

The Received Quality - Customer Satisfaction and Loyalty Relationship: Test and Empirical Validation

Djamila KADRI¹
Assia BRAHIMI²

Abstract

This paper aims to address the issue of customer satisfaction by seeking to establish a clear link between the perceived quality of service provided and customer satisfaction and their effects by highlighting the conditions for this impact. To this end, we conducted a pilot study by distributing a questionnaire to a sample of 252 customers of Air Algérie, we relied on the statistical processing program SPSS to analyze and process the data, and we also used the descriptive approach to define the variables of the study and to analyze the data. The research has concluded that service quality has a positive impact on customer satisfaction, which in turn influences their loyalty and tendency to give positive talk about the company. Regarding the impact of quick handling of complaints on customer loyalty, the results showed a weak correlation between the consideration of complaints and the loyalty of an Air Algérie customer.

Keywords: *Perceived Quality, Satisfaction, Word of Mouth, Complaint, Fidelity and Structural Equation*

JEL classification: M31, C52

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1. Introduction

The marketing management of products and services, before the 60s, was focused on the products and services themselves. As a result, the quality or value of a product or service was assessed by the organization based on what it believed to be a good product or service. During the 60s with the arrival of the new management paradigm, the concept of customer satisfaction became important in the eyes of managers of companies and organizations. This paradigm has transformed the way goods and services are marketed, with the client becoming the primary assessor of the quality or value of a product or service. Traditionally, companies questioned the relationships between departments and customers, from a transactional perspective while neglecting the relational aspects in their behavior.

¹ Djamila Kadri, University Abou Bakr Belkaid, Tlemcen, Algeria , MECAS Laboratory
djamila.kadri.chikh@gmail.com

² Assia Brahimi, Higher School of Management Tlemcen, Algeria, LEREMA Laboratory,
bra.assia@gmail.com

Gradually, these companies are moving towards relationship marketing, aimed at establishing and maintaining long-term relationships with these customers (Robert & Shelby, 1994). Service marketers now recognize the importance of retaining consumers over the long term (Berry L.L, 1995); (Parasuraman, A., Zeithaml, V. A, & Berry L. L, 1988), George & Decock Good, 2004). Relationship marketing is an important part of a company's marketing strategy. This term appeared in 1983 in the proceedings of the conference on the marketing of services (Berry L.L, 1995). Schneider noted in 1980 that: "What is surprising is that researchers and businessmen have focused much more on how to attract customers to products and services than on how to retain customers." In fact, Reichheld (1996) showed that "It costs five times more to attract new customers than to retain existing customers." (Parasuraman, A., Zeithaml, V. A , & Berry L. L, 1988) emphasize the importance of the service meeting in judging the perceived quality of a service by a client. Since a customer is always looking for a good quality service, the latter has become a strategic tool of favorable differentiation for the company, research in the field shows that quality and profit go hand in hand. The perceived quality of a service is described as a form of attitude, relative but not equivalent to satisfaction, which results from the comparison between performance and expectations (Galan, J-P & Sabadie, W, 2002). (Cronin & Taylor, 1992), in applying their model, empirically demonstrated that quality of service is the antecedent of client satisfaction, a situation which, in turn, has a significant effect on loyalty behaviours (Oliver R-L & Swan J-E , 1989). Indeed, the cost of managing a customer decreases over the years of loyalty or, the customer ends up knowing how the company works.

In theory, the relationship to fidelity satisfaction should be linear and loyalty should increase in proportion to satisfaction. In fact, work has shown that the relationship is much more equivocal. The logic of this relationship is obvious, more the consumer is satisfied, the more loyal he is. Many works summarized by Ngobo (2000) postulate that improved satisfaction has four consequences for consumer behaviour. First, satisfied customers are likely to buy the brand again or to frequent the point of sale again. Second, they are inclined to recommend the brand or outlet to other consumers (Oliver & Swan, 1989), expressing themselves through positive word-of-mouth. They are also willing to pay an additional price in order to maintain the benefits offered by the brand or point of sale (Anderson, 1996). Finally, satisfied customers generally make few claims (Fornell, 1988). In addition, customer satisfaction would allow Creating a lasting relationship between the company or brand and the customer and therefore participate in increasing its loyalty.

Based on the above mentioned, the problem of our research is represented in the following question: ***How to increase the degree of customer satisfaction in order to retain them?***

We proposed a number of assumptions to reach specific results, which are:

H₁: Quality of service has a positive impact on satisfaction

H₂: Customer satisfaction has a positive influence on loyalty

H₃: Satisfaction has a positive influence on the consumer's propensity to send positive word-of-mouth

H₄: Consumer satisfaction has a positive influence on the consumer's propensity to claim in case of dissatisfaction or counter-persuasion.

H₅: Rapid complaint handling has a positive impact on customer loyalty

2. Literature review

2.1 Perceived quality

Following a multiplicity of research conducted on quality, many definitions have been known; it has been described as an "evasive" and "abstract" construct, or an overall impression of the client relative to the inferiority or superiority of an organization and its. It is defined by Parasuraman et al. (1988) as the result of a "difference between expectations and perceptions". (BENACHENHOU , KESSAS , & BENHABIB , 2019, p. 172). It represents both a state and a process. But also "an overall judgment, or attitude, as to the superiority of service". It is characterized as a subjective, cognitive and relative construct. Quality of service is often measured in the literature through different client perceptions (Zehir, Sahin , Kitapçı, & Özşahin, 2011, pp. 1218-1231) . According to Lloso (1997), it is based on the confirmation of expectations, and can be the subject of two types of evaluations, depending on the level of analysis; First of all; A specific or transactional valuation: Transaction-specific quality refers to "*the customer's current perception of a good or service* " (Indahwati Darsono & Junaedi, 2006, pp. 323–342). Second, a relational or global evaluation: Perceived quality refers to "*the consumer's overall impression of the superiority/inferiority of the firm and its services*". Quality is also defined from two perspectives, that of the provider and that of the customer. For the provider, the quality of a service and measured by a set of factors associated with the material elements that determine its position in relation to that of competing services, this perspective is objective. From the client's point of view, which tends to predominate, it assumes that "quality depends on the client's judgment of it" (BIKOAH , OLINGA, & GAH TCHISSABOU , 2021, p. 136). From this 'subjective' perspective, the client is seen as the **ultimate arbiter** of the quality of the service; in other words, it is his own perception that matters most. This approach is referred to as "**perceived quality**" (Hu, Kandampully, & Juwaheet, 2009, pp. 111-125)

2.2 Customer Satisfaction

Customer satisfaction is becoming one of the most essential objective which any firm seeking for long-term relationship with customer considers as the top priority. In retail banking context where the contacts with customers are one of the most core business processes, customer satisfaction is becoming the key for successful. (Vu Minh & Huan Huu, 2016, p. 105). According to the theory of the

dis-confirmation of expectations (Oliver, 1980; Oliver, 1993), customer satisfaction occurs when the actual performance of the brand exceeds and/or confirms the customer's expectation before the purchase and/or consumption of that brand (Benachenhou & Benhabib, 2013, pp. 33-45)

According to the studies and research we have been able to consult. The concept of satisfaction can be defined in 3 points: (JAMÍ, 2016, p. 105)

- Satisfaction is a psychological state with cognitive and affective elements
- Satisfaction concerns the entire consumer experience and is located in the post-purchase phase
- satisfaction is relative (hence the difficulty in measuring it) caused by the comparison between an initial baseline and a personal and therefore subjective shopping experience

(Herington & Weaven, 2009, pp. 1220-1231) define customer satisfaction as the result of comparing customers' expectations and their subsequent perceived performance of service quality. According to (Vanhamme, 2002, pp. 55-85), satisfaction is the consumer's response to the perceived gap between previous expectations and current performance.

2.3 Customer loyalty

The concept of loyalty, which is at the heart of marketing research, has been the subject of much research since its appearance with Copeland (1923). This notion was first considered a one-dimensional behaviour (Žabkar, Brenčič, & Dmitrović, 2010, pp. 537-546). Behavioral fidelity refers to the frequency of repeat purchases, but Lipstein (1959) and Kuehn (1962) measured loyalty by the probability of repurchase of the product. Some researchers such as, (Day, 1969; Jacoby and Chesnut, 1978) have suggested that a behavioural definition is insufficient because it does not distinguish between true and false fidelity (Bowen & Chen, 2001, pp. 213-217). It is essential to indicate the difference between simple repurchase behaviour and behavioural loyalty, just as it is important to demonstrate that loyalty is not just a simple behaviour, but rather to know the consumer's attitude towards the branded product; The customer is also committed to redeem the product/service and recommend it to others. More recent research by (Oliver, 1999, Caruana and Malta, 2002; Ting Pong, Tang Pui Yee, 2001 and Butcher Sparks and O'Callaghan, 2001), argue that this approach does not reflect the totality of the phenomenon of fidelity and that the integration of cognitions seems to be a major contribution to the understanding of fidelity. For him to be loyal, the pre-purchase behaviour must be accompanied by a favourable attitude towards him (Dick & Basu, 1994, pp. 99-113). A consumer is considered loyal if he or she engages in repeated brand buying behaviour and if this behaviour is the consequence of a positive feeling (Day, 1969; Assael, 1987). Jacoby and Kyrner (1973) propose one of the best-known definitions of brand loyalty: "Loyalty is the non-random behavioral response expressed over time by a unit of decision, involving one or more brands taken as a whole, based on a psychological process (Aydin & Özer, 2005, pp. 910-925)

2.4 Word of Mouth

Nowadays, word-of-mouth communications have been considerably amplified by social networks such as: Facebook, Twitter or blogs and forums, customer satisfaction takes on a whole new dimension, and surveys aimed at measuring it have become essential for any company wishing to progress (Barreto, 2014, pp. 654-631). It should be noted, however, that not all customers express themselves in most cases, it is the most satisfied (by a positive WOM) or very dissatisfied (by a negative WOM) who take the time to verbalize their designs. Word of mouth is the preferred way to find out about the existence of a business and to obtain additional information about a product or service. Word of mouth is distinguished by strong credibility (Hennig-Thurau, Gwinner, & Gremler, 2002, pp. 230-247). Several studies have shown that a significant proportion of decisions are influenced by word-of-mouth. In a 2002 Thomson Lightstone/Marketing Magazine Omnitel survey conducted for the Canadian Advertising Conference, 2004 Canadians were asked which sources of information they relied on to decide whether to purchase a specific product or service. The main source, chosen by 67% of respondents, was to "talk to friends, relatives and co-workers", in the United States 66% of the market is influenced by word-of-mouth.

2.5 The complaint

A complaint is the expression of a dissatisfaction that the customer attributes to the company. It is defined as "a post-purchase phenomenon responding to dissatisfaction during an episode of purchase or consumption of a product or service"; or even a "request for information, rectification and/or compensation, from the client and to the organization, following a dissatisfaction involving the responsibility of the organization". It is essential for business managers to take a close interest in the feedback of their customers (NEFZI, 2007, p. 4). Let us know that the fatal trap in the face of a claim; not to accept it and justify oneself. However, a complaint is nothing more than a mark of interest and trust on the part of the customer. The worst customer is really not the one who complains; He is the one who says nothing but never comes back.

2.6 Relationship between variables

2.6.1 *The link between perceived quality and customer satisfaction*

This relationship is confirmed by several studies in the literature (Bolton and Drew, 1991). Satisfaction was generally represented as the result of comparing expected and perceived quality (Sireix and Dubois, 1999). However, several marketing researchers have challenged this view by presenting satisfaction as a direct result of perceived quality (Vesel & Zabkar, 2009, pp. 396-406); (Howat & Assaker, 2013, pp. 268-284); (Segoro, 2013, pp. 3 0 6 – 3 1 0); (Hasan & Mahmud, 2023, pp. 61-74)

Our research explains that the comparison between the expected quality and the perceived quality for each dimension of service offered by **AIR ALGERIE** represents a better determinant of overall satisfaction. However, much research has highlighted the concept of perceived quality that influences customer satisfaction (Indahwati Darsono & Junaedi, 2006, pp. 323-342) (BENACHENHOU, KESSAS, & BENHABIB, 2019); (Hu, Kandampully, & Juwaheet, 2009); (Susanti, Sumarwan, Simanjuntak, & Yusuf, 2019, pp. 132-144)

2.6.2 The link between customer satisfaction and loyalty

According to Kotler and Dubois (2000), satisfaction is the key to loyalty. The more satisfied the customer is during their consumption experiences, the more loyal they will tend to become. The repetition of satisfying experiences is a major determinant of consumer loyalty. To retain a customer, it is first necessary that he is satisfied with the services that have been offered to him so that he can return to the company. However, a customer satisfied with the company's service will not necessarily be a loyal customer. For a customer to be loyal to a company, their level of satisfaction must be extremely high (Mosahab, Mahamad, & Ramayah, 2010, pp. 72-80); (Wantara, 2015, pp. 264-269); (Segoro & Limakrisna, Model of Customer Satisfaction and Loyalty, 2020, pp. 166-175); (JAMĪ, 2016, pp. 95-117); (Leninkumar, 2017, pp. 450-465) show that the higher the consumer's satisfaction, the higher the consumer's loyalty.

2.6.3 The link between customer satisfaction and word-of-mouth

Satisfaction leads to positive word-of-mouth, which attracts new. Since several years, the customer satisfies a sign, word-of-mouth should represent a totally logical reaction following a sum of positive experiences. In this context, several studies have shown that high satisfaction scores lead to a positive word of mouth (NEFZI, 2007), (Taghizadeh, Taghipourian, & Khazaei, 2013, pp. 2569-2575), (Jaya Laksana & Ekawati, 2020, pp. 19-28) who consider satisfaction a prerequisite for positive word of mouth. It should be noted, however, that not all clients express themselves in most cases, it is the most satisfied (by a positive WOM) or very dissatisfied (by a negative WOM) who take the time to verbalize their conceptions (Tripathi, 2018, pp. 1-17)

2.6.4 The link between customer satisfaction and complaint

The complaint and the way it is handled acts directly on customer satisfaction and loyalty (Long Wu, 2013, pp. 166-176). Complaint management fits perfectly into quality management programs and offers real opportunities to retain customers who have had problems with their service provider, provided they are satisfied with the handling of their complaint). According to (Awa, Ikwor, & Ademe, 2021, pp. 1-20), (Filip, 2013, pp. 271-275) researchers suggest that incident response can strengthen the relationship between firm and customer

2.6.5 The link between the customer's complaint and his loyalty

Complaint resolution is an important element of a company's customer retention strategy. (Andreassen, 1999, pp. 1-41). According to studies by Lash (1990), the repurchase rate of dissatisfied customers who report their complaint but receive a wrong response from the company drops to 46%. Whereas, for people who received a good answer from the company, their repurchase rate is equal to 91% (Mahapatra, 2014, pp. 71-89). It should be added that a customer who claims and who his complaint is well handled is better loyal than a customer who never comes forward (Morgeson , Hult, Mithas, Keiningham, & Fornell, 2020, pp. 1-55). To maximize feedback, companies therefore offer their customers a growing number of contact channels and communicate widely on these means) (Tabaku & Kushi, 2013, pp. 223-228)

3. Methodology

Our empirical study is carried out in the field of services, more specifically in air transport. The service sector requires both going to the customer to create a lasting relationship, but also an exchange between customer and service provider. Companies in this field, including airline companies, are undergoing great changes; namely: globalization, improvement of information and telecommunication systems as well as productivity of services. Faced with this situation, the companies in question must fight to retain their customers and win others, by offering them a good quality service and listening to them.

Our conceptual framework incorporates recent contributions that have questioned the central part, perceived quality, satisfaction, in the formation of fidelity. We propose to test the links between these different concepts, and for this we have proposed the following theoretical model (Figure 1)

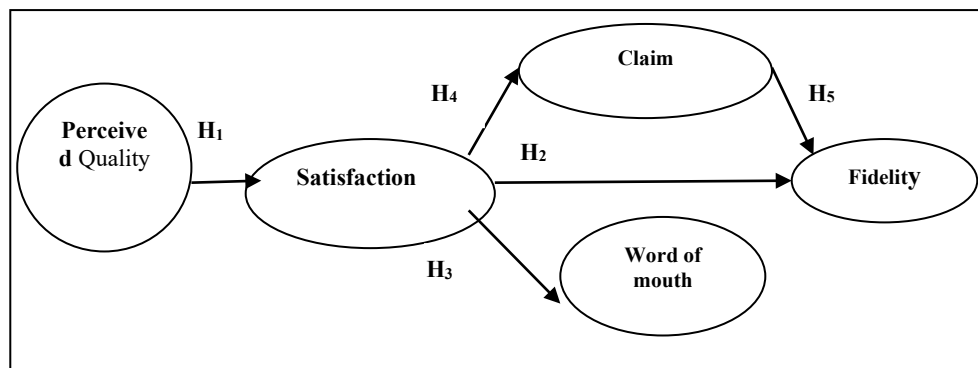


Figure 1. Theoretical model of research

Source: Established by researchers

The study was carried out on a sample of 252 customers of the **AIR ALGERIE** company, i.e. 129 men, i.e. the (51.19%), and 123 women the equivalent of (48.81 %).

The data collection instrument was a questionnaire to be completed by clients of the latter. This questionnaire is composed of 25 items on the different variables of the study. Through its variables respondents are invited to give their different points of view on the company's services, and to rank their degree of satisfaction or dissatisfaction in order of importance on a Likert scale with 5 points, It remains to be noted that the items were borrowed from the literature.

4. Results and discussion :

4.1 Exploratory factor analyses

The test of the reliability of the scales, makes it possible to determine statistically, the type of parameters that should be released in order to significantly improve the degree of adjustment of the measurement model. Thus the number of dimensions can be determined from two distinct and complementary tools: the principal component analysis and Cronbach's Alpha allow us to ensure the reliability of the identified dimensions. Exploratory analyses were performed on all scales used under IBM SPSS 22 software

For each of the variables in the model, inter-item reliability was calculated using Cronbach's alpha. These indicators range from 0.761 to 0.930; Bartlett's test is significant (sig: 0.00) the KMO test is greater than 0.7. Table 1 summarizes the elements associated with each variable (descriptive statistics, number of items and reliability).

Descriptive statistics and reliability coefficient for each variable

Table 1

	N item At the start	N item Suppressed	Average	Typical deviation	α of Cronbach	KMO	Variance Explained	F	Significant
Perceived quality	6	0	2.8472	0.809	,829	,797	55,277	29,057	,000
Satisfaction	7	0	2.6372	0.699	,818	,755	63,562	88,735	,000
B-O-A	3	0	2.6918	0.452	,891	,757	82,617	6,075	,002
Claim	5	0	2.4587	0.772	,867	,853	67,994	30,276	,000
Fidelity	4	1	2.7173	0.978	,761	,713	65,563	5,936	,001

Source: our elaboration using the SPSS.20 statistical software. (N=252)

Therefore, the results obtained show excellent reliability for each of the variables included in our conceptual model.

The Coefficient of symmetry (*Skewness*) of our items varies between -0.67 and 0.527 and therefore seem satisfactory, several of our items have negative

symmetry coefficients these are the items expressing the same opinions of customers and for the flattening coefficient (*Kurtosis*), we have results between -1.96 and -0.4, which is therefore acceptable. In addition, the results are often negative and reflect a flatter distribution. These tests attest to the normality of the distribution of quality of service, satisfaction, word-of-mouth, complaint behavior and loyalty.

4.2 Confirmatory factor analyses

Confirmatory factor analyses were also performed on variables that contribute to customer satisfaction and loyalty. The results are shown in Table 2.

Adjustment indices (ML, OLS)

Table 2

The clues	ML	OLS
Chi 2	1787,6	/
Degree of freedom DF	270	270
Level p	0.000	/
RMS Standardized Residues	0,0923	/
(GFI). Joreskog	0,657	0,959
(AGFI). Joreskog	0,588	0,951
Bentler-Bonett Normed Fit Index	0,656	0,945
Bentler-Bonett Non-Normed Fit Index	0,655	0,955
Bentler Comparative Fit Index	0,690	0,959
Bollen's Rho	0,617	0,939
Bollen's Delta	0,692	0,959
James-Mulaik-Brett Parsimonious Fit Index	0,590	0,851

Source: Our development using Statistica Software. (N=252)

Several adjustment indices were examined by the OLS (Ordinary Least Square) estimation method are presented in the **table. 2**: for absolute adjustment indices: CHI2=1787.6 (ML. p=0.000), with a GFI of 0.959, an AGFI of 0.951, and a CMA (ML) of 0.0923; for incremental and parsimonious adjustment indices: BNFI of 0.945; for BNNFI of 0.955, BCFI of 0.959, Bollen's Rho of 0.939, Bollen's Delta of 0.959, and finally BPFI of 0.851. According to Pedhazur and Schmelkin (1991), a model shows a good fit if the results of these indices are greater than 0.9.

4.3 Structural model and research hypotheses:

The results presented in **Tables.3** show that all correlations between latent variables are clearly good and significant except between claim and fidelity. They are at high levels, from 0.798 to 0.925, for all variables, except the correlation between non-technical quality and perceived quality is 0.513. The results are significant since the T of student is greater than 1.96.

Correlation coefficient of structural relationships (ML)

Table 3

Latent variables	Parameter Estimate β_i	Standard Error Ξ_i	Statistic T	Prob Level P
(QUAL)-55 >(SATIS)	0,925	0,020	45,428	0,000
(SATIS)-56->(BOA)	0,889	0,020	45,249	0,000
(SATIS)-57->(REC)	0,513	0,052	9,837	0,000
(SATIS)-58->(FID)	0,798	0,026	31,114	0,000
(REC)-59->(FID)	0,107	0,056	1,916	0,055
Zeta measurement error: SATIS (0.145), BOA (0.209), REC (0.737), FID (0.264)				

Source: Our development using Statistica Software.8,(N=252)

We carried out an analysis of structural equations on a sample of 252 customers of the company of AIR Algérie. Examining the significance and value of the parameters (correlation coefficient β_i and perturbation of the *Zeta* error) makes it possible to verify the assumptions of the model, because they are significant. Based on several CFLs on the items of each variable and then on the overall model, we obtained the equations of our structural model presented in Table 3. This allowed us to write the structural equations presented in the **table 4**.

Structural model equations

Table 4

V. DEPENDENT	Equations
SATISFACTION	SATIS= 0.925.QUAL + 0.145
BOA	BOA = 0.889.SATIS + 0.209
REC	REC = 0.513. SATIS + 0.737
FID	FID = 0.798.SATIS + 0.107.REC + 0.264

Source: Our development using Statistica Software.8,(N=252)

Before verifying the confirmation or refutation of the assumptions about the study design, an overview of the causal relationships between the latent variables of the structural model and the results recorded and derived from the modelling of the structural equations should be presented. Figure 2 shows the variables in the overall model and their correlations.

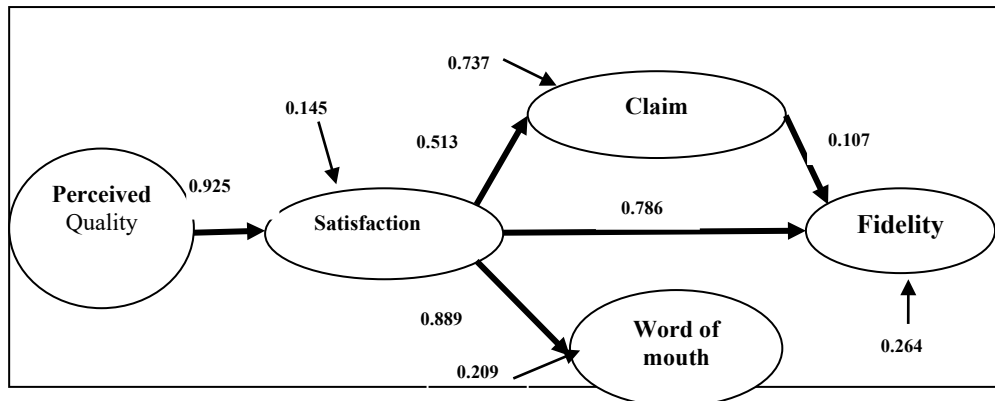


Figure 2. Empirical Model of Research

Source: Established by researchers

From Figure 2, we notice that the **Beta** values above each arrow indicate the strength of the independent variable's influence on the dependent variable. We notice through our results that all Zeta measurement errors of each variable are acceptable (the numbers joining the dependent variables through the dotted arrows). We also find that all (β) are positive and greater than 0.7 except for the value between satisfaction and complaint behavior which is 0.513, and that between fidelity and complaint which is 0.107 (non-significant relationship).

4.3.1 Impact of perceived quality on customer satisfaction

Our first hypothesis aims to prove the positive impact of service quality on satisfaction (the better the quality of service, the higher the degree of satisfaction). This hypothesis was verified using the structural model equations. By analyzing the results presented in **Table 3** we observed that the influence of service quality on satisfaction is highly significant and positive ($\beta = 0.925$, $T > 1.96$, $p < 0.05$). With a coefficient of 92.57%, we find that improving the quality of service plays a crucial role in increasing the degree of satisfaction. Consequently, the first hypothesis cannot be rejected.

4.3.2 Influence of satisfaction on Customer Loyalty

Our second hypothesis is confirmed by the results obtained, which are presented in two tables 3 and 4. Satisfaction positively influences fidelity, the regression coefficient of its two variables is 79.8%, the T of student $T > 1.96$ and $p < 0.05$. We can conclude that customer satisfaction is a main antecedent of customer loyalty.

4.3.3 Positive influence of satisfaction on positive word-of-mouth

Like loyalty, customer satisfaction has a positive and significant impact on the consumer's propensity to issue positive word-of-mouth (H3: $\beta=0.889$, $T>1.96$, $p<0.05$). It is always the satisfied customer with a number of successful experiences with the company who positively discloses his experiences with his relatives and friends.

4.3.4 Impact of customer satisfaction on propensity to claim in case of dissatisfaction

The fourth hypothesis to be tested considers that customer satisfaction has a positive influence on the consumer's propensity to claim in case of dissatisfaction or counter-persuasion. After the analysis, we found that this relationship is quite significant ($\beta=0.513$, $T>1.96$, $p<0.05$). This shows that satisfaction modestly influences the customer's propensity to claim in the event of dissatisfaction by an incident.

4.3.5 Impact of customer complaints on their loyalties

According to this last hypothesis, the rapid processing of complaints has a positive effect on customer loyalty. From the results obtained we note that this relationship is less significant than the previous ones (H5: $\beta=0.107$, $T=1.916$, $p=0.055$). This shows that taking into account customer complaints has a minimal impact on customer loyalty, in addition to a loyal customer, usually does not complain. Therefore, the last hypothesis is not validated.

Based on the confirmation of the hypotheses of our research, we conclude that the quality of service has a positive impact on satisfaction, which in turn influences loyalty, the propensity to issue positive word-of-mouth and to claim in case of dissatisfaction or counter-persuasion. The results obtained confirm and extend existing contributions in the literature on the history and consequences of satisfaction.

With regard to quality / satisfaction, the two intimately linked concepts indicate the link between the quality of service offered by **AIR ALGERIE** and the increase in the degree of satisfaction of travelers. This impact is reflected in the value of the regression coefficient (β) which is 92.5% which shows the sensitivity of customers to the quality of service to express their satisfaction. A traveler is always looking for a company offering a high-performance service is of good quality.

Regarding the *link between satisfaction and loyalty*, confirmed by a large number of researchers, it is also confirmed in our empirical case ($\beta=78.9\%$, a rate that tends towards 80%). We conclude that the impact is important, the more satisfied the traveler is during his consumption experiences, the more he will tend to become loyal. The repetition of satisfying experiences is a major determinant of the loyalty of AIR ALGERIE's customers. To retain the customer, it is first

necessary that he is satisfied with the services offered so that he can return to the company in question.

In addition, the results of the estimates of the impact of satisfaction on the propensity of AIR ALGERIE's customer to issue positive word-of-mouth showed that satisfaction has a positive and important influence on word-of-mouth ($\beta=88.9\%$). We can consider satisfaction as a prerequisite for favorable word of mouth.

For the positive impact of customer satisfaction on his propensity to claim in case of dissatisfaction or counter-persuasion, the results showed an average positive effect, the regression coefficient is only 51.3%. From its results we can point out that the customers who come forward are not necessarily satisfied customers. In the case of AIR ALGERIE we find that travelers generally do not complain because of poor handling of their claims. 70.4% of customers perceive something unpleasant while only 23.1% of them have had the opportunity to submit a complaint, 23.2% are very dissatisfied, 25% are dissatisfied, 44.6% are neutral, 3.6% are satisfied and 3.6% are very satisfied with the quality of response given to their complaints. This does not encourage customers to file their complaints with company officials.

Finally, and with regard to the impact of the rapid handling of complaints on customer loyalty, the results showed a weak relationship between the consideration of complaints and the loyalty of AIR ALGERIE's customer. The "Beta" coefficient is only 10.7%, which explains a weak relationship between loyalty, propensity to claim and the rapid processing of customer complaints. As we have already said, AIR ALGERIE's customers do not complain in most cases. It should be noted here that the subject of the majority of claims was the non-punctuality of flights with a rate of 65.5%, the management of queues at check-in with a rate equal to 12.7%, lost baggage with 8.7% and other criteria with 13.1%.

Having become aware of the interest that a claimant represents to the company, AIR ALGERIE has adopted new strategies to encourage its customers to complain in case of problems. It has set up a complaints management service that takes care of handling customer complaints, knowing that this is more than a necessity.

Given the non-punctuality of flights, a crucial problem facing the company. AIR ALGERIE has taken new procedures in order to reduce the dissatisfaction of its customers during a flight delay, it allows them to file a claim and obtain compensation for delay for the inconvenience caused.

The results of this study seem to provide evidence that the main antecedent of satisfaction is quality of service and its consequences are word-of-mouth in the first place, then loyalty and finally the propensity to claim with modest impact.

5. Conclusion

The research question of this study on the customers of **the company AIR ALGERIE** was the following: How can we manage to satisfy more demanding and more informed customers and increase their degree of satisfaction in order to retain

them? The answer to this question required the determination of the history of satisfaction and its consequences considered variable in the study. These variables were empirically verified on a sample of 252 clients. We found that quality of service has a strong influence on traveller satisfaction ($\beta=0.925$). The more the latter perceives positively the quality of the service offered by the company, the more satisfied and loyal he is. This means that the quality of the service offered plays an important role in the formation of satisfaction and loyalty and determines the success of the company.

The managers of this company must know that before wanting to win new customers, they must make sure that we know how to keep current customers. And in our case, we counted the percentage and found that the 49.4% of travelers do not intend to travel another time with AIR ALGERIA, the 23.5% of customers may travel another time with the same company, and only 27.10% who intend to travel with it. Satisfaction influences the fidelity of a correlation rate that tends towards 80%. Word of mouth also has an influence on existing customers and future customers through a positive or negative reinforcement mechanism that can encourage them to change or on the contrary to stay. The potential gains in turnover and profits, following an increase of a few points in the number of customers expressing themselves positively about the company, strongly militate for the implementation of a reflection work followed by an action plan to increase word-of-mouth. In the case of AIR ALGERIE, we reported only 8.6% of travelers who chose this company by a recommendation from friends. While we found a strong relationship between consumer satisfaction and the consumer's propensity to issue positive word-of-mouth, the regression coefficient is 0.889. We also investigated the relationship between satisfaction and propensity to complain in case of dissatisfaction or counter-persuasion and the impact of claims handling on loyalty. We found it useful for this airline to understand the quality weaknesses and then to understand the specific types of passenger expectations and what they don't like. This cannot be done without handling customer complaints. Indeed, AIR ALGERIE officials must encourage travelers to complain in case of a problem or incident. As they must deal quickly with these complaints that represent a relevant source of information.

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