

# Passenger Satisfaction of Using Services at Hall B – Terminal T1 Tan Son Nhat International Airport

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## ABSTRACT

This research aims to identify factors affecting passenger satisfaction when using services at Hall B – Terminal T1 (T1) Tan Son Nhat International Airport (TIA). Cronbach's alpha, Exploratory factor analysis and linear regression model were used with the support of SPSS. The results show that there are 04 factors affecting passenger satisfaction when using services Hall B – T1 TIA, arranged by the decreasing importance: (1) Competence, (2) Perceived Price, (3) Tangibles, (4) Security – Safety, (5) Responsiveness, (6) Convenience, (7) Empathy, (8) Reliability, (9) Added value. The research reveals some suggestions to the management to improve and enhance passenger satisfaction at Hall B – T1 TIA.

**KEYWORDS:** Passenger satisfaction, Service quality, Hall B – T1 TIA

## 1. Introduction

In the context of the aviation industry growing strongly and playing an important role in connecting, promoting the economy and tourism, ensuring service quality is a key factor to improve competitiveness, while meeting the increasing expectations of passengers. In fact, some factors such as waiting time, service attitude, facilities in the waiting area, and efficiency in handling procedures have not met the expectations of passengers. Despite significant improvements over the years, service inconsistencies, especially during peak periods, continue to pose major challenges. These issues not only make passengers unhappy but also undermine the reputation of TIA in the context of increasingly fierce international competition.

In addition, the theory of service quality and customer satisfaction, although widely studied, still lacks in-depth analysis with the specific characteristics of the aviation sector. Some previous studies focused on identifying general factors affecting service quality, but did not go into detailed analysis of specific factors related to the environment of airports. In particular, in the context of Vietnam, very few studies have addressed the differences between service areas within the same terminal and their impact on passenger satisfaction. This study not only aims to fill the gap in theory but also lays the foundation for practical recommendations, contributing to improving service quality at TIA.

TIA, located in the center of Ho Chi Minh City, is the largest airport in Vietnam in terms of scale and passenger traffic. In particular, Hall B of T1 plays an important role in serving domestic flights. This is one of the busiest areas, not only a place to welcome and see off passengers but also

reflects the development of the aviation industry and national transport infrastructure. Hall B is located in the T1 terminal area, serving mainly domestic flights of VietJet Air. With a smart and modern design, Hall B is planned to optimize the flight check-in process, creating convenience for passengers from check-in, baggage check-in, security check, to the waiting area.

The location of Hall B is easily accessible thanks to a well-connected transportation system to the city center. In addition, this area is also supported by bus routes, taxis and technology transportation services such as Grab, Be and SM Xanh, helping passengers move conveniently. Hall B is designed in a modern style, inspired by the dynamism of a developing city and the friendliness of Vietnamese culture. The space is spacious and airy with a natural lighting system combined with energy-saving LED lights, creating a comfortable feeling for passengers.

The check-in area at Hall B is scientifically arranged, with many check-in counters spread out, helping to minimize waiting time, especially during rush hours. The clear signage system in both Vietnamese and English helps passengers easily navigate. Electronic screens display flight information that is constantly updated, ensuring that passengers grasp information promptly. In addition, Hall B is also equipped with many modern amenities: (1) Seating area: Waiting chairs are arranged everywhere, bringing comfort to passengers, (2) Free Wi-Fi: Passengers can easily access the internet to work or entertain while waiting, (3) Customer support services: Information desks located in the center are ready to assist passengers with questions or handle problems that arise. Hall B also features many convenient services designed to enhance the passenger experience: (1) Dining and shopping area:

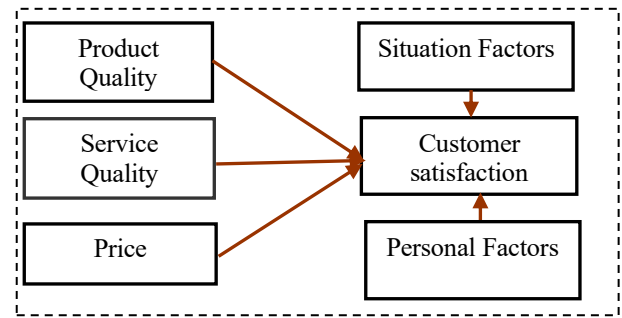
Passengers can enjoy traditional Vietnamese dishes such as pho, banh mi, or choose international dishes at restaurants and fast food counters. In addition, the shopping area with duty-free shops, souvenir shops and famous brands helps passengers easily choose gifts or essential products, (2) Banking and ATM services: Currency exchange counters and ATMs are conveniently located in many locations in the lobby, (3) Rest area: Lobby B provides VIP lounges with quiet space, high-class services for business class passengers or airline members. Security in Lobby B is guaranteed at the highest level thanks to a modern surveillance system and professionally trained staff. The security check process is carried out strictly but quickly, helping to protect passengers and property. In addition, the fire prevention, fire escape, and emergency first aid systems are always ready to operate. Clear signs and announcements help passengers easily respond in case of need.

## 2. Theoretical basis and research model

### 2.1. Service quality and customer satisfaction

Service quality is a concept that attracts much attention and controversy, Edvardsson et al. (1994), Gronroos (1984), Abratt & Russell (1999), Parasuraman et al. (1988) define service quality in many different ways depending on the research object and research environment and understanding service quality is the basis for implementing measures to improve the service quality of the enterprise.

Customer satisfaction is also mentioned by many researchers, such as Reichheld (2003), Halstead et al. (1994), Bachelet (1995), Kotler (2008), depending on the circumstances, time or needs, they will have different feelings. In summary, customer satisfaction is the expression of their feelings after using a product or service through comparison with their expected value of a product or service before using it (Giao, 2018). Customer satisfaction is an important factor for the service sector, in which service quality is a key factor affecting customer satisfaction with the service. Oliver (1993) argued that service quality affects the level of customer satisfaction; that is, service quality is determined by many different factors, which is a part of the factor that determines satisfaction (Parasuraman et al., 1988). Zeithaml & Bitner (2000) stated that: customer satisfaction is a general concept that expresses their satisfaction when consuming a service, while service quality is concerned with specific components of that service, satisfaction is affected by many factors such as: service quality, product, price, situational factors, personal factors (Figure 1).



(Source: Zeithaml & Bitner, 2000)

**Figure 1:** The relationship between service quality and customer satisfaction

In addition, factors such as customer perceptions of price and cost (cost of use) do not affect service quality but will affect customer satisfaction (Cronin and Taylor, 1992).

### 2.2. Service quality assessment model

According to the SERVQUAL model (Parasuraman et al., 1985, 1988), Service quality = Perceived level - Expected value. In the most general way, SERVQUAL provides 10 common evaluation criteria for all service industries: (1) Reliability, (2) Responsiveness, (3) Competence, (4) Access, (5) Courtesy, (6) Communication, (7) Credibility, (8) Security, (9) Understanding customers, (10) Tangibles.

The use of the service quality model and the 5 SERVQUAL gaps as a basis for assessing service quality is also controversial (Carmen, 1990; Babakus and Boller, 1992). Cronin and Taylor (1992, 1994) with the SERVPERF model, argued that the level of customer perception of the service performance of the business best reflects service quality. According to the SERVPERF model: Service quality = Level of perception. The SERVPERF model is based on overcoming the difficulties when using the SERVQUAL model with 5 shortened factors of service quality (Parasuraman et al., 1988): (1) Reliability, (2) Assurance, (3) Tangibles, (4) Empathy (5) Responsiveness

### 2.3. Overview of previous studies

Lam's (2016) study on customer satisfaction with Vietjet Air's transportation services found that there are five components explaining customer satisfaction: (1) tangibles, (2) Commitment to customer satisfaction, (3) Service capacity, (4) Empathy, and (5) Price.

Chi's (2014) study on service quality assessment at Rach Gia International Airport found that the factors affecting customer satisfaction were: (1) Customer knowledge; (2) Empathy; (3) Reliability; (4) Tangibles; (5) Empathy-knowledge interaction, and (6) Tangibility-knowledge.

The study by Toàn & Tào (2020) evaluating passenger satisfaction with the Rach Gia - Ho Chi Minh City flight service of the airline service company showed that there are 7 influencing factors: (1) Reliability, (2) Safety, (3) Tangibles, (4) Empathy, (5) Added value, (6) Ground staff, (7) Perceived price, while the factors "Flight crew", "Service capacity" and "Responsiveness" do not affect passenger satisfaction.

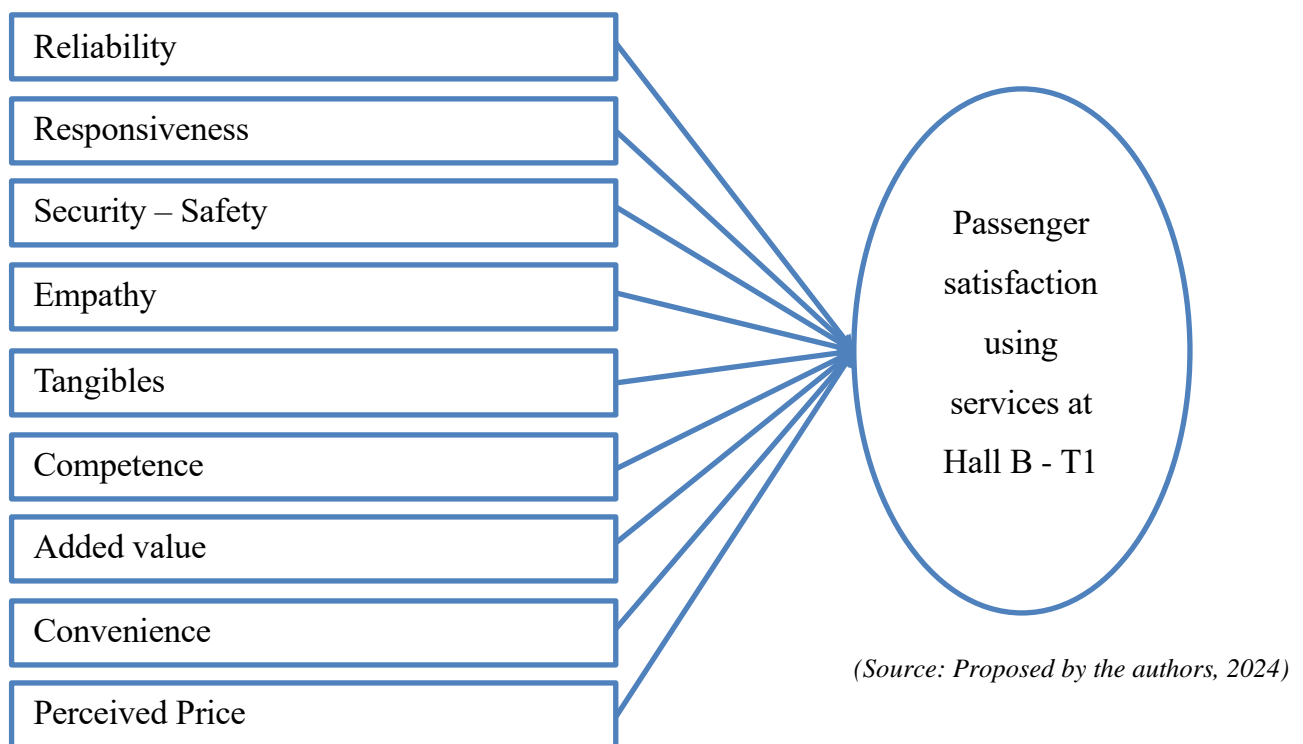
Wirtz & Shamdasani's (1997) study to explore the scale of customers' perception of airline service quality

yielded five components: (1) Cabin crew, (2) Convenience, (3) Tangibles, (4) Food and beverages, and (5) Security. Krishna (2016) study on tourists' perception of service quality of Indian domestic airlines yielded seven service quality attributes of Indian domestic airlines: (1) Ticketing, (2) Airline procedures, (3) Baggage handling, (4) In-flight experience, (5) Crew, (6) Arrival airport services, (7) Complaint handling.

Ahn & Lee (2011) compared the perception of service quality between traditional airlines and low-cost airlines, showing that there are factors worth considering: (1) Reliability, (2) Assurance, (3) Tangibles, (4) Empathy (5) Responsiveness.

#### 2.4. Hypothesis and research model

From research models on service quality and customer satisfaction, along with learning from previous studies at home and abroad, the authors propose research hypotheses and research models (Figure 2).



**Figure 2:** Proposed research model

H1: Reliability has a positive relationship with passenger satisfaction using services at Hall B - T1, TIA

H2: Responsiveness has a positive relationship with passenger satisfaction using services at Hall B - T1, TIA

H3: Security - Safety has a positive relationship with passenger satisfaction using services at Hall B - T1, TIA

H4: Empathy has a positive relationship with passenger satisfaction using services at Hall B - T1, TIA

H5: Tangibles have a positive relationship with passenger satisfaction using services at Hall B - T1, TIA

H6: Service capacity has a positive relationship with

passenger satisfaction using services at Hall B - T1, TIA

H7: Added value has a positive relationship with passenger satisfaction using services at Hall B - T1, TIA

H8: Convenience has a positive relationship with passenger satisfaction using services at Hall B - T1, TIA

H9: Perceived price has a positive relationship with passenger satisfaction using services at Hall B - T1, TIA.

### 3. Research method

The preliminary scale was formed from the inheritance of studies by Parasuraman et al. (1988), Toàn & Tào (2020), Gilbert & Wong (2003), Chi (2014), Wirtz & Shamdasani

(1997), Saha & Theingi (2009).

Qualitative research method with direct interview technique with passengers at lobby B aims to explore, calibrate, and develop a service quality and satisfaction scale suitable for the research context. Qualitative research results show that there are adjustments and additions to some components from the preliminary scale.

The questionnaire was designed based on the results of qualitative research, including 43 questions on service quality and satisfaction components, according to a 5-point Likert scale. The questionnaire was piloted with 40 passengers before conducting the official interview, to correct any errors, if any, or factors that caused confusion for the interviewees. The direct survey was conducted to passengers using the service at Hall B - T1 of TIA.

Quantitative research was conducted with passengers aged 18 years and older, with full behavioral capacity to answer the survey questions. The required sample size was over  $43 \times 5 = 215$  observations. The convenience sampling method was applied. The method of surveying directly passengers using the service at Hall B - T1 of TIA.

Data analysis methods include: Descriptive statistics, Cronbach's Alpha reliability analysis, EFA factor analysis, Correlation analysis, Linear regression analysis, ANOVA variance analysis.

#### 4. Research results and discussion

##### 4.1. Descriptive statistics

Data collected in this study through direct interview technique 370 questionnaires with customers using services at Hall B - T1 TIA. After collection and screening, 5 invalid responses, 365 valid questionnaires with full information were encoded through SPSS 26.0 software for analysis. Personal information of customers participating in the survey is summarized in Table 1.

**Table 1:** Characteristics of the research sample

	Characteristics	Frequency	%
Gender	Male	178	48.8
	Female	187	51.2
	From 20-25 ages	70	19.2
	From 26-35 ages	152	41.6
	From 36-50 ages	114	31.2
	Over 50 ages	29	7.9
Income	Under 5 mil VND	29	7.9
	From 5-10 mil VND	124	34.0
	Over 10 mil VND	212	58.1
Marital status	Married	213	58.4
	Single	152	41.6
Education	High school	33	9.0
	College - University	221	60.5
	Post graduate	111	30.4
Occupation	Private sector employees	130	35.6
	State employee	106	29.0
	Self-employed	108	29.6
	Others	21	5.8

(Source: Survey results, 2024)

##### 4.2. Assessment of scale reliability

The test results show that all scales have Cronbach's Alpha reliability  $> 0.7$  and no variable has a total item correlation coefficient  $< 0.3$  (Table 2), the scales have reliability (Nunnally & Burnstein, 1994).

**Table 2. Summary of Cronbach's Alpha test results**

CON	Variable	No of variables	Cronbach's Alpha	Lowest corrected Item Total Correlation
1	Reliability (REL)	5	.793	.467
2	Responsiveness (RES)	5	.814	.575
3	Security - safety (SESA)	4	.720	.487
4	Empathy (EMP)	4	.719	.484
5	Tangible (TAN)	5	.858	.616
6	Service capacity (SER)	4	.788	.561
7	Added value (ADV)	3	.799	.616
8	Convenience (CON)	4	.857	.673
9	Perceived price (PPR)	3	.780	.571
10	Satisfaction (SAT)	6	.889	.675

(Source: Data processing results, 2024)

##### 4.3. Evaluation of the scale's validity

Exploratory factor analysis (EFA) for independent variables was performed using the Varimax rotation method and the Principal Component data extraction method. The results achieved a KMO coefficient =  $.855 > .5$  and a Barlett's test with a Chi-square value of 5149,832 with a significance level of  $.000 < .05$ , showing that the observed variables belonging to the same factor are closely correlated with each other. At the same time, the total variance extracted was  $62,740\% > 50\%$ , showing that the 9 extracted factors explained  $62,740\%$  of the variation in the data set, and the Eigenvalue =  $1,214 > 1$  met the criteria for factor analysis (Vuong & Giao, 2024).

**Table 3.** Results of factor analysis of independent variables

Factor loading (Rotated Component Matrix <sup>a</sup> )									
Observation variable	Component								
	1	2	3	4	5	6	7	8	9
TAN5	.772								
TAN4	.772								
TAN2	.770								
TAN3	.763								
TAN1	.632								
RES4		.725							
RES5		.716							
RES1		.714							
RES3		.711							
RES2		.622							
CON1			.852						
CON4			.826						
CON2			.818						
CON3			.815						
RES3				.696					
RES1				.676					
RES4				.673					
RES5				.662					
RES2				.658					
SER1					.758				
SER3					.744				
SER2					.706				
SER4					.661				
EMP4						.740			
EMP2						.730			
EMP1						.714			
EMP3						.707			
ADV2							.845		
ADV1							.840		
ADV3							.817		
PPR2								.829	
PPR3								.796	
PPR1								.748	
SESA2									.700
SESA1									.687
SESA4									.655
SESA3									.653

(Source: Data processing results, 2024)

Factor analysis of dependent variables was conducted based on 6 observed variables of the satisfaction variable. The results achieved a KMO coefficient = .908 > .5 and a Barlett's test with a Chi-square value of 1062,700, with a significance level of .000 < .05, showing that the observed variables belonging to the same factor are closely correlated with each other. At the same time, the total variance extracted is 64,396% > 50%, showing that this newly extracted factor explains 64,396% of the variation in the data set, and the Eigenvalue = 3.864 > 1 meets the criteria for factor analysis (Giao & Vương, 2019).

**Table 4.** Results of factor analysis of dependent variables

Biến quan sát	Hệ số tải nhân tố
SHL5	.825
SHL2	.819
SHL3	.805
SHL6	.793
SHL1	.793
SHL4	.778

(Source: Data processing results, 2024)

#### 4.4. Correlation analysis

The Pearson correlation coefficient in Table 5 shows a statistically significant correlation between the independent variable and the dependent variables, so it can be included in the regression analysis.

**Table 5:** Correlation matrix

		SHL	RES	RES	SESA	EMP	TAN	SER	ADV	CON	PPR
SHL	Pearson	1	.495**	.537**	.554**	.293**	.595**	.604**	.169**	.238**	.521**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.001	.000	.000
RES	Pearson	.495**	1	.531**	.422**	.079	.403**	.304**	.116*	.159**	.273**
	Sig. (2-tailed)	.000		.000	.000	.134	.000	.000	.026	.002	.000
RES	Pearson	.537**	.531**	1	.382**	.139**	.358**	.393**	-.044	.142**	.296**
	Sig. (2-tailed)	.000	.000		.000	.008	.000	.000	.401	.007	.000
SESA	Pearson	.554**	.422**	.382**	1	.205**	.444**	.351**	.087	.158**	.281**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.098	.002	.000
EMP	Pearson	.293**	.079	.139**	.205**	1	.155**	.277**	.062	.079	.111*
	Sig. (2-tailed)	.000	.134	.008	.000		.003	.000	.235	.133	.034
TAN	Pearson	.595**	.403**	.358**	.444**	.155**	1	.461**	.063	.157**	.304**
	Sig. (2-tailed)	.000	.000	.000	.000	.003		.000	.232	.003	.000
SER	Pearson	.604**	.304**	.393**	.351**	.277**	.461**	1	.059	.105*	.326**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.257	.045	.000
ADV	Pearson	.169**	.116*	-.044	.087	.062	.063	.059	1	.046	.167**
	Sig. (2-tailed)	.001	.026	.401	.098	.235	.232	.257		.385	.001
CON	Pearson	.238**	.159**	.142**	.158**	.079	.157**	.105*	.046	1	.051
	Sig. (2-tailed)	.000	.002	.007	.002	.133	.003	.045	.385		.328
PPR	Pearson	.521**	.273**	.296**	.281**	.111*	.304**	.326**	.167**	.051	1
	Sig. (2-tailed)	.000	.000	.000	.000	.034	.000	.000	.001	.328	

(Source: Data processing results, 2024)

#### 4.5. Regression analysis

The results in Table 6 show that the statistical value F = 83,193 at the Sig. level of .000 < .05. Therefore, we can

conclude that  $R^2 \neq 0$  is statistically significant, the regression model is suitable. The regression coefficients all have a sig. level < .05, so the independent variables included in the model can explain the variation of the dependent variable.

**Table 6:** Results of linear regression coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig	Collinearity statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	Constant	-1.587	.202		-7.869	.000		
	RES	.086	.040	.081	2.125	.034	.621	1.611
	RES	.171	.039	.167	4.377	.000	.619	1.615
	SESA	.195	.041	.172	4.738	.000	.686	1.459
	EMP	.100	.035	.091	2.882	.004	.904	1.107
	TAN	.210	.037	.212	5.686	.000	.653	1.531
	SER	.256	.039	.240	6.538	.000	.670	1.492
	ADV	.069	.028	.076	2.439	.015	.938	1.067
	CON	.098	.033	.093	3.005	.003	.954	1.048
	PPR	.228	.033	.231	6.887	.000	.808	1.237
Adjusted R <sup>2</sup> .678 F statistics (ANOVA) 83,193 Sig. level (Sig of ANOVA) .000 Durbin-Watson 1,359								

(Source: Data processing results, 2024)

The VIF variance inflation factors of the variables are all less than 2, so there is no multicollinearity. Durbin-Watson is  $1.359 < 3$ , indicating that there is no correlation between the variables in the model. The adjusted R<sup>2</sup> is .678, meaning that the linear regression model has been built appropriately, and the independent variables explain 67.80% of the variation in the dependent variable. The unstandardized regression equation is:

$$\text{SAT} = -1.587 + .086*\text{RES} + .171*\text{RES} + .195*\text{SESA} + .100*\text{EMP} + .210*\text{TAN} + .256*\text{SER} + .069*\text{ADV} + .098*\text{CON} + .228*\text{PPR}$$

In testing the hypotheses of the regression model, the mean value (Mean) of the residuals is close to 0 and the variance (Std. Dev = .988) is approximately 1, so the residuals follow the normal distribution rule and the normal distribution hypothesis of the residuals is not violated. The P-Plot graph shows that the actual observation points are concentrated quite close to the diagonal of the expected value, meaning that the residual values are normally distributed. The scatter plot of the standardized residuals according to the dependent variable shows that the points are randomly scattered without following any rule, which shows that there is no phenomenon of unequal variance, as well as the phenomenon of autocorrelation does not occur.

#### 4.6. Test for differences

The t-test and ANOVA tests showed that there was no difference between groups of gender, occupation, age, income, and marital status in terms of passenger satisfaction with services at Hall B - T1 of TIA.

### 5. Conclusion and managerial implications

#### 5.1. Conclusion

Through the research process, the group of authors used appropriate quantitative research methods, processed data using statistical means to be able to identify a system of 09

factors to evaluate passenger satisfaction using services at Hall B - T1 of TIA, arranged in decreasing order of impact as follows: (1) Service capacity, (2) Perceived price, (3) Tangibles, (4) Security - Safety, (5) Responsiveness, (6) Convenience, (7) Empathy, (8) Reliability, (9) Added value, and from there proposed a system of objective management implications for the Board of Directors of TIA.

#### 5.2. Management implications

##### *Service capability*

To meet passenger expectations, management needs to establish a systematic training system for staff, from basic knowledge of aviation procedures to advanced skills such as handling emergency situations or communicating with international passengers. In addition, consistency in service style among staff also needs to be maintained. This requires management to establish clear standards and work processes, ensuring that all staff have the same level of expertise and sense of responsibility when performing their duties. Regular performance evaluation, through passenger surveys or tracking systems, will help improve service capacity continuously. However, to improve service capacity, management also needs to pay attention to the health and spirit of employees. A good working environment with reasonable welfare regime not only helps employees feel comfortable but also increases work motivation, thereby improving passenger service performance. Organizing exchange sessions, incentive programs or promotion opportunities are also ways to build a more committed and dedicated staff.

##### *Perceived price*

To ensure reasonableness and transparency in pricing, the terminal needs to implement effective cost management measures to maintain service prices at a level appropriate to the quality provided. Pricing policies need to be flexible and competitive, such as applying preferential prices for different passenger groups, such as group travelers, families, or loyal

customers. In addition, ensuring that prices for additional services such as food, shopping, or internal transportation services are always clearly and publicly listed is also a factor that helps passengers feel more secure and comfortable when using the service.

### **Tangibles**

Tangibles play an important role in creating a positive first impression and maintaining a positive passenger experience. Tangibles include the infrastructure, equipment and supporting items at the terminal. To meet the needs of passengers at Hall B - T1, it is necessary to ensure that the space here is always maintained in a clean, modern and comfortable state. Areas such as waiting seats, check-in counters and walkways need to be scientifically arranged, easy to access, with full and clear signage. Upgrading amenities such as free Wi-Fi, phone charging areas or modern information counters will contribute to increasing passenger satisfaction. In particular, passengers with long waiting times tend to appreciate support services such as high-quality food and beverage counters or quiet resting areas. Therefore, management needs to invest appropriately in improving tangible facilities, and regularly check and maintain equipment to avoid unnecessary incidents.

### **Security - safety**

For Hall B - T1 of TIA, ensuring security and safety must be implemented in both technical and human aspects. The security system must be equipped with modern equipment such as X-ray machines, surveillance cameras and early warning systems. These devices must be checked and maintained periodically to ensure effective operation and timely detection of potential risks.

Security staff should also be thoroughly trained in screening procedures, risk identification, and emergency response. Maintaining a professional and friendly attitude during screening will help passengers feel more comfortable, rather than anxious or stressed. In addition, measures should be taken to ensure the safety of passengers' luggage and personal belongings. If cases of lost or stolen luggage are resolved transparently and quickly, it will contribute to strengthening passengers' trust in the service.

Safety also involves maintaining a clean and comfortable environment in Hall B. Public areas such as toilets, waiting rooms and check-in counters need to be cleaned regularly to ensure that the space is always in the best condition. Ventilation and air conditioning systems need to operate effectively to create a clean and comfortable environment for passengers. In addition, in the context of epidemic risks, preventive measures such as providing hand sanitizer, encouraging the wearing of masks and maintaining a safe distance in crowded areas should be applied.

### **Responsiveness**

Passengers using services at international airports often expect quick and friendly support from staff. Therefore, it is necessary to implement periodic training programs to improve communication skills, situation handling skills and service attitude of staff. Passengers often appreciate the willingness to assist when needed, especially in emergency situations or when information needs to be answered quickly.

It is essential to have information desks and support staff at strategic locations in Hall B. These areas not only provide passengers with easy access to information but also facilitate the processing of requests quickly. In addition, it is important to focus on optimizing service processes to reduce passenger waiting times. Using modern technology, such as self-check-in systems or online check-in services, will save time and reduce the pressure on staff. Another important element of responsiveness is the ability to listen and improve services based on passenger feedback. Implementing easy and effective feedback channels, such as mobile apps or on-site surveys, will help management understand the actual needs of passengers. Based on these comments, appropriate adjustments can be made to improve service quality.

### **Convenience**

In terms of convenience, terminals need to focus on improving the convenience of passengers throughout their journey, from the moment they enter the terminal until they complete procedures and leave. Upgrading the system of clear, user-friendly signage is essential to reduce the time spent searching for information. In particular, smart technology needs to be applied to support passengers, such as mobile applications that provide real-time information about flights, directions to departure gates and surrounding amenities. Automated check-in systems should also be expanded to reduce waiting times and increase passenger satisfaction. For passengers who need special assistance, deploying professional and enthusiastic staff in crowded areas is an effective way to increase convenience.

### **Empathy**

Empathy refers to the ability of service staff to understand the needs, wants and feelings of passengers, thereby providing genuine care and personalized solutions. In Hall B – Terminal 1, empathy is evident in the way staff assist passengers in difficulty, such as the elderly, pregnant women or passengers with young children. Small actions such as providing detailed instructions, assisting with quick procedures or being willing to listen to feedback are all evidence of empathy. Management should implement intensive training programs for employees on communication and handling skills to ensure that each passenger feels cared for by the staff.

In addition, empathy should also be demonstrated by recording and promptly resolving feedback from passengers. Establishing effective channels for receiving opinions and feedback, such as electronic feedback stations or mobile applications, will help passengers feel heard and respected. At the same time, publicizing corrective or improvement measures after receiving feedback is also a way to strengthen passenger trust and satisfaction.

### **Reliability**

To ensure reliability in service, it is necessary to improve the accuracy and consistency in providing services at Hall B. Service processes need to be built and operated based on clear standards, minimizing errors in providing information about flights, baggage and other additional services. A modern, constantly updated information system will help passengers feel more secure when using the service. At the same time,

training staff in skills to handle situations and quickly resolve arising problems will build trust from passengers. For example, in the event of a problem such as lost luggage, a quick, transparent and responsible resolution will make passengers feel respected and appreciate the quality of service.

In addition, reliability is also demonstrated by the stable maintenance of facilities in Hall B. Facilities such as check-in counters, security screening machines and waiting areas need to be checked regularly to avoid breakdowns or disruptions. This not only enhances the passenger experience but also creates a professional and efficient operating environment.

#### **Added Value**

Added value is an important factor in enhancing the passenger experience when using services at the terminal. To optimize added value, it is necessary to focus on providing additional services with high added value, thereby helping passengers feel the superiority and uniqueness of the service at Hall B. These services can include a resting area with a modern and comfortable design, entertainment facilities such as a reading area, free massage chairs, or a quiet working space for passengers with work needs. In addition, loyalty programs, special passenger concierge services, or cultural experiences such as local art exhibitions also contribute to increasing service value. The goal of enhancing value is not only to meet basic needs but also to create a sense of care and special attention from the station.

#### **5.3. Limitations of the study and future research directions**

Although the research has solved the set objectives, there are still some limitations: (1) The survey sample mainly focuses on passengers using the service for a short period of time, not reflecting the diverse opinions of passengers according to different travel seasons, which leads to the research results not fully reflecting the fluctuations in demand and satisfaction of passengers over time, (2) Not going into detail about each specific service in Hall B, such as check-in service, security screening, waiting area, or additional facilities such as dining and shopping, therefore, the recommendations given lack depth, (3) The study focuses on passengers without considering the opinions and perspectives of other stakeholders, such as airport staff, service providers, or airport managers, which makes the overall picture of service quality not fully reflected. That is also a suggestion for further research.

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