Influencing of Interactional Justice and Customer Orientation on Customers Satisfaction to Attain their Loyalty among Customers of AirAsia

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ABSTRACT

For service organizations to enhance the level of their customers' loyalty and satisfaction, they need to employ people who has a substantial amount of knowledge and experiences regarding communicating and dealing with clients. This study aims to examine the impact of interactional justice and customer orientation of flight attendants working under AirAsia Malaysia on customer loyalty with customer satisfaction as a mediator. This study used a self-administrated questionnaire. 398 questionnaires were distributed to passengers of Malaysia AirAsia. The outcomes displayed three important findings: first, the relationship between interactional justice and customer orientation positively influence customer satisfaction. Second, customer satisfaction is partially mediated the relationship between interactional justice with customer loyalty and also the relationship between customer orientation and customer loyalty. Third, customer satisfaction affects customer loyalty positively. This study will provide invaluable input to airlines in understanding the importance of interactional justice and customer orientation in enhancing customer satisfaction and customer loyalty.

Introduction

Air transport and tourism have always been interconnected, influencing each other. One of the main sectors in the development of economy is the airline industry (Namukasa, 2013). The main role behind airlines is to offer passengers a more comfortable and faster way to move through places; it also enhance the life quality for people by widening their choices regarding vacation and visiting different places around the world (Jahmani, 2017). The airlines business is considered one of the most important industries that contributes significantly to the growth of the services sector (Hasan, Khan, & Farooqi, 2019). Another important role for the airline industry is to transport people either locally or internationally, particularly when there is long distance between areas (Kalaiarasan, Appannan, & Doraisamy, 2015). Globally, the revenues from the airline industry are expected to reach USD 854 billion in 2018, growth of 8.6% over 2017 (Hasan et al., 2019).

In Malaysia, there are numerous airline companies that include Air Asia, Berjaya Air, Eaglexpress, Firefly, Malaysia Airlines, Sabah Air, MHS Aviation Malindo Airways and also others (Sukati & Khiang, 2015). According to Wong & Musa (2011), Malaysia Airlines and Air Asia have control over the industry of airline in Malaysia. Kotler (2010) stated that people are most likely to choose the lowest price offered by an airline. Thus, they are most definitely will choose AirAsia.

Saadat et al. (2018) stated that services quality level in the airline sector have a large influence on customer satisfaction. Hence, when higher quality services are offered it will result in satisfying existing customers, as well as inviting new customers which in turn increase the overall profit of the company. Traveler satisfaction with a services or product is based upon the efficiency of the business (Kalaiarasan et al., 2015). Passenger satisfaction with a product or service is based on the performance of the company. According to Suhartanto & Noor (2012), there is a very important role for employees in low-cost airline. Furthermore, Harun et al. (2018) stated that employees in airline industry should be able to help and give the passengers the fully attention in order to gain their satisfaction and confidence.

In airline industry, the factor that has the most influence on customer satisfaction and customer loyalty is the in-flight service provided by flight attendants (Ng, Sambasivan, & Zubaidah, 2011). According to Kumar et al. (2011), building customer loyalty is considered as one of the important methods to increase the competitiveness in airline industry. As passengers of a plane might interact with flight attendants several times during a flight. Passengers may evaluate the quality of airline service by making a comparison between their expectations and experiences (Grönroos, 2001).

According to Turkay & Sengul (2014), "face-to-face" communications between workers of the company as well as clients are categorized as one of the most important parts that influence customer satisfaction and customer loyalty. Furthermore, Isayeva et al. (2017) explained that the attitude and friendliness of service employees during the interaction process with customers in hospitality industry have a positive impact on customer satisfaction. Service employees should have specific skills in order to deal with different types of customers and they should also have a substantial amount of experience as well as knowledge to increase the level of customer satisfaction. Therefore, airlines should hire efficient flight attendants who can interact with customers fairly and

have a sufficient level of customer orientation skills (Hwa & Amin, 2016).

Interactional justice could be described as the level of justness identified through consumers based upon the communication method in between consumers and service employees (Umar, Saleem, & Majoka, 2017). The performance of service employee during the interaction process determines the degree of customer satisfaction (Ngahu, Kibera, & Kobonyo, 2016). Moreover, Ellyawati et al. (2012) stated that customers expect justice from service employees, and they evaluate service quality according to the nature of interactions. It was confirmed by several previous studies that interactional justice and customer satisfaction in the hospitality industry have a positive relationship (Nikbin, Marimuthu, Hyun, & Ismail, 2015).

According to Hanzaee & Javanbakht (2013), most of previous research on the result of interactional justice on customer satisfaction focused on company recuperation after the failure of a solution. Martínez-Tur et al. (2006) stated that customers are able to evaluate how customers perceive justice, even without the existence of failures. Thus, additional research is needed to examine these relationships rather than concentrating on service failure (K Hanzaee & Javanbakht, 2013). This study attempting to fill this gap through examining the influence of interactional justice on customer satisfaction, which, in turn, affects customer loyalty without the existence of service failure.

As a result of increased competition in the global hospitality, service employees should meet specific requirements in order to enhance the level of customer satisfaction (Bharwani & Jauhari, 2013). According to Kim (2009), customer orientation is considered one of the most important issues for service organizations. Blocker et al. (2011) explained that customer orientation is a supplier's ability to constantly predict consumers unexposed demands and reveal potential requirements. Furthermore, Farooghi et al., (2016) stated that service employees should be aware of customer's wants and needs, have the ability of providing customers with proper information and deliver service on time. According to Yazdani et al. (2011), customer-oriented organizations have a better understanding of customer's desires and needs, which give them the ability to provide their customers with superior value.

Most of previous researches that analyzed the direct influence of the customer orientation on their satisfaction taken into consideration that customer orientation can be divided into 4 groups which are social skills, decision making, practical skills as well as motivation (Farooghi et al., 2016; Kim, 2009; Lee et al., 2010). Only two studies examined the direct effect of customer orientation as a separate variable on customer satisfaction (Ming et al., 2013; Ha & John, 2010) and none of them was in airline industry.

Depending on Ha & John (2010), there is a lack of researches that have resolved the importance of customer impressions of a company's customer orientation in the advancement of customer loyalty. They additionally specified that no research took a look at customer satisfaction as a mediator in between

preceptions of customer loyalty and customer orientation. Basically, Ha & John (2010) and Aburayya et al. (2020) are considered the only studies that examined customer satisfaction as a mediator and its effect on the relationship between customer orientation with customer loyalty and none of them were in airline industry. The existing research study intends to fill those gaps through investigating customer orientation as a separate variable and its effect on customer satisfaction. Moreover, analyzing the moderating function of customer satisfaction on the influence of flight attendants' customer orientation on customer loyalty in Malaysia AirAsia.

This key purpose of the research is to take a look at the organization of interactional justice and customer orientation along with customer satisfaction and customer loyalty in the business of airline companies in Malaysia.

Literature Review

Interactional Justice

According to Kuo & Wu (2012), interactional justice could be defined as a set of manners and attitudes used by service employee during the interaction process with customers. Also, Jasso (2007) stated that interactional justice represents the level of fairness that the customer feels with the way being that the service employee treated him/her during the interaction process. Interactional justice expresses the quality of interaction process between service provider and customer.

Previous studies confirmed that service employee should have six characteristics to achieve interactional justice. They found that service employee should be honest, empathy, courteous, offering full and clear explanations, offering apologies and endeavor in dealing with customers (del Río-Lanza, Vázquez-Casielles, & Díaz-Martín, 2009). According to Nikbin et al. (2015), interactional justice has a significant effect on customer satisfaction and customer repurchase intention. In the same context, Namkung & Jang (2009) study confirmed that interactional justice affects the level of customer satisfaction and retention. A direct positive relationship between interactional justice and customer satisfaction have been also proven by several previous research, even without the existence of service failure (Hanzaee & Javanbakht, 2013; Martínez-Tur et al., 2006; Severt & Rompf, 2006).

Customer Orientation

The term customer orientation was first introduced in 1979 (W.-I. Lee et al., 2010). According to Kelley (1992), there is a very important role for the customer orientation of service employees in the advancement of business. Nowadays, customer orientation becomes a crucial issue for service organizations. Customer orientation known as a group of behaviors that are task-oriented and which service employees should perform such as understanding customer needs, increasing the level of customer satisfaction and doing their best in order to build long-term relationship with customers (Homburg, Müller, & Klarmann, 2011). Blocker et al. (2011)

stated that customer orientation represents the service employee's ability to unceasingly attain customers' hidden requests and predict their future needs. In addition, Yazdani et al. (2011) described customer orientation as the capacity of service company to determine, evaluate, and response to the requirements of their clients. According to Brown et al. (2002), customer orientation contains 2 dimensions:

1- Needs dimension, which reflects the employee's beliefs of his/her ability to meet customer's wants and needs.
2- Enjoyment dimension, which reflects the extent of enjoyment between service employee and customers during the interaction process.

Customer orientation expresses the service employee's ability to meet customer's wants and needs (C.-K. Lee, Song, Lee, Lee, & Bernhard, 2013). Furthermore, Farooghi et al., (2016) stated that service employees should have the ability of understanding the customer's wants and needs, deliver service on time, providing customers with proper information and building a long-term relationship with customers. Previous research studies affirmed that customer orientation possesses a considerable good impact on customer satisfaction (Kambiz Hanzaee & Mirvaisi, 2011; Homburg et al., 2011; Lee et al., 2010; Raie, 2014).

Customer Satisfaction

Early studies defined satisfaction as the process of evaluation judgment, which made by customers after purchasing a specific product or service (Bearden & Teel, 1983). Torres & Kline (2013) stated that satisfaction represents the perspective of customer's satisfaction of certain product and services, which adapted to his/her prefers as well as requirements. According to Sureshchandar et al. (2002), satisfaction is a feeling towards a specific product of service, which comes after comparing between what we received and what we expected. Therefore, the customer will be delighted if the company top quality surpass or fulfill customer's assumptions and expectations of the company. However, if the company high quality is less than what the customer was expected, then he/she is going to be disappointed (Abdolahian & Foroozandeh, 2011). Most of studies have conceded that customer satisfaction is actually specified as customer's assessment of a certain product and services after they're done using it (Mittal & Frennea, 2010).

Customer Loyalty

Customer loyalty concept has multiple definitions from different perspectives. From service perspective, customer loyalty is the customer's judgment about repurchasing or using a specific service from the same provider (Hellier, Geursen, Carr, & Rickard, 2003). From behavior view, customer loyalty is defined as the probability of customer's engaging with a specific company in the future (Seiders, Voss, Grewal, & Godfrey, 2005). From customer view, it's the customer's commitment of repurchasing a specific product or service. Lovelock & Wirtz (2004) stated that customer loyalty concept describes the state in which the customer prefers to purchase from a particular provider continuously. According to Mudie & Pirrie (2012), customer

loyalty works with the magnitude of customer's preparedness to overcome all the barriers by utilizing a particular product and services and eventually having the ability to contact his/her favorite brand.

Because of the very competitive environment of an organization, companies who offers services always aim to avoid the nature of consumers changing habits as well as raising the loyalty level of their customers (N.-T. Kuo, Chang, Cheng, & Lai, 2013). According to Salah & Abou-Shouk (2019), the price of maintaining the existing consumers is less than trying to gain new consumers. Additionally, institutions must focus more on what are the most valued factors of their customers in order to increase their loyalty.

Theoretical Framework and Hypotheses

This research is mostly based upon reputable theories, that are used to establish the basis of this particular research study. The current research depends on the models of Severt & Rompf (2006) and Siu et al. (2013) and on justice theory to check out the moderating influence of customer satisfaction on the impact of interactional justice on customer loyalty. Furthermore, this study relies on Aburayya et al. (2020) and Ha & John (2010) models to observe the customer satisfaction component as a moderator on the influence of customer orientation on customer loyalty.

Justice theory expresses the thought that the customer will be satisfied if they perceived that the organization treated them fairly and that justice was done (Fleurbaey & Maniquet, 2011). Previous studies used justice theory to study the effect of interactional justice on customer satisfaction (Karande et al., 2007; Karatepe, 2006; Kim et al., 2009; Ngahu et al., 2016; Siu et al., 2013). Martínez-Tur et al. (2006) specified that clients possess the capability to analyze the justice of results that relate to the investment of companies or even items, and this is without the presence of failures, clients' criticisms as well as recuperation initiatives. This study applies the justice theory as the main theoretical foundation guiding it in examining the effect of interactional justice on customer satisfaction without the existence of service failure.

This research study depends upon Severt & Rompf (2006) as well as Siu et al. (2013) concepts and justice theory to take a look at the influence of customer satisfaction as a mediator on the effect of interactional justice on customer loyalty and that is for 2 major explanations. Firstly, the study of Severt & Rompf's (2006) is known to be the first study to examine the direct effect of interactional justice on customer satisfaction without the existence of service failure. Secondly, Siu et al. (2013) study proposed that customer satisfaction act as a mediator in the relationship in between behavioural intention and interactional justice with recovery, which is considered similar to the model of this study.

On the other hand, this study relies on Aburayya et al. (2020) and Ha & John (2010) models to observe the mediating role of customer satisfaction on the effect of customer orientation on customer loyalty for two main reasons. Firstly, Ha & John (2010) model is considered one of the first models that

examined the direct effect of customer orientation as a separate variable on customer satisfaction. The majority of previous models considered customer orientation as a variable that encompasses four aspects (technical skills, social skills, motivation and decision-making authority) (Farooghi et al., 2016; Raie, 2014). Secondly, the research of Ha & John (2010) in economic companies field as well as warehouse store in the retail companies business in Korea and Aburayya et al. (2020) study in "primary healthcare centres in the United Arab Emirates (UAE)" are the only studies that

examined the effect of customer satisfaction as a mediator on the impact of customer orientation on customer loyalty.

Figure 1 demonstrates the study framework, which include two independent constructs (interactional justice and customer orientation), and one mediator (customer satisfaction), and one dependent construct (customer loyalty); as shown below:
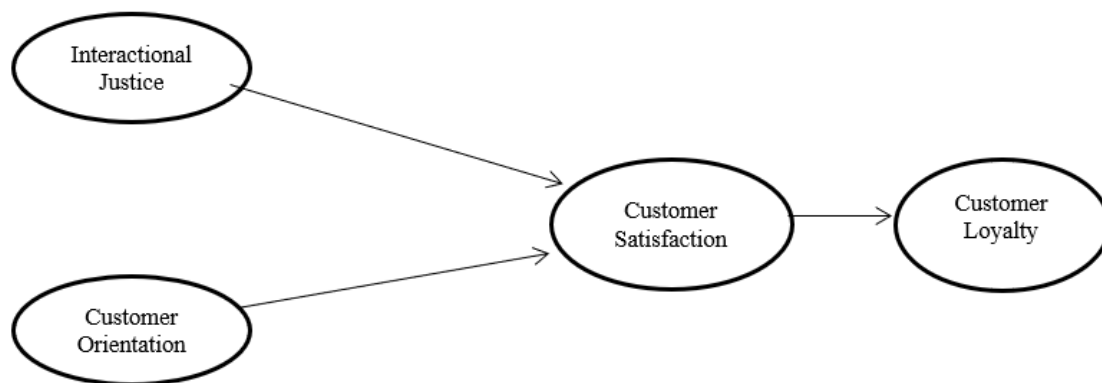
Figure 1. Research Framework

Hypothesis Development

The influence of interactional justice on customer satisfaction has been the subject of researchers over the years. Previous research studies looked at interactional justice as a vital sign of customer satisfaction and they confirmed that interactional justice have a main role in increasing the level of customer satisfaction after service failure (Homburg & Fürst, 2005; Karande et al., 2007). In the same context, Namkung & Jang (2009) study confirmed that interactional justice affects the level of customer satisfaction and retention. In addition, some researches revealed that there is actually a direct impact of interactional justice on customer satisfaction, also without the presence of failure (Hanzaee & Javanbakht, 2013; Severt & Rompf, 2006). Hence, this research study suggests the hypothesis listed below:

Hypothesis 1: There is a positive relationship between interactional justice and customer satisfaction.

According to Brady & Cronin (2001), service employee's attitude during the interactional process affects customer perception about quality of the service. In the same context, Gazzoli et al. (2013) stated that the relationship between service provider and customers has an impact on customer satisfaction level. Hanzaee and Mirvaisi (2011) research study surrounding the industry of banking validated that the relationship between customer satisfaction and customer orientation is a positive relationship. Furthermore, Raie (2014) confirmed that customer orientation affects customer satisfaction positively. Moreover, Tseng (2019) study showed that customer orientation has a positive impact on customer satisfaction. Hence, this study proposes the below hypothesis:

Hypothesis 2: There is a positive relationship between customer orientation and customer satisfaction.

According to Ali et al. (2010), customer satisfaction and customer loyalty are classified as the absolute most crucial variables for determining the success level of an organization. Vesel & Zabkar (2009) specified that customer satisfaction is actually looked at among one of the most considerable factors of customer loyalty. Moreover, Rahim et al. (2012) verified that there is a positive relationship in between customer satisfaction as well as customer loyalty. Additionally, Nikbin et al., (2015) research revealed that there is customer satisfaction positively influence customer loyalty regarding "mobile money services" in Kenya. Hence this study posits the below hypothesis:

Hypothesis 3: There is a positive relationship between customer satisfaction and customer loyalty.

Previous researchers have linked customer satisfaction with customer loyalty in service recovery context. According to Farquhar & Panther (2007) study, customer satisfaction with service recovery has a noticeable impact on customer loyalty. Furthermore, Komunda & Osarenkhoe (2012) analysis uncovered that the relationship in between customer satisfaction and customer loyalty is positive. Siu et al. (2013) research study validated that customer satisfaction is looked at as a mediator in between interactional justice as well as behavior intention. There is a positive relationship between interactional justice and customer satisfaction, which in turn, affects customer loyalty (Assefa, 2014; Nikbin et al., 2015). Thus, this study posits the below hypothesis:

Hypothesis 4: Customer satisfaction mediates the relationship between interactional justice and customer loyalty.

According to Ha & John (2010), customer satisfaction is considered as a central mediating role between customer orientation and brand loyalty. The end results of their research study revealed that there is an indirect relationship in between customer orientation and customer loyalty along with customer satisfaction as a moderating part. Furthermore, Aburayya et al. (2020) research verified that the relationship in between customer orientation as well as customer loyalty is mediated through customer satisfaction. Thus, this posits the below hypothesis:

Hypothesis 5: Customer satisfaction mediates the relationship between customer orientation and customer loyalty.

Methodology

Research Design

Creating a research design consist of three approaches, according to Creswell & Creswell (2017) those are quantitative, qualitative as well as mixed method. Therefore, regarding this study, we used a quantitative method in getting the appropriate data to answer the research questions. Each individual is classified as a single unit of analysis. Data analysis is based on PLS-SEM which is common to be used in management studies such as (Salem & Alanadoly, 2020) The study analysis will only include individuals who met the following criteria:

- Respondents need to be 1) older than 18 years old, 2) they need to belong to all races, 3) there need to belong various age categories, 4) a variation of different levels of education, 5) different socio-economic status and lastly 6) comes from different areas in the country.

- This also only applies for participants who had a previous experience with 'Malaysia AirAsia'.

This research study utilized a self-administrated survey as the method for data collection, because 1) It makes it possible for the research to compile the demanded info within a certain period of time and with a big number of participants; 2) It permits the researcher to decrease the mistakes that might happen because of unsuitable research design.

Measures

The questionnaire of the study consists of five sections. The first section measures how the passengers perceive interactional justice, which includes seven items adapted from Severt & Rompf (2006) scale (e.g., the flight attendants were courteous, the flight attendants were honest with me). The second section was designed to examine how passengers perceive customer orientation, which includes four items adapted from Ha & John (2010) scale (e.g., the flight attendants go beyond normal call of duty to satisfy passengers, the flight attendants understand passenger's real problems). 5 items were taken from Taylor & Baker (1994) in the third segment to measure the amount of customer satisfaction, in addition to the scales of Hennig-Thurau et al. (2002) (e.g., I was pleased in dealing with the flight attendants, the airline services always meet my expectations). The fourth section measures the level of customer loyalty, which includes 4 items adapted from (Han et al., 2008; Bobâlcă et al., 2012) scales (e.g., Malaysia AirAsia would always be my first choice, I recommend Malaysia AirAsia to others). The last part of the questionnaire includes questions on the demography of respondents such as age, gender and monthly income. To measure the items we used a "six-point Likert scale", ranging from "1" "strongly disagree" to "6" "strongly agree."

Sample

A convenience sampling technique was employed to distribute 484 questionnaires to passengers of Malaysia AirAsia in Kuala Lumpur 2 (KLIA 2). There are two reasons on why this sampling method was chosen: 1) there is a difficulty in getting the list of all the passengers of the Malaysia AirAsia; 2) convenience-sampling method is cost effective, effortless and the topics are quickly accessible. Depending on to Krejcie & Morgan (1970), the size of the sample should be '384' if the number of population is more than 100 thousands. As suggested by Kozak (2002), a number of 484 surveys have been distributed to the passengers of Air Asia in the International Airport 2 in Kuala Lumpur (KLIA2) to minimize mistakes in the population sample to less than 5 percent at the 95% confidence degree.

Findings

This section is divided into three distinct sections: respondent profiles, reliability test and Hypothesis testing as follows:

Respondent Profiles

Appendix A shows that female represents (57%) of total respondents, Malaysian (55%). People who are between the age 18 to 30 years old represents (68%), while those who have a bachelor's degree represent (43%) and those with a monthly salary less than RM5000 (36%).

Assessment of Internal Consistency Reliability

This research study utilized Cronbach's alpha and complex reliability test (CR) to examine the inner consistency reliability. Hair Jr et al. (2016) said that the appropriate amount of inner constancy reliability for each and every construct is equal to or more than 0.7 while the values of Cronbach's alpha as well as CR are varied from 0.888 to 0.940, which is more than the suggested value of 0.7.

Assessment of Convergent Validity

This research used the value of average variance extracted (AVE) to analyze the convergent validity. The sufficient value of AVE is equal to or more than 0.5 for every construct (Jr et al., 2016); this criteria is used in different management studies such as (Salem & Salem, 2019). The values of AVE in the current research are varied from 0.674 to 0.797, which is considered more than the value suggested. Table 4.1 illustrates the values of Cronbach alpha, composite reliability and AVE for all constructs as follows:

Table 1. Internal consistency reliability

Construct	Cronbach Alpha	Composite Reliability	AVE
Customer Loyalty (CL)	0.914	0.940	0.797
Customer Orientation (CO)	0.888	0.922	0.748
Customer Satisfaction (CS)	0.919	0.940	0.758
Interactional Justice (IJ)	0.919	0.935	0.674

Hypothesis Testing

This research study utilized Partial Least Square Structural Equation Modelling (PLS-SEM) to analyze the relationships in between dependent as well as independent variables. The following parts describe the outcomes connected to each hypothesis.

Outcomes of Testing Hypotheses H_1, H_2 And H_3

Table 2 shows that the relationship between interactional justice and customer satisfaction is positive and significant at level 1% and when level of 1-tailed (T-statistics = 2.815). The path coefficient value is significant (Beta = 0.148). Hence, H1 is accepted. Furthermore, the relationship in between customer orientation and customer satisfaction is important and positive at level 1% as well as level of 1-tailed (T-statistics = 7.171). The path coefficient value is significant (Beta = 0.329). Hence, H2 is accepted. Table 1 displays that the relationship in between customer satisfaction as well as customer loyalty (CL) is a positive relationship and it is significant at the level of 1% and 1-tailed level (T-statistics = 20.441). Moreover, H3 will be accepted because the value of path coefficient is significant (Beta = 0.658).

Table 2. The outcomes of testing hypotheses H_1, H_2 and H_3

Hypothesis	Path Coefficient (β)	Observed T – Statistics	Significance Level
Interactional Justice -> Customer Satisfaction	0.148	2.815	0.01
Customer Orientation -> Customer Satisfaction	0.329	7.171	0.01
Customer Satisfaction -> Customer Loyalty	0.658	20.441	0.01

Outcomes of Testing Hypotheses H_4 And H_5

This research study made use of Nitzl et al. (2016) method to check mediation results on "PLS-SEM". The 1st phase within this technique is checking the importance of the indirect effect (the relationship in between dependent and independent variables with the mediator variable) and their consequence. There will be no need to follow with the second phase in the case of indirect effect being insignificant because there would be no mediation between these variables. Nevertheless, the second phase would be necessary to check the relationship between the direct and indirect variables if there was significant indirect relationship. The relationship would be completely mediated by the mediator variable if the direct relationship between independent variable and dependent variable were not significant. On the other hand,

the relationship would be partially mediated by the mediator in the case of the relationship being significant (Hair Jr, Sarstedt, Ringle, & Gudergan, 2017).

Table 3 shows that path coefficient of the relationship between interactional justice (IJ) and customer satisfaction (CS) is significant with Beta value of 0.148. The path coefficient of the relationship between CS and customer loyalty (CL) is significant with Beta value of 0.596. The path coefficient of the direct relationship between IJ and CL is also significant with Beta value of 0.079. Hence, the relationship

between interactional justice and customer loyalty is partially mediated by customer satisfaction.

Furthermore, it is revealed in table 3 that path coefficient of the relationship in between customer orientation (CO) and CS is considerable along with Beta worth of 0.329. The path coefficient of the relationship in between CS and CL is considerable along with Beta value of 0.596. The path coefficient of the direct relationship in between CO and CL is likewise notable along with Beta value of 0.116. Hence, the relationship in between customer orientation as well as customer loyalty is resolved partially through customer satisfaction.

Table 3. The outcomes of testing hypotheses H_4 and H_5

Path	Path Coefficient (β)	Indirect Effect (β)	Indirect Effect Sig.	Direct Effect Sig.	Sig. of Mediation	t-value of Mediation	Status
IJ->CS	0.148**						
CS->CL	0.596**	0.088	Sig.				Partial
IJ->CL	0.079*			Sig.	Sig.	2.521	Mediation
IJ->CS->CL	0.167						
CO->CS	0.329**						
CS->CL	0.596**	0.196	Sig.				Partial
CO->CL	0.116**			Sig.	Sig.	6.332	Mediation
CO->CS->CL	0.312						

* p < 0.05; ** p < 0.01

Discussion

The findings presented that there is a positive relationship in between flight attendants' interactional justice and customer satisfaction. This outcome follows previous research studies that analyzed the influence of interactional justice on customer satisfaction (Assefa, 2014; Hanzaee & Javanbakht, 2013; Ngahu et al., 2016; Severt & Rompf, 2006). Moreover, flight attendants' Customer orientation has a positive effect on customer satisfaction. This outcome is aligned with all the previous researches that took a look at the relationship in between customer orientation and customer satisfaction (Farooghi et al., 2016; Ming et al., 2013; Raie, 2014; Tseng, 2019).

The outcomes from the mediation analysis proved that the relationship between interactional justice and customer loyalty is moderately mediated by customer satisfaction. This end result aligned with the results of Siu et al. (2013) research study, which observed customer satisfaction as a mediator in between behavioural intentions and interactional justice in several Chinese bistros in Hong Kong. The results of their study also confirmed that customer satisfaction partially mediated the relationship between interactional justice and behavioral intention. In addition, the findings of this study showed that the relationship between customer orientation

and customer loyalty is partially mediated by customer satisfaction, which is consistent with Aburayya et al. (2020) study that confirmed the positive indirect relationship between customer orientation and customer loyalty through customer satisfaction as a mediator.

The findings illustrated that customer satisfaction possesses a positive effect on customer loyalty, which follows previous researches that reviewed the relationship in between customer satisfaction as well as customer loyalty (Assefa, 2014; Nikbin et al., 2015) .

Contribution and Implications

The current study provides a clearer picture of interactional justice concept from the customers' point of view and contributes to the interactional justice literature by discussing the first study that observed the role of customer satisfaction as a mediator and the influence of interactional justice on customer loyalty without the existence of service failure.

The findings exposed a positive relationship in between interactional justice as well as customer satisfaction. Moreover, interactional justice and customer loyalty have a positive indirect relationship. Therefore, Malaysia AirAsia ought to make certain that their flight attendants possess the

capacity to be reasonable as well as well-mannered during the course of the communication with travelers in order to improve their satisfaction and loyalty.

In addition, the current study contributes to the customer orientation literature by examining the relationship between customer orientation, customer satisfaction and customer loyalty. The findings demonstrated that the ability and willingness of flight attendants to help passengers by providing services that meet their wants and needs (Customer orientation) has a direct positive impact on customer satisfaction and indirect positive effect on customer loyalty. Therefore, Malaysia AirAsia should concentrate more on customer orientation concept and ensure that their flight attendants are able to meet passengers' wants and needs so they can increase their satisfaction and loyalty levels.

Limitations and Suggestions for Future Research

Although this research expands our understanding of the impact of interactional justice and customer orientation on customer satisfaction and loyalty, worthwhile prospects of future research remain. This section discusses the limitations of the study and suggestions for future research as follows:

Firstly, the existing research was restricted to the sector of airline companies, which is why it is recommended to apply the study on different sectors. Also, the population of the study included only passengers who are related to AirAsia Malaysia. Moreover, additional studies needed to analyze the influence of interactional justice as well as customer orientation on customer satisfaction and loyalty in various other Airlines in Malaysia.

Second, the outcomes regarding customers in this particular research study were minimal to customer satisfaction and customer loyalty. further study is suggested to take a look at the impact of interactional justice and customer orientation on various customer results including customer recognition and also spoken communication.

Finally, for the past 10 years, the study of Nikbin et al. (2015) is looked at as the only research study that reviewed the direct relationship in between interactional justice as well as customer in Malaysia. Furthermore Ming et al. (2013) is thought about as the only research study that analyzed the direct effect of customer orientation on customer satisfaction in the final 10 years in Malaysia. Therefore, future research is recommended to discover the effect of interactional justice as well as customer orientation on customer satisfaction and customer loyalty in various sectors in Malaysia.

Conclusion

In conclusion, this research study backs the literary works of interactional justice as well as customer orientation through reviewing their influence on customer satisfaction and customer loyalty. This study provides useful information for service organizations in general, especially airlines that consider increasing the level of customer satisfaction and

loyalty as a priority in their business. The present research study has the following conclusion which is in order to increase passengers' satisfaction and loyalty levels, flight attendants must possess an adequate knowledge in attending to travelers needs with a smile and alleviate all of them with higher amount of justice; they also need to have the capability of fulfilling the requirements of passengers on time.

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Appendix

Appendix A. Respondent profiles

Respondent	Sub Profile	Percentage
Gender	Male	43
	Female	57
Age (years)	18-30	68
	31-40	23
	41-50	7
	> 51	2
Nationality	Malaysian	55
	Other	45
Educational Level	High school	8
	Diploma	25
	Degree	43
	Master	19
	PhD	5
Salary Range	<5,000	36
(Ringgit Malaysia)	5001-9999	34
	>10000	30