



Antecedents and consequences of service quality development with both employee and customer viewpoints

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INTRODUCTION

The airline industry faces intense competition driven by deregulation, globalization, and rapidly changing consumer preferences. In Taiwan, full-service carriers, low-cost carriers, and international airlines compete for a limited passenger base. The emergence of low-cost carriers in Asia intensifies this pressure, forcing Taiwanese airlines to prioritize service quality for differentiation and sustainability. Prior studies confirm that exceptional service quality fosters positive passenger experiences, repeat travel, and word-of-mouth promotion. However, research on the antecedents and consequences of service quality in Taiwan's travel market remains limited.

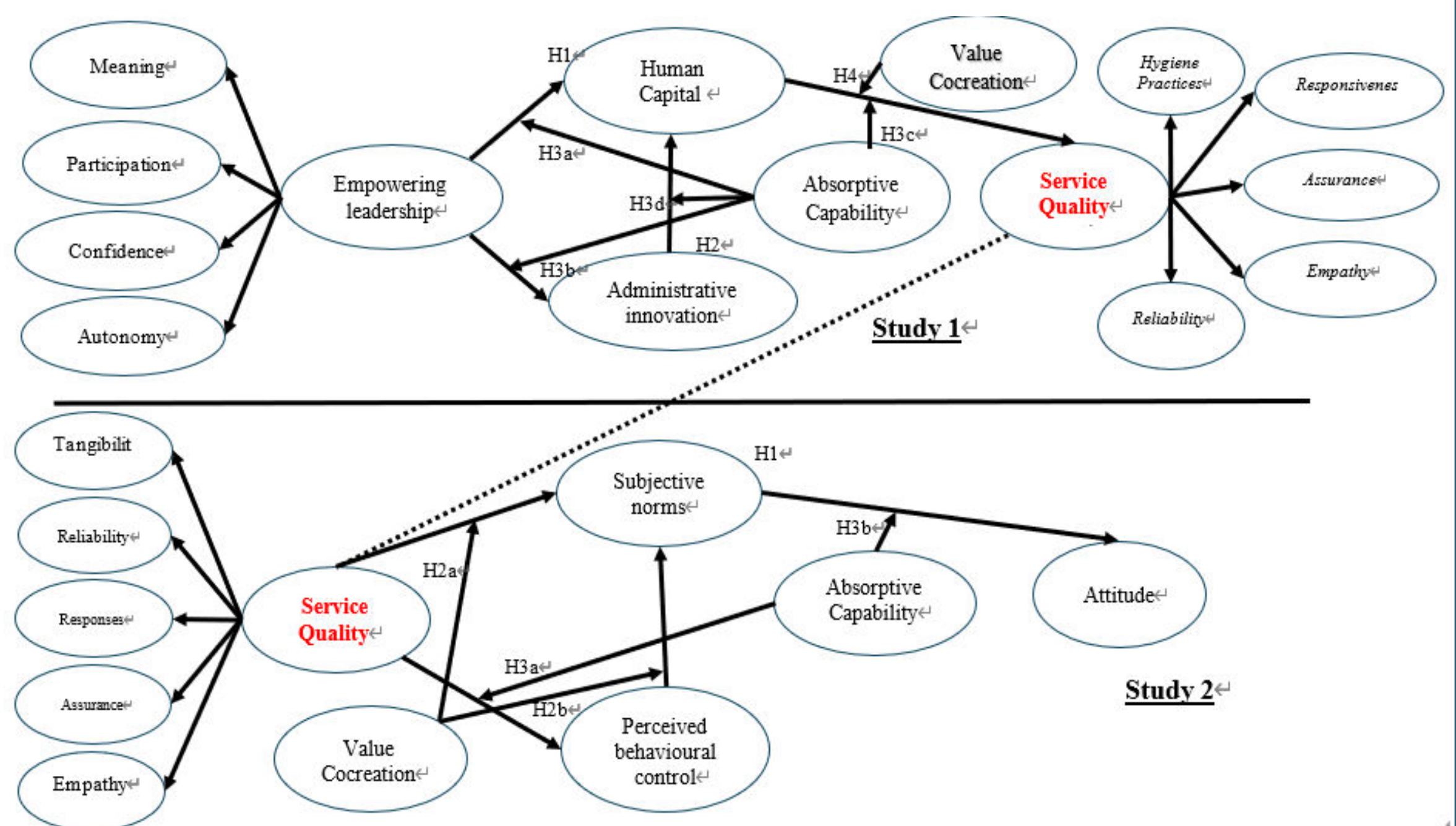
This study makes three major contributions:

- **Multi-source datasets** : Unlike prior research relying on single-source datasets, this study integrates multiple datasets to capture diverse perspectives in the tourism and airline industries.
- **Advanced analytical framework** : A multi-mediation and moderation approach evaluates how different factors interact under varying conditions, providing deeper insights into customer satisfaction drivers.
- **Practical implications** : Findings bridge theory and practice by offering actionable recommendations for airlines to design competitive marketing strategies aligned with organizational goals and real-world customer and employee feedback.

Research Design (Quantitative approach with two studies) :

Study 1 : Employees' perspectives (n = 339)

Study 2 : Customers' perspectives (n = 661)



FINDINGS

Multimethod Research Design

- Explores antecedents & consequences of service quality from both employee & customer perspectives
- Emphasizes competitive advantage & customer satisfaction in the airline industry

Study 1: Employee Perspective

- Empowering leadership → Human capital & Administrative innovation → Service quality
- Leadership styles promoting autonomy & innovation improve service delivery capabilities

Study 2: Customer Perspective

- Service quality → Passenger attitudes mediated by:
 - Subjective norms (social influences)
 - Perceived behavioural control (confidence in navigating services)
- Moderators:
 - Value cocreation (airlines↔customers collaboration)
 - Absorptive capacity (organization's learning ability)

Implications

- Align employee performance with customer expectations
- Provide actionable insights for airline managers to achieve service excellence

THEORETICAL IMPLICATIONS

- Highlights the importance of adopting multidimensional frameworks for service quality research.
- Encourages exploring behavioral outcomes in complex service environments.
- Combines employee and customer viewpoints for a comprehensive understanding of service quality awareness.
- Moves beyond single-stakeholder models, offering a more nuanced theoretical lens.

MANAGERIAL IMPLICATIONS

Empowering Leadership

- Develop leadership training programs promoting empowerment, delegation & trust.
- Encourage employee participation in decision-making & recognize contributions.
- Provide training in problem-solving & communication to enhance human capital.
- Foster innovation culture to strengthen service quality.

Consistent Service Quality

- Focus on punctuality, customer care & in-flight experiences.
- Enhance passenger perceived control with flexible booking, efficient check-in & personalized travel.
- Leverage social influence via positive word-of-mouth & online reviews.