

Assessing the Impact of Service Quality Dimensions on Customer Satisfaction in Southeast Asia's Low-Cost Airline Industry

Ainul Mohsein Binti Abdul Mohsin¹, Anees Jane Ali¹, Nor Fazlina Binti Faisal Ansori¹ , Nor Qurratul Najwa Binti Zulkifli¹, Norazirah Binti Johari¹, Norfarizazetie Binti Zainal¹, Norfatihah Binti Abdul Aziz¹ Daisy Mui Hung Kee¹ 

¹Universiti Sains Malaysia, Jalan Sg Dua, 11800 Minden, Pulau Pinang, Malaysia

*Corresponding Email: norfazlina@student.usm.my

ARTICLE INFORMATION

Publication information

Research article

HOW TO CITE

Mohsein, A. A. M., Alim A., J., Fazlina, N. F. dimensions (tangibility, reliability, A., Najwa, N. Q. Z., Norazirah, N. J., responsiveness, assurance, and empathy) Norfarizazetie, N. Z., ..., & Kee, D. M. H. influence passenger satisfaction within the (2025). Assessing the impact of service low-cost aviation sector. A quantitative quality dimensions on customer satisfaction research design was employed using in Southeast Asia's low-cost airline industry. survey data collected from 175 AirAsia *International Journal of Accounting and Finance in Asia Pacific*, 8(3), 383-401.

DOI:

<https://doi.org/10.32535/ijafap.v8i3.4212>

Copyright © 2025 owned by Author(s).

Published by IJAFAP



This is an open-access article.

License:

Attribution-Noncommercial-Share Alike
(CC BY-NC-SA)

Received: 13 August 2025

Accepted: 15 September 2025

Published: 20 October 2025

ABSTRACT

Customer satisfaction has become a crucial determinant of success and sustainability for low-cost airlines in Southeast Asia, particularly in the post-pandemic era. This study aims to analyze how service quality dimensions (tangibility, reliability, responsiveness, assurance, and empathy) influence passenger satisfaction within the low-cost aviation sector. A quantitative research design was employed using survey data collected from 175 AirAsia passengers. Data were analyzed through descriptive and multiple regression analysis. The model explains 42.5% of the variance in customer satisfaction ($R^2 = 0.425$), confirming the significant role of service quality in shaping passenger perceptions. Regression results reveal that empathy ($\beta = 0.265$, $p < 0.001$) is the most influential factor, followed by tangibility ($\beta = 0.233$, $p = 0.002$) and reliability ($\beta = 0.165$, $p = 0.047$). Assurance ($\beta = 0.159$, $p = 0.032$) also exerts a positive, albeit smaller, effect. These findings affirm the applicability of the SERVQUAL model in the aviation context and underscore the strategic importance of improving interpersonal engagement, operational reliability, and service consistency. The study contributes theoretically by validating SERVQUAL in a cost-sensitive market and practically by offering insights to enhance passenger satisfaction in low-cost airlines.

Keywords: Airline Industry; Customer Satisfaction; Low-Cost Airlines; Service Quality; SERVQUAL Model

INTRODUCTION

AirAsia, established in 1993 and operational since 1996, was revitalized in 2001 when Tune Air Sdn Bhd, led by Tony Fernandes, acquired the airline from DRB-Hicom. Its primary base is the Low-Cost Carrier Terminal (LCCT) at Kuala Lumpur International Airport, with secondary hubs in Kota Kinabalu, Senai, and Penang. Known for affordability, inclusivity, and accessibility, AirAsia has carried over 800 million passengers to more than 130 destinations globally, solidifying its reputation as Malaysia's premier low-cost airline and the largest budget carrier in Asia. As of 2023, AirAsia commands a 36% market share in Malaysia's airline industry, emphasizing its dominance in the low-cost carrier segment (Mohammad, 2021).

AirAsia's customer satisfaction and loyalty have been significant drivers of its success as a leading budget airline in Asia (Shen & Yahya, 2021). Customer satisfaction is influenced by various factors, particularly service quality, which encompasses the tangible and intangible aspects of service delivery. High-quality service creates satisfied customers who are less likely to switch to competitors, whereas poor service can drive customers away (Hutagaol & Erdiansyah, 2020). The SERVQUAL framework, which consists of five dimensions that are tangibles, reliability, empathy, assurance, and satisfaction, is frequently used to assess customer satisfaction in the airline industry.

In the competitive airline industry, customer satisfaction has become increasingly critical. It is shaped by intangible elements such as perceived value and service experience, which are not always immediately evident. Companies that fail to meet customer expectations risk losing them to competitors offering superior service. For AirAsia, this includes addressing key areas such as in-flight food and beverage offerings, cabin atmosphere, value for money, flight punctuality, and overall service quality (Sin et al., 2025). This research underscores the significance of enhancing these aspects to ensure customer satisfaction, which ultimately drives loyalty and strengthens AirAsia's competitive position in the market.

In recent years, the aviation industry has undergone a substantial transformation, driven by the emergence of low-cost carriers that provide affordable air travel across the Asia-Pacific region. The increased competition has shifted the strategic focus of airline management toward building strong customer relationships and sustaining loyalty in an increasingly price-sensitive market. While pricing strategies initially attracted customers to low-cost airlines, long-term loyalty depends significantly on perceived service quality and customer satisfaction (Singh et al., 2023).

Customer satisfaction is widely acknowledged as a key determinant of loyalty and business sustainability. According to Shen and Yahya (2021), consistent service quality plays a vital role in influencing repurchase intention and brand commitment in low-cost airlines. In a service-based industry like aviation, the SERVQUAL model, comprising tangibility, reliability, responsiveness, assurance, and empathy, remains one of the most effective tools for evaluating the quality of service delivery and its impact on customer satisfaction (Sugiarto & Octaviana, 2021).

The aviation sector continues to face persistent challenges such as delayed flights, limited legroom, baggage handling issues, and inconsistent customer service. These factors significantly affect customer satisfaction, as passengers' perceptions of service quality shape their overall evaluation of the airline experience. Although many studies have explored the link between service quality and satisfaction, limited attention has been given to how each SERVQUAL dimension (tangibles, reliability, responsiveness,

assurance, and empathy) specifically influences customer satisfaction in the low-cost airline context.

This study aims to address this gap by examining the impact of SERVQUAL dimensions on customer satisfaction among passengers of Southeast Asia's low-cost carriers, with a focus on AirAsia. By analyzing which aspects of service quality most strongly affect satisfaction, the study provides insights into how airlines can tailor their service delivery to meet passenger expectations in budget-sensitive markets.

The novelty of this research lies in applying the SERVQUAL framework to understand managerial and operational implications for customer satisfaction. Academically, it offers empirical validation of SERVQUAL in emerging aviation markets. Practically, the study guides airline managers in prioritizing key service quality dimensions to enhance passenger satisfaction, optimize operational performance, and improve the overall travel experience.

LITERATURE REVIEW

Overview of AirAsia's Airlines

One of the airlines that consistently strives to maintain customer satisfaction is AirAsia. As a leading low-cost carrier, AirAsia operates both international and domestic routes across 75 destinations in 21 countries. The [Skytrax World Airline Awards \(2025\)](#) recognized AirAsia as the World's Best Low-Cost Airline. The airline adopts an affordable pricing strategy to attract customers, enhance their satisfaction, and foster long-term loyalty. Over the years, AirAsia Malaysia has revolutionized air travel with rapid and sustained growth.

However, regardless of how excellent the service provided may be, every company occasionally falls short of meeting customer expectations, especially in today's competitive market, where passengers are increasingly demanding and less loyal. Therefore, understanding the factors that influence customer satisfaction is crucial for AirAsia to identify the areas where it lags behind, the aspects that require greater priority, and the dimensions that need continuous improvement.

Customer Satisfaction

Customer satisfaction is a well-known and widely established concept across several disciplines, including marketing, consumer research, ergonomics, welfare economics, and economics. Customers are the most important stakeholders, and ensuring their satisfaction through improved services is the ultimate goal for maintaining competitiveness in the aviation industry ([Hung et al., 2023](#)). According to [Sugiarto and Octaviana \(2021\)](#), customer satisfaction derived from using services or products can serve as valuable input for management to enhance and improve service quality. Therefore, the consequences of both customer satisfaction and dissatisfaction must be carefully considered to enable service improvement and achieve optimal productivity. Customer satisfaction is often measured using a customer satisfaction rating, typically gathered through a customer satisfaction survey. By better understanding customer expectations and personalizing services to meet or exceed them, businesses can enhance their ability to deliver superior customer experiences.

Over the years, AirAsia's customer engagement platforms have become more robust and efficient, particularly with the integration of comprehensive online communication channels that complement in-person interactions at sales offices and airport counters. For instance, in 2020, AirAsia received over 250,000 daily calls, messages, and online inquiries, significantly higher than the pre-pandemic average of 60,000 ([AirAsia, 2021](#)).

To manage this surge, the airline recruited 155 contract staff, including pilots and cabin crew, to assist in customer service operations during the crisis.

In conclusion, airlines that prioritize customer satisfaction by consistently meeting or exceeding expectations can strengthen brand loyalty, attract positive reviews, and encourage repeat business, key drivers of long-term success in the highly competitive airline industry (Teoh et al., 2023). Moreover, consumer satisfaction in the domestic airline sector can be further enhanced by identifying and eliminating factors that negatively impact customer experience (Setapa et al., 2024).

Hypotheses Development

Service Quality and the SERVQUAL Framework

The research related to service quality and customer satisfaction in the airline industry has been growing in interest because the delivery of high service quality is essential for airlines' survival and competitiveness. Service quality and satisfaction indicate that all organizations have to be aware of the service qualities they offer to customers and identify whether customers are satisfied with the service provided by the organization (Setapa et al., 2024). Good service quality will create satisfaction for customers, and if the quality of services provided is not good, then customers will feel dissatisfied and may switch to other products (Mahsyar & Surapati, 2020).

The service quality of AirAsia is generally reflective of its low-cost airline business model. As a budget carrier, AirAsia focuses on providing basic services while keeping prices affordable. Overall, the service quality in AirAsia aligns with its low-cost model, efficient and functional, but not focused on luxury or extensive customer service. Passengers who are accustomed to or expect high levels of in-flight service may find the experience somewhat basic. However, those seeking affordable flights with a no-frills approach are likely to find that AirAsia effectively meets their needs.

Service quality refers to the perceived difference between customer expectations and actual service performance (Parasuraman et al., 1988). The SERVQUAL model, comprising five dimensions (tangibility, reliability, responsiveness, assurance, and empathy), has been widely applied across various industries, including hospitality, banking, and transportation. Studies by Jonkisz et al. (2021) and Hamid & Hidayana (2024) confirm that SERVQUAL remains a valid tool for assessing customer perceptions, even in technologically driven sectors such as aviation.

In the aviation context, tangibility represents physical facilities and visual appeal (e.g., aircraft cleanliness, staff appearance) (Badrillah et al., 2025). Reliability reflects the ability to perform promised services accurately and dependably, while responsiveness measures the willingness to assist customers promptly. Assurance relates to the knowledge and courtesy of employees that inspire trust and confidence, and empathy captures the airline's capacity to provide personalized attention (Setiono & Hidayat, 2022).

Researchers often use SERVQUAL to measure service quality, especially in the airline industry. Extensive research has also been conducted to test the SERVQUAL dimensions and develop scales to estimate service quality (Setapa et al., 2024). To assess service quality in airlines using SERVQUAL, airlines typically gather customer feedback through surveys or interviews. Passengers are asked to rate their expectations and perceptions on each of the five dimensions. A higher score in perceived service quality relative to customer expectations suggests good service, while a gap between expectations and perceptions indicates areas for improvement.

H1: There is a positive effect of service quality on customer satisfaction.

Tangibles

All five dimensions examine various aspects of airline service. The first dimension, tangibles, relates to the interior of the aircraft used by airlines, the quality of in-flight catering, seat cleanliness, seat comfort, and the quality of air conditioning in the plane. Tangibility can be referred to as the physical facilities, equipment, and the appearance of personnel involved in providing services within the organization (Hamid & Hidayana, 2024). For example, creating a comfortable and aesthetically pleasing environment can attract more customers and increase the social media exposure of an establishment, which, in turn, enhances brand awareness, customer engagement, and global sales (Hamid & Hidayana, 2024). Apart from the physical condition of the service location, good service quality may also be reflected in the appearance of neat, clean, pleasant-smelling, friendly, and skillful staff (Jonkisz et al., 2021). Since services are intangible, customers often evaluate a firm's service quality based on its tangible aspects, such as the atmosphere, building, and physical layout of company facilities.

For AirAsia Airlines, tangible-related service quality traits include the cleanliness of airplane interiors and toilets, the quality of in-flight catering and air-conditioning, and the comfort and design of airplane seats. These factors are expected to influence customers' levels of satisfaction with service quality, even though their usage experience is relatively short-term. To deliver better services, AirAsia must understand passengers' needs and expectations. In summary, tangible assets in the airline industry encompass the physical items and infrastructure necessary to operate flights, manage passenger and cargo services, and maintain overall business operations. These assets are not only essential for operational performance but also play a crucial role in financial and strategic planning.

H2: There is a positive effect of tangibles on customer satisfaction.

Reliability

Reliability refers to the ability of an airline or aircraft to operate flights as scheduled, without technical delays or cancellations. Reliability is the ability to consistently and dependably provide the promised service (Peitzika et al., 2020). AirAsia also has a good overall safety record, adhering to international aviation safety standards. It operates under the regulatory oversight of the countries it serves and complies with safety guidelines established by organizations such as the International Civil Aviation Organization (ICAO) and national aviation authorities. However, like all airlines, it has faced occasional incidents or mishaps, although these are rare when viewed within the broader context of global aviation. Reliability can also be defined in several ways, often reflecting a user's confidence in the trustworthiness and consistency of a process or individual (Libent & Magasi, 2024).

On various airline rating platforms, AirAsia often receives reviews that highlight its affordability and reliable service. Despite being a budget airline, it has built a strong reputation for providing value for money and maintaining reasonable reliability, particularly on domestic and regional routes in Southeast Asia. Overall, AirAsia is considered fairly reliable for a low-cost airline, with solid punctuality, a good safety record, and a modern fleet. However, its customer service performance can be inconsistent, especially when passengers encounter issues such as cancellations or delays. Passengers who are willing to trade premium services for lower costs generally find AirAsia a dependable and efficient choice for travel within Asia.

H3: There is a positive effect of reliability on customer satisfaction.

Empathy

Empathy is also one of the key dimensions of service quality used for measuring AirAsia's customer satisfaction. It assesses how well service providers understand and respond to the specific needs, concerns, and preferences of customers, as well as how they make customers feel valued and respected (Bove, 2019; Murray et al., 2019). Empathy is concerned with the care of service providers to customers so that they can give personal attention to customers. The attributes of this dimension are giving individual attention to customers, employees treating customers with great care, seriously prioritizing customer interests, employees understanding customer needs, and comfortable operating hours, as mentioned by Setiono and Hidayat (2022).

Empathy also involves providing personalized service that addresses the unique needs of each customer (Jylkäs et al., 2025). This may include remembering a customer's preferences, offering tailored recommendations, or adjusting services based on an individual's situation. It demonstrates that the service provider genuinely cares about the customer's well-being. This is often reflected in the attitude of employees, their willingness to listen, and their ability to offer comfort and understanding during interactions. Empathetic service providers can anticipate and understand what customers want, even when those needs are not explicitly stated (Sheth et al., 2024). It involves actively listening to customers, recognizing their concerns, and responding appropriately. Empathy also includes offering emotional support when customers are distressed or facing problems, ensuring that they feel heard and validated, particularly when the service provided falls short of expectations.

Customers need to feel that they are a priority for the organization providing services. Empathy means caring, paying personal attention, and offering services with sincerity and understanding. The core of empathy lies in conveying the feeling that each customer is unique and special. This dimension reflects the profile of AirAsia's staff, who can provide special attention to passengers (Setiono & Hidayat, 2022).

Empathy fosters long-term customer loyalty (Wang et al., 2025). When customers perceive that service providers are genuinely concerned about their needs and well-being, they tend to develop trust and are more likely to engage in repeat business. Customers who receive personalized and empathetic service feel more valued and respected, leading to positive experiences and enhanced satisfaction (Bove, 2019). Empathy helps create a strong emotional connection between the customer and the service provider, which is often a critical factor in customer retention and positive word-of-mouth promotion (Dias et al., 2025).

Some examples of services that display empathy include providing customers with individual attention, ensuring that employees understand and respond to customers' needs, prioritizing customer interests, and maintaining operating hours that are convenient for them.

H4: There is a positive effect of empathy on customer satisfaction.

Assurance

Assurance is also one of the five dimensions of the SERVQUAL model used to measure customer satisfaction after using AirAsia's services. Assurance refers to employees' knowledge, courtesy, and their ability to inspire trust and confidence in customers. It measures how effectively the service provider conveys competence and expertise in

service delivery. As mentioned by Bentum-Micah et al. (2020), it is also a guarantee of service knowledge, politeness, and the ability of the service staff to build trust.

The assurance dimension includes several key attributes: competence, which reflects employees' ability to perform their duties effectively and deliver quality service; courtesy, referring to the politeness, respect, and friendliness demonstrated by service staff; credibility, representing the trustworthiness, honesty, and dependability of the service provider; and security, which describes customers' sense of safety and confidence in the service, including confidentiality and reliability. Examples of assurance in practice include situations where customers are able to trust employees, feel safe during transactions, perceive staff as polite, and believe that employees receive adequate support to perform their duties effectively.

Professional service is a key competitive advantage in the airline industry. Flight safety has always been a top priority, and the credibility of an airline's safety assurance is an essential factor influencing passengers' choice of airline. The professionalism and responsibilities of flight attendants are equally critical; they must not only ensure their own readiness but also safeguard the overall safety and comfort of passengers throughout the flight. A well-trained crew and effective security measures help customers feel comfortable and safe during travel.

Assurance can also be interpreted as the collective ability of service personnel to deliver quality service with politeness and respect, and to communicate effectively with customers. It emphasizes the importance of professionalism, confidence, and competence in building and maintaining customer trust.

H5: There is a positive effect of assurance on customer satisfaction.

Conceptual Framework

Figure 1. Research Framework

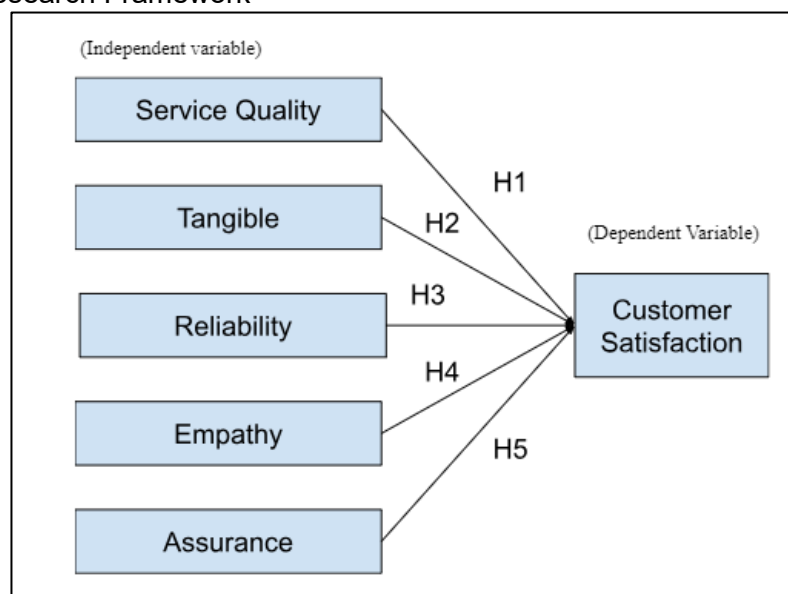


Figure 1 illustrates the conceptual framework of this study, which examines the influence of service quality dimensions on customer satisfaction within the airline industry. In this model, service quality functions as the independent variable, while customer satisfaction serves as the dependent variable. The framework is based on the SERVQUAL model, which decomposes service quality into five key dimensions: tangibility, reliability, empathy, and assurance.

Each dimension is hypothesized to have a direct positive relationship with customer satisfaction. Specifically, H1 proposes that overall service quality positively affects customer satisfaction. H2 posits that tangibility, or the physical appearance of facilities, equipment, and personnel, has a significant impact on satisfaction. H3 suggests that reliability, referring to the airline's ability to perform promised services dependably and accurately, enhances satisfaction. H4 links empathy, the provision of caring and individualized attention to customers, to higher satisfaction levels. Finally, H5 hypothesizes that assurance, reflecting employees' competence, courtesy, and ability to inspire trust, contributes positively to customer satisfaction.

By focusing on improving these dimensions of service quality, AirAsia can enhance its customers' experience, leading to higher levels of customer satisfaction, even as a budget airline. Each of these dimensions contributes to customer perceptions of overall service quality, which directly impacts satisfaction.

RESEARCH METHOD

Research Design

This study adopted a quantitative research design employing both descriptive and causal approaches to examine the relationship between service quality and customer satisfaction within the low-cost airline industry in Southeast Asia. Quantitative methods were chosen to enable objective measurement of relationships among key variables and to ensure statistical generalizability of the findings.

The research design outlines the overall framework for collecting and analyzing data to test the proposed hypotheses. Guided by the SERVQUAL model (Parasuraman et al., 1988), this study focuses on four primary dimensions of service quality: tangibles, reliability, assurance, and empathy, as predictors of customer satisfaction. This approach provides a systematic means of assessing customer perceptions toward low-cost airlines' service performance, particularly within a post-pandemic context of increasing competition and changing consumer expectations.

Sampling Method and Data Collection

The study employed a purposive sampling technique to ensure the inclusion of respondents with relevant experience in the research context. A total of 175 valid responses were collected from passengers who had traveled with a low-cost airline within the preceding 12 months. The purposive approach was deemed appropriate to capture accurate and current customer perceptions of airline service quality (Singh, 2023).

Data were collected using a structured online questionnaire distributed via Google Forms to enhance accessibility and response efficiency. The online format was selected for its practicality, allowing for rapid data collection, broader reach across geographic regions, and automated response compilation. This method also minimized logistical barriers compared to traditional paper-based surveys.

Measures and Instrumentation

The questionnaire was divided into six sections, with Sections 2 through 6 designed to measure various dimensions of service quality and customer satisfaction based on the SERVQUAL framework. Each dimension was represented by multiple items adapted from prior validated instruments in service quality literature.

A five-point Likert scale was used to capture respondents' perceptions and levels of agreement, ranging from 1 = Strongly Disagree to 5 = Strongly Agree. A total of 20 items were included to ensure comprehensive coverage of the constructs and to facilitate statistical analysis of the relationships among variables.

Data Analysis

Data were analyzed using descriptive and inferential statistical techniques, including regression analysis, to determine the significance and strength of relationships between the independent variables (service quality dimensions) and the dependent variables (customer satisfaction). This approach enabled the study to quantify the relative influence of each SERVQUAL dimension and test the proposed hypotheses empirically.

Table 1. SERVQUAL Instrument

SERVQUAL	ITEM
Tangibles	Air Asia is clean and modern looking
	Cleanliness of the plane toilets are satisfactory
	Comfortable seating area
	Quality of food and beverages has improved
Reliability	Timely and well organize of food and beverages
	Food and beverages have a reasonable price onboard
	Good value for additional services
	Timeliness
Empathy	Minimize delays
	Any flights delays will be informed promptly
	Immediate action during delays
	Convenient booking and check-in process
Assurance	Professional and friendly staff
	Prices of ticket justify the services quality
	Safety
	Knowledgeable staff
Satisfaction	I am satisfied with the quality of food and beverages on AirAsia flights
	The variety of food and beverages offered meets my expectations
	The quality onboard meets my expectations
	I am satisfied with the amenities provided

Source: Compiled from Survey Questionnaire

Table 1 presents the SERVQUAL instrument used in this study to measure the dimensions of service quality and customer satisfaction among AirAsia passengers. The SERVQUAL model includes five dimensions: tangibles, reliability, empathy, assurance, and satisfaction. The tangibles dimension evaluates the physical aspects of the service, such as the cleanliness and modern appearance of the aircraft, the condition of the plane's toilets, seating comfort, and the quality of food and beverages. The reliability dimension focuses on the airline's consistency and dependability, represented by items related to timely service, reasonable pricing, and the value of additional services offered onboard. The empathy dimension captures the personalized and responsive nature of service, including minimizing delays, promptly informing passengers about flight changes, taking immediate action during disruptions, and providing a convenient booking and check-in process. The assurance dimension reflects passengers' perceptions of staff professionalism, friendliness, safety, and knowledge, as well as their belief that ticket prices are justified by service quality. Lastly, the satisfaction construct assesses passengers' overall contentment with AirAsia's service experience, particularly regarding food and beverage quality, product variety, onboard amenities, and the extent to which these elements meet their expectations. This instrument provides a comprehensive

framework for evaluating how service quality influences customer satisfaction in low-cost airline operations.

RESULTS

Respondent Demographics

Table 2. Summary of Respondents Demographics (N=175)

Response	Frequency	Percentage (%)
Gender		
Female	128	73.10
Male	47	26.90
Age		
Under 18 years old	14	8.00
18 - 24 years old	92	52.60
25 - 34 years old	39	22.30
35 - 44 years old	18	10.30
45 years old and above	12	6.90
Ethnicity		
Malay	139	79.40
Chinese	25	14.30
Indian	7	4
Dusun	1	0.60
Brunei	1	0.60
Bumiputera Sabah	2	1.10
Occupation		
Student	110	62.90
Self- employed	20	11.40
Working Professional	35	20
Unemployed	3	1.70
Retired	7	4
Monthly Income		
Above RM10,000	2	1.10
Below RM2000	119	68
RM2001- RM5000	35	20
Have you flown with AirAsia in the past 12 months	175	100

Table 2 summarizes the demographic characteristics of the 175 respondents who participated in the study. The majority of respondents were female (73.1%), while males (26.9%) made up a smaller proportion, indicating that most AirAsia customers surveyed were women. In terms of age, more than half of the respondents were 18–24 years old (52.6%), followed by those aged 25–34 years old (22.3%) and 35–44 years old (10.3%), while smaller groups were under 18 years old (8%) and 45 years old and above (6.9%). This pattern suggests that the sample is largely composed of young adults, aligning with AirAsia's appeal to younger, budget-conscious travelers. The ethnic composition shows that most respondents were Malay (79.4%), followed by Chinese (14.3%) and Indian (4%), with small representations from Dusun (0.6%), Brunei (0.6%), and Bumiputera Sabah (1.1%), reflecting Malaysia's general demographic structure. In terms of occupation, a majority were students (62.9%), followed by working professionals (20%) and self-employed individuals (11.4%), while a small number were retired (4%) or unemployed (1.7%). Regarding income levels, most respondents earned below RM2000 (68%), with others earning RM2001–RM5000 (20%) and only a small fraction earning above RM10,000 (1.1%), indicating that the sample largely represents lower- to middle-income groups. Notably, all respondents (100%) had flown with AirAsia in the past 12

months, confirming that the data reflect recent customer experiences. Overall, the sample is characterized by young, female, student-dominated, and low-income respondents, which aligns well with AirAsia's target customer profile.

Descriptive and Reliability Analysis

Table 3. Descriptive Analysis, Cronbach's Coefficient Alpha, And Zero-Order Correlations of All Study Variables

Variables		1	2	3	4	5
1	Tangibles	0.749				
2	Reliability	0.566**	0.722			
3	Empathy	0.396**	0.584**	0.867		
4	Assurance	0.481**	0.542**	0.483**	0.798	
5	Satisfaction	0.507**	0.538**	0.530**	0.488**	0.829
M		4.15	4.006	3.841	4.276	4.187
SD		0.148	0.21	0.23	0.077	0.045

Note: N=175; *p < 0.05, **p < 0.01; Diagonal entries in bold indicate Cronbach's Coefficient Alpha

Table 3 presents the descriptive statistics, reliability coefficients, and zero-order correlations for all study variables. The Cronbach's alpha values (shown on the diagonal in bold) indicate that all constructs demonstrate good internal consistency, exceeding the commonly accepted threshold of 0.70. Specifically, tangibles ($\alpha = 0.749$), reliability ($\alpha = 0.722$), empathy ($\alpha = 0.867$), assurance ($\alpha = 0.798$), and satisfaction ($\alpha = 0.829$) all exhibit satisfactory reliability, confirming that the measurement items are internally consistent and reliable for further analysis.

Regression Analysis

Table 4. Summary of Regression Analysis

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.217	0.295		4.122	0.000		
	Tangibles	0.231	0.072	0.233**	3.194	0.002	0.636	1.572
	Reliability	0.156	0.078	0.165*	1.999	0.047	0.495	2.021
	Empathy	0.178	0.050	0.265***	3.583	0.000	0.619	1.615
	Assurance	0.164	0.076	0.159*	2.160	0.032	0.627	1.594
a. Dependent Variable: Satisfaction								

Note. $R^2 = 0.425$, $N = 175$; *p < 0.05, **p < 0.01, ***p < 0.001

Table 4 presents the regression results examining the influence of the four dimensions of service quality (tangibles, reliability, empathy, and assurance) on customer satisfaction. The model demonstrates a moderate explanatory power with an R^2 value of 0.425, indicating that approximately 42.5% of the variance in customer satisfaction can be explained by these four dimensions of service quality ($N = 175$).

The regression coefficients show that all service quality dimensions have positive and statistically significant effects on customer satisfaction, thereby supporting the general hypothesis (H1) that service quality positively influences customer satisfaction.

Specifically, the tangibles dimension has a standardized coefficient ($\beta = 0.233$, $p = 0.002$), showing a significant positive effect on satisfaction and confirming H2. This indicates that passengers' perceptions of physical facilities, aircraft appearance, and staff presentation play a key role in shaping their satisfaction with low-cost airlines.

The reliability dimension also exerts a positive influence ($\beta = 0.165$, $p = 0.047$), supporting H3. This finding suggests that consistent performance and accurate service delivery enhance customer trust and satisfaction.

Among all predictors, empathy shows the strongest effect on satisfaction ($\beta = 0.265$, $p < 0.001$), providing strong support for H4. This result highlights the importance of individualized attention and caring attitudes of airline staff in fostering positive customer experiences.

Finally, assurance has a significant positive relationship with satisfaction ($\beta = 0.159$, $p = 0.032$), supporting H5. This implies that passengers' confidence in the competence, courtesy, and credibility of airline personnel significantly contributes to their satisfaction levels.

DISCUSSION

The results of this study confirm that all dimensions of service quality, service quality as a whole, tangibles, reliability, empathy, and assurance, positively and significantly influence customer satisfaction among AirAsia passengers. Therefore, all formulated hypotheses (H1–H5) are supported. These findings align with the SERVQUAL framework developed by Parasuraman et al. (1988), which asserts that customer satisfaction arises when perceived service exceeds expectations across multiple quality dimensions. The results also reinforce prior studies in the airline and broader service industries (Hamid & Hidayana, 2024; Shen & Yahya, 2021), confirming that service excellence remains the most critical determinant of satisfaction, even within low-cost business models. Furthermore, this research contributes to the literature by integrating the SERVQUAL model into a financial and operational performance perspective, emphasizing that service quality improvements not only enhance satisfaction but also translate into revenue stability, stronger market share, and long-term competitive advantage for low-cost carriers.

Overall Service Quality and Customer Satisfaction (H1 Accepted)

The overall positive relationship between service quality and customer satisfaction confirms H1, emphasizing that the holistic experience of quality service determines passenger contentment. This result aligns with the findings of Hung et al. (2023) and Shen & Yahya (2021), who demonstrated that superior service delivery directly improves brand preference and loyalty intentions. The present study strengthens this relationship by highlighting that service quality operates not as a single construct but as a composite of interrelated dimensions, each reinforcing the other to produce satisfaction.

From a managerial perspective, this finding reinforces that focusing on isolated aspects of service may not be sufficient. Instead, AirAsia should adopt an integrated quality management approach where operational reliability, empathetic communication, and tangible service improvements work synergistically. Customer satisfaction then becomes the cumulative effect of how well the airline manages these dimensions simultaneously, reflecting a comprehensive service ecosystem rather than fragmented performance indicators.

Tangibles and Reliability as Key Service Drivers (H2 and H3 Accepted)

The results also validate H2 and H3, confirming that tangibles and reliability significantly contribute to customer satisfaction. Tangibles, such as aircraft cleanliness, seat comfort, staff appearance, and the overall physical environment, serve as passengers' first visual cues of service quality. These cues shape perceptions of professionalism and safety before the service encounter even unfolds (Hamid & Hidayana, 2024). The finding

highlights that even for low-cost airlines like AirAsia, maintaining clean cabins, modern interiors, and orderly facilities significantly enhances satisfaction. Tangibles function as the “visible face” of quality, reassuring passengers that affordability does not come at the expense of comfort or hygiene.

Reliability, defined as the ability to deliver promised services dependably and accurately, was another major driver of satisfaction, consistent with H3. The finding supports [Libent and Magasi \(2024\)](#), who emphasized that punctuality, accurate information, and consistency are vital to passenger trust and satisfaction. Reliability in aviation is critical because delays, cancellations, or misinformation can easily damage customer confidence. AirAsia’s commitment to consistent scheduling, transparent updates during disruptions, and dependable check-in processes reinforces its brand image as a trustworthy carrier. These findings collectively indicate that while tangibles shape first impressions, reliability sustains long-term trust, making both elements indispensable to the airline’s service quality strategy.

Empathy as the Strongest Determinant (H4 Accepted)

Empathy emerged as the most influential determinant of customer satisfaction, confirming H4. This finding emphasizes that personalized attention, emotional understanding, and responsiveness play a pivotal role in shaping customer perceptions in the airline context. When passengers feel genuinely cared for and understood, they are more likely to associate the service with trust and loyalty. These results echo those of [Setiono and Hidayat \(2022\)](#), who found that empathy strengthens emotional connections and enhances customer retention through perceived sincerity in service encounters.

From a practical standpoint, empathy encompasses how flight attendants and ground staff handle individual needs, listen attentively to passenger concerns, and respond with courtesy during stressful situations such as delays or cancellations. [Hung et al. \(2023\)](#) similarly observed that emotional engagement through empathy enhances perceived value and moderates negative experiences. For AirAsia, this underscores the importance of continuous training focused on emotional intelligence, interpersonal communication, and customer care. As empathy becomes an operational differentiator, AirAsia can leverage it to build stronger customer relationships, particularly as low-cost carriers often face limitations in offering tangible luxuries. Thus, empathy operates as an “emotional premium,” compensating for the simplicity of physical service attributes.

Assurance and Passenger Confidence (H5 Accepted)

Although assurance recorded the smallest coefficient among the service dimensions, H5 is accepted, showing that assurance still plays a meaningful role in shaping satisfaction. Assurance reflects passengers’ perceptions of staff competence, courtesy, and the airline’s commitment to safety and professionalism ([Bentum-Micah et al., 2020](#)). In the context of low-cost carriers, assurance becomes particularly critical because passengers may initially associate affordability with lower safety or service standards.

This finding supports [Hamid and Hidayana \(2024\)](#), who noted that assurance mitigates perceived risk and enhances trust, especially among first-time travelers. It also resonates with the broader service literature that links assurance to risk reduction and comfort during service encounters. For AirAsia, investing in regular training, certification transparency, and consistent communication about safety measures can strengthen assurance perceptions. Encouraging staff to project confidence and competence during interactions can further reinforce passengers’ sense of security, helping the airline build a loyal base of repeat customers who associate affordability with reliability rather than compromise.

Managerial Implications

From a managerial standpoint, these findings offer several actionable strategies. First, AirAsia should emphasize empathy-driven service training to enhance interpersonal interactions, particularly during high-stress travel situations. Second, maintaining tangible quality standards, such as cabin cleanliness and ergonomic seating, helps preserve a positive first impression. Third, operational reliability must remain a strategic focus, with investments in flight punctuality systems, maintenance scheduling, and transparent updates during delays. Fourth, enhancing assurance through visible professionalism and safety communication will reinforce passenger trust. By implementing these improvements holistically, AirAsia can elevate satisfaction while maintaining the efficiency necessary for low-cost operations.

Alignment with SERVQUAL and Prior Studies

The present findings further confirm the robustness of the SERVQUAL model in the aviation context, where empathy, tangibles, reliability, and assurance jointly shape customer satisfaction. The consistency of these results with those of [Chew et al. \(2024\)](#), [Hung et al. \(2023\)](#), and [Sugiarto & Octaviana \(2021\)](#) underscores the model's cross-industry applicability. Moreover, this study extends SERVQUAL's relevance by situating it within the financial realities of low-cost carriers, proving that quality-driven service strategies can coexist with affordability.

Theoretical and Practical Significance

Theoretically, this study contributes to the ongoing discourse on service quality by reaffirming the multidimensional nature of satisfaction drivers in the airline industry. It demonstrates that emotional and operational elements (empathy and reliability) carry more weight than purely physical or procedural factors, suggesting a shift in how low-cost airlines should conceptualize service excellence. Practically, the study provides a framework for management to prioritize training, operational reliability, and safety communication as central pillars of customer experience. Even within price-sensitive markets, investing in these service dimensions ensures sustained satisfaction, positive word-of-mouth, and long-term competitiveness.

CONCLUSION

This study aimed to examine the influence of service quality dimensions on customer satisfaction within the aviation industry, with a particular focus on AirAsia. The main objective was to identify how tangibles, reliability, empathy, and assurance contribute to shaping customer satisfaction. The findings confirm that service quality plays a crucial role in determining passenger satisfaction, which, in turn, drives loyalty and repeat patronage, an essential aspect of sustaining competitiveness in the airline industry.

The empirical analysis revealed that the four key dimensions of service quality collectively explain 42.5% ($R^2 = 0.425$) of the variance in customer satisfaction. Among these, empathy demonstrated the strongest and most significant positive effect ($p < 0.001$), highlighting the importance of emotional understanding and personalized care in the customer experience. Tangibles and reliability also showed significant positive effects, reinforcing that physical service attributes and dependable performance are central to customer satisfaction. Meanwhile, assurance exhibited the weakest yet still significant influence, indicating that passengers value staff competence and confidence, though to a lesser extent compared to empathy and reliability.

Building on these findings, several improvement strategies are recommended for AirAsia to enhance satisfaction. First, responsiveness should be prioritized for improvement, as

analysis indicates that it has a significant impact on satisfaction. AirAsia should identify specific weaknesses in responsiveness, provide regular staff training to improve real-time problem-solving, and establish robust feedback mechanisms to capture and address customer concerns promptly. By improving response speed and attentiveness, the airline can strengthen passengers' perception of care and respect.

Second, assurance can be enhanced through comprehensive staff training and effective communication strategies. AirAsia should invest in programs that improve staff knowledge and confidence, ensuring accurate and empathetic customer interactions. Clear and transparent communication regarding policies and services will also help foster a sense of security and trust. Personalized engagement, such as proactive updates or follow-up communications, can further enhance customer confidence and loyalty.

Third, reliability must be reinforced to maintain customer trust and reduce service-related frustrations. Initiatives to improve flight punctuality, consistent service delivery, and transparent communication, especially regarding schedule changes or delays, are essential. Maintaining consistent quality across all customer touchpoints, including check-in, boarding, and in-flight services, will solidify the perception of reliability.

In conclusion, the study reaffirms that service quality is a decisive factor in shaping customer satisfaction. Among the examined dimensions, empathy stands out as the most powerful driver, followed by tangibles, reliability, and assurance. Therefore, to strengthen customer relationships and long-term competitiveness, AirAsia should focus on emotional engagement, reliability, consistency, and assurance reinforcement, while addressing responsiveness as an area requiring urgent improvement.

The implications of these findings extend beyond AirAsia to the broader aviation sector, particularly among low-cost carriers. Enhancing service quality not only increases satisfaction but also contributes to brand reputation and sustainable market positioning. By integrating emotional, operational, and communicative excellence, airlines can create a holistic service experience that fosters both customer trust and long-term profitability.

LIMITATION

Despite the valuable insights gained from this research, several limitations must be acknowledged. The survey involved a higher proportion of young respondents with similar backgrounds, which may not fully represent the perspectives of older passengers or those from more diverse demographics. This limitation may affect the generalizability of the findings. Additionally, the study relied on publicly available data, which restricted access to internal company information that could provide deeper insights. The rapidly evolving nature of the aviation industry may also influence the relevance of the results over time. Moreover, time constraints limited the duration of the study, preventing long-term observations. Future research would benefit from incorporating a more diverse and balanced sample, as well as direct input from AirAsia's staff and management. Addressing these limitations through larger, more heterogeneous samples and longitudinal designs will be essential for further validation of the findings.

ACKNOWLEDGMENT

We, the members of Team 27 of the Nusantara Project 2024, would like to express our sincere gratitude to Dr. Ainul Mohsein bin Mohsin for his continuous guidance and support throughout this research. Our appreciation also goes to AIBPM and the University of Science Malaysia for providing the necessary resources and facilities. We are deeply thankful for the collective efforts of our team members, particularly Nor Fazlina as the project leader, as well as Nor Quratul Najwa, Norazirah, Norfatihah, and Norfarizetie for their valuable insights and contributions that ensured the successful

completion of this research project. Finally, we extend our heartfelt thanks to our families and friends for their constant encouragement and unwavering support.

DECLARATION OF CONFLICTING INTERESTS

The authors declare that there are no conflicts of interest related to this work. Any potential competing interests have been disclosed and addressed collectively by the authors.

REFERENCES

- AirAsia. (2021). *Customer Relationship Management*. AirAsia Newsroom.
- Badrillah, M. I. M., Shuib, A., & Nasir, S. (2025). Service at Altitude: How airline service quality shapes passenger choices. *South East Asia Journal of Contemporary Business, Economics, and Law*, 34(1), 72-78.
- Bentum-Micah, G., Ma, Z., Wang, W., Atuahene, S. A., & Bondzie-Micah, V. (2020). Perceived service quality, a key to improved patient satisfaction and loyalty in healthcare delivery: The SERVQUAL dimension approach. *Journal of Health and Medical Sciences*, 3(2).
- Bove, L. L. (2019). Empathy for service: benefits, unintended consequences, and future research agenda. *Journal of Services Marketing*, 33(1), 31-43. <https://doi.org/10.1108/JSM-10-2018-0289>
- Chew, P. Q., Cheong, L., Chin, Z. Y., Chen, Z. H., Giantoni, F. M., Aditya, M. A., ... & Nayeem, S. A. (2024). Do you like online shopping? A case study of courier service quality and customer satisfaction between Malaysia, Indonesia, and India. *International Journal of Accounting & Finance in Asia Pacific*, 7(3), 478–492. <https://doi.org/10.32535/ijafap.v7i3.3620>
- Dias, M. R. M., Castelo, J. S. F., & Mainardes, E. W. (2025). The influence of empathy on value co-creation, value in use, and customer retention in the banking sector. *International Journal of Bank Marketing*, 1-21. <https://doi.org/10.1108/IJBM-06-2024-0365>
- Hamid, I. A., & Hidayana, N. (2024). Customer satisfaction with cafeteria service quality: Assessment of SERVQUAL on the satisfaction of public sector employees. *BERJAYA Journal of Services & Management*, 22, 1–13.
- Hung, D. K. M., Liem, G. S., Yuan, N. Z., Ni, N. L. Y., Wen, N. K., Fang, N. S., & Muhsyi, U. A. (2023). The influence of customer satisfaction, brand trust and brand loyalty on purchase intention: A study of McDonald in Malaysia. *International Journal of Tourism & Hospitality in Asia Pacific*, 7(3), 431–445. <https://doi.org/10.32535/ijthap.v7i3.2343>
- Hutagaol, D. C., & Erdiansyah, R. (2020, May). The effect of service quality, price, customer satisfaction on customer loyalty of AirAsia customers. In *Tarumanagara International Conference on the Applications of Social Sciences and Humanities (TICASH 2019)* (pp. 356-362). Atlantis Press. <https://doi.org/10.2991/assehr.k.200515.063>
- Jonkisz, A., Karniej, P., & Krasowska, D. (2021). SERVQUAL method as an “old new” tool for improving the quality of medical services: A literature review. *International Journal of Environmental Research and Public Health*, 18(20), 10758. <https://doi.org/10.3390/ijerph182010758>
- Jylkäs, T., Song, C., & Miettinen, S. (2025). Enhancing empathy through AI in service systems. In *Systemic Service Design* (pp. 258-276). Routledge.
- Libent, L., & Magasi, C. (2024). Service quality and customer satisfaction in the airline industry in Tanzania: A case of Air Tanzania Company Limited. *International Journal of Research in Business & Social Science*, 13(2). <https://doi.org/10.20525/ijrbs.v13i2.3122>

- Mahsyar, S., & Surapati, U. (2020). Effect of service quality and product quality on customer satisfaction and loyalty. *International Journal of Economics, Business and Accounting Research*, 4(01). <https://doi.org/10.29040/ijebar.v4i01.950>
- Mohammad, K. A. (2021). Air Asia: From regional to global. *International Journal of Business and Management Research*, 9(1), 1-5.
- Murray, J., Elms, J., & Curran, M. (2019). Examining empathy and responsiveness in a high-service context. *International Journal of Retail & Distribution Management*, 47(12), 1364-1378. <https://doi.org/10.1108/IJRDM-01-2019-0016>
- Parasuraman, A. B. L. L., Zeithaml, V. A., & Berry, L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12-40.
- Peitzika, E., Chatzi, S., & Kissa, D. (2020). Service quality expectations in the fitness center context: A validation of the expectations component of the SERVQUAL scale in Greece. *Services Marketing Quarterly*, 41(2), 89-104. <https://doi.org/10.1080/15332969.2020.1742977>
- Setapa, M., Pauzi, N. M., Halif, M. M., Hassan, N. S. N., Min, N. M. F. N., Mamat, M., ... & Nurdiana, E. (2024). Relationship between service quality and customer satisfaction in academic affairs unit. *International Journal of Academic Research in Business and Social Sciences*, 14(1). <http://dx.doi.org/10.6007/IJARBS/v14-i1/19989>
- Setiono, B. A., & Hidayat, S. (2022). Influence of service quality with the dimensions of reliability, responsiveness, assurance, empathy and tangibles on customer satisfaction. *International Journal of Economics, Business and Management Research*, 6(09), 330-341. <http://dx.doi.org/10.51505/ijebrmr.2022.6>
- Shen, C., & Yahya, Y. (2021). The impact of service quality and price on passengers' loyalty towards low-cost airlines: The Southeast Asia perspective. *Journal of Air Transport Management*, 91, 101966. <https://doi.org/10.1016/j.jairtraman.2020.101966>
- Sheth, J. N., Jain, V., & Ambika, A. (2024). Designing an empathetic user-centric customer support organisation: Practitioners' perspectives. *European journal of marketing*, 58(4), 845-868. <https://doi.org/10.1108/EJM-05-2022-0350>
- Sin, L. G., Huei, L. Y., Yuu, L. L. X., Yi, L. K., Qifeng, L., Fanxi, L., & Kee, D. M. H. (2025). The factors that influence customer satisfaction to use an airline in Malaysia. *Journal of the Community Development in Asia*, 8(1), 162-177. <https://doi.org/10.32535/jcda.v8i1.3751>
- Singh, V., Sharma, M. P., Jayapriya, K., Kumar, B. K., Chander, M. A. R. N., & Kumar, B. R. (2023). Service quality, customer satisfaction and customer loyalty: A comprehensive literature review. *Journal of Survey in Fisheries Sciences*, 10(4S), 3457-3464.
- Skytrax World Airline Awards. (2025). *World's Best Low-Cost Airlines 2025*. Skytrax World Airline Awards. <https://www.worldairlineawards.com/worlds-best-low-cost-airlines-2025/>
- Sugiarto, S., & Octaviana, V. (2021). Service quality (SERVQUAL) dimensions on customer satisfaction: Empirical evidence from bank study. *Golden Ratio of Marketing and Applied Psychology of Business*, 1(2), 93-106. <https://doi.org/10.52970/grmapb.v1i2.103>
- Teoh, K. B., Gan, K. H., Darishini, L., Umamageswari, U., Neoh, K. Y., Jivega, N., ... & Ma, Y. Q. (2023). A study on customer satisfaction of AirAsia Berhad. *International Journal of Tourism and Hospitality in Asia Pasific*, 6(3), 133-147. <https://doi.org/10.32535/ijthap.v6i3.2170>
- Wang, Y., Jin, Z. J., Jin, C. H., & Kan, C. (2025). Building Customer Loyalty Through Emotional Connection: How Service Provider Rapport Drives Sustainable Business. *Sustainability*, 17(6), 2396. <https://doi.org/10.3390/su17062396>

ABOUT THE AUTHOR(S)

1st Author

Dr. Ainul Mohsein binti Abdul Mohsin is a Senior Lecturer at the International Business Section, School of Management, Universiti Sains Malaysia (USM). She holds a Ph.D. and an M.B.A. from Universiti Sains Malaysia, and a B.B.A. in Finance and Marketing from the University of Iowa. Her teaching and research interests include Strategic Management, Business Communication, International Business, Business Ethics, Competitive Intelligence, Human Resource Development, and Innovative Performance. Dr. Ainul is also a certified *Train the Trainer* practitioner and is currently working towards the CIPT™ Professional Certification. She is an active member of the Malaysian Institute of Management, the Malaysian Association of Facilitators, and the Strategic and Competitive Intelligence Professionals (USA). Her consultancy experience covers areas such as corporate restructuring, mergers and acquisitions, change development, and human resource training across various multinational corporations in Asia and beyond. Email: ainabdulmohsein@usm.my

2nd Author

Anees Jane Ali has been a senior lecturer at the School of Management, Universiti Sains Malaysia since 2003. He received his PhD from the University of Groningen, The Netherlands, with a thesis entitled "The intercultural adaptation of expatriate spouses and children". He is now attached to the Department of International Business and has been teaching courses and conducting research in International Human Resource Management, International Management, International Business, Business Communication, and Organizational Behaviour. Email: aneesali15@yahoo.com
ORCID ID: <https://orcid.org/0000-0003-1752-0611>

3rd Author

Nor Fazlina Binti Faisal Ansori is currently an undergraduate student at Universiti Sains Malaysia.

4th Author

Nor Qurratul Najwa Binti Zulkifli is currently an undergraduate student at Universiti Sains Malaysia.

5th Author

Norazirah Binti Johari is currently an undergraduate student at Universiti Sains Malaysia.

6th Author

Norfarizazetie Binti Zainal is currently an undergraduate student at Universiti Sains Malaysia.

7th Author

Norfatihah Binti Abdul Aziz is currently an undergraduate student at Universiti Sains Malaysia.

8th Author

Daisy Mui Hung Kee is an Associate Professor at the School of Management, Universiti Sains Malaysia. Her areas of interest are human resource management, organizational behavior, work values, leadership, entrepreneurship, and psychosocial safety climate. Her current program of research focuses on Leadership and Psychosocial safety climate. She holds a PhD in Business and Management from the International Graduate School of Business, University of South Australia. She was the secretary of the Management

Case Study Journal, Australia (2004-2006). She was the recipient of the Merdeka Award 2006 from the Australia Malaysia Business Council of South Australia (AMBCSA) by former South Australia Governor Sir Eric Neal (2006). The award recognizes the Most Outstanding Malaysian University students in South Australia. She earned her MBA from the School of Management, Universiti Sains Malaysia. She was awarded to the Dean's List for being one of the top MBA students (2003). Presently, she is an active academic and researcher supervising a number of MBA, MA, and PhD candidates with working experience across diverse industries. She has published a good number of journal papers during the course of her career. She has conducted a series of training sessions related to motivation and research at USM under the Professional and Personal Development (PPD) workshop.

Email: daisy@usm.my

ORCID ID: <https://orcid.org/0000-0002-7748-8230>