

Factors Influencing Airline Service Quality in Saudi Arabia: An Expatriate Perspective

RESEARCH REVIEW International Journal
of Multidisciplinary | e-ISSN: 2455-3085
Double-blind peer-reviewed and
refereed online Journal
10(5) 164-174, 2025
©The Author(s) 2025
DOI: 10.31305/rrijm.2025.v10.n5.016
<https://rrjournals.com/>

Date of Publication: 19 May, 2025

*Abdul Razzak Hashmi 

Assistant Professor, Department of Marketing, College of Business, Al-Baha University, KSA

Abstract: The purpose of the study is to investigate the difference between the expectations of expatriate passengers and the perceived service quality provided by the Airlines in Saudi Arabia. The ultimate goal of the study was to offer insights that could improve the service quality of airlines in Saudi Arabia. The study used five factors of service quality where service quality is highly focused specifically on Tangibles, Reliability, Responsiveness, Assurance, and Empathy using the SERVQUAL paradigm model. The primary data were used under this study, where the author collected data of nearly 390 expatriate travelers through personnel interviewed at Al-Baha Airport, then compiled and analyzed using structural equation modelling (SEM) by SPSS-AMOS. The findings indicate that all the factors (Tangibles, Reliability, Responsiveness, and Empathy) have found significant (at $p\text{-value} \leq 0.01$) effects on the service quality of airlines evaluated by expatriate in Saudi Arabia using SEM analysis. However, the only factor assurance has found significant (at $p\text{-value} \leq 0.05$) The results reveal that the airlines consistently work on service quality in meeting the needs of the expatriate passengers in Saudi Arabia.

Keywords: Expatriate, Service quality, Expectations, Perceptions, SEM, and Saudi Arabia

1 | INTRODUCTION

In the age of competition, airlines service quality plays a decisive role in building passenger experience and perception. The airlines continuously work on the improvement of customer services that lead to satisfaction. (Alotaibi, 2022) observed the aviation sector in Saudi Arabia has witnessed substantial growth, driven by the nation's strategic initiatives to diversify its economy and enhance the tourism and transportation sectors. (Chen & Chang, 2008) asserted that, the airlines expansion has intensified competition among airlines, necessitating a focus on service quality to attract and retain passengers, particularly expatriates, who constitute a significant portion of the travelling population. (Parasuraman et al., 1988) proposed the service quality is a critical determinant of customer satisfaction and loyalty. The SERVQUAL model, encompassing five dimensions namely tangibles, reliability, responsiveness, assurance, and empathy that have been widely employed to assess service quality in various contexts.

*Corresponding Author

Abdul Razzak Hashmi, Assistant Professor, Department of Marketing, College of Business, Al-Baha University, KSA
Email: drhashmisaar@hotmail.com

164



Creative Commons Non Commercial CC BY-NC: This article is distributed under the terms of the Creative Commons Attribution-NonCommercial 4.0 License (<http://www.creativecommons.org/licenses/by-nc/4.0/>) which permits non-Commercial use, reproduction and distribution of the work without further permission provided the original work is attributed.

Access Online



(Akmal Syed Mohammad et al., 2023) (Akmal Syed Mohammad et al., 2023) studied have highlighted the significance of reliability and empathy in shaping expatriate passengers' perceptions of service quality in the context of Saudi Arabia. (Hashmi, 2023 ; Nigel H. & Deodat M. 2021) suggested that all SERVQUAL dimensions are relevant, certain factors may hold more weight in influencing customer satisfaction among expatriate travellers. (Manna & Rahmati. 2021; Alghamdi, 2021) studied the Saudi Arabian Airlines (Saudia) performance and identified areas of passenger dissatisfaction, particularly concerning operational procedures such as waiting times and the frequency of announcements. (Alghamdi, 2021) revealed that the operational aspects are integral to the overall service quality and further warrant investigation, especially from the perspective of expatriate passengers who may have different service expectations based on their diverse backgrounds. (Hashmi, 2021) introduced low-cost carriers in KSA, such as Flynas and Flyadeal, which has increased rivalry in the airline sector. This underscores the importance of understanding the specific service quality expectations and perceptions of expatriate passengers in the context of both full-service and low-cost airlines operating in Saudi Arabia. This research aims to identify the disparities between expatriate passengers' expectations and their perceived service quality within the Saudi airline sector. It also seeks to examine whether significant variations exist in these expectations and perceptions based on the diverse demographic profiles of expatriate travellers. By employing the SERVQUAL model and analysing data collected from expatriate passengers at Al-Baha domestic airport, this study provides insights that can inform strategies to enhance service quality in the Saudi airline industry.

2 | LITERATURE REVIEW

2.1 Service Quality

After gone through available literature review, a number of studies have been conducted on the service quality of Airlines. (Gronroos, 2020) stated the service quality is widely recognized as a critical determinant of customer satisfaction and sustainable competitive advantage, particularly in service-intensive sectors such as the airline industry. (Parasuraman et al.,1988) provided the most widely applied models for evaluating service quality, which is known as SERVQUAL framework. (David Mc. A Baker, 2013); (Yahua Zhang et al., 2023) in their study, they evaluated the model of customer perceptions across five fundamental dimensions: tangibles, reliability, responsiveness, assurance, and empathy. (Parasuraman et al.,1994) proposed to tailor the SERVQUAL model to the airline context. (Al Awadh, M., 2023) in his research, he says that in today's highly competitive business landscape, continuous improvement in customer service delivery is essential for achieving and maintaining long-term growth. Technological innovation, particularly advancements in the digital era, has significantly influenced how services are designed and delivered, reshaping consumer expectations and service standards.

(Hejazi, M., & Fawzy, M. F.,2021) concluded his research and argued the useful service quality measurement demands a standardised method, containing well-defined targets and reliable measurement tools that exhibit the service experience. (Hashmi, 2021); (Abukhalifeh & Som 2015) both studies have shown inconsistent findings regarding the relative importance of each SERVQUAL dimension, indicating that customer preferences vary widely across different contexts. (Namukasa, J.,2013) his research concludes that ensuring customer satisfaction is challenging but essential in an increasingly competitive service environment. Developing clear service standards that consistently meet customer expectations is a complex yet vital task for businesses in the service sector.

2.2 Service Quality in Airlines

Service quality in the airline industry has been extensively studied, with various models developed to assess and enhance passenger satisfaction. (Ladhari, R. 2009) in his 20 years of research, he has mentioned that the SERVQUAL model, introduced by (Parasuraman et al.,1988) estimated a foundational framework, evaluating dimensions such as tangibles, reliability, responsiveness,

assurance, and empathy. (Sultan & Simpson, 2000) in their study building upon this, the AIRQUAL model was tailored explicitly for the airline sector, incorporating factors like in-flight services, reservation quality, and terminal services.

His studies (Namukasa, 2013) emphasised the importance of pre-flight, in-flight, and post-flight services in shaping overall passenger satisfaction. (Yas, H.et al., 2022) in their study, timely check-ins, courteous cabin crew, and efficient baggage handling significantly influence customer perceptions. They found that integrating technology, such as online check-ins and in-flight entertainment systems, has been linked to enhanced passenger experience. (Nigel & Deodat,2021) indicated that staff professionalism and responsiveness directly impact on customer loyalty. (Park, Robertson, & Wu, 2006) in their study found that the physical environment, including seat comfort and cleanliness, contributes to the overall service quality assessment. The scale of service quality in airlines have shown in figure 1)

Figure 1 Exhibits the Scale of Airline Service Quality Model



*Source: ASQS proposed by Aydin & Yildirim, 2012.

2.3 Airline Service Quality in the Middle East

The Middle East has witnessed rapid growth in its aviation sector, with airlines like Emirates, Qatar Airways, and Etihad Airways gaining global recognition. Studies have explored how these carriers maintain high service standards. (Forgas et al., 2010) (Alotaibi,2022) highlighted that while low-cost carriers (LCCs) in the region offer competitive prices, they sometimes fall short in in-service quality, leading to mixed customer satisfaction. (Lippitt et al., 2023) (Sultan &Simpson,2000) concluded that introducing new airlines and increasing competition necessitates continuous service improvements to meet evolving passenger expectations.

The cultural context of the Middle East also influences service delivery. For example, studies like (Sriboonlue,2022) have shown that understanding local customs and providing culturally sensitive services can enhance passenger satisfaction. (Clemes & Ren, 2011) & (Yayla-Kullu et al., 2015) emphasised that hospitality in Middle Eastern cultures aligns with the high service standards passengers expect.

2.4 Cultural and Demographic Considerations

Cultural and demographic factors shape passengers' perceptions of airline service quality. Hofstede's cultural dimensions theory has been instrumental in understanding these variations. (H.M. Yayla-Kullu et al., 2015) stated that cultures with high uncertainty avoidance may emphasize safety and reliability more. Conversely, individualistic cultures might prioritize personalized services. Demographic variables such as age, gender, and travel purpose influence service expectations. Research by (Sriboonlue, 2022) indicated that younger passengers value technological integrations, like mobile check-ins, more than older travellers. (Wafik et al., 2017) explained that the business travellers may prioritise punctuality and efficiency, while leisure travellers might focus on comfort and entertainment options. (Lippitt et al., 2023) specified that understanding these cultural and demographic nuances is essential for airlines to aim to tailor their services effectively. By acknowledging and addressing the diverse needs of their passenger base, airlines can enhance satisfaction and foster loyalty.

3 | OBJECTIVES OF THE STUDY

- To examine the reasons responsible for the quality of Saudi Arabian airline's service.
- To investigate the effect of reliable factors on airline service quality in Saudi Arabia.

4 | THE HYPOTHESIS OF THE STUDY

The following hypotheses have been formulated to achieve the above objectives.

- H₀₁: there is no significant impact of Tangibles (T) on service quality (SQ).
- H₀₂: there is no significant impact of Reliability (R) on Service Quality (SQ)
- H₀₃: there is no significant impact of Responsiveness (RE) on Service Quality (SQ)
- H₀₄: there is no significant impact of Assurance (A) on Service Quality (SQ)
- H₀₅: there is no significant impact of Empathy (E) on Service Quality (SQ)

5 | RESEARCH METHODOLOGY

The data was collected by using a questionnaire built on five dimensions of the SERVQUAL model (Parasuraman et al., 1994). The survey was conducted through interviews among passengers of Al-Baha Domestic Airport, obtaining responses from 319 individuals. A sample was randomly drawn to select the respondents, and only air passengers who were foreign nationals were considered. A 5-point Likert scale was applied, and participants had to choose one response for every one of the 22 SERVQUAL items. The five key dimensions of service quality, tangibles, reliability, responsiveness, assurance, and empathy emerged through the items (Aydin & Yildirim, 2012; Suhartanto & Noor, 2012). The data was processed using the Statistical Package for Social Sciences (SPSS) version 23.

6 | RESULTS

Demographics

Three hundred nineteen expatriate airline passengers were interviewed through face-to-face surveys. Of these, 160 were male and 159 were female, reflecting an almost equal gender distribution. Regarding age, the most significant proportion (34.8%) of respondents fell within the 35-44 age group (n = 111), followed by 30.4% (n = 97) in the 18-24 age bracket. The 45-54 age group had the fewest participants. This age distribution likely corresponds with the purpose of travel, as a significant number of respondents were in Saudi Arabia for employment-related reasons (n = 154; 48.3%), while 28.5% (n = 91) and 20.1% (n = 64) were travelling for business and religious pilgrimage (Umrah), respectively. Regarding marital status, 57.4% (n = 183) of the participants were married. Regarding educational attainment, most held higher education degrees (n = 116; 36.4%), while 21.9% (n = 70) had completed only elementary schooling. This disparity may reflect the diverse occupational backgrounds of

expatriates, particularly the kingdom's reliance on skilled and unskilled labour. Income levels showed that 27.0% of respondents earned between 3,001 and 5,000 SAR monthly.

When asked about their travel frequency to and from Saudi Arabia, 69.3% (n = 221) reported travelling once a year, while 14.1% indicated making three annual trips. In identifying key factors influencing airline choice, ticket price was the most frequently cited consideration, with 180 respondents ranking it as their top priority.

7 | ANALYSIS AND INTERPRETATIONS

The reliability of the ASQS was measured using Cronbach's alpha, a statistic used to measure internal consistency. The overall reliability was tested first, opening the way for the remaining tests on the different service quality dimensions. As shown in Tables 1.1 and 1.2, the results provide overall and dimension-specific reliability measures.

Table 1 Output of Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.849	.850	22

Source: SPSS Output

Table 1 presents the Cronbach's alpha value calculated based on standardised items for the overall scale, which yielded a coefficient of 0.849, signifying a strong level of internal consistency. In Table 2 shows the individual reliability estimates for each factor were reported. Reliability and empathy possessed acceptable alpha values of 0.708 and 0.714. The remaining dimensions—tangibles (0.661), responsiveness (0.686), and assurance (0.669)—were also reliable but less than 0.70. Here, reliability refers to the scale's stability and predictability while assessing airline service quality.

Table 2 Output of Reliability Statistics of Selected Factors

Sr. No	Dimensions	Cronbach's Alpha	Value	No. of items
1	D1	Tangibles	.661	3
2	D2	Reliability	.708	4
3	D3	Responsiveness	.686	3
4	D4	Assurance	.669	3
5	D5	Empathy	.714	4

Source: SPSS Output

Table 3 Output of Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.695 ^a	.483	.475	2.10721

Source: SPSS Output

Table 3 summarises the multiple linear regression analysis results, including model fit statistics. The study revealed an adjusted R-value of .695 and an R^2 of .483, indicating that approximately 48.3% of the variance in the dependent variable (airline service quality) can be explained by the independent variables—namely, tangibles, reliability, responsiveness, assurance, and empathy. This suggests a moderately strong model fit, where nearly half of the perceived service quality is influenced by the combined effect of these five dimensions.

Table 4 Output of KMO Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.848
Bartlett's Test of Sphericity	Approx. Chi-Square	2076.088
	df	231
	Sig.	.000

Source: SPSS Output

Table 4 presents the results of the KMO Measure of Sampling Adequacy and Bartlett's Test of Sphericity, which measures the data's correctness for factor analysis. The KMO value was reported at 0.848, indicating a high level of sampling adequacy for conducting factor analysis. Bartlett's Test of Sphericity yielded a chi-square value of 2076.088 with a significance level of $p < 0.001$, confirming that the correlations among variables were sufficient for structure detection. Based on this analysis, the original 22 sub-factors were successfully reduced to five principal components, each with eigenvalues exceeding 1, signifying their statistical relevance.

Table 5 Output of ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1297.646	5	259.529	58.448	.000 ^b
	Residual	1389.822	313	4.440		
	Total	2687.468	318			

a. Dependent Variable: Service Quality

b. Predictors: (Constant), Empathy, Responsiveness, Reliability, Assurance, Tangibles

Table 5 verifies whether the linear model is significant. The null hypothesis for this hypothesis is that the model has no change in the dependent variable, i.e., $R^2 = 0$. The F-statistic is highly significant ($p = 0.000$), so we can reject the null hypothesis. This indicates that the model explains a statistically significant portion of the variance in airline service quality, confirming the overall validity and effectiveness of the regression model.

Table 6 Output of Regression Coefficients

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	Decision(H_0)
		B	Std. Error	Beta			
1	(Constant)	3.106	.789		3.939	.000	
	Tangibles	.175	.072	.124	2.441	.015	Rejected
	Reliability	.444	.054	.380	8.154	.000	Rejected
	Responsiveness	.226	.071	.156	3.188	.002	Rejected
	Assurance	.165	.072	.115	2.289	.023	Rejected
	Empathy	.207	.050	.197	4.157	.000	Rejected

a. Dependent Variable: Service Quality

Table 6 depicts the multiple linear regression analysis outcomes, including the intercept and associated significance values. The study revealed that the regression model displayed a statistically noteworthy divert. Among the five service quality dimensions examined, reliability and empathy emerged as highly significant predictors of overall service quality, each with a p-value of .000. In contrast, the dimensions of tangibles, responsiveness, and assurance did not demonstrate statistical significance, with p-values of .015, .002, and .023, respectively. Additionally, the model accounted for approximately 48.3% of the variance in perceived airline service quality, indicating moderate

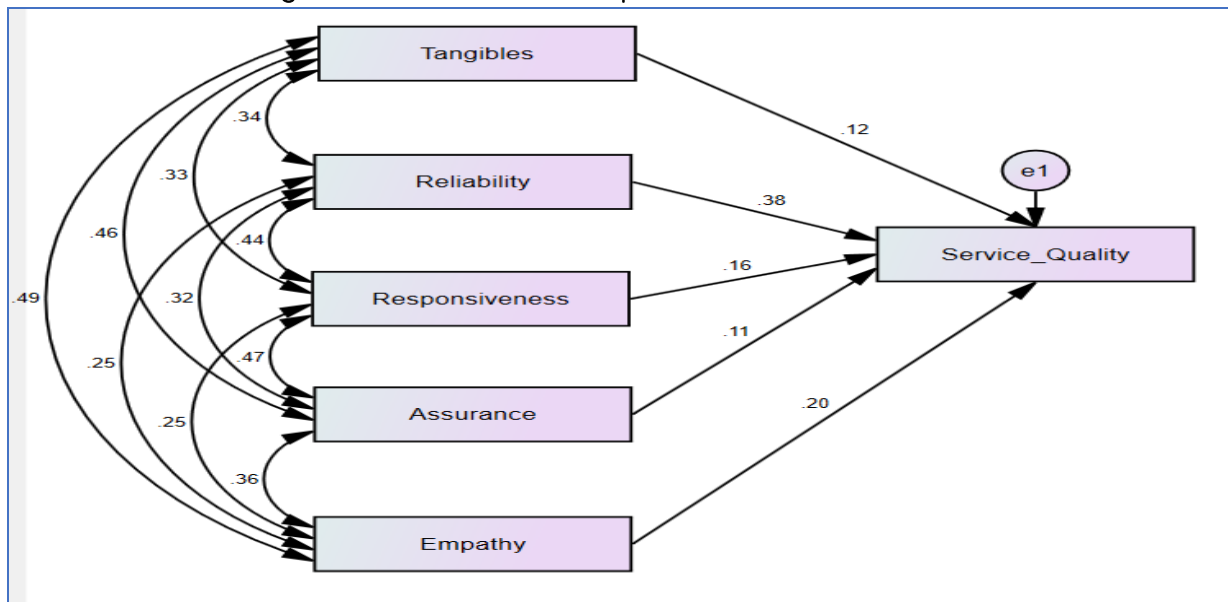
explanatory power. In table 7, the output of model mentioned, which indicate the dependent variable and independent variable in services quality of airlines in Saudi Arabia.

Table 7: Output of Independent Variable, Dependent Variable & Model Produced

Independent Variable		Dependent Variable		Model Produced
SQ	Service Quality	Predictors		Model Produced
T	Tangibles	Tangibles	X1	Service Quality (Y) = Constant + (Tangibles) + (Reliability) + (Responsiveness) + (Assurance) + (Empathy) Y 0.175 + 0.444 + 0.226 + 0.165 + 0.207
R	Reliability	Reliability	X2	
RE	Responsiveness	Responsiveness	X3	
A	Assurance	Assurance	X4	
E	Empathy	Empathy	X5	

While tangibles, timeliness, and assurance negatively affect service quality, greater dependability and empathy will positively impact it. However, the Standardized Coefficients of the service quality model perceived by expatriate customers show in figure 2. It shows reliability and empathy, significantly affecting service quality: 38 and 20, the rest of variables, tangibles, responsiveness assurance (12,16,11) respectively.

Figure 2 Exhibits the SEM Output of Standardized Estimates



Source: SPSS Amos.

8 | DISCUSSION

This research focused exclusively on expatriate passengers, most of whom travel to Saudi Arabia for employment, business, or religious purposes, such as Umrah. Consequently, their foremost consideration when selecting an airline appears to be affordability (Gupta, 2018; Saket et al., 2015). Despite this price sensitivity, the study revealed that reliability and empathy emerged as the most valued aspects of service quality among these travellers. This indicates that expatriates are primarily concerned with the practical and empathetic handling of their travel needs.

The first hypothesis suggested that tangibles significantly influence service quality. However, the statistical analysis demonstrated that expatriate respondents assigned this dimension with a relatively low importance score of 0.12. In contrast, the second hypothesis posited a significant relationship between reliability and service quality. The data strongly supported this, as reliability received a higher rating of 0.44. These findings underline that reliability is the most influential determinant in airline selection among expatriates.

The third and fourth hypotheses examined responsiveness and Assurance. we found both variables are significant, and consider meaningful predictors of perceived service quality. The fifth hypothesis examined the relationship between empathy and service quality and has found significant. The findings show that as expatriates constitute a substantial proportion of airline passengers in Saudi Arabia, the carriers must prioritize reliability, responsiveness, and empathy to better cater to this market segment.

9 | CONCLUSION

Saudi Arabia's major airline commenced operations in 1945 and has undergone numerous upgrades in the quality of its services. Keeping abreast of upgrades today is necessary since multiple regional and international airlines operate in the kingdom. This study measured service quality using the SERVQUAL framework, which includes five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. When respondents were asked about their top three criteria for airline selection, price emerged as the primary consideration, followed closely by reliability.

Reliability was further endorsed using Cronbach's alpha, strengthening the measurement scale's domestic stability. Among all SERVQUAL dimensions, reliability and empathy were the most strongly associated with perceived service quality, highlighting their critical role in expatriate satisfaction.

10 | RECOMMENDATIONS

Based on the study's outcomes, it is recommended that airlines operating within Saudi Arabia adopt a value-oriented strategy to maintain a competitive advantage. Specifically, reducing airfare even at the expense of luxurious aesthetics may effectively attract expatriate passengers, who form most of the kingdom's air travel demographic. Airlines should emphasise delivering reliable, empathetic, and responsive service to effectively meet these travellers' expectations.

11 | FUTURE RESEARCH DIRECTIONS

Future investigations could expand on the current findings using a more extensive and diverse sample to improve generalizability. Notably, this study found a negative correlation between service quality and the dimensions of tangibles, responsiveness, and assurance, as reflected by their negative beta coefficients. This inverse relationship suggests a complex interaction between these dimensions and perceived service quality, warranting deeper exploration. Further research is needed to uncover the underlying factors contributing to this unexpected pattern and refine existing models of service quality assessment in the airline industry.

REFERENCES

- Abukhalifeh, A. N., & Som, A. P. M. (2015). Servqual: A multiple-item scale for measuring customer perceptions of restaurants' service quality. *Advances in Environmental Biology*, 9(3), 160-162.
- Akmal, S. M., Hashmi, A. R., Faisal, S. M., & Khan, A. K. (2023). Assessment of Professed Service Quality of the Cafeteria Business: An Empirical Investigation. *Interdisciplinary Social Studies*, 2(4), 1845-1853., <https://doi.org/10.55324/iss.v2i4.328>.
- Al Awadh, M. (2023). Assessing the quality of sustainable airline services utilizing the multicriteria decision-making approach. *Sustainability*, 15(9), 7044. <https://doi.org/10.3390/su15097044>
- AlGhamdi, H. A. (2021). Saudi Airlines Service Quality: Passengers' Perceptions toward SAUDIA Operational Procedures Pre-flight Services: An Empirical Investigation. *International Journal of Business and Management*, 15(1), 122. <https://doi.org/10.5539/ijbm.v15n1p122>

- Alotaibi, A. M. (2022). Customer Perceptions of Overall Service Quality (Low-Cost Carriers in Saudi Arabia). *Academic Journal of Research and Scientific Publishing*, 4(42), 1-15. <https://www.ajrsp.com/en/Archive/issue-42/1.pdf>
- Alotaibi, M. (2015). "Investigating Effects Of Perceived Service Quality On Overall Service Quality And Customer Satisfaction: Case Of Saudi Airlines," *Journal of Tourism, Sustainability and Well-being*, Cinturs - Research Centre for Tourism, Sustainability and Well-being, University of Algarve, vol. 5(4), pages 463-470, https://jsod-cieo.net/journal_tsw/index.php/jtsw/article/view/113.
- Aydin, K., & Yildirim, S. (2012). Airline Service Quality Scale: Development, Reliability, and Validity. *Journal of Air Transport Management*, 24, 1-9, <https://doi.org/10.1177/1467358414567916>
- Badrillah, M. I. M., et al. (2025). Service at Altitude: How airline service quality shapes passenger choices, Vol. 34, Issue 1 <https://seajbel.com/previous-issues/april-2025/vol-34-april-2025-issue-1/>
- Chen, Ching-Fu & Chang, Yu-Ying, (2008). "Airline brand equity, brand preference, and purchase intentions" The moderating effects of switching costs," *Journal of Air Transport Management*, Elsevier, vol. 14(1), pages 40-42, <https://researchoutput.ncku.edu.tw/en/publications/airline-brand-equity-brand-preference-and-purchase-intentions-the>
- Clemes, M. D., Gan, C., & Ren, M. (2011). Synthesising the Effects of Service Quality, Customer Value, and Customer Satisfaction on Behavioral Intentions in the Airline Industry. *Journal of Air Transport Management*, 17(2), 125-129, doi:[10.1177/1096348010382239](https://doi.org/10.1177/1096348010382239)
- David Mc A, B. (2013). Service Quality and Customer Satisfaction in the Airline Industry: A Comparison between Legacy Airlines and Low-Cost Airlines. *American Journal of Tourism Research*, 2(1), 67-77.
- Forgas, S., Moliner, M. A., Sánchez, J., & Palau, R. (2010). The Role of Trust, Satisfaction, and Value in Channel Members' Relationships. *Industrial Marketing Management*, 39(5), 820-831.
- Grönroos, C. (2020), "Viewpoint: service marketing research priorities", *Journal of Services Marketing*, Vol. 34 No. 3, pp. 291-298. <https://doi.org/10.1108/JSM-08-2019-0306>
- Gupta, H. (2018). Evaluating service quality of airline industry using hybrid best worst method and VIKOR. *Journal of Air Transport Management*, 68, 35-47.
- H. M. Yayla-Kullu, P. Tansitpong, C. McDermott, A. Gnanlet, and J.F. Durgee, 2015. "Impact of National Culture on Airline Operations", *Operations Management Research*, 8, 101-117.
- Halpern, N., & Mwesummo, D. (2021). Airport service quality and passenger satisfaction: The impact of service failure on the likelihood of promoting an airport online. *Research in Transportation Business & Management*, 41, 100667., <https://doi.org/10.1016/j.rtbm.2021.100667>
- Hashmi, A. R. (2021). Revenge Buying-An Explorative Perspective of the Albaha Region. *International Journal of Advanced Research in Engineering and Technology (IJARET)*, 12(2), 159-166. <https://doi.org/10.34218/IJARET.12.2.2020.014>
- Hashmi, A. R. (2023). Revenge Tourism: A Marketing Strategy for The Post COVID-19 Period: A Case of Religious Rituals (Umrah). *Empirical Economics Letters*, 22(special issue). <https://doi.org/10.5281/zenodo.10580886>
- Hejazi, M., & Fawzy, M. F. (2021). Passengers' Satisfaction of the Service Quality at Saudi International Airports. *Journal of Tourism and Hospitality Management*, 9(1), 1-15.
- Ladhari, R. (2009). A Review of Twenty Years of SERVQUAL Research. *International Journal of Quality and Service Sciences*, 1(2), 172-198, doi:[10.1108/17566690910971445](https://doi.org/10.1108/17566690910971445)
- Lippitt, P., Itani, N., O'Connell, J. F., Warnock-Smith, D., & Efthymiou, M. (2023). Investigating airline service quality from a business traveller perspective through the integration of the Kano model and importance-satisfaction analysis. *Sustainability*, 15(8), 6578, <https://doi.org/10.3390/su15086578>

- Manna'a, H. G., & Rahmati, N. (2021). Service Quality Control in Saudi Arabian Airlines. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 18(15), 145-153, <https://archives.palarch.nl/index.php/jae/article/view/8318>
- Namukasa, J. (2013). The influence of airline service quality on passenger satisfaction and loyalty: The case of Uganda airline industry. *The TQM Journal*, 25(5), 520-532, <https://www.scienceopen.com/document?vid=2e1f3e35-42c7-4c23-b2aa-a78494b2ee29>
- Ostrowski, P. L., O'Brien, T. V., & Gordon, G. L. (1993). Service Quality and Customer Loyalty in the Commercial Airline Industry. *Journal of Travel Research*, 32(2), 16-24, <https://doi.org/10.1177/00472875930320020>
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality. *Journal of Retailing*, 64(1), 12-40, <https://psycnet.apa.org/record/1989-10632-001>
- Parasuraman, et al. (1994) Reassessment of Expectations as a Comparison Standard in Measuring Service Quality: Implications for Further Research. *Journal of Marketing*, 58, 111-124. <https://doi.org/10.1177/002224299405800109>
- Park, J., Robertson, R., & Wu, C. L. (2006). Modelling the impact of airline service quality and marketing variables on passengers' future behavioural intentions. *Transportation Planning and Technology*, 29(5), 359-381, doi:10.1080/03081060600917686
- Philip, G., & Hazlett, S. A. (1997). The measurement of service quality: A new P-C-P attributes model. *International Journal of Quality & Reliability Management*, 14(3), 260-286, [10.1108/02656719710165482](https://doi.org/10.1108/02656719710165482)
- Saket, S., Singh, A., & Khanduja, D. (2015). Fuzzy-VIKOR analysis for customer performance index of civil domestic airline industry in India. *Management Science Letters*, 5(3), 301-310.
- Sriboonlue, U. (2022). The effects of cultural dimensions on service quality, customer engagement, customer satisfaction and customer loyalty in multi-national airline sectors. *Asian Administration & Management Review*, 5(2), https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4541989
- Suhartanto, D., & Noor, A. A. (2012, January). Customer satisfaction in the airline industry: The role of service quality and price. In *Asia Tourism Forum Conference* (Vol. 6, pp. 1-12), https://www.researchgate.net/publication/283725801_customer_satisfaction_in_the_airline_industry_the_role_of_service_quality_and_price.
- Sultan, F., & Simpson, M. C. (2000). International Service Variants: Airline Passenger Expectations and Perceptions of Service Quality. *Journal of Services Marketing*, 14(3), 188-21, doi: [10.1108/08876040010327211](https://doi.org/10.1108/08876040010327211)
- Torres, A. (2014). Marketing Intelligence & Planning Article Information. *Marketing Intelligence & Planning*, 32(4), 413-435, <http://dx.doi.org/10.18415/ijmmu.v7i11.2213>
- Wafik, G. M., Abou-Shouk, M. A., & Hewedi, M. M. (2017). Airline passenger travel cycle, satisfaction and loyalty: A comparison of EgyptAir and emirates airlines. *International Journal of Hospitality and Tourism Systems*, 10(1), 1. <http://www.publishingindia.com/ijhts/24/airline-passenger-travel-cycle-satisfaction-and-loyalty-a-comparison-of-egyptair-and-emirates-airlines/586/4144/>
- Yahua Zhang, Seung-Yong Lee, Yue Gu, A review of air transport service quality studies: current status and future research agenda, *Journal of the Air Transport Research Society*, Volume 1, Issue 1, 2023, Pages 9-21, ISSN 2941-198X, <https://doi.org/10.59521/EF52BB6324BD7035>. (<https://www.sciencedirect.com/science/article/pii/S2941198X24000204>)
- Yas, H., Jusoh, A., Md. Nor, K., Alkaabi, A., Jovovic, N., & Delibasic, M. (2022). Impact of airline service quality on passenger satisfaction and loyalty: Moderating influence of price sensitivity and quality

seekers. Transformations in Business & Economics, 21(3), 122-150, <https://www.transformations.knf.vu.lt/57/article/impac>

Yayla-Kullu, H. M., Tansitpong, P., Gnanlet, A., McDermott, C. M., & Durgee, J. F. (2015). Impact of national culture on airline operations. Service Business, 9(1), 1-23, doi: [10.1007/s12063-015-0102-8](https://doi.org/10.1007/s12063-015-0102-8)

Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1996). The Behavioral Consequences of Service Quality. Journal of Marketing, 60(2), 31-46, <https://doi.org/10.2307/1251929>

Author's Biography: _____

Dr. Abdul Razzak Hashmi holds an M.Com, M.M.S, M.Phil, and Ph.D. in Marketing from Dr. Babasaheb Ambedkar Marathwada University, India. He is currently serving as an Assistant Professor at Al-Baha University, Kingdom of Saudi Arabia. With over 15 years of comprehensive teaching experience in India and Saudi Arabia, Dr. Hashmi has made significant contributions to academia through numerous research papers published in both national and international journals. His academic interests encompass marketing management, and consumer behaviour.

How Cite this article? _____

Hashmi, A. R. (2025). Factors Influencing Airline Service Quality in Saudi Arabia: An Expatriate Perspective. *RESEARCH REVIEW International Journal of Multidisciplinary*, 10(5), 164-174. <https://doi.org/10.31305/rrijm.2025.v10.n5.016>