
Valid	Very Unlikely	1	.2		
	Somewhat Unlikely	1	.2		
	Undecided	2	.4		
	Somewhat Likely	18	4.0		
	Likely	39	8.7		
	Very Likely	42	9.3		
	Total	103	22.9	6.12	.933

From table show for use again in future of samples found

- The primary samples have very likely is 42-person estimate 9.3%
- The secondary sample have likely is 39-person estimate 8.7%
- The third have somewhat unlikely is 18-person estimate 4.0%
- The estimate mean is 6.12 and standard deviation is .933

18. Shown is percentage for with airline of samples.

(Trust and Commitment)

I believed this airline could not be relied upon to keep its promises.

		Frequency	Percent	Mean	Std.
Valid	Strongly Disagree	15	3.3		
	Disagree	29	6.4		
	Somewhat Disagree	16	3.6		
	Neither Agree nor Disagree	10	2.2		
	Somewhat Agree	9	2.0		
	Agree	20	4.4		
	Strongly Agree	4	.9		
	Total	103	22.9	3.44	1.877

From table show for Trust and Commitment: It believed this airline could not be relied upon to keep its promises of samples found

- The primary samples have disagreed is 29-person estimate 6.4%
- The secondary sample have agreed is 20-person estimate 4.4%
- The third have somewhat disagree is 16-person estimate 3.6%
- The estimate mean is 3.44 and standard deviation is 1.877

19. shown is percentage for with airline of samples.

(Trust and Commitment) I believed this airline was trustworthy.

		Frequency	Percent	Mean	Std.
Valid	Disagree	2	.4		
	Somewhat Disagree	3	.7		
	Neither Agree nor Disagree	11	2.4		
	Somewhat Agree	17	3.8		
	Agree	50	11.1		
	Strongly Agree	20	4.4		
	Total	103	22.9	5.65	1.118

From table show for Trust and Commitment: It believed this airline was trustworthy of samples found

- The primary samples have somewhat agreed is 50-person estimate 11.1%
- The secondary sample have strongly agreed is 20 person estimate 4.4%
- The third have somewhat agree is 17-person estimate 3.8%
- The estimate mean is 5.65 and standard deviation is 1.118

20. Shown is percentage for with airline of samples.

Trust and Commitment

I would find it necessary to be cautious in dealing with this airline.

		Frequency	Percent	Mean	Std.
Valid	Strongly Disagree	8	1.8		
	Disagree	31	6.9		
	Somewhat Disagree	22	4.9		
	Neither Agree nor Disagree	19	4.2		
	Somewhat Agree	12	2.7		
	Agree	8	1.8		
	Strongly Agree	3	.7		
	Total	103	22.9	3.31	1.534

From table show for Trust and Commitment: I would find it necessary to be cautious in dealing with this Airline.

- The primary samples have somewhat disagreed is 31-person estimate 6.09%
- The secondary sample have strongly agreed is 22-person estimate 4.9% and third have somewhat agree is 19-person estimate 4.2%
- The estimate mean is 3.31 and standard deviation is 1.534

21. shown is percentage for with airline of samples.

Trust and Commitment Overall, I believe this airline is honest.

		Frequency	Percent	Mean	Std.
Valid	Somewhat Disagree	2	.4		
	Neither Agree nor Disagree	10	2.2		
	Somewhat Agree	25	5.6		
	Agree	51	11.3		
	Strongly Agree	15	3.3		
		Total	103	22.9	5.65

From table show for Trust and Commitment: I would find it necessary to be cautious in dealing with this airline.

- The primary samples have agreed is 51-person estimate 11.3%
- The secondary sample have somewhat is 25-person estimate 5.6%
- The third have strongly agree is 15-person estimate 3.3%
- The estimate mean is 5.65 and standard deviation is .915

22. Shown percentage for with airline of samples.

Trust and Commitment If I need to fly again, I would choose another airline if I could make a small savings that way.

		Frequency	Percent	Mean	Std.
Valid	Strongly Disagree	4	.9		
	Disagree	11	2.4		
	Somewhat Disagree	15	3.3		
	Neither Agree nor Disagree	13	2.9		
	Somewhat Agree	26	5.8		
	Agree	25	5.6		
	Strongly Agree	9	2.0		
	Total	103	22.9	4.52	1.638

From table show for Trust and Commitment: If I need to fly again, I would choose another airline if I could make a small savings that way.

- The primary samples have somewhat agreed is 26-person estimate 5.8%
- The secondary sample have agreed is 25-person estimate 5.6%
- The third have somewhat disagree is 15-person estimate 3.3%
- The estimate mean is 4.52 and standard deviation is 1.638

23. Shown percentage for with airline of samples.

Trust and Commitment

I want to continue dealing with this airline.

		Frequency	Percent	Mean	Std.
Valid	Disagree	1	.2		
	Somewhat Disagree	2	.4		
	Neither Agree nor Disagree	9	2.0		
	Somewhat Agree	22	4.9		
	Agree	55	12.2		
	Strongly Agree	14	3.1		
	Total	103	22.9	5.65	.957

From table show for Trust and Commitment: I want to continue dealing with this airline.

- The primary samples have agreed is 55-person estimate 12.2%
- The secondary sample have agreed is 22-person estimate 4.9%
- The third have strongly agree is 14-person estimate 3.1%
- The estimate mean is 5.65 and standard deviation is .957

24. Shown percentage for with airline of samples.

Trust and Commitment

If other airlines are available, I would prefer switching to another one.

		Frequency	Percent	Mean	Std.
Valid	Strongly Disagree	5	1.1		
	Disagree	22	4.9		
	Somewhat Disagree	32	7.1		
	Neither Agree nor Disagree	21	4.7		
	Somewhat Agree	11	2.4		
	Agree	10	2.2		
	Strongly Agree	2	.4		
	Total	103	22.9	3.48	1.42

From table show for Trust and Commitment: If other airlines are available, I would prefer switching to another one.

- The primary samples have somewhat disagreed is 32-person estimate 7.1%
- The secondary sample have disagreed is 22-person estimate 4.9%
- The third have neither agree nor disagreed is 21-person estimate 4.7%
- The estimate mean is 3.48 and standard deviation is 1.42

25. shown percentage for with airline of samples.

How emotional do you think this service experience is:-Not emotional at all:

Very emotional

		Frequency	Percent	Mean	Std.
	Not emotional at all	2	.4		
	Not emotional	2	.4		
	Rather not emotional	3	.7		
	Moderate emotional	13	2.9		
	Rather emotional	35	7.8		
	Emotional	34	7.6		
	Very emotional	14	3.1		
	Total	103	22.9	5.28	1.24

From table show for how emotional do you think this service experience is:-Not emotional at all: Very emotional.

- The primary samples have rather not emotional is 35-person estimate 7.8%
- The secondary sample have emotional is 34-person estimate 7.6%
- The third have very emotional is 14-person estimate 3.1%
- The estimate mean is 5.28 and standard deviation is 1.24