FACULTY OF BUSINESS ECONOMICS
Master of Management: Management Information Systems

Masterproef
An Empirical Study on the Influence of E-service Quality on Customers Trust: a study of Royal Jordanian airline service website

Promotor :
Prof. dr. Koenraad VANHOOF

Omar Jallouqa
Master Thesis nominated to obtain the degree of Master of Management , specialization Management Information Systems

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Masters Degree Thesis

An Empirical Study on the Influence of E-service Quality on Customers Trust

A study of Royal Jordanian airline service website

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Prof .Koen Vanhoof

Student

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Omar J Jalouqa

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Abstract

People all over the world have been Using Airline Online services and reservation systems for decades now, not all countries have the same level of online services penetration, in the Middle East online services using is still in it moderate phase.

This Thesis is a study for the behavior of royal Jordanian airlines passengers using the online services and booking system.

This study investigates the value of royal Jordanian website quality and impact on passengers trust; it also examines the importance of five factors regarding e-services trust (Ease of use, Reputation, Privacy and Security, information Quality, Responsiveness)

This study chose Royal Jordanian as a study case because it is the national carrier of Jordan, and because the first impression is the last impression, passengers who choose to visit Jordan will want to try the flag carrier as it represents the spirit of the country , and before experiencing the quality of in-flight services passengers will probably book ticket using Royal Jordanian website , and the quality of service passengers experience will be the first impression about the whole country, if the airline can make special and unique , it will lever up the whole country reputation and international recognition.

Chapter | 1 |

Introduction

- Problem Definition

- Introduction

- Objectives

- Definitions, Acronyms, and Abbreviations

- Research Main Question and Sub Questions

- Research Methodology

1. Introduction

1.1. Problem Definition

The core business of online paid services is selling services to potential customers electronically; that the Business of airlines is majorly affected by passengers buying their tickets online.

One of the major factors in online reservation systems success is the trust of the customers in these e-services systems , it is the role of airline companies to raise the awareness of the public on their online booking systems in order to earn their customers trust which results in increasing the online market for airlines .

1.2. Introduction

It is difficult in practical life to gain the trust of customers, and once a company gained that trust it needs to be maintained.

For airlines it is twice the effort, their online systems need to by neat and up to date and when ever customers enter an airline website they need to feel they have got the best deal out there.

Customers also like to feel they are dealing with a safe environment, but a safe environment doesn't mean at all complex for users , complexity drives the users away from using the service to another easier and more simple service provider.

In this thesis a study of royal Jordanian website online services has been made, a measurement of the applied services in RJ website against the effect of the quality of these service on the passengers trust in RJ online services. Royal Jordanian Launched its website in 1996 since then so many has changed worldwide, especially in the Middle East.

People were depending manual flight booking or offline booking were they have to book their flight be physically going to the airline company to book a flight, now a days customers can access the airline website via world wide web and place their booking using their credit card (or any e-payment method), but are the people in the middle east really ready for this step? How can the public get encouraged to use these systems?

What are the main factors that affect the customer satisfaction towards the best airline e-service performance?

1.3. <u>Objectives</u>

The objective of this research is:

1. To understand the needs of customers using e-services in general.
2. Evaluate the existing services in the case study company website to the identified customer needs.
3. Study trusting intentions and factors of trust worthiness for online reservation systems, in the aim of attacking users for making continuous purchases.
4. Identify Key weakness points in the case study website, regarding trust issues.
5. Empower the strength points in the case study website in order for the company to have a better compete with other existing companies in airlines arena.

1.4. <u>Definitions, Acronyms, and Abbreviations</u>

E-Services: Electronic Services.

RJ: Royal Jordanian Airlines.

ICT Networks: is a service company specialized in fiber optics in the communication field.

E-Commerce: Electronic Commerce.

CRSs: Computer Reservation Systems.

GDSs: Global Distribution Systems.

FFC: Frequent Flyer Card.

FF Program: Frequent Flyer Program.

SSL: Secured Socket Layer

1.5. Research Main Question and Sub Questions

This research was built on a methodological point of departure of scholarly research in the field of airline online services. The research will answer any question posed.

The main Question in this research is: what is the impact of e-service quality on customer's trust in airline's websites?

Also Sub questions where suggested in this research in order to narrow down the ideas to reach a comprehensive understanding about the effect of e-service quality on customer's trust in airline's websites.

The sub questions are:

1. How can ease surfing and easy navigation, help passengers to improve their trust in using the website?
2. How does website goodwill increase the trust of Customers in the website?
3. To which extent does clear security and privacy guidelines affect passengers trust??
4. How can website response time affect passengers trust??
5. How does the quality of information displayed in the website influence customers trust.

1.6. Research Methodology

This part of the research describes the data sources and explains the process in which the conceptual framework using refined given available data.

In this research the methodology used case study and the data were obtained from two sources:

1. Qualitative interviews with managers and employees in charge for royal Jordanian website, also an interview with a the manager of a flag travel agency in Jordan was held in order to better understand how passengers think , and to understand passengers more an interview with a frequent passengers was done.
2. Quantitative Questionnaire about Royal Jordanian's website Quality Of service for Passengers who had purchased airline tickets via RJ website was made and distributed online via e-mail and social networking.

After the data was obtained from the previously mentioned sources the data was investigated in order to understand it more and extract findings and recommendations for Royal Jordanian's website Quality of service.

Chapter 2

Literature Overview

- History Of e-services

- Definition of trust

- Computer Reservation Systems

- factors of trustworthiness

- Royal Jordanian

2. Literature Overview

Over the past Decade a number of promising researches have been published, among these few have stand out ,
this research uses these studies as a guideline throughout.

This section briefly presents the outline and a brief history description about the dimensions of this study.

2.1. E-services

E-services are defined as services that are produced, provided or consumed through the use of ICT-networks such
as Internet-based systems and mobile solutions. However, e-services also include, for example, the online selling of
real estate property or the purchasing of physical goods that are then delivered by other means such as a book
that is purchased online, but delivered by surface mail to the buyers. E-services can be produced by consumers,
businesses, and governments and can be accessed via a wide range of information appliances (Hoffman, 2003,
p.53).

E-Services: are the information systems and information technology services that are delivered electronically –
typically through the internet or telecommunication networks.

Interest in e-services has been growing in the recent years. (Ramesh, B., Mohan, K. (2004))

E-services are today considered as the building blocks for the service oriented architecture. E-Services as a general
field of inquiry includes considerations of both delivered service and delivery mode. It is more useful for service
based offerings that comprise information and access to information for making more standard goods-related E-
Commerce purchases (Stafford & Gillenson, 2003).

E-services are also defines as Services that are delivered electronically, typically through the Internet, wireless or
land-based telecommunication systems are referred to as e-services. They are defined as internet-based
applications that fulfill service needs by seamlessly bringing together distributed, specialized resources to enable
complex transactions (P. Seybold 1999).

Benefits of e-services (Lu, 2001)

- Accessing a greater customer base
- Broadening market reach
- Lowering of entry barrier to new markets and cost of acquiring new customers

- Alternative communication channel to customers

- Increasing services to customers

- Enhancing perceived company image

- Gaining competitive advantages

- Potential for increasing customer knowledge

Service Quality represents the comparison between customers' expectations of how a company or organization should perform and the service performance that customers perceive (A. Parasuraman, 198) ,it is important in affecting people's trust in online shopping (Daignault, 2001;Tan & Sutherland, 2004; Chang & Cheung, 2005). It can be describe as the quality that is judged in terms of excellence and superiority (Zeithaml et al. (1985))

In the context of Internet commerce, few studies have addressed the relatively important attributes in determining consumers' perception of overall service quality. Though Sohn (2000) uncovered six service quality dimensions perceived by online financial service customers, the author did not further investigate which attributes were most important for customers to evaluate overall service quality.

The concept of service quality in e-commerce can be defined as consumers overall evaluation and judgment of the excellence and quality of e-service offerings in the virtual marketplace (Santos, 2003).

Service quality in the internet is the extent in which a website facilitates efficient and effective shopping, purchasing and delivery of products and services (Zeithaml et al.(1985)

E-service Quality: can be described as user's perceptions of the outcome of the service delivery along with service recovery perceptions, if service failures happened (Colier and Yong Bienstock, 2006). For online consumers, a higher quality e-service implied high standard of services (Yang, 2001). e-services can be classified as the key determinants to the success or failure of online organizations (J-h. Kim, 2009) (S.J barnes, 2002) , e-service quality can provide online organization competitive advantages by improving the organization performance and clients satisfactions (J. Santos,2003). Many online organizations fail as a result of poor e- service quality (Lee and Lin,2005). Increased e-service quality on the web could assist online companies to be more effective and appealing and subsequently help them to achieve higher level of customer satisfaction and retention (Gronroos et al., 2000)

E-service Quality Dimensions:

Quality dimensions include web site design, reliability, responsiveness, trust and personalization. (Lee and Lin, 2005)

- **Website design** :The design of web interfaces that provide a satisfying experience is important; as such interfaces may encourage consumers to return to a particular website (Ballantine, 2005)

- **Reliability**: it represents the ability of the web site to fulfill orders correctly, deliver promptly, and keep personal information secure (Parasuraman et al, 1988; Janda et al., 2002; Kim and Lee, 2002).

- **Responsiveness**: describes how often an online store voluntarily provides services (e.g. customer inquiries, information retrieval and navigation speed) that are important to its customers (Parasuraman et al., 1988; Yang,2001; Kim and Lee, 2002).

- **Trust** serves as glue that holds the relationship between customer and the company together. Trust, like loyalty is specific to the relationship and not merely to a particular exchange episode (Singh and Sirdeshmukh, 2000).

- **Personalization** is a popular technique to identify with consumers and is utilized in many popular websites. (Serino et al. 2005) also considered personalization may increase trusting beliefs. In the context of the World Wide Web, personalization involves automatic changes of web pages to accommodate individual user's needs, interests, knowledge, goals, or tasks (Serino, Furner and Smatt, 2005).

2.2. <u>Definition of trust</u>

Dictionary defines trust as a belief or willingness to believe that one can rely on the goodness, strength, ability, etc. of something or somebody. (Oxford, 1989).

In sociology, trust is defined as a feature of social organization that makes possible coordination and cooperation between people (Putnam, 1995).

In psychology, trust is a way to decrease complexity in a complex world since it allows people to reduce the number of live options in situations (Barber, 1983).

Online trust can be defined as an Internet user's psychological state of risk acceptance, based upon the positive expectations of the intentions or behaviors of an online service provider (Rousseau et al., 1998; Yoon, 2002).

Trust is a key mediator and moderator of pre-purchase and post-purchase processes leading to long-term loyalty (Singh and Sirdeshmukh, 2000), it is an especially important factor under conditions of uncertainty and risk (Lee and Turban, 2001).

Trust serves as glue that holds the relationship between customer and the company together. Trust, like loyalty is specific to the relationship and not merely to a particular exchange episode (Singh and Sirdeshmukh, 2000).

Trusting intention is the result of customer online trust assessment (Tan & Sutherland, 2004). In management field, trust enables people to live in risky and uncertain situations (Driscoll, 1978; Mayer, Davis & Schoorman, 1995).

Cognitive Trust is knowledge-driven that a customer's confidence or willingness would rely on a service provider's competence and reliability.

Affective trust is characterized by the perceived security and strengths of the relationship that the confidence one places in a partner on the basis of feelings generated by the level of care and concern the partner demonstrates.

Cognitive trust is objective while **affective** trust is a subjective process of evaluation. Affective trust has a positive effect on non-financial indicators of performance while cognitive trust may have a positive effect on financial performance (Morrow et al. (2004))

Lack of trust as a major obstacle to the adoption of online shopping (Chang & Cheung, 2005; Teo, 2002). Trust has been posited as the most important element of successful online shopping (Corritore, Kracher & Wiedenbeck, 2001).

Marketing researchers demonstrate that trust leads to long-term exchange relationships which are important in today's world of relationship marketing (Ganesan, 1994).

In online shopping, trust depends on the reaction of buyers, their e-commerce experience and purchasing style, according to Kim, Ferriand and Rao (2008).

2.3. Computer Reservation Systems (CRSs)

(CRSs) are the computerized systems used for storing and retrieving information such as: airline reservation systems, car rental systems and hotel reservation systems. CRSs run on mainframes, minicomputers or microcomputers and are connected through data communication links to terminals within various branches

of the company for bookings. While, Global Distribution Systems (GDSs) are the systems that book and sell tickets for multiple airlines and use internet gateways to allow users for making reservations, from hotel booking to car rentals, from railway reservation to e-ticketing. The emergence of GDSs and their connectivity with CRSs has brought hundreds of thousands of travel agents and other distributors with thousands of suppliers on one single platform, hence resulting in improved efficiency, facilitating control and rapid response time to both customers and management (Coli et al., 2011; Braham, 1988; Sheldon, 1977; O' Connor. 1999).

Computer reservations systems (CRS) have become critical instruments in the marketing and distribution of travel and tourism products and services. New systems have recently been developed in Western Europe, while the Asian and Pacific regions are in the process of establishing their own systems. (Lawrence J. Truitt, Victor B. Teye, Martin T. Farris (1991))

A CRS is, in its simplest form, a central database linked to a network of external terminals (Collier, 1989). Depending on the time needs and resources, this network of terminals can be local, national, or international in reach. Operating within the system usually involves an external terminal making queries and drawing information from sophisticated databases stored at the core of the network. Transactions are performed using this stored information via the external terminals - with database modifications enacted in real-time (Balfet, 1993; Beaver, 1992, Harms 1991).

The original CRSs were in-house airline systems designed to keep track of the many fares and schedules offered by a particular Since the 1960's, these systems have evolved to serve the particular distribution and management requirements of other tourism sectors as well (Poon 1993b).

The Internet airline reservation system is a Web-based online computerized reservation System that is intended to provide information needed to reserve seat(s) on certain flights (Panayotova, 2002).

McLaren (1999) and Morville (1999) said that most businesses could use the Web for promoting their products or services. According to Stout (1996), an online catalog should give all information that a customer needs to make a purchase decision. The promotions should include product information, product pricing and online ordering nowadays, internet airline reservation system has been developed for public to reserve a ticket online by themselves through the use of internet airline reservation system. (Jarach, 2002) .

2.4. Factors Of trust worthiness

Ease of use: Ease of use is defined as the degree to which a person believes that using an information system would be free of effort. It is one of the "classical" concepts in

information systems research (Davis 1989; Sanders and Manrodt, 2003; Venkatesh,

2000). In their study(Chiu et al, 2005) referred to ease of use for online purchasing to the degree to which the prospective consumer expects the online purchases to be free of effort.

Perceived ease of use for online purchasing refers to the degree to which the prospective consumer expects the online purchases to be free of effort. In their study(Chiu et al, 2005)

Navigation:

Navigability is defined as "the sequencing of pages, well-organized layout, and consistency of navigation protocols." Palmer (2002).

Navigability controls a user's forward, backward, and lateral movement through a web site and it is normally measured by the number of clicks it takes to get into and through the site (Montoya-Weiss et al. (2003))

Nah and Davis (2002) stressed that navigation is an important mechanism and emphasized the importance of building a good quality web site with consistent links and good navigation tools.

Reputation: according to the Oxford English Dictionary Reputation is "The common or general estimate of a person with respect to character or other qualities; the relative estimation or esteem in which a person or thing is held." However,

(Zucker, 1986; Chang & Cheung, 2005) define it as the general opinion about the character of the reservation system and is related its past exchange history, reputations is identified to have positive effect on the level of trust in online shopping (Zucker,1986; Lane, 1998; Chang & Cheung, 2005).

Herbig, P. and Milewicz, J. (1995) mentioned reputation as the estimation of the consistency over time of an attribute of an entity. This estimation is based on the entity's willingness and ability to perform an activity repeatedly in a similar fashion. An attribute is some specific part of the entity-price, quality, and marketing skills.

Reputation is also defined by Fombrun, C. J.(1996) as the net perceptions of an organization's ability to meet the expectation of all its stakeholders .

Privacy:

Culnan [2000] , defines privacy as "the ability of an individual to control the terms under which their personal information is acquired and used."

Privacy plays a significant role in consumers' assessment of a web site and also influences perceptions of overall quality (Parasuraman et al., 2005).

Security: refers to the methods that use to protect the people's information securely during the transaction. It is the system's institutional status on its payment system and people's perceived extent risk involved (Yoon, 2002).

Security is positively related to trust in online shopping as it will affect people's willingness to provide their personal information (such as customer's address, credit card number) during transaction (Lee & Turban, 2001; Ratnasingam & Pavlov, 2003; Kracher, Corritore& Wiedenbeck, 2005).

According to Suh and Han (2003) Security is the fundamental concern of the customers who want to shop over the internet, internet security measures have positive impact on customer trust and no impact on transportation costs while customer satisfaction has positive impact on trust and commitment (Kim, Chung and Lee (2011))

Responsiveness: Responsiveness is Customer perception of getting the help when needed by automated or human factors (Parasuraman et al.(2005)Wolfinbarger and Gilly (2003))**,** Consumers expect Internet retailers to respond to their inquiries promptly. Prompt responses help consumers resolve their problems and make decisions in a timely fashion. However, compared with physical stores, Internet retailers often lack real-time interaction with customers. (Wilcox,1999)

Information Quality

Information quality refers to the amount, accuracy and the form of information about the products and services offered on a web site (Nusair et al., 2008)

Information quality is the output quality of an information system (IS), which was measured in terms of accuracy, ease of understanding, usefulness, completeness, relevance and whether it was up to date (DeLone & McLean, 2003; Li et al., 2002; Liao et al., 2006;Shih, 2004).

Information quality has been commonly adapted to measure information system performance in information system fields (Lee et al., 2007).

2.5. <u>Royal Jordanian</u>

"I want our national carrier to be the ambassador of goodwill and the bridge across which we exchange culture, civilization, trade, technology, friendship and better understanding with the rest of the world."King Hussein Bin Talal, 1963

Growth in Size and Reputation

Royal Jordanian's role as Jordan's national carrier has now long been established since 1963. Now under the guidance of His Majesty King Abdullah II, we have ascended from humble beginnings with three aircraft and four regional destinations, to become one of the elite members of a global alliance, a fleet comprising more than 30 aircraft, and a destination network of 60 global stops. Not only have we grown in size, our reputation has been cemented in the public eye through our full membership in **one**world since 2007.

Centrally Located

Strategically located in Amman, Royal Jordanian's central hub provides the ideal location through which Europe, Asia, Africa, and anywhere in the Middle East can be easily reached. Our Amman City Terminal at 7th Circle provides a central locale for sales and early boarding services. We are proud to fly in and out of our main airport, Queen Alia International Airport (QAIA), conveniently situated just outside the city.

A Family of Services

In order to ensure quality in all areas of service and operations, RJ owns shares in a number of sister companies related to providing the utmost in air travel services.

Vision

To be the Airline of choice connecting Jordan and the Levant with the world.

Mission

- ❖ To ensure that Airline customers will always recommend Royal Jordanian because the airline consistently provide:
  - The highest and stimulation level of safe, secure and reliable air transportation.
  - A seamless travel experience with exceptional customer care.
  - Value for money through maintaining cost efficiency.
- ❖ To ensure that Royal Jordanian Employees will be motivated and work productively as a team because the company offers:
  - A healthy and stimulating work environment with open dialogue and participation.
  - Competitive employment benefits and rewards.
  - Opportunities for training and career development.
  - Energetic and decisive leadership.
- ❖ To ensure that Royal Jordanian shareholders will invest in the company because it delivers:
  - An attractive return on investment.
  - Sustainable profitable growth.
  - The highest levels of corporate integrity and responsibility.
- ❖ To ensure Jordan will be proud of Royal Jordanian because it :
  - Represent the best of Jordanian hospitality and culture.
  - Promote Jordan as a destination and a gateway to the Middle East, to both business and leisure travelers.
  - Support local communities and charities.

Values

Royal Jordanian strives for excellence and those who will succeed in the company are Team players that royal Jordanian will enjoy working and succeeding through effective communication, the company believes that we it achieve more by working together as one team. Royal Jordanian respect people's opinions and learn from their differences.

Objective

- Make decisions based on hard facts and robust business cases, not on emotion or opinion.
- Always provide data to make the company's point and convince to other colleagues.

Reliability

- Constantly endeavor to provide customers with their needs.
- Guarantee strict compliance with the company's internal policies and external regulatory requirements.

Commitment

- The company is dedicated to deliver the best to stakeholders and customers.
- Setting and achieving high performance.
- Take responsibility for The Company's actions and Company's work.
- Listen and respond to both external and internal customer needs.

Caring

- The company is always understanding and helpful to customers.
- Always try to be supportive and accommodating to company colleagues.
- Royal Jordanian aims to deliver standards to others that the company wishes for itself.

Trustworthiness

- Royal Jordanian is always honest and transparent with customers, partners and employees.
- The company's nurture is trust and respect in the working environment and promote an atmosphere of open communication.

Achievements

RJ has been a proud recipient of both industry and customer satisfaction awards. This affirmation of RJ achievements has come from the air travel, customer service, tourism, web and business sectors. The company is honored to be recognized by each of these awards, and strive to continue to uphold the standards that helped RJ achieve them.

❖ **Airline of the Year | Arabian Business Achievement Awards 2010**

Held in Dubai, and hosted by ITP, the publishers of the leading Arabian Business magazine give their annual awards to recognize achievements by Arab businesses and business people. RJ received "Airline of the Year Award for 2010"s. This award is presented to the airline that has demonstrated quality services and future plans for expansion among regional carriers.

❖ **Customer Service Recognition Awards | Air Cargo Excellence Award - Air Cargo World 2009**

Following the fifth annual Air Cargo Excellence survey, Royal Jordanian was awarded the Air Cargo Award of Excellence in the Air Carrier category. This award recognized RJ achievement in superior overall rating from the readers of Chicago-based Air Cargo World magazine. This leading global magazine conducts yearly reader surveys which provide ratings from air freight forwarders in key measurements of success for cargo airlines.

❖ **Punctuality Award | Schiphol Aviation Awards (Amsterdam Airport) 2009**

RJ was awarded Schiphol annual prize for being the most punctual airline during peak hours in the "Intercontinental" category. Schiphol Airport, located just outside Amsterdam, is Holland's main airport, and acts as the central hub for a number of European carriers. Their annual awards recognize exceptional performance among airlines in various categories.

❖ **Best Arab Airline Website – Gold | 3rd Pan Arab Web Awards 2007**

RJ beat out eight regional competitors to win this award at the ceremony held in Dubai. The Pan Arab Web awards are presented in more than 30 sectors, including banking, health, transportation, journalism, services, governmental institutions and airlines.

❖ **Platinum Star | International Committee for Assessing High Quality Companies 1997**

RJ was awarded the Platinum Star in Madrid by the International Committee for Assessing High Quality companies. The committee studied RJ's constant endeavor to achieve global quality certificates (ISO 9002).

Chapter 3

Ease of Use

- Introduction
- Ease of Use Attributes In Airline reservation systems
- Ease of Use Effect on Passengers Trust
- Navigation as a Major factor in Ease of Use of The Website
- Research Sub question: How Can Easy Surfing and Navigating Improve Customers Trust in the Website

3. <u>Ease Of Use</u>

3.1.<u>Introduction</u>

Ease of use is considered to be positively related to trust in online shopping because using the website provides the first experiential taste of the vendor's presence, solidifying initial impressions (McKnigh, Choudhury, & Kacmar, 2002).

Passengers Started to use online booking as an easy way to book their tickets comparing to the traditional means of tickets booking, the airline website plays a main role in facilitating this process if the website couldn't be as easy as passengers expectations the airline company might lose the comparative advantage over traditional travel booking.

Passengers Naturally Choose to trust traditional means of booking because of face to face communication and the actual physical transaction but traditional transactions are harder to use than online booking websites and these traditional means take long time to pursue, so if people perceive that the web site is easy for them to use, they will assume that the internet vendor has positive attributes and will form trusting intentions.

In addition, the perception of ease of use to a well organized and searchable website can also lead to increased satisfaction because it simplifies and expedites the performance of the online shopping activities. The easier it is to learn to maneuver on the internet and within the websites, the greater the perception of control over the process (Hoffman and Novak, 1996).

Choudhury & Kacmar ,2002 described the importance of ease of use in affecting The intention to accept or use a new technology through its perceived usefulness and perceived ease of use.

3.2. Ease of use Attributes in airline reservation systems

In the field of airline reservation many attributes affect airline websites regarding ease of use, this study chose few of these attributes to revise such as:

- **Easily Find Info About the airline** : users feel more comfortable when the airline website displays info about the airline , these info include (history of the airline , fleet , airline alliance members , destinations , contact info (address , e-mail, telephone number ,fax) , careers ..etc)

- **Easily finding flight details**:
  users enquiry about flight details quite often , these details include (searching for flight ,departure , arrival …etc) .

- **Easily choosing meals** :
  Users choose special meals for their flights in advanced such as (special meals , diabetic meals ,low calories meals , vegetarian meals , Muslim meal , kosher meal , baby meals , bland meals , low protein, sea food meals, Hindu meals ….etc)
  A list of available meals should be available in the website and the user must be able to easily choose from these meals.

- **Easily selecting seat allocation** : users feel me comfortable choosing their seats according to their needs , a list of available seat options should be provided including (first row seats , window seats , extra oxygen seats ,seat with bassinet for infant, exit seats , aisle seats, special needs seats ,corridor seats , middle seats , reclining seat …etc).

- **Easily Checking FFC (frequent flyer card) and Finding FF Program benefits**: regarding FF Program users need to enquiry about terms and conditions of becoming a FF program member (for non members), also users enquiry about current FF program points and top up online, enquiry about airport lounges in the selected membership, enquiry about benefits and priorities for each level in car rentals booking.

- **Easily Checking Luggage Allowance**:
  users enquiry about checked luggage allowance and carry on allowance , also enquires about retrieved last luggage , delayed or damaged luggage, luggage allowances on other airlines , conditions of carriage , fees for pets , and dangerous goods might be added in the website .

- **Easily Checking Ticket terms and conditions** :

Terms and conditions should be clear and easy to understand, these conditions should be available in more than one language in order for users to better understand them, also terms and condition shouldn't contain hidden fees or conditions.

- **Easily find Tickets by (date, price)**: users should be able to find tickets by either enquiring about flights by their date or price.

- **Easily find special deals and offers**: Airline websites provide special deals and offers for holidays, last minute deals, package deals, group deals ….etc. These deals should be available in airline website; also they should be clear and easy to find in the website, pop ups might be applied for easier interaction.

- **Easily Enquiry about Destinations**:   Destination information might be provided for users such as (currency exchange rate, weather, transportation, accommodation, brief history, visa regulations, city maps, travel guide, and customs).

- **Easily Book, change or cancel flights**: regarding easy booking , easy flight selection must be applied , also easy comparison tools should be added in the website , users should be able to change their flight (date, time) as well as canceling the flight .

- **Easily track flights**: users should be able to track flights either through the flight or Airline or by rout, users should be able to easily view possible delays , codeshare flights , flight cancelations or rerouting ,departure and arrival (airports and gates), flight estimation time .

- **Easily Navigate the website** :

  Katerattanakul (2002) mentioned several tools that can be used for effective navigation:
    - First, the web site should facilitate users to obtain information in the fewest possible steps.
    - Second, the web site should consistently provide hyperlinks on every web page.
    - Third, the web site should not contain any broken hyperlinks.
    - Finally, the relevancy of hyperlink description and the expected destination should be described.

According to Madu (2002) users can be dissatisfied when the site is difficult to navigate. Most online consumers believe navigation would minimize their search cost, and it will facilitate finding what they want rapidly. These things help online consumer to trust these e-services.

3.3. Ease of Use Effect on Passengers trust.

Ease of use is considered to be positively related to trust in online shopping because using the website provides the first experiential taste of the vendor's presence, solidifying initial impressions (McKnigh, Choudhury, & Kacmar, 2002), also If the system is perceived to be easy to use, users will get higher satisfaction. (McKnight Cummings, & Chervany, 1998.)

If people feel that the web site is easy for them to use, they will suppose that the internet retailer has positive attributes and will shape trusting intentions.

The perception of ease of use to a well organized and searchable website can also lead to increased satisfaction because it simplifies and expedites the performance of the online shopping activities. The easier it is to learn to maneuver on the internet and within the websites, the greater the perception of control over the process (Hoffman and Novak, 1996).

Computer self-efficacy has in fact been shown to be strongly associated with perceived ease of use (Venkatesh and Davis, 1996), Perceived usefulness and perceived ease of use of an e-commerce website can lead to trusting intentions and then influence trust behavior in that e-commerce website. Accordingly,(Fishbein & Ajzen,1975).

Consumer establishment of trust regarding ease of use is effected by few factors: Ease of navigation, interface design, and user guidance (Roy, Dewit &Aubert ,2001).

Casalo ´ et al. (2007) showed that web site security, privacy and usability – a construct similar to perceived ease of use and perceived usefulness – had a direct and significant effect on consumer trust in a financial services web site.

According to Casalo ´ et al. (2007) several arguments can be developed about the influence of usability on trust:

- Greater usability reduces the likelihood of error, which is a key aspect when providing financial services online, and may help to improve consumer trust levels. In addition, greater usability favours minor searching costs (Bakos, 1997) and a better comprehension of the contents and tasks in a web site.

- Greater usability offers more security to web site users. Consequently, greater self-confidence might improve consumer trust in the web site (Kantowitz et al., 1997).
- Greater usability offers a comfortable atmosphere that might favour a more positive consumer disposition. Indeed, web site usability helps to make information transparent, favours communication and interaction between the parties, simplifies the transaction process, and allows users to find what they are looking for at any given moment in a simple manner (Corritore et al., 2003).
- Greater usability of a web site promotes user trust by increasing the ability to predict web site behaviour in the future.

3.4. <u>Navigation as a Major factor in Ease of Use of The Website</u>

The availability of needed information and ease of navigation are the necessary conditions for satisfaction determination. Ease of finding and evaluating products through better search tools, navigation and faster checkout could reduce consumer search and switching costs. Therefore, it may lead to higher overall customer satisfaction. Jiang, Rosenbloom(2003)

Most online consumers believe navigation functionality would reduce their search cost, and it will help them find what they want quickly. According to these characteristics, it enable online customer to bring cognitive trust. Pi, Liao & Chen (2012).

For a site to be perceived positively by customers it should: provide functions that help customers to find what they need quick and easily, provide user-friendly environment, and allow the customer to have control by moving quickly back and forth through the pages (Liljander et al., 2002; Jeong and Lambert, 2001; Zeithaml et al., 2000).

Ease of navigation, interface design, and user guidance affect consumer establishment of trust (Roy, Dewit &Aubert ,2001)
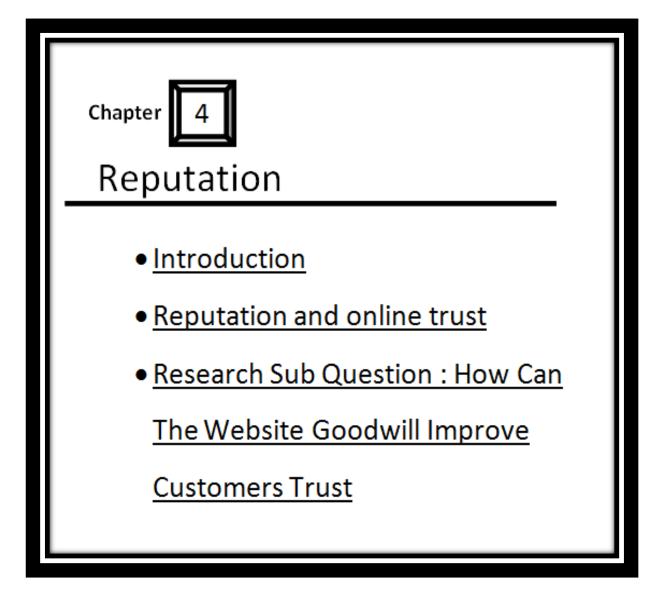
Efficient website navigation can be fulfilled by using the following recommendations:

- Limited scrolling and minimum number of clicks.
- Clear and understandable navigation through tooltips.
- Moving around the website without backtracking.
- Clear home button in website inner pages.

- The website should include a simple, clear sitemap.

- Effective searching tools.

- Good sequencing of pages.

- Well organized layout.

- Easy change or cancel orders.

- Using navigation bars, and places them in a consistent, predictable location.

- Choosing the right host server can increase navigation speed.

- Information should be concise and easy to understand.

- Notify consumers when there is an easier way to do a process.

- Core activities should require few actions to take.

- Use multiple chose to complete tasks, because recognition is easier than recall.

- Never let consumers scroll to find important navigation buttons.

3.5. Research Sub Question: How Can Easy Surfing and Navigating Improve Customers Trust in the Website

In order for customers to trust the website , and share their personal information during transactions ,the website needs to be trustworthy in customers opinion , and the first step to trustworthiness is the ease of surfing and navigating the website , customers feel safe when they feel they are dealing with a well established easy to use website ,to navigate a website easily means to be able to do a certain functionality in the website with the fewest possible steps , also users should be able to find hyperlinks for their most needed functionalities in the website .

Chapter 4

Reputation

- Introduction

- Reputation and online trust

- Research Sub Question : How Can The Website Goodwill Improve Customers Trust

4. <u>Reputation</u>

4.1. <u>Introduction</u>

The Airline website is a very important tool an airline can use to build a good reputation and half better image without geographical borders limitations and minimum expenses reaching all kinds of passengers, aside better competitive advantage and larger market share can be obtained resulting better customer loyalty and airline brand awareness .

Ordinary Airlines consumers usually assume that the airline with good reputation will have a high quality website that they can trust without examining the real service and privacy measures, airlines need to put effort on the quality of their website to meet or top their reputation.

Word of mouth has a strong impact on airline reputation; passengers tend to believe others when they recommend an airline website, so bad experience with one passenger can be generalized to reach non experienced potential passengers and the airline might lose these potential passengers.

Fombrun, C. J. and Rindova, V. (1998) mentioned that Companies with a more positive reputation appeared to project their core mission and identity in a more systematic and consistent fashion than companies with lower reputation rankings.

In general, the reputation of a firm is perceived as the strong relationship between the customers and the organization, which is viewed as client relationship-building. This is considered an important element that contributes to successful organizations Hebson, R. (1989)/ Howard, S. (1998).

According to Kuttner, "The Internet is a nearly perfect market because information is instantaneous and buyers can compare the offerings of sellers worldwide. The result is fierce price competition and vanishing brand loyalty"(1998, p. 20), but only in the past few years this fact has been changed that online brand loyalty has been established, customers now a days are being to certain online brands and websites, which means that online brand loyalty is getting near if not topping the ordinary (non online brands)

Although Online Customer loyalty is harder to accomplish, if the airline can provide his passengers with high quality website services, passengers might have better intentions to maintain and strengthen their relationship with this airline website.

4.2.<u>Reputation and online trust</u>

Reputation is defined as an "expectation about an agent's behavior based on information about or observations of his past actions." Therefore, reputation can be considered a collective measure of trustworthiness (in the sense of reliability) based on the referrals or ratings from members in a community. An individual's subjective trust can be derived from a combination of received referrals and personal experience. Tavakolifard, Almeroth(2012)

When it comes to money passengers are sensitive to the brand name or company reputation as they may feel it would have risk on their sensitive or private information According to Ruyter(2001) good organization reputation and a low-risk level will motivate the customers to adopt e-service (Ruyter et al. 2001).

The difficulty is that a reputation is built on past behaviors but trust involves assessments of how the other party will behave in the future. It is therefore important for the trusting organization to consider whether the probable future circumstances may make it. more or less likely that the person or organization being trusted will be able and willing to fulfil that trust. K. Blois(2003) .

Fombrun, C. J. and Shanley, M. (1990) noted that the companies that are known for being extraordinary and having well managed corporate reputations will gain the consumer's confidence. According to Einwiller(2003) reputation could build cognitive based trust. Reputation is used to determine one's perception of trustworthiness.

Graham ,Bansal (2007)Suggested five key characteristics in influencing consumers perceptions of the reputations of airline companies : performance, endorsements, organizational age, organizational size and recent crash history .
Consumers need to review the company history by reviewing these key factors for each vendor in order to form a trust intention.

Herzig , **Lorini** , **Hubner**, **Vercouter** (2009) suggested that trust and reputation are composed of eight criteria. They are the following:

- **Collective**: Reputation may be conceived either as an individual process or as a collective process. This criterion checks therefore whether this process is performed by each agent alone to construct its own local reputations or if it is the result of a collective process involving several agents to compute values and collect inputs (using, for instance gossips).
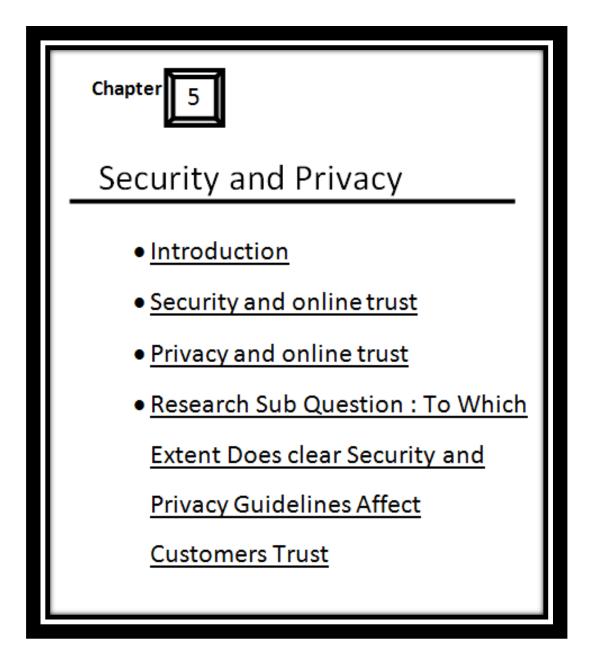
- **Cognitive**: Reputation can be represented in different ways, for instance, it can be represented by numerical values resulting from mathematical computation, by fuzzy sets or defined by means of mental states such as beliefs and goals. This criterion checks if a cognitive representation is used (e.g. using mental attitudes like beliefs and goals).

- **Evaluation group**: We can consider reputation as a global estimation shared by the whole society of agents or as an estimation shared by a group of agents. In the latter case, different reputations are attached to an agent according to the group that judged it. Thus, the same agent can have a good reputation in a group and a bad reputation in another group. This criterion is satisfied if the reputation model allows the expression of group-dependent reputation (the term I in our definition).

- **Group goal**: Reputation may also be dependent on a given goal, The same agent can have different reputations with respect to different goals. If a reputation model considers this case, the criterion is satisfied.

- **Action ability**: The agent's ability to perform an action has an impact on the way other agents will perceive its behaviors and then on its reputation. This criterion checks if the agents' ability is considered in the definition of reputation.

- **Action opportunity**: The agent's opportunity to achieve a goal when performing an action has also an impact on the way other agents will perceive its behaviors and then on its reputation. This criterion checks if the agents' opportunities are considered in the definition of reputation.

- **Intention**: The definition of reputation may or not include the intention of the target agent. This intentional ingredient of reputation can be considered in two different ways: the agent's intention to perform an action α so that the goal of the group will be achieved or the agent's intention to achieve the goal of the group.

- **Context**: The three ingredients of trust/reputation (ability, opportunity and intention) can be context-dependent. For instance, an agent may have the opportunity to achieve a given goal by performing a given action only if some conditions are satisfied.

4.3. <u>Research Sub Question: How Can The Website Goodwill Improve Customers Trust</u>

Goodwill is essential to attract customers also in preserving old customers. it happens through word-of-mouth exposure and website referral by users who had used the website before and encountered a good experience dealing with the website . Many customers return to use the website if the website provided them with good customer service and established a good relationship with them.

An advantage of goodwill is that if the company makes a mistake, customers are willing to forgive the company because of the trust they have in the website from previous experiences.

Goodwill is all about the nature of the business and the integrity and ethics with customers .The understanding between customers and Venders goodwill is considered as an honor that is impossible to imitate.

Chapter 5

Security and Privacy

- Introduction
- Security and online trust
- Privacy and online trust
- Research Sub Question : To Which Extent Does clear Security and Privacy Guidelines Affect Customers Trust

5. <u>Security And Privacy</u>

5.1. <u>Introduction</u>

Airlines do their best to provide passengers with a safe with a safe environment , that is achieved with a high quality of security and privacy standards website , a safe a secure environment helps passengers accept to provide their personal and sensitive information during transaction with the website without feeling of risk and worrying about losing or sharing their private information with a third party .

A major obstacle to successful entry into online services economy is consumer trust. Recent research on online markets continues to indicate that privacy and trust issues remain key determinants in whether consumers engage in online transactions, particularly with small enterprises that lack name recognition (Suh and Han, 2003; Teo and Liu, 2007).

When it comes to using airline websites people usually need to provide their personal information if they want to book a ticket. Nowadays, they are more concerned about misuse, disclosure of their personal information they give to the system (Brendon, 2002), airlines need to put a strict privacy policy in order for passengers to feel safe putting their personal information in the hands of airline systems.

Also security has proved to be positively related to trust in online shopping as it will affect people's willingness to provide their personal information (such as customer's address, credit card number) during transaction (Lee & Turban, 2001; Ratnasingam & Pavlov, 2003; Kracher, Corritore& Wiedenbeck, 2005). According to Furnell and Karweni (1999). Failing to put in place sufficient security measures that assure the confidentiality of the customer data is the major barrier in front of the use of online services. One of the major obstacles for the growth of the online services the insecurity felt by customers when shopping online. Korhaonkar and Wolin, 1999;Wang et al., 1998) therefore Airline should give an extra effort on making sure that a well organized security plan is built , also the passengers need to understand and trust their security plan in order to build a trusting bridge towards using their online services .

Although the privacy and security variables in internet relationships are related, they have particular characteristics that differentiate them. Specifically, privacy is linked to a set of legal requirements and good practices with regard to the handling of personal data, such as the need to inform the consumer at the time of accepting the contract what data are going to be collected and how they will be used. Security refers to the technical guarantees that ensure that the legal requirements and good practices with regard to privacy will be effectively met .Flavian, & Guinalıu, M. (2006).

Risks associated with the information being revealed by a purchaser to the seller:

1. An attacker intercepts the payment information in transition between the purchaser and the seller. **Dolev& Yao (1983)**

2. An attacker steals the payment information of the purchaser from the seller and misuses it in one of two ways :
   - before the seller uses the payment information. **Ashrafi,& Ng (2009)**
   - after the seller uses the payment information. **Ureche & Plamondon (2000)**

3. The seller misuses the payment information in the following ways :
   - double charges the credit card of the purchaser. **Ureche & Plamondon (2000)**
   - sells the payment information to other entities. **Jakobsson, ,Mraihi,Tsiounis, & Yung, (1999) ,Miyazaki& Fernandez (2001)**
   - charges the credit card of the purchaser with more money than the agreed. amount .**Miyazaki& Fernandez (2001)**

4. The seller may misuse the personal information of the purchaser in the following ways:
   - the seller may sell/reveal the personal information to other entities. **Castañeda & Montoro, (2007),Senicar, Jerman-Blažic, & Klobucar (2003)**
   - The seller may make available to the public the personal information of the purchaser without his/her agreement. **Senicar, Jerman-Blažic, & Klobucar (2003)**
   - the seller may send spam email to the purchaser. **Faith, & Brian, (1998), Miyazaki& Fernandez (2001)**

5. An attacker may steal the personal information of the purchaser from the seller **Miyazaki& Fernandez (2001)**

6. The seller does not allow the purchaser to update his/her personal or payment Information. **Shu, & Kanliang (2009)**

5.2. Security and online trust

In the field of quality of online services researches frequently repeat that there is a strong relation between security and trust and that good security improves trust, also the utilization of good security and trust will eventually increase the use for online services. In fact, the security of e-payment methods is becoming a major factor affecting the trust of customers in these online services. Airlines can increase online customers' trust by lowering the uncertainties associated with online transactions and augmenting perceptions of safety and security of the environment (Kong and Hung, 2006).

Affective trust is described by the perceived security and strengths of the correlation that the confidence consumer's places in an online services on the basis of feelings achieved by the Degree of care and interest the Airline demonstrates.

Cheung(2000) suggested that there are mandatory factors affecting trust in online services such as :

- Customer view of security and privacy control
- Integrity
- Competency
- third party recognition
- legal framework

Customers take these factors in mind while considering to use online services, airlines should consider their customer's point of view regarding security and privacy plans, customers feel comfortable using these systems when they see that the service provider (airlines in our case) is considering their opinion regarding security and privacy which results in forming a good trust intentions.

There have been a few empirical studies examining online customer trust. An earlier study, using data collected in 1997, showed that two important reasons why customers do not buy online are lack of trust in the security of online shopping and concern about privacy regarding personal information collected online (Hoffman et al., 1999).as a result Web sites should incorporate appropriate security measures and adopt privacy practices in order to develop customers' trust.

Transaction security is the most important factor that influence customer's cognitive and affective trust . Online service websites with security mechanisms would give customers higher confidence and increase cognitive trust and affective trust. Pi, Liao & Chen (2012).

One of the major factors that affect consumers trust in online services is that customer have no guaranteed information about the risk of using online services, their trust in the organization might be a risk reduction factor with regard to using an online environment. Lee et al., (2011, 2007), but consumers might gain a sense of security from recognizing brands and are more prepared to invest in trusted company names, in result airlines should guarantee a web brand for both the security of their website and the privacy of personal information in order to increase trust.

Security measures that can be implemented in airlines website to increase user's trust:

1. Technical security measures that can be used to support user's trust:

- Avoid using cookies will increase security level
- The infrastructure where the website is hosted applies the required security precautions
- Verifying all information that are sent through the browser request for any malicious code
- Giving many access levels for every user need to be set
- Web authentication solution (advanced login system) to check user identity
- Website can use secure socket layer (SSL) encryption which is a protocol to mange security when it's transmitted on the website by users, the level of encryption can be what's called 1024-bit which make it harder for person to hack the website, and this (SSL) security certificates can establish trust and security easily, it enables visible security indicator, the green address bar showing it's a high-security browser assuring users that the website is secure and their identity has been authenticated to the airline security high standards , so when passengers see the green address bar and the logo saying it's a trusted site seal they gain confidence to complete their transaction and book the ticket .
- providing users with smart certificates or digital based signature authentication
- Tracking the history of usage on the website, which can show every move and action done by every user and when any user tries to access certain data in the website where that user unauthorized to do so the website can send a message to the admin as an incident report.
- Information can be only encrypted and decrypted by the website
- Using the right applications to maintain the website and infrastructure
- Securing the recorded data website can have a backup system to copy the data and save it on a hard ware or in the cloud.

2. Procedural security measures that can be used to support user's trust:

- Using HTTPS protocol in pages that ask for user credentials.
- Using symbol verification box for pages that requires user info(username, password …)
- Avoid using 3rd party or any techniques that require user to activate or give permission
- Passenger's credit card number should be hidden and only the last 3 digits appear
- Website matching the IP address with user ID and incase of booking the website will check the credit card holder name to make sure he is traveling on the same flight
- Payment method options will differ according to user location
- Payment details is always connected to your reservation
- An e-mail or SMS will be sent to the passenger as confirmation of payment
- Website has a clear privacy policy
- The website is working in the legal framework
- Website has a reliable payment methods
- Good website business history
- Using a strict measures to protect passengers confidential information
- High speed transactions and large size data storage

5.3. <u>Privacy and online trust</u>

Information technologies and digital media have been looked at as threatening to privacy for long because these systems mainly depend on the flow of personal data.

To privacy in general, it is more difficult online because of changing consumers, changing types of information, and also changing constraints under which information flows. Even when consumers interact with known, familiar parties, third parties may be hiding on the sidelines, engaged in business partnerships with our known parties.

When we talk about the privacy of online services we talk about the degree to which the website is safe and consumers information are protected, Customers identify significant risk in using these services caused by the possibility of improper use of their financial and personal data, Culnan [2000] argued that privacy concerns were a critical reason why people do not go online and provide false information online.

Consumers are Interested in the privacy risks correlated with the unapproved gathering and secondary use of private information. Concluding that reveling information to an online service website requires customers to give in a certain level of trust.

Consumer privacy exists when consumers can limit the accessibility and control the release of personal information; invasions of privacy occur when that control is lost or unwillingly reduced as a result of a marketing transaction (Milne and Gordon 1993).
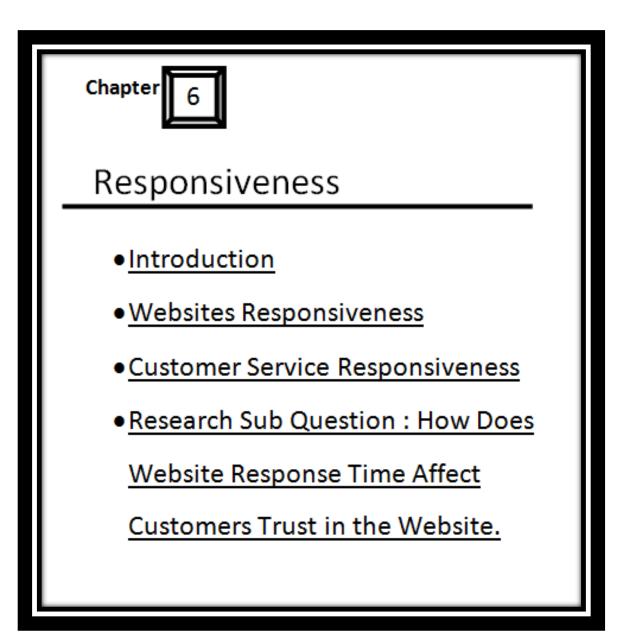
Security and privacy are often related to each other but they are not the same. In the computer security community there is still much confusion between privacy and security concepts. Privacy requires security, because without the ability to control access and distribution of information privacy cannot be protected. But security is not privacy. Information is secure if the owner of information can control that information. Information is private if the subject of information can control that information. Anonymous information has no subject, and thus ensures that information is private. Anonymity requires security and guarantees privacy, but is neither.

5.4. Research Sub Question : To Which Extent Does Clear Security and Privacy Guidelines Affect Customers Trust

Good management of privacy and security stimulates user confidence, which can lead to an increased use of the website. Dealing conclusively with privacy and security cracks can result in higher trust ratings than before incident happens.

The main premise of Privacy and security guidelines is to ensure that the end user clients understand the essential role in the privacy and security of data and applications maintained in the website.
The Guidelines serve to remind the reader that the ultimate responsibility for ensuring that
the privacy and security of the data and applications continues to reside with the company, that when customers read and understand these guidelines then use the specified system they approve that these gridlines and the status of the privacy and security in the website are in their best status.

Customers need to make sure that privacy and security are in their best state; therefore Airlines should provide customers with a clear and simple to understand privacy policy, which results in customers building up a trusting intention, and improving the relationship with customer based on their satisfaction.

Chapter 6

Responsiveness

- Introduction

- Websites Responsiveness

- Customer Service Responsiveness

- Research Sub Question : How Does Website Response Time Affect Customers Trust in the Website.

6. <u>Responsiveness</u>

6.1. <u>Introduction</u>

Consumers expect Internet retailers to respond to their inquiries promptly. Prompt responses help consumers resolve their problems and make decisions in a timely fashion. However, compared with physical stores, Internet retailers often lack real-time interaction with customers. For instance, e-mail is a very common means for online consumers to communicate with retailers; but a recent study shows that 42% of the top-ranked Web sites took longer than five days to respond to a customer's-mail inquiry, never responded, or were not accessible by-mail (Wilcox,1999).

Aspects concerning the responsiveness dimension include information retrieval speed and Internet speed. Internet consumers want to find desired information quickly and accurately. Studies have revealed that there is a significant positive correlation between information download speed and Web user satisfaction (Hoffman & Novak, 1996).

Responsiveness has significant influence on customer's perception of e-service quality according to (Bauer et al.,2006; Yang and Jun,2002;Yang et al.,2004)Prompt responses to customers enquiries and problems, and the availability of alternative communication channels(Bauer,2006) responsiveness influences overall service quality and satisfaction. Lee and Lin(2005).

People choose to book their flights online because they want to save time so if the website response was slow they will change their mind and try to buy their ticket from somewhere else. That is why Airline should focus on time-based competition. According to Azzone and Masella (1991).online service systems first deal with the impact of time and responsiveness on value, noting that better responsiveness may cement customer loyalty, improve differentiation and increase the value perceived by customers.

Flexible customer care can reduce the complains of customers regarding responsiveness , for example responsiveness can be enhanced when the site offers flexible return and exchange policies because it can reduce consumers' perceived risk associated with-shopping, a major factor that affects users complaints regarding responsiveness issues is their education or experience using online services , an experienced user can be more Patient regarding the responsiveness of online services comparing to non-experienced users.

Another factor that affects responsiveness of online booking systems is the sensitivity of response time for business class and frequent flyer passengers , special circumstances should be applied for these kind of passengers due to the nature of these passengers .

In general we can summarize a group of factors that affect responsiveness as follow:

1. Providing Relevant links : links that support the functionality a passenger is working on might reduce the response time , when the functionalities are easer o access then the required time to do such an action would be reduced.
2. Fast navigation: fast navigation options help reducing the response time.
3. Ease of open any document type : when the website provides the easiest ways to deal with documents it will reduce the response time which in results in customer satisfaction .
4. Availability of Alternative software when the website fails to load a document, and the problem is caused by the inexistence of the required software on passengers
5. Availability of instructions that help that user in case a transaction was not processed.
6. Taking care of problems promptly.

Online services responsiveness is divided into two parts:

- Website Responsiveness: is represented by the response time of the website when the users ask for an action.
- Customer Service Responsiveness : represents the actions that the airline customer care take regarding customers inquires , for examples FAQs responses, available customer hotline , customer service e-mail, social networking .

6.2. <u>Website Responsiveness</u>

The success of airline booking systems is dependent on its responsiveness; the ability of these online booking systems to respond to changing conditions and customer interactions as they happen, with superior system responsiveness, Airlines can achieve greater efficiencies, reduce risk, and take advantage of business opportunities as they arise. Website responsiveness includes agility and business process enhancement. Essentially, website responsiveness ensures that in spite of how the business constantly changes, the right things will consistently happen at the right time and in the right way.

Possible benefits that airlines can gain by maintaining high speed responsiveness, these benefits include but not limited to:

1. High passenger's satisfaction regarding online service quality.
2. Better passenger perception of airline website performance.
3. Better chance for passengers to peruse and repeat booking at this airline website without hesitation.
4. Better Customer service and stronger relationship with passengers.
5. Give Passengers the ability to find the information they need in a fast and flexible way.
6. Reduce Passengers Complaints on the website, which results in sustainable customer satisfaction and increased customer trust.
7. Positive interactive experience with website will increase passengers trust for the airline.
8. Reduce passengers waiting time to the minimum.
9. Better passenger online experience, equivalence or even better than user expectations resulting in online service adaption and increased customer loyalty.
10. Better competitive advantage and market share.
11. Ability to meet passengers needs and respond quickly to changing customers needs.
12. Quickly take opportunities and stay away from threats.
13. Decrease workflow time.

6.3. <u>Customer Service Responsiveness</u>

The willingness to respond to passengers needs by answering their phone or email requests quickly, by acknowledging them quickly in-person, and being ready to do what it takes to respond effectively to a service request , airlines should take extra care of the customer service as it plays a big role in customer satisfaction it even might play a bigger role than technical precautions that airlines take for the security and privacy of passengers information , the relationship between customer satisfaction and quick response time to their inquires is a Positive relationship (the better is the response speed of customer speed the higher is the satisfaction of customers).

Airlines think that mistakes such as: webpage failing to reload in the website, disconnected phone calls with Customer service, are what drive customers away. Customers tolerate these mistakes but failure to respond quickly and fairly to resolve matters kills relationships. Airlines should review customer complaint not from their own perspective, but from customer's perspective in order to gain full customer satisfaction.

Also the quality of the customer service response plays a magnificent role in customer satisfaction, customer services responses should be as professional as possible and simple as possible that the passenger would have to ask another question in return to customer service answer, in addition customers don't like to hold so if customer service don't have the proper response to a customer irregular problem inquiry , customer service should reply with the proper format such as "we need to investigate this further, and we will get back to you." rather than keeping the customer waiting.

Airlines need to create a responsiveness policy in order to make sure the customers are not frustrated, for example if an email arrives from a customer, customer services need to reply within a fixed amount of time. Avoiding customer frustration may put your company on the road to customer satisfaction.

A well organized customer service despondence plan can benefit the satisfaction of customers in many ways such as :

- Reduce passenger's complaints and reduce workload on hot line agents.
- Better and effective handling to customers problems, since it is taking less time.
- Providing more flexible, fast consistent and accurate service delivery.
- Respond to higher number of customers in the same time, since the response time is more organized, which leads to less busy hot lines.
- Easy respond to passenger's inquiries and reviews.

6.4. <u>Responsiveness and online trust</u>

Online services response time can be a breaking point to airline competition and customer trust. Passengers want a response almost immediately when using online services or when they have a question to customer services.

An immediate response shows interest and dedication to providing value; it also makes customers feel they are important; in general customers like to feel they are number one priority of the service provider, which leads to customer satisfaction and perceived trust.

According to (Corritore, Kracher, & Wiedenbeck, 2003) a high level of responsiveness, representing a trust intention, can transmit the trustworthiness of the vendor to customers.

For online service providers, showing responsiveness via an email management system to respond to customers' needs, providing customers with personalized information like preferred products/services and the status of orders, and facilitating two-way communication with customers are the effective tactics. For online customers, it is the right way for a virtual service provider to express friendship or careful attention and it really has social meaning, which may ensure customer satisfaction and loyalty (Deighton, 1996; Watson et al., 1998).

Responsiveness leads to trust development; customers increased trust is based on good responsiveness it can happen because of many factors affecting responsiveness such as:

- Degree of professionalism for customer service agent's responses.

Speed, efficiency of website response, and customer service response.

- An accurate error free response with prompt manner can increase customer's trust.

- Helpful guidelines regarding website and customer responses should be provided.

- The resonance and competence of website processes and transactions.

- Sharing a customer service response plan with customers.

- Elimination of auto-generated responses, because customers don't like dealing with auto-generated messages, direct contact (e-mail, phone, social networking) is more preferred by customers and important to the development of customers trust.

6.5. Research Sub Question: How Can Website Response Time Affect Customers Trust in the Website.

Response time is a matter of user experience: How much time does it take before the website is ready to load? The reasons behind delays don't matter to users. All they know is that they're getting poor service, which is annoying.

Users build up their trust to the their experience with the website , that trust is a result of cumulative experiences from using the website , website response time plays a major role in that experience , users need to feel that the website is of a high speed responding to their actions in order to start building a trusting intention . In contrast
if the response time was slow the customer would have doubts regarding the proficiency of the website which results in lack of trust for the customer, if that Incident (website slow response time) happens more than once, the website must lose customers because of lack of trust between the website and its customers.

Chapter 7

Information Quality

- Introduction
- Information Quality and Online Trust
- Research Sub Question: How Does Website Information Quality Affect Customers Trust

7. Information Quality

7.1. <u>Introduction</u>

One of the major concerns of online service quality development is the quality of information displayed in the website, Information quality is the output quality of an information system which was measured in terms of accuracy, ease of understanding, usefulness, completeness, relevance and whether it was up to date (DeLone & McLean, 2003; Li et al., 2002; Liao et al., 2006,Shih, 2004) all information available on an airline website must comply with basic standards of quality to ensure and maximize its objectivity, utility, and integrity. The airline must ensure that information published in the website is built-up from reliable methods and data sources, and also ensure information quality for each section of the website. Airlines should evaluate the quality of information appearing on their website from the perspective of customer's opinion many criteria arise when talking about the quality of information we mention: scope of coverage, influence, objectivity, precision and timeliness of the information.

During online transactions, both consumers and firms communicate and coordinate by exchanging and sharing information via the Internet. Actively providing customers with useful and complete information would an advantage for the online services provider, an online service provider can proactively reduce the likelihood of additional searching by customers (Donthu & Garcia, 1999; Peterson et al., 1997).

Chiu et al.(2005) describes websites with high information quality of having the ability to help a business to deliver customized, innovative and value-added products/services to their customers , the relationship between the quality of the information displayed on the website and customer trust is positive , the more valuable and detailed the information provided on a website, the greater the likelihood that the website will gain and retain customers (Honeycutt et al., 1998), in addition the higher the information quality on a website, the higher the user satisfaction, perceived benefits and level of system use. Liu and Arnett (2000). Airline website includes different types of content such as:

- **Transactional content** : transactional content include (Search for ticket by date / Price, Seat /map selection ,On board services ,flight booking online , change /cancel ticket online, view current flight

booking ,payment method , delivery of ticket (e-ticket, paper ticket), online Boarding Pass , search for flight.

- **Informational content** : informational content include (destination Services ,flight details , flight Schedule, information for Business travelers, info about destination ,in-flight services/entertainment info, fleet info ,privacy policy , multimedia clips about aircraft types, route map).
- **Passenger enjoyment/ support** : passenger support information include (domestic holidays, overseas holidays ,joining frequent flyer program online, accessing frequent flyer services online customer queries and feedback, currency convertor, special offers/deals ,partners, offices/ sales representatives' contacts)

7.2. <u>Information Quality and Online Trust</u>

Achieving trust at the beginning of a relationship is more difficult than in the traditional business world because customers have much less information available to assess the trustworthiness of a supplier (Wirtz & Lihotzky,2003), If the information provided in the website is vague, incorrect or incomplete, it will cause doubts in the consumer's mind about the service provider and going through harmful opportunistic behaviors and reduce trust (Liao et al., 2006; McKnight et al., 1998) On the contrary If consumers perceive that the website is of high quality, they are likely to have high trusting beliefs about the airline competence, integrity and benevolence (Floh & Treiblmaier, 2006; Liao et al., 2006;McKnight et al.,2002).

When the information quality is high users develop accurate situational awareness, also make good decisions which improves user experience in the website , better user experience means better trust in the website and Subsequently improve customers trust in the airline.

Airlines need to spend extra effort on the quality of the information on their website, because of the nature of their work, airlines websites contain online booking systems, which happen to have dynamic information, and this makes it harder for airlines to lift up the level of their information quality and subsequently the customers trust.

Many criteria's existence in the website affects customer's opinion of the website and its quality of service level such as:

- The clarity of who wrote the information in the website and who developed this website : customers like to know who wrote the website and who helped developing this website in order to trust using this website

- The clarity of website aims: the online service provider (RJ in our case), should provide its customers with proper information about the reason for building its website and the main functions that can be done in this website.

- The website should achieve its aims for example if the airline mentioned in their site that it can book flight online, the online booking functionality should be working and in its best performance.

- The relevancy between the website and its visitors: the website should be built from customers own perspective, not so sophisticated that only people who developed would understand it.

- The information on the website should have the ability to be checked for correctness.

- The date of launching of the website should be available also the last update date should be available , because customers like to feel that the website they are dealing with is up to date , and containing the latest information from the service provider.

- The information should be prejudice to any party: customers like to deal with a site that unbiased because it aims to give its customers a balance opinion.

- The website should provide users with all the open choices to certain functionality, regardless of the airline benefits of a certain action on that functionality.

7.3. Research Sub Question: How Does Website Information Quality Affect Passengers Trust

The Content of the website is its main asset ,customers deal with information in the website all the time , they display data , inquiry about data and review data in the website , If the information provided in the website is ambiguous, or incorrect, or it didn't meet customers expectations , it will cause doubts in the consumer's mind about the service provided in the website , which might result in luck of customer trust or even losing it , on the contrary if the information provided by the website is precise , clear and up to customers' expectations it will improve customers trusting intentions .

Chapter 8

Methodology

8. <u>Methodology</u>

In this thesis I used my six years work experience with Royal Jordanian and bmi airlines as a customer service supervisor. During that time I have noticed the importance of trust issue in airline industry especially when it comes to use new technologies, we used to advice our passengers to adopt airline online services to save their money and time but some of them preferred to pay more because they didn't trust our website. This research will study the relationship between Royal Jordanian airlines website service quality and passengers' trust in that website.

Qualitative interviews were conducted through e-mails and personal meetings with managers and experts in the field of airline and information technology, also online quantitative survey was distributed using e-mails and social media to collect more data and examine passengers' point of view.

Three interviews where made with different people and positions the first interview was with an expert traveler who travels a lot and the second interview was with a business development director in the number one travel agency in Jordan and last interview was with person responsible of the Royal Jordanian airlines website, the first two interviews were conducted through the e-mail and last interview was conducted throughout a personal meeting with the website product director.

This interview is with an expert traveler **Eng. Nart pshegobj**

Q1. Which one of these online travel websites do you use and explain why please?

- Airlines websites (RJ.com)
- Online travel agencies (expedia.com)
- Meta search websites (kayak.com)
- Name your own price websites (priceline.com)

Answer :I used the Meta search websites specially one called cheapoair.com because it compares many airlines at the same time in terms of price, number of stops and time of departure/ arrival

Comments :(It's clear that this passenger is not loyal to one airline or not a frequent flyer with any airline he is just taking the best deal he can find online and he willing to change airline or website every time)

Q2. **How do make sure it's a trusted website and safe for e-payment?**

Answer: if it is used by other people who have recommended it, if it is there for a long time (years), if the link starts with https, if it accepts PayPal I may use my PayPal account directly, I might search it on Google if it is a new site, the webpage might have some symbols that indicate it is certified to be secure but I cannot remember any of those symbols

Comments :(So this passenger relies on other people reviews about a website and the length of service for that company – as he doesn't use the website of the airline – and he has a good knowledge of the internet because he noticed the HTTPS protocol on the address bar but he didn't mention that it has to be a green bar to show that the website is secured with a certificate, and this passenger used Pay Pal card and not his own credit card so he doesn't trust to give his credit card number in the he is aware of the secure sockets layer (SSL) indicators or logos showing that this website is secured)

Q3. Why do you think some passengers don't trust to buy their ticket from the website?
Answer : some people are not so technology friendly, or they don't trust technology when it comes to making payments online, other people might be excited about trying this option but do not have the tool to do so (e.g. credit card). On the other hand, for a frequent flyer, he/she might get a distinguished customer

experience through the travel agent and in such a case the traveler will not find it easy to abandon this advantage

Comments : (He explained the lack of trust to travel websites by the following factors, first factor is the weakness of users' computer skills and new technologies adoption, second factor is online payment sensitivity and the risk associated with the transaction, third factor is Jordanian people still not a credit card fan for example I went to America and met my family there and told them I changed my bank because of extra fees and hidden charges they said the bank of America charged them 10$ a month admin expenses and every time they withdrawal money from another bank machine they were charged extra 7$, if this was in Jordan people will close their bank accounts and put their money in a safe at home , and this passenger thinks that loyal frequent flyers are more like offline users which is not true because airlines now are offering the highest online service quality ever which made business passengers and frequent flyers satisfied with the new technology and trust it more than ever)

Q4.How easy is changing or cancelling your flight using this website?

Answer: I have never been through such an experience, but i already think it is not so easy to do and needs double checking once done.

Comments :(This passenger assumed that changing or canceling his flight online won't be easy and he can't trust to do it on the website because he will contact the airline after that to make sure it's done properly this shows that this passenger has very high uncertainty avoidance)

Q5.What is the advantages and disadvantages of using online booking?

Answer : advantages: fast, convenient (I don't need to abide by the working hours of the travel agent), inclusive for all options and usually cheaper than booking through an agent because it saves you the cost the agent pays to its staff
 The disadvantages: a face to face booking experience makes you feel more safe and confident that you have not missed anything and gives you the chance to ask questions in your native language
Comments :(This passenger believes that booking online saves a lot of time and he prefers to do some extra efforts and do his own search and save the extra charges that the travel agents or airline offices usually take, even he trusts his own online search and travel experience more than anyone else, he admits that booking his ticket with travel agent made him feel more confident and safe but his biggest fear comes from

forgetting any small detail which may roan his trip, speaking with the travel agent in his native language made him feel more confident)

Q6.What is a high quality website?

Answer: a website with a comprehensive filter criteria (select number of stops, sort by price, select a range of price for acceptable price) and shows all options next to each other with final price (including tax)

Comments :(He defines a high quality website as a website that provides the best search methods that is easy to use and the high accuracy of the website contents with hidden fees and charges)

Q7.why did choose these criteria to evaluate the travel website?

Answer: because sometimes not all options are available on the same website, one day i used a website to book a certain ticket to be the cheapest, but once i looked for more options i realized that it wasn't the cheapest ticket, however the search process should not take too long because tickets usually become more expensive the less time there is left for the departure date.

Comments :(He claims that the importance of a decent search tool in the website helped him easily compare and find the best deal quickly because sometimes during your search you can notice how fast do ticket fares change , one day I was booking a ticket from Brussels to Amman using my online shopping card so one I reached the payment page I discovered that the ticket price is one euro more than my card balance so I quickly charged it with extra 50 Euros and opened the same booking again I was shocked with the new ticket price after 10 minutes it was 20 Euros more than the previous price)

Interview Conclusions

1. Passengers with less loyalty to a brand are more likely not to trust airline websites.

2. Passengers with high sensitivity to the price are hard to trust airline websites.

3. Airline website with a decent search tool can attract and satisfy more passengers.

4. Airline service charge made many passengers choose to buy tickets from another source.

5. Jordanian passengers believe what others say without testing the website quality.

6. Airline reputation and length of service can increase passengers trust in the website.

7. Using HTTPS protocol and security certificates can encourage to use and trust the website

8. The verity of payment methods and the acceptance of shopping cards can improve trust

9. Higher computer skills and internet adoption may boost passenger trust in the website

10. More experience in shopping online can help lever up airline website sales and trust

11. Passengers with a high uncertainty avoidance have less trust on booking online

12. If the website has extra charges and hidden fees over the ticket price will lose user trust

13. Some passengers don't even trust to change or cancel their flight using the website

14. Over confident passengers think they can find better deal than the travel agent

15. A selection of languages available on the website can attach passengers to the website

16. Fast response website may amplify passengers purchase intentions

An Interview with the Director of Business Development in travel one agency **Mr. Nader Durak**

Q1. What are the new changes in your business after the wide spread adoption of online booking?

- Wider range of services to offer to our passengers.
- Wider base of passengers requesting our services.
- Broader band of clientele base on line.
- Better opportunity to reach passengers across border.
- A big leap into the world of aviation.

Q2. What are the main reasons that encouraged passengers to trust your website?

- Easy use of travel services.
- Better and secured payment methods online.
- Accessibility at any time to required services.

Q3. What are the effects of better passengers' trust in your website?

- Increase of revenue and market share
- Higher passenger satisfaction
- Better customer relationship and brand loyalty

Q4. Why do you think some passengers prefer to book their ticket from a traditional travel agent?

1. Distilling the product information: Through an on-going and time-consuming process of familiarization, continuing education and customer feedback, the agent becomes a travel expert.
2. Investigating and supplying competitive information: No single supplier is going to advise a consumer that a better route or a better fare is available on a competing carrier.
3. Staying abreast of the most current and timely promotions: Via daily faxes, agent-only e-mail transmissions, and their relationships with their district sales managers, agents are obtaining the most current promotional information.
4. Analyzing the current promotions: The cheapest is not always the best.
5. Clarifying the fine print, such as cancellation penalties and restrictions: Again, the benefits of a professional's experience can save traveler money . . . and headaches.

6. Making recommendations for travel-related options: Travel agents share the pack for different travel options.

7. Simplifying the research and subsequent transaction: Like a personal shopper, agents can provide one-stop shopping for travelers who require air arrangements, rental cars, cruise accommodations and hotel stays - with suggestions that are in the best interest of the client, not the supplier.

8. Enhancing the trip with value-added benefits and amenities: Agents can add to the client's experience by sending flowers and chocolate, providing a special land package, a specific escort or other customer amenities.

9. Using their clout to obtain the best possible in seemingly impossible situations: Whether it's airline seats, hotel rooms or cruise space, the travel agent has more buying power than the consumer.

10. Getting problems resolved: The agent serves as the consumer's advocate in the event something inadvertently goes wrong.

Q5. Can you describe the majority of your passengers by age, sex, class, work and travel experience?

They are mainly old rich businessmen expert traveler

Q6. Explain what are the main reasons that made passengers choose to travel with you?

Reputation, language, security, trust, loyalty, friendship, prestige and honesty

1. One Stop Shop:
   - Ability to provide/offer various options on all operating airlines.
   - Ability to process visa to certain countries and assist in fulfilling visa applications to many other countries.
   - Ability to provide accommodation worldwide through our complicated network of suppliers.
   - Ability to provide transfers worldwide.
   - Ability to provide various types of travel information, such as detailed flight route, country information, weather information, airlines and hotels information, airports details… etc.
   - Ability to provide detailed quotations with rules and regulations and send them by e-mail, including all of the abovementioned points.
   - Ability to provide complex itineraries with multiple airlines and flights that are not salable on common airlines booking systems.

- Save time and money for our clients by suggesting best flights/routes for their trips and providing our recommendations to them.

- Ability to manage MICE events.

2. Extended official working hours (i.e. 09:00 – 19:00).

3. After working hours, during weekends and holidays support through our portable units and mobile phones which facilitates a continuous support at all times.

4. Easy access and communication with us through our sophisticated auto jumping 25 land lines, managed by an operator, and through our mobile phones.

5. Capability to provide reservation system mobile units at your premises for you to use.

6. Capability to have an implant office at your premises if needed.

7. Ability to extend credit facility that suits the needs of our clients.

8. Ability to furnish comprehensive accounting reports and financial analysis of our clients' volume of business.

9. The availability of comprehensive travel solution software that is capable of furnishing an online booking facility designated to certain clients only.

10. A comprehensive CRM system that enables us to handle all travelers' information.

11. Follow Up Processes:

- On securing and clearing waitlisted reservations on desired flights.

- On obtaining best available prices for tickets.

- On Clients' needs and requirement for his travel.

- On registering frequent flyer cards on reservations.

- Clients' follow up, before, during and after traveling.

12. Quality Assurance, problem solving & complaint handling procedures.

Q7. How can you make sure that your customers are happy with the quality of service?

1. A comprehensive CRM system that enables us to handle all travelers' information.

2. Follow Up Processes

3. Quality Assurance, problem solving & complaint handling procedures

Q8. How do you use social networking to communicate with your passengers and improve your business?

Our social media is used as an interactive way to extend the travel knowledge and experience that we have to our niche clients and it is used only to promote in-direct services to those who need them

Q9. How do you see the future of e-travelling after 5 years from now?

 In 5 years from now, if you are not online you don't exist

Interview Conclusions

1. Travel agencies are moving into online business to catch up with the new revolution
2. Travel agencies website offer package travel deals which airlines website don't offer
3. online travel agencies are improving quality of service every day
4. Easy access and use plus high security are reasons encouraged passengers' trust online travel agencies
5. If the travel agency can enhance passengers trust in the website that would increase their revenue and market share, raise passengers' satisfaction and have better relationship and website loyalty
6. Passengers prefer to book their tickets form a travel agent because of the expertise and advise he can give, without being excluded to one airline but comparing all airlines prices, times and benefits. in the same search to find the best deal with better explanation for ticket cancelation penalties and restrictions, offering extra services like transportation and accommodation, sometimes travel agent give special gifts for their clients like upgrade for hotel room or airline business class for the honey moon trips, or they may send flowers and chocolate to the room with free pickup to the airport, if any changes in the flight dates needed or problem in the trip accrued the passenger may easily contact the travel agent to fix it quickly and gain the trust of passenger.
7. Travel agents used to target rich businessmen and high class passengers but now with lunching of their website they have better opportunity to reach all classes and types of passengers.
8. Travel agencies use social networking for promotion and keep clients updated with the latest offers

This interview is with the Royal Jordanian website manager **Mrs. Reema Teef**

Q1. Can you tell us a brief history about royal Jordanian website?

We publish the first release on 1996 (only static information),and the Second release was in the year 2000 with online services

Q2. What do you think are the effects of providing a safe environment (high security& privacy measures) on your website's trust worthiness?

Providing our website with the highest security standards will reduce risk to the minimum which increase passenger's trust to use and transact with our website without any doubts or feeling insecure to disclose any kind of personal data.

Q3. What is the impact of Royal Jordanian history & good reputation on passenger's trust in your website?

Jordanian people mainly rely on the word of mouth and others previous experience to judge on any airline So the good will of Royal Jordan airlines and long service history have a very strong influence on passengers choice and trust in the website of our airline.

Q4. What is the influence of high speed response website on user's trust in your website?
If the website or staff responsiveness was less than the passenger's expectations it's hard to convince him to Trust our website and usually most passenger's complaints are related to slow website or staff response but the response time can vary according to service type and request for example a lost bag can take more than one week to find so the response can be longer than the passenger expects to be.

Q5. What is the relationship between ease of use & navigation and user's trust in your website?
Ease of use & navigation are so important because if the passenger couldn't find what he is looking for, he will be disappointed and dissatisfied with our website performance so he can't trust to continue with any transaction.

Q6. What is the effect of high information quality (accurate, clear, up to date & relevant) on user's trust in your website?
Providing our website with good contents can increase passengers' satisfaction and loyalty to our airline.

Q7. Why do you think many passengers still don't trust your website and prefer t to buy their ticket from your sales office?

Jordanian culture has a negative impact on passengers' trust in new technologies and also lack of computer skills.

Q8.how do you think high service quality will improve passenger's trust in your website?

Defiantly better service quality will encourage passengers to trust our website and use it with high confidence.

Q9. What is the difference between Jordanian user needs and the foreign user from your website regarding security, privacy, responsiveness and ease of use?

Foreign users spend more time in reading the small details and asking for better service quality and they notice any errors or problems in the website quickly, but local users are not demanding at all they don't even read the privacy policy they just press I agree without knowing anything about it.

Q10. In your opinion what is the most important factor that has the strongest influence on passenger's trust in your website? (Ease of use and navigation, security and privacy, history and reputation, contents quality or quick response)

Security & privacy then ease of use / navigation after that information Quality, but all factors do improve our airline and website reputation.

Q11. How often do you check all the information on your website is accurate and up to date?

Every day we do that and some of them upon request

Q12. How do you handle all passengers' complaints, suggestions, reviews and feedback?

Each department responsible to follow up, and sometimes we send them automated Messages.

Q13. Do you plan to improve navigation, info search, and overall appearance of your website?

We add new features and improve our website every year but we do a total make over every two years

Q14. What online payment options do you offer your passengers?

Credit – debit cards, online banking. However, every location (country) has its own payment options.

Q15. What extra services you want to add to your website in the future?

Automated customer contact and SMS services

Q16. How do know that your passengers will be happy with the website design and quality of service?

We are using a vision scope document of our passenger's expected quality of service, preferences and website design

Q17. How do passengers usually contact the airline for any enquiries?

Calling our call center hot line, sending e-mails to customer service, using social networking

Q18. How do make sure your cyberspace name is easy to remember?

We print it on our tickets' wallet, sales offices, promotions, our airport and aircrafts

Q19. Explain why do you think any passenger should feel safe when giving your website his sensitive information?

Because we are using excellent encryption methods to protect passenger's personal data

- Protecting the website with three deferent levels of safe integrity seal
- Payment details is always connected to the original reservation
- only the last three digits of the credit card number can be seen
- we don't use cookies for better information security
- We use HTTPS protocol for higher protection
- we use secure socket layer (SSL) security certificates which can establish trust and security easily, it enables visible security indicator, the green address bar showing it's a high- security browser assuring users that the website is secure and their identity has been authenticated to the airlines' security standards, so when passengers see the green address bar and the logo saying it's a trusted website seal they gain confidence to complete their transaction and book the ticket.

Q20. What extra security features do use to protect your website?

- session time out for online booking & web check in
- windows based authentication and a form based authentication
- we use cloud computing account (cluster) to save data
- backup server in case of overload

Q21. What actions do you take to keep your website fast retrieving information and respond to passengers inquiries promptly?

By continuously updating our website data and infrastructure also consistent staff training with high standards

Q22. Do you think information provided by your website like the ticket's terms and conditions or your privacy policy are concise and easy to understand?

Yes, we even simplified it more because many passengers complained about it so we had to change it a bit to make it clear and understandable.

Q23.you only have two languages in your website do you plan to add other languages on your website in the future?

Yes, we are planning to add another six languages in the near future (German, French, Dutch, Russian, Spanish and Italian).

Q24. How do you know that your website is compatible with all browsers?

We do test it on all common browsers (Firefox, Explorer, Chrome, Opera and Safari).

Q25. What personalized service or individual attention do you give your passengers?

We do communicate with them by sending personal e-mails and SMS and we also send them greeting letters.

Interview Conclusions:

1. Royal Jordanian airlines will be 50 years old next year and its website is 17 years old which is really long working period in the aviation industry and enough time to gain passengers trust

2. Royal Jordanian is using the highest security standards to reduce the risk associated with any payment transaction so passengers can feel safe and confident using the website.

3. Royal Jordanian keeps updating their website contents and infrastructure also their staff are will trained to keep the response time as fast as it can be for higher passengers' satisfaction

4. Royal Jordanian is simplifying the use and navigation of the website so the passenger can find what he wants easily with the least effort and time.

5. Royal Jordanian provides its website with accurate, clear and up-to-date information to keep the honesty and bright image which loyal passengers always counted on that information.

6. Royal Jordanian claimed that the Jordanian culture has a negative effect on passengers' trust

7. Royal Jordanian assumes that there is a positive correlation between their website service quality and passengers' trust.

8. Foreign users of Royal Jordanian website are always aware of the website small details and demanding higher service quality but local users are just happy with the service.

9. Royal Jordanian's first priority is website privacy & security then comes the other trust factors

10. Every department of royal Jordanian is responsible of handling the related passengers problems

11. Royal Jordanian adds new features to the site every year and change the design every two years

12. Royal Jordanian website offers multiple payment methods for passengers to choose from

13. Royal Jordanian has used a vision scope document to design the website in a way that suites passengers' expectations and preferred design

14. Royal Jordanian keeps streamlining the website contents to make clear and easy to understand

15. Royal Jordanian will add another six languages to the website for foreign passengers

16. Royal Jordanian tests the websites compatibility on all common browsers

17. Royal Jordanian send personalized greeting e-mails and SMS messages to the passengers

Questionnaire

Using internet based questionnaire with a website called survey monkey which offers many data collection methods two of them were chosen, e-mails and social networking to distribute the survey, found to be the most reliable methods for this research.

Population of interest were the Royal Jordanian website users, whom had purchased a ticket using this website at least one time before, 119 responses were collected and analyzed.

The survey consisted of 10 questions asking passengers about their previous experience using this website in terms of service quality, Ease of use & Navigation, Responsiveness, Information quality, Reputation, Security & Privacy and trustworthiness of the website.

The design of the questions was taken from the survey monkey website, five-point Likert scales were used for the questions ranging from (1) Extremely (2) Very (3) Moderately (4) Slightly (5) Not at all

Except two questions were with normal multiple choices.

All data collected from the respondents will be treated as confidential and used for academic purpose only.

Royal Jordanian airlines website

1. How easy is it to find the information you are looking for on Royal Jordanian website?		
Answer Options	Response Percent	Response Count
Extremely easy	11.9%	14
Very easy	42.4%	50
Moderately easy	39.0%	46
Slightly easy	4.2%	5
Not at all easy	2.5%	3
answered question		118
skipped question		1

Figure 1

42.4% of the website users said that finding the information they needed was very easy using this website, 11.9% said it's extremely easy they can be users with better online services experience, and 39%said it's moderately easy , the majority of the passengers can find what they looking for easily which means royal Jordanian website design and user interface succeeded to be easy enough because only 2.5% of the passengers said it's not easy at all to find information which is a very low percentage comparing to the population of interest this type of passengers can have low computer skills and internet experience or language difficulty but not something royal Jordanian website can do to fix it maybe after adding the extra

six languages on the website this type of users will change their mind about the easiness of finding what they want on this website

2. How easy is it to navigate Royal Jordanian website?		
Answer Options	**Response Percent**	**Response Count**
Extremely easy	9.3%	11
Very easy	40.7%	48
Moderately easy	35.6%	42
Slightly easy	12.7%	15
Not at all easy	1.7%	2
answered question		118
skipped question		1

Figure 2

 40.7% of the website users said it's very easy to navigate Royal Jordanian website, 9.3% said that it's extremely easy to navigate and 32% said it's moderately easy to navigate it, so most of the website users believe that navigation is not hard to do so, which means the website developers and designers had made the right way to satisfy users, with the minimum number of clicks and least scrolling they can navigate the website without getting lost or waste time finding the main tool bars, only 1.7% of the passengers said it's not at all easy to navigate this website which very small number of passengers.

3. How clear is the information available on Royal Jordanian website?		
Answer Options	**Response Percent**	**Response Count**
Extremely clear	7.6%	9
Very clear	46.2%	55
Moderately clear	35.3%	42
Slightly clear	10.9%	13
Not at all clear	0.0%	0
answered question		119
skipped question		0

Figure 3

46.2% of the passengers said that the information available on the website is very clear and easy to understand, 35.3% of the users said that the information is moderately clear and 7.6% said that the information is extremely clear that's a very good indicator that royal Jordanian website contents is so clear because after many complaints by American and European passengers about the clarity of some trams and conditions or the privacy policy royal Jordanian simplified the language of the website contents , **none** of the passengers said that the information is not clear at all , this is a prove that all passengers found it clear but in a different percentages.

4. The speed of response and processing time on royal Jordanian website was		
Answer Options	Response Percent	Response Count
Extremely fast	5.9%	7
Very fast	28.8%	34
Moderately fast	52.5%	62
Slightly fast	11.0%	13
Not at all fast	1.7%	2
	answered question	118
	skipped question	1

Figure 4

   passengers said that the response and processing time was moderately fast, 28.8% of the website users said it's very fast and 5.9% said the website response is extremely fast this shows that the continuous system development and infrastructure improvement by Royal Jordanian have increased website responsiveness and reduced processing time to the minimum with constant staff training to give their clients a prompt answers to any inquiry and solve problems quickly, only 1.7% of the passengers said that the website response is slow or not at all fast which is nothing to the majority of users.

5. How up-to-date is the content on Royal Jordanian website?		
Answer Options	Response Percent	Response Count
Extremely up-to-date	14.4%	17
Very up-to-date	39.8%	47
Moderately up-to-date	31.4%	37
Slightly up-to-date	13.6%	16
Not at all up-to-date	0.8%	1
	answered question	118

skipped question	1

Figure 5

39.8% of the passengers said that royal Jordanian website contents is very up-to-date, 31.4% of website users said that website contents is moderately up-to-date, and 14.4%of users said that the contents of the website is extremely up-to-date , the majority of them agree that the contents of the website is up-to-date with slightly deferent percentages , only 0.8% of the passengers said the contents of the website is not at all up-to-date and that's a very low percentage, the website manager claims that her staff do update their website contents everyday but sometimes they do change some information upon request .

6. How trustworthy is Royal Jordanian website?		
Answer Options	Response Percent	Response Count
Extremely trustworthy	19.7%	23
Very trustworthy	47.9%	56
Moderately trustworthy	22.2%	26
Slightly trustworthy	9.4%	11
Not at all trustworthy	0.9%	1
	answered question	117
	skipped question	2

Figure 6

47.9% of the passengers said that Royal Jordanian website is very trustworthy, 22.2% said that Royal Jordanian website is moderately trustworthy and 19.7% of users said that this website is extremely trustworthy , that's really promising numbers, Jordanian people have a very high uncertainty avoidance and they don't easily trust online services so these numbers show that this website is extraordinary case because they trust it a lot , only 0.9% of the passengers said that royal Jordanian website is not at all trustworthy who might users never used online booking before.

7. Risk associated with giving your credit card number to this website was		
Answer Options	Response Percent	Response Count
extremely high	7.7%	9
very high	17.1%	20
moderately high	26.5%	31
slightly high	22.2%	26
not at all high	26.5%	31
answered question		117
skipped question		2

Figure 7

26.5% of the passengers said that the risk associated with giving their credit card number to the website is not at all high (very safe), 22.2% said that providing the website with their credit card number was slightly high, and 26.5% of the passengers said that disclosing their credit card number to the website is moderately high, we can notice that passengers showed a very high trustworthiness percentages to the website and now the felt a bit risky to give their personal and private information to the same website , this strange but true Jordanian people are sensitive to online payment transactions and they need time to be convinced with this new payment methods, Royal Jordanian spent a lot of time and effort by improving her website by three different levels of security and they outsourced the payment security and website security to expert companies for the highest international standards of online service security but they need to pay more attention to lever up their passengers' awareness of the website security & privacy protection features like green address bar which shows the user that you started the first level of protection and then in the next level the address bar changed to Royal Jordanian Airlines Co. Ltd to show the user that he is in the second level of data encryption and finally after reaching the last page of payment there will be a big log of the security certificate company and the validity of that protection if the airline can advise the user of that security features like secure socket layers (SSL) passengers will feel confident and safe when they disclose their credit card number to the website and the risk will shrink quickly.

8. The main reason made you trust the royal Jordanian website is		
Answer Options	Response Percent	Response Count
Ease of use	21.6%	25
Reputation	44.0%	51
Privacy	7.8%	9
Security	12.9%	15
Service quality	13.8%	16
answered question		116
skipped question		3

Figure 8

44% of the website users said that reputation was the main reason made them trust royal Jordanian website, so almost half of the passengers counted on the company's goodwill and long period of service which is something royal Jordanian needs to do it's best to keep it a top priority, because Jordanian people always been very proud of their national carrier as the airline of choice, 21.6% of the passengers said that ease of use was the main reason that made them trust Royal Jordanian website , in the first two questions half of the passengers said this website is very easy to use and navigate but still reputation had the strongest impact on passengers trust , then 14% of the passengers said security made them trust royal Jordanian website so as we pointed out before Jordanian people still need time to adopt this new payment methods online and royal Jordanian has to show her clients all the security levels and extra features to make them accept doing all their transactions online , 12.9% of the passengers considered quality of website service the main reason to trust the website, and only 7.8% of the passengers said privacy was the main reason to trust this website and this can be explained in two logical reasons the first one is the strong influence of social networking which made people careless about their own privacy and the other reason is middle eastern people don't read the company's privacy policy they just press I agree and continue.
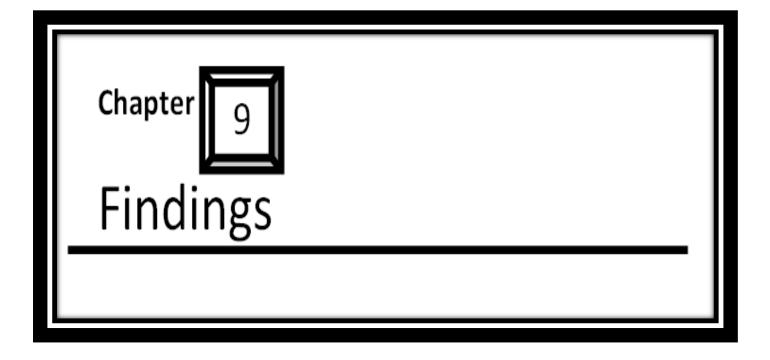
9. If you have any inquiries for Royal Jordanian what would you do?		
Answer Options	Response Percent	Response Count
Read the FAQs on the website	20.3%	24
Call the Royal Jordanian hot line	53.4%	63
e-mail customer service	16.1%	19
Use social networking	10.2%	12
answered question		118
skipped question		1

Figure 9

53.4% of the passengers are calling royal Jordanian hotline (call center) to ask for help, which is a very high percentage so Royal Jordanian need to put extra effort on the quality assurance of its call center as a major gate to contact and help passengers at any time , 20.3% of the passengers read the FAQs on the website to find answers for their inquires and here comes the importance of the high quality website which update the FAQs every time a question is repeated through phone calls or e-mails, in the end of the day this will reduce the work load on the customer service staff and call center, 16.1% of the passengers use e-mailing customer care for any inquiries which is a decent way but the response is not always fast as it should be , some airlines take 5 working days to answer passenger's email so no all passengers can wait that long , and only 10.2% of the passengers use social networking for inquires as airlines till now use social networking for promotion and not to sort out passengers problems.

10. How likely are you to recommend Royal Jordanian website to others?		
Answer Options	Response Percent	Response Count
Extremely likely	18.5%	22
Very likely	43.7%	52
Moderately likely	27.7%	33
Slightly likely	5.9%	7
Not at all likely	4.2%	5
answered question		119
skipped question		0

Figure 10

43.7% of the passengers are very likely to recommend Royal Jordanian website to others which means almost half of the users are happy and satisfied with quality of service on this website, 27.7% of the passengers are moderately likely to recommend the website to others which means they are half satisfied with the service or found some low quality dimensions needs to be fixed, 18.5% of the passengers said they are extremely likely to recommend this website to others which means the quality of service was over what they expected to be and they are over satisfied with it quality of this website , only 4.2% of the passengers said they will not recommend the website to others which is an expectable percentage comparing to population of the Royal Jordanian website users .

Chapter 9

Findings

9. <u>Findings</u>

To analyze the data, I used a nonparametric measure of statistical dependence between two variables called Spearman's rank correlation coefficient, it was used to examine how well the relationship between the trustworthiness of Royal Jordanian airlines website and the other dimensions of e-services quality.

If there are no repeated data values, a perfect Spearman correlation of +1 or −1 occurs when each of the variables is a perfect monotone function of the other.

Factors	Trust worthiness of Royal Jordanian website
Ease of use	Spearman's correlation is ρ=0.1999
Ease of navigation	Spearman's correlation is ρ=0.2803
Information clarity	Spearman's correlation is ρ=0.342
Responsiveness	Spearman's correlation is ρ=0.1491
up-to date information	Spearman's correlation is ρ= 0.2734
Risk associated	Spearman's correlation is ρ= -0.0723

Table 1

A- Statistics calculations show that there is a positive correlation between the Royal Jordanian website's ease of use and trustworthiness ρ=0.1999

B- Statistics calculations show that there is a positive correlation between Royal Jordanian website's ease of navigation and trust worthiness ρ=0.2803

C- Statistics calculations show that there is a positive correlation between the Royal Jordanian website's Information clarity and trustworthiness ρ=0.342

D- Statistics calculations show that there is a positive correlation between the Royal Jordanian website's responsiveness and trustworthiness ρ=0.1491

E- Statistics calculations show that there is a positive correlation between the Royal Jordanian website's up to date info. & trustworthiness ρ= 0.2734

F- Statistics calculations show that there is a negative correlation between the Royal Jordanian website's risk associated with disclosing credit card number and the trust worthiness of the website ρ= -0.0723

Findings According to statistics and interviews :

1. According to Royal Jordanian website's representative, the length of service and the Royal image have the strongest influence on passengers' trust to the website online services.

2. The high uncertainty avoidance and Jordanian culture are the biggest barriers in the trust of their online reservation system, according to Royal Jordanian website's representative.

3. A decent search tool on the website will boost passenger's satisfaction and trust, According to The expert traveler who was interviewed.

4. Varity of languages available on the website can simplify using the website.

5. High speed website response is essential of the hyper speed of tickets fares changing.

6. According to Royal Jordanian's website representative, High quality website's contents are better than a user friendly website.

7. As I found that there is inversed correlation between the risk of the website and trust worthiness, in result a Reliable and safe payment methods can encourage passengers trust to book tickets online.

8. Website Information Clarity have the strongest influence on RJ website users trust, as a result of the statistics held I this Study using spearman's correlation coefficient measurements.

Chapter 10

Conclusion and Recommendations

10.   __Conclusion and Recommendations__

This research aimed to study the online service quality factors that have a direct effect on trust intentions and trustworthiness of Royal Jordanian website specially its online reservation system, and the research found that passengers have deferent concerns trust in this website.

Royal Jordanian should invest more in developing online service quality to increase passengers' trust, better passengers' trust can enhance airline sales, market share and competitive advantages with other airlines, also Royal Jordanian needs to raise its passengers' awareness about the website security features, however; online payment transactions has always been critical to be accepted by Jordanian people and they need more time and effort from the airline to convince them of its benefits , in addition ; there is a positive correlation between passengers loyalty and trust on Royal Jordanian website.

Royal Jordanian needs to attract its passengers to use and trust their website; better communication tools with the customer care can build long life relationship with passengers and increase their trust in the airline and the website. Also previous online financial transaction experience will make the airline job easier and increase passengers' trust on website reservation systems.

High quality website's contents can boost passengers' satisfaction and trust and passengers with better internet and computer skills can make the best out of the website, never the less; online travel agencies started offering high quality online services to compete with Royal Jordanian airlines websites, enhancing its frequent flyer card to do extra functions like online payment using these cards then passengers can have better trust and confident with booking their ticket using this card.

Regarding the matter of using new technologies in order to spread the understanding of the company and its aims Royal Jordanian should use social networking to build customers trust and not only use it for promotion.
Better handling of passengers inquires can increase trust on the website, however; High passenger awareness of the website security features and long history of good service can enhance trust and loyalty of the website users, and finally a Good navigation functionality of the website boost passengers trust and increase traffic on the website.

Appendix

List of organizations and contacts that were interviewed during this research:

1. **Travel One**
   Nader Durak
   Director of Business Development
   Travel One | Designing Memories
   Office +962 6 590 2000 | Fax +962 6 593 77 77 | Mobile +962 79 655 88 55
   Office Mobile +962 (79 or 78 or 77) 590 2000
   Southern Abdoun | 12 Salman Qudah St. | P.O.Box 921763 | Amman 11192, Jordan
   n.durak@travel1.com.jo | www.travel1.com.jo | www.facebook.com/Travel1Jo
   Working hours are from 09:00 to 18:30 (Amman +3 GMT) | Sunday to Thursday

2. **Individual interview with**:
   Eng. Nart abdulah
   Marketing developer
   nart.pshegubj@gmail.com
   +962788002427
   Umniah telecommunications +96278 800 1333

3. **Royal Jordanian**
   Mrs. Rima Taif
   RJ website manager
   rima.taif@rj.com
   +962788012427

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