

BABEŞ - BOLYAI UNIVERSITY
FACULTY OF ECONOMICAL SCIENCE AND BUSINESS ADMINISTRATION
DEPARTMENT OF MANAGEMENT

DOCTORAL THESIS

-Summary-

**THE IMPACT OF QUALITY ON PERFORMANCE IN THE FIELD OF
AIR PASSENGER TRANSPORT**

Scientific coordinator

Prof.univ.dr. Liviu ILIEŞ

PhD candidate

Drd. Cosmina Laura RAŢ

CLUJ –NAPOCA

2022

SUMMARY CONTENTS

DOCTORAL THESIS CONTENTS.....3
KEYWORDS.....5
INTRODUCTION.....5
RESEARCH TOPICS AND OBJECTIVES6
RESEARCH METHODOLOGY.....7
THEORETICAL AND PRACTICAL ASPECTS OF THE RESEARC.....8
BIBLIOGRAPHY.....9

THESIS SUMMARY

INTRODUCTION.....	1
CHAPTER.1. THE SERVICES IN PASSANGER AIR TRANSPORT.....	3
1.1.Services: concept and characteristics.....	3
1.2.Passenger air transport services.....	4
1.3. The Q passenger Airline.....	10
1.4. COVID pandemic impact on The Q Airline.....	27
CHAPTER.2. THE QUALITY OF SERVICES IN PASSANGER AIR TRANSPORT.....	30
2.1. The quality concept.....	30
2.2 The service quality in passenger air transport.....	36
2.3. The quality dimensions in passenger air transport.....	38
2.4. Total quality management in the airlines.....	42
2.5. Customers satisfaction.....	49
2.6. Customers loialty.....	51
2.7. Service quality and customer satisfaction.....	53
2.8. Customer experience.....	55
CHAPTER.3. RESEARCH METHODOLOGY.....	56
3.1. The context of research.....	56
3.2.The segnificance of research.....	57
3.3.The objectives of research.....	58
3.4.The research hypothesis.....	60
3.5. The research methodology.....	61
3.6. The data resources.....	66
3.7. Variables of the analysis model.....	67
3.8.The research sample.....	67
CHAPTER.4.INTERNAL PERSPECTIVE OF THE Q AIRLINE QUALITY OF SERVICES.....	86
4.1.Internal perspective on the air passenger transport quality of service analysis.....	86
4.2.Internal perspective on the quality variables analysis.....	88

CHAPTER. 5. THE Q AIRLINE QUALITY OF SERVICES BASED ON CUSTOMERS PERCEPTION	136
5.1.The role of service quality in ensuring competitiveness in the air passenger transport	136
5.2. Analysis of quality dimensions in passenger air transport.....	151
5.3.Highlighting the statistical relation of association between the main variables that define the quality of the services provided by The Q Airline	165
CHAPTER.6. SERVICE QUALITY IMPACT ON PERFORMANCE IN PASSENGER AIR TRANSPORT.....	167
6.1. Service quality role in assuring customer satisfaction.....	167
6.2. Service quality impact over customers' satisfaction in passenger air transport.....	172
6.3. Service quality impact over customers' loialty in passenger air transport	180
6.4. Customer satisfaction impact on customer loialty.....	189
6.5. Conclusions and recommandations about the service quality over the company's performance measured with non-financial indicators.....	192
CHAPTER.7. CONCLUSIONS.....	205
7.1. Research objective.....	206
7.2. Structure of the thesis.....	207
7.3.Theoretical and practical aspects of the thesis	208
7.4. Personal contributions.....	210
7.5. Methodological limitations	212
7.6. New research directions	213
BIBLIOGRAPHY	214
Abreviations.....	226
ANNEXES.....	228

1. KEYWORDS

- Quality of services.
- Total quality management.
- Customer satisfaction.
- Customer loyalty.
- Organizational performance.
- Employee satisfaction.
- Employee commitment.

2. INTRODUCTION

The fast-growing air transportation industry is a key provider of a wide range of services, it is facing an increasing number of challenges when it comes to generating benefits, which is due to the many events and trends that influence it, both economically and socially.

In a wide range of circumstances that have a major influence on the passenger air transportation sector, the key element in ensuring competitive advantage is not only represented by providing services to high standards of safety and security for customers and employees but also ensuring continuous service quality improvement and services provided according to customers' expectations and needs.

Increasing competition in the service industry has led many companies to consider service quality a strategic tool. In this context, the techniques for measuring the quality of services and their performance have become an important field of high interest for the researchers in the recent decades. This leads airlines to look for effective ways to meet the needs and expectations of their customers, to high standards of customer service, to retain current customers and to attract as many potential customers as possible.

The literature has emphasized the fact that the provision of excellent services, characterized by a high level of quality standards, is an important condition for ensuring increased customer satisfaction and loyalty, customer retention and increased organizational performance, which plays a key role in ensuring competitive advantage.

More and more theorists and practitioners say that due to high competition in the international passenger transport market, airlines leadership must find appropriate and effective ways to improve the quality of their services through a better understanding of the needs and expectations of their customers, or even exceeding them, with the effect of increasing satisfaction and loyalty, respectively organizational performance.

As the increased quality of services and organizational performance are viable ways to ensure the competitiveness of the airlines, the main objectives of the research are primarily to gain a broader view of the contributions of different authors in the literature on the role of quality in ensuring the organizational performance of airlines for passenger transport, and secondly to determine the impact of the quality of services provided by a representative international airline, on organizational performance.

3. RESEARCH TOPICS AND OBJECTIVES

The paper investigates the effects of service quality, from a customer perspective, on different stages of the transportation process (pre-flight services, in-flight services, post-flight services) and its main specific dimensions, with important effects in improving customer satisfaction and loyalty in the industry of passengers air transportation.

Identifying the relevant factors for quality improvement and key performance indicators, in our case customer satisfaction and loyalty, as non-financial indicators, facilitates the company to develop a customer-oriented strategy and innovation. At the same time, it helps managers better understand how the company is positioned in the market and the direction it is heading, in order to keep it in the "right" direction.

The general objective of the research is to develop a model for measuring and analyzing the quality of services provided by the airline, which is the subject of the study, in order to improve the quality and determine its impact on organizational performance.

The specific and objectives of the most relevant study are:

- Selection and study of a bibliography that is relevant to the research, in order to define the basic concepts regarding the quality of air passenger service, performance, customer satisfaction and loyalty, from an external perspective as well as the corresponding concepts from an internal perspective, such as: customer orientation; leadership, total quality management, customer service, employee satisfaction and employee engagement;
- Analysis of the main variables that determine the level of effectiveness of quality management practices and that determine the effectiveness of customer service provided by the airline that is the subject of the research, along with employee satisfaction and employee commitment;

- Identifying the characteristics of the quality of air passenger transport services, at process level, and measuring it on different stages of the transport process and on the main dimensions;
- Statistical analysis of the impact of the quality of air passenger services on customer satisfaction and loyalty, as non-financial indicators that express the airline's performance;
- Statistical analysis of the impact of customer satisfaction on customer loyalty;
- Framing of conclusions and presentation of recommendations for the airline.

4. RESEARCH METHODOLOGY

The study is predominantly empirical, and the methods chosen for the research are both exploratory type that ensures the analysis of quality characteristics and quality dimensions and its impact on the company's performance and the proposal of hypotheses that are verified and examined and explanatory type, which examines the relationships cause-effect between the variables of the analysis model developed in the paper, in order to explain and predict the aspects that are the object of the empirical study, focusing on the analysis and explanation of the problems addressed, in order to identify the relationships between the main research variables.

As part of the quantitative research in the study was used the opinion poll, and as an investigative tool it was used the questionnaire that was administered by the author, whereas the qualitative research uses as a basic tool the semi-structured interview.

At the same time, it needs to be mentioned that along with the two methods, quantitative and qualitative, the method of direct observation was also used, through the involvement of the author in the monitoring of both the administration of the questionnaire and the collection of information from respondents and setting up the interviews.

Obtaining the information for the empirical study had as main source the respondents, respectively the employees of Company Q for the first questionnaire, and the clients of the company for the second questionnaire. To these were added the information obtained from the interviews conducted with a small group of respondents.

At the same time, valid information was obtained in terms of direct observation, examination of specific documents (analyzes, reports) by the researcher, facilitated by her expertise in the field. Other important information was obtained from reports and studies

conducted by the air passenger regulators, IATA and IOSA. All this information was an important source for loading the STATA statistical database.

5. THEORETICAL AND PRACTICAL ASPECTS OF THE RESEARCH

Theoretically, the research was based on an in-depth study of the literature, in order to identify relevant information on the area of quality and performance in passenger air transport, and to develop a model for measuring and analyzing quality and performance.

The results of the research serve to raise awareness and familiarize all members of the airline about the importance of ensuring the quality of services provided to customers to standards that take into account customers needs and expectations, in order to ensure competitive advantage in an increasingly uncertain market, that in the last two years was marked by COVID 19 crisis.

At the same time, it aims to identify and implement good management practices in the field of customer relations, and quality improvement, as a key factor in increasing organizational performance.

The analysis on the context of COVID 19 pandemic, in the period 2020-2022, clearly shows that the solutions found by the airline will allow traffic to return to normal in the next 2-4 years by creating stability in the flight routes and customer data base, given the skills and competencies of employees and a fleet of modern, state-of-the-art aircraft as important sources of quality improvement.

One of the important personal contributions of the author, refers to the development of a model for the evaluation, measurement and strategic analysis of the quality of services provided by Company Q, according to customers' perceptions, expectations and needs and testing it on a representative sample of customers. The model also includes numerous demographic information (gender, age, education, occupation, travel class, purpose of travel, number of trips, income, active participation in a loyalty program), about customers who were part of the research sample, which allow the company to determine if there are significant differences in the responses of different customer segments, and the problems that generate them.

BIBLIOGRAPHY

1. Ahmed, Z., & Rizwan, M. (2014). *Effect of brand trust and customer satisfaction on brand loyalty in Bahawalpur*. Journal of Sociological Research Vol. 5(1), p p .306-326.
2. Akamavi, R., Mohamed, E., Pellmann, K., & Xu, Y. (2015). *Key Determinants of Passenger Loyalty in The Low-Cost Airline Business*. Tourism Management 46, pp.528-545;
3. Alotaibi, M.M., (2015). *Evaluation of “AIRQUAL” scale for measuring airline service quality and its effect on customer satisfaction and loyalty*. Cranfield University.
4. Al-Tit, A. A., (2017). *Factors affecting the organizational performance of manufacturing firms*. International Journal of Engineering Business Management, Vol. 9.
5. Ambro, M & Martina, P.M., (2008). *Organisational Effectiveness and Customer Satisfaction*. Organizacija, Vol.41(5).
6. Amin, T., Leila, R. N., & Zahra, F. (2014). *Service quality, relationship quality and customer loyalty*. Journal of Social Science, V o l. 2, pp. 262-268.
7. Anderson, E.W. & Sullivan, M.W. (1993). *The antecedents and consequences of customer satisfaction firms*. Marketing Science. Vol. 12(2), pp.241-268.
8. Angrahini, D., Anni Lembana.,Valucy,A, (2018), *Could Satisfaction On The Airline’s Service Quality (AIRQUAL) Make Lion Air’s Customers Trust And Become Loyal To The Airline Company?*, Jurnal Management, Vol. 15(2), pp.101-122.
9. Archana, R., & Subha, M.V., (2012). *A Study on Service Quality and Passenger Satisfaction on Indian Airlines*, International Journal of Multidisciplinary Research, Vol.2(2), pp.50-63.
10. Armstrong. M., (2009). *Armstrong’s Handbook of Performance Management:An evidence-based guide to delivering high performance*, 4 th edition, Kogan Page Limited.
11. Armstrong, M., (2010). *Strategic Human Resource Management: A Guide to Action*. London: United Kingdom. Kogan Page Ltd.
12. Armstrong, M., (2011) *Armstrong’s Handbook of Strategic Human Resource Management*, 5 th edition, Kogan Page Limited
13. Armstrong. M., & Strephen. T, (2014), *Armstrong’s Handbook Of Human Resource Management Practice* , 13th edition, Kogan Page Limited.
14. Balain, S., & Sparrow, P., (2009). *Engaged to Perform*, CPHR White Paper 09/04, Lancaster Management School.
15. Ballou, R.H., (2004). *Business Logistics-Supply Chain management planning, organizing, and controlling the supply chain*, 5th edition, Pearson Prentice Hall International Inc.
16. Bank, J., (1992). *The essence of Total Quality Management*, Prentice Hall, London.
17. Bari, S., Bitner, M.J., Bavik, A., Ekiz, H. E., Hussain, K. & Toner, S., (2001). *AIRQUAL: A Multiple-Item Scale for Measuring Service Quality, Customer Satisfaction, and Repurchase Intention*, HOS-414, Eastern Mediterranean University, School of Tourism and Hospitality Management.
18. Becker, B.E., Gerhart, B., (1996). *The impact of human resource management on organizational performance: Progress an prospects*. Academy of Management Journal , Vol.39, pp.779-801.
19. Berry, LL., & Parasuraman, A., (1992). *Prescriptions for a Service Quality Revolution in America*, Organizational Dynamics, 20.5-15.
20. Berry, L., Mirabito, A., & Baun, W., (2010). *What’s the hard return on employee wellness programs?* Harvard Business Review, Vol.89(3), p . 104.
21. Bettencourt, L.A., & Brown, S.W., (1997). *Contact employees: Relationships among workplace fairness, job satisfaction, and prosocial service behaviors*. Journal of Retailing, Vol.73(1), pp.39–61.
22. Bitner, M.J., (1992). *Servicescapes: the impact of physical surroundings on customers and employees*. The Journal of Marketing, pp.57-71.
23. Brady, M.K. & Cronin Jr, J. J., (2001). *Some new thoughts on conceptualizing perceived service quality: a hierarchical approach*. Journal of Marketing, Vol. 65(3), pp.34-49.

24. Brady, M. K., Cronin, J. J., & Brand, R. R., (2002). *Performance-only measurement of service quality: a replication and extension*. Journal of Business Research, Vol. 55, pp.17-31.
25. Burke, W., Litwin, G., (2001), *A casual model of organizational performance and change*. Journal of Management, Vol.18(3), pp.523-545.
26. Calisir, N., Basak, E., & Calisir, F. (2016). *Key drivers of passenger loyalty: a case of Frankfurt Istanbul flights*. Journal of Air Transportation Management, Vol. 53, pp.211-217.
27. Carman, J.M., (1990). *Consumer perceptions of service quality: An assessment of the SERVQUAL dimensions*. Journal of Retailing, Vol. 66(1), pp.33-55.
28. Cati, K., & Yildiz, S., (2005). *Şehirlerarası Otobüs İşletmelerinde Hizmet Kalitesinin Ölçülmesi ve Bir Uygulama*. Hacettepe Üniversitesi İİBF Dergisi, Vol. 23(2), pp.121-144.
29. Cook, S., (2008). *The essential guide to employee engagement : better business performance through staff satisfaction*. British Library.
30. Crişan, E.L & Ilieş, L., (2010). *TRANSPORTUL DE MĂRFURI concepte, internaționalizare și management*. Ed. Risoprint, Cluj-Napoca
31. Cronin, J.J., & Taylor, S.A., (1992). *Measuring service quality: a reexamination and extension*. Journal of Marketing, Vol. 56, pp.55-68.
32. Cronin, J.J., & Taylor, S.A., (1994). *SERVPERF versus SERVQUAL; Reconciling performance-based and perceptions-minus-expectations measurement of service quality*. Journal of Marketing , Vol. 58 (1), pp.125-131.
33. Crosby, L., Evans, K., & Cowles, D., (1990). *Relationship Quality in Service Selling: An Interpersonal Influence Perspective*. Journal of Marketing , Vol. 54 (3), pp.66-81.
34. Crosby, P.B., (1979). *Quality is Free- the Art of Making Quality Certain, So That It Becomes A Source of Profit for Your Business*. McGraw-Hill Book Company, New York, în Ilies, L., (2003),. *Managementul calității totale*, Editura Dacia, Cuj-Napoca.
35. De Waal, A., & Van Der Heijden, B., (2015). *The role of performance management in creating and maintaining a high-performance organization*. Journal of Organization Design, Vol.4(1), pp.1-11.
36. DeCenzo, D.A., Stephen P., Robbins Susan L., & Verhulst, (2010). *Fundamentals of Human Resource Management*, 10th Edition, John Wiley & Sons, Inc.
37. Dehghan, A., & Shahin, A., (2011). *Customer Loyalty Assessment: A Case Study in MADDIRAN, the Distributor of LG Electronics in Iran*. Journal of Business Management and Strategy, Vol.2(1), pp.1–23.
38. Deming, W.E., (1992). *Quality, Productivity and Competitive Position*. MIT, Center for Advanced Engineering Study, Cambridge.
39. Denison, D.R., (1990). *Corporate Culture and Organisational Effectiveness*. New York: Wiley.
40. Denison, D.R., Hooijberg, R., & Quinn, R.E. (1995). *Paradox and performance: toward a theory of behavioral complexity in managerial leadership*. Organization Science, Vol. 6 (5), pp.524–540.
41. Denison, D.R., & Mishra, A.K., (1995). *Toward a Theory of Organizational Culture and Effectiveness*. Organization Science, Vol. 6(2), pp.204-223.
42. Denison, D.R., (1997). *Corporate culture and organizational effectiveness*, Library of Congress Cataloging-in-Publication Data, United States of America.
43. Denison D.R., Haaland, S., & Goelzer, P., (2004). *Corporate Culture and Organizational Effectiveness: Is Asia Different From the Rest of the World?*. Organizational Dynamics, Vol. 33(1), pp. 98–109.
44. Denison, D.R., Hooijberg, R., Lane, N., & Lief, C., (2012). *Change in Global Organizations: Aligning Culture and Strategy*. San Francisco: Jossey Bass.
45. Dick, A.S., & Basu, K., (1994). *Customer Loyalty: Toward an Integrated Conceptual Framework*. Journal of the Academy of Marketing Science ,Vol. 22(2), pp. 99-11.
46. Donnelly, M., Wiseniewski, M., Dalrymple, J. F., & Curry, A.C., (1995). *Measuring service quality in local government: the SERVQUAL Approach*. International Journal of Public Sector Management, Vol. 8(7), pp.15-20.
47. Drăgan, M., Ilieş, L. & Pitic, D., (2012). *Metode, tehnici și instrumente ale managementului calității utilizate în asigurarea calității unui program de studiu*. Cluj-Napoca: Presa Universitară Clujeană.
48. Drucker, P.F., (2010). *The practice of management*. Editura Harper Collins.

49. Durvasula, S., Lysonski, S., Mehta, S.C. & Tang, B. P., (2004). *Forging relationships with services: The antecedents that have an impact on behavioural outcomes in the life insurance industry*. Journal of Financial Services Marketing, Vol. 8(4), pp.314-326.
50. Edvardsson, B., & Olsson, J., (1996). *Key Concepts in New Service Development*. Service Industries Journal. Vol. 16, pp.140-164.
51. Fecikova, I., (2004). *An index method for measuring customer satisfaction*. TQM Magazine, Vol 16(1), pp. 57-66.
52. Feigenbaum, A.V., (1983). *Total Quality Control*, 3rd edition, McGraw-Hill, New York.
53. Fitzimmons, J.A., & Fitzimmons. M.J., (2006). *Service Management. Operations, Strategy, Information Technology*, Irwin McGraw Hill, USA.
54. Fitzimmons, J.A., & Fitzimmons. M.J., (2011) *Service Management: Operations, Strategy, Information Technology*, Seventh edition, Published by McGraw-Hill, New York.
55. Fletcher, C., & Williams, R., (1996). *Performance management, job satisfaction, and organizational commitment*. British Journal of Management, Vol.7, pp.169–179.
56. Foote, N.N., & Hatt, P.K., (1953). *Social Mobility and Economic Advance*. The American Economic Review, Vol.43(2), pp.364-378.
57. Fornell, C., (1992). *A National Customer Satisfaction Barometer: The Swedish Experience*. Journal of Marketing, Vol.56, pp.6-12.
58. Framingham, M., (2019). *Worldwide Spending on Augmented and Virtual Reality Expected to Reach \$18.8 Billion in 2020*, [articol online], Accesat la 16 aprilie 2020, via: <https://www.idc.com/getdoc.jsp?containerId=prUS45679219>
59. Gal, A.L., Raț, C.L. & Toadere, C.I., (2020). *The Role, Importance and Motivations of ISO 9001:2015 Based QMS Implementation in SMEs*. Ovidius University Annals, Economic Sciences Series, Ovidius University of Constantza, Faculty of Economic Sciences, vol.1, pp. 626-633
60. Gal, A.R., Raț, C.L. & Toadere, C.I., (2020). *Barriers to the Implementation of the Quality Management System in Small and Medium-Sized Enterprises*. Ovidius University Annals, Economic Sciences Series, Ovidius University of Constantza, Faculty of Economic Sciences, vol.1, pp. 618-625.
61. Gale. B.T., (1994). *Managing Customer Value*, The Free Press, New York p. 29.
62. Gajjar, B. N., (2013). *Factors Affecting Consumer Behavior*. International Journal of Research in Humanities and Social Sciences, Vol. 1(2).
63. Govindasolai, M., & Karuppasamy, R., (2017). *A study on factors influencing job satisfaction among airline employees in Coimbatore*. International Research Journal of Management and Commerce, Vol.4(7) pp.189-202.
64. Grönroos, C. (1984). *A service quality model and its marketing implications*. European Journal of Marketing, Vol. 18(4), pp.36-44.
65. Grönroos, C., (1990). *Service management and marketing*. 1st edition. Lexington, Mass.: Lexington Books.
66. Grönroos, C., (2005). *What can a service logic offer marketing theory*. Working Papers 508, Hanken School of Economics.
67. Grönroos, C., (2007). *Service Management and Marketing - Customer Management in Service Competition*. Wiley
68. Hartline, M.D., & Ferrell., (1996). *The Management of Customer Service Employee: An Empirical Investigation*, Journal of Marketing, Vol.60, pp. 52-70.
69. Heskett, J.L., Jones, T.O., Loveman, G.W., Sasser, W.E. & Schelsinger, L.A., (2011). *Putting the service-profit chain to work*. Harvard Business Review.
70. Holland, K., (2007). *Inside the Minds of Your Employees*. The New York Times, p. B1; *Study Sees Link Between Morale and Stock Price*. (2006). Workforce Management, p. 15, și *The Workplace as a Solar System*. (2006). The New York Times, p. B5.
71. Huselid, M.A., (1995). *The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance*. Academy of Management Journal, Vol. 38, pp.635-672.
72. Ilieș, L., (2003). *Managementul calității totale*, Edit. Dacia Cluj-Napoca.
73. Ilieș, L., & Crisan, E., (2011). *Managementul Calitatii Totale*, Editura Risoprint, Cluj-Napoca.

74. Ilieș, L., Osoian, C., Stegorean, R. & Lungescu, D., (2005). *Managementul firmei*. Ed. Risoprint, Cluj-Napoca.
75. Ilieș, L. & Gavrea, C. (2007). *Performance measurement: A comparative approach of diferent measurement methods*, International Conference on Competitiveness and European Integration, October 26-26, pp.73-78.
76. Ionciă, M., (2006). *Economia serviciilor. Abordări teoretice și implicații practice*, Editura Uranus.
77. Ishikawa, K., (1990). *Introduction to Quality Control*, Chapman Hall, Tokyo.
78. Ittner, C., & Larcker, D., (2003). *Coming up short on nonfinancial performance measurement*. Harvard Business Review, November, pp.88-95.
79. Johnston, R., & Lyth, D., (1991). *Implementing the Integration of Customer Expectations and Operational Capacity*. în Brown et. al. *Service Quality: Multidisciplinary and Multinational Perspectives*.
80. Juran, J. M., (1999). *Juran's quality handbook*. 5th ed. New York: McGraw-Hill.
81. Juran, J.M., (2000). *Planificarea Calității*, Ed. Teora, București.
82. Kahn, W.A., (1990). *Psychological Conditions of Personal Engagement and Disengagement at Work Source*. The Academy of Management Journal, Vol. 33(4), pp. 692-724.
83. Karatepe, O., (2013). *High-performance work practices, work social support and their effects on job embeddedness and turnover intentions*. International Journal of Contemporary Hospitality Management.
84. Kellogg, D. L., Rose, E. L., & Chase, R. B. (1991). *Service quality: a survey of current practice*. Proceedings of the 23rd Annual Meeting of the Decision Science Institute.
85. Kotler, P. (1996). *Marketing Management; Analysis, planning, implementation, and control*. 6th edition, New Jersey; Prentice – Hall.
86. Kotler, P.,(2000). *Marketing management*, Editura Teora, București.
87. Kotler, P. & Armstrong, G. & Saunders, J. & Wong, V., (2002) *Principle of Marketing*, 3rd edition, Pretence Hall Europe.
88. Krames, J.A., (2004). *Performance Culture*. Executive Excelence, New Delhi: Sage, January: 17-17
89. Kumar, V. & Shah, D., (2004). *Building and Sustaining Profitable Customer Loyalty for the 21st Century*. Journal of Retailing, Vol.80, pp.317-329.
90. Locke, E.A.,(1969). *What is job satisfaction?*. Organizational behavior and human performance, Vol. 4, pp.309–336.
91. Loureiro, S.M.C., & Fialho, A.F., (2017). *The role of intrinsic in-flight cues in relationship quality and behavioural intentions: segmentation in less mindful and mindful passengers*. Journal of Travel & Tourism Marketing, Vol. 34(7), pp.948–962.
92. Lovelock, C.H., (1983). *Classifying Services to Gain Strategic Marketing Insights*. Journal of Marketing, Vol.47(3), pp.9–20.
93. Lovelock, C., (1994). *Product Plus*. New York: McGraw Hill.
94. Lovelock, C., & Wirtz, J., (2010). *Services Marketing - People, Technology, Strategy*. 7th edition. Prentice Hall.
95. Măzăreanu, E., (2020). *Global air traffic - scheduled passengers 2004-2021*. [articol online]. Statista.com. Accesat la 20 iulie 2020, via : <https://www.statista.com/statistics/564717/airline-industry-passenger-traffic-globally/>
96. Măzăreanu, E., (2019). *Number of active pilots in the airline industry in 2018 and 2028*. [articol online]. Statista.com. Accesat la 6 mai 2020, via: [at:https://www.statista.com/statistics/740147/active-pilots-airline-industry/](https://www.statista.com/statistics/740147/active-pilots-airline-industry/)
97. Musa, K., (2016). *Service quality and customer satisfaction among domestic air passengers in Nigeria*. Internationa Journal of business and management studies, Vol 8(2), pp. 32-49.
98. Nadiri, H., Hussain, K., Haktan Ekiz, E. & Erdoğan, Ş., (2008). *An investigation on the factors influencing passengers' loyalty in the North Cyprus national airline*. The TQM Journal, Vol.20(3), pp.265–280.
99. Namukasa, J., (2013). *The influence of airline service quality on passenger satisfaction and loyalty*. Total Quality Management Journal, Vol. 25 (5), pp.520 - 532 .
100. Nicolescu, O., (coord.), Ilieș, L., (coord.), Ionescu, Gh., (coord.), Mișuț, I., (coord.), Verboncu, I., (coord.), Russ, C., (coord.), și alții, (2011). *Dicționar de management*, Editura Pro Universitaria, București, ISBN 978-973-129-882-5.

101. Nitecki, D.A & Hernom, P. (2000). Measuring service quality at Yale University's libraries. *The Journal of Academic Librarianship*, vol. 26, no. 4, p.259-273
102. Pacheco, R., Fernandes, E. & Domingos, E., (2014). *Airport airside safety index*. *Journal of Air Transport Management*, Vol. 34, pp.86–92.
103. Parasuraman, A., Zeithaml, V. A., & Berry, L.L., (1985). *A conceptual model of service quality and its implications for future research*. *Journal of Marketing*, Vol.49, pp.41-5.
104. Parasuraman, A., Zeithaml, V. A., & Berry, L.L., (1988). *SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality*. *Journal of Retailing*, Vol. 64(1), pp.12-40.
105. Parasuraman, A., Zeithaml, V.A., & Berry, L.L., (1991). *Refinement and reassessment of the SERVQUAL scale*. *Journal of Retailing*, Vol.67(4), pp.420-450.
106. Parasuraman, A., Zeithaml, V.A., & Berry, L.L., (1994). *Reassessment of expectations as a comparison standard in measuring service quality: implications for further research*. *J. Mark*, Vol. 58(1), pp.111–124. <https://doi.org/10.1177/002224299405800109CrossRefGoogle Scholar>
107. Puiu, T., (2019). *How Virtual Reality is poised to change the aviation industry*. [articol online]. Zmescience.com. Accesat la 12 aprilie 2020, via: <https://www.zmescience.com/science/virtual-reality-aviation-industry-942323/>
108. Purcell, J., (1999). *Best practice or best fit: chimera or cul-de-sac*, *Human Resource Management Journal*, Vol.9 (3), pp. 26–4.
109. Purcell, J., et al., (2003). *People and Performance: How people management impacts on organisational performance*, CIPD, London
110. Q Airways. (2015-2021). Rapoarte financiare. [sursa interna companiei Q].
111. Rajaguru, R., (2016). *Role of value for money and service quality on behavioural intention: A study of full service and low cost airlines*. *Journal of Air Transport Management*, Vol. 53, pp.114-122.
112. Raț, C.L., Toader, C. & Moca, C., (2017), *Loyalty as a basis for the frequent flyer programs on the air transport market - Managerial Challenges of the Contemporary Society*, Proceedings, Cluj-Napoca, România, Vol. 10(2) , pp. 93-96, Editura Risoprint Cluj-Napoca, România, ISSN 2069-4229, indexat în ProQuest. <https://www.proquest.com/openview/30000c9b2a05060a148d900b09f898b4/1?pqorigsite=gscholar&cbl=1606337>
113. Raț, C.L., (2019). *Safety Management System In Air Transportation*. Proceedings of the 13th International Management Conference „Management Strategies for High Performance” (31st October – 1st November), Faculty of Management, Academy of Economic Studies, Bucharest, Romania, Vol. 13(1), pp. 1051-1058. http://conferinta.management.ase.ro/archives/2019/pdf/5_6.pdf
114. Reichheld, F.F., & Earl Sasser, Jr., (1990). Zero Defections: Quality Comes to Services. *Harvard Business Review*, September-October, pp.105-111.
115. Reilly, P., & Brown, D., (2008). *Employee engagement: future focus or fashionable fad for reward management?* *World at Work Journal*, Vol.17(4), pp 37–49.
116. Robbins, S.P., (2016). *Essentials of organizational behavior*, John Wiley & Sons.
117. Robertson, I.T., & Cooper, C.L., (2010). *Full engagement: The integration of employee engagement and psychological well-being*. *Leadership & Organization Development Journal*, Vol. 31(4), pp.324–336.
118. Roberts, K., Varki, S., & Brodie, R., (2003). *Measuring the quality of relationships in consumer services: An empirical study*. *European Journal of Marketing*, Vol.37(1/2), pp. 169–196.
119. Schneider, B., & Bowen, D., (1995). *Winning the Service Game*. Harvard Business School Press, Boston, Massachusetts.
120. Schneider, B. & White, S., (2004). *Service Quality: Research perspectives*. California: Sage Publications, Thousand Oaks, CA.
121. Schneider, B., & White, S., & Paul, M., (1998). *Linking Service Climate and Customer Perceptions of Service Quality: Test of a Causal Model*. *The Journal of applied psychology*, Vol.83, pp.150-63.
122. Taylor, S., & Baker, T. (1994). *An Assessment of The Relationship Between Service Quality and Customer Satisfaction in The Formation of Consumers' Purchase Intention*. *Journal Retail* 70 (2), pp.163-178.
123. Zahorik, A.J., & Rust, T.T., (1993). *Customer satisfaction, customer retention, and market share*. *Journal of Retailing*, Vol. 69(2), pp.193-215.

124. Zeithaml, V., & Bitner, M.J., (1996). *Services Marketing*. New York, McGraw-Hill.
125. Zeithaml, V., Parasuraman, A., & Berry, L., (1990). *Delivering Quality Service: Balancing Customers Perceptions and Expectations*. New York: Free Press
126. Zeithaml, V. A., Bitner, M. J. & Gremler, D., (2009). *Services Marketing - Integrating Customers Focus across the Firm*. Fifth Edition, Boston: McGraw-Hill.
127. Wagner, I., (2019). *Key figures of the four largest aircraft manufacturers worldwide* [articol online] Statista.com. Accesat la 10 aprilie 2020, via <https://www.statista.com/statistics/269920/key-figures-of-the-four-largest-aircraft-manufacturers/>
128. Walton, R.E. (1985). *From control to commitment in the workplace*. Harvard Business Review, March–April, pp 77–84
129. Wood, S., (2010). *High involvement and performance*, in *The Oxford Handbook of Participation in Organizations*, (eds) A Wilkinson, P J Gollan, M Marchington & D Lewins, pp 407–26, Oxford University Press, Oxford.
130. Xuan, T.T.H., Hao N.D., & Phuc, N.T., (2019). *Organizational culture of enterprises in Thua Thien Hue province with Denison model*. Hue University Journal of Science, Vol. 128(5C), pp. 45–54.