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The Effect of Communication of Service Employee on Customer Satisfaction, and Reuse Intention

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Abstract

Purpose: This study aims to provide marketing implications for training and face-to-face service employee communication by analyzing how communication by Korean crews at foreign airlines affects passengers' perception and how this perception relates to airline service quality and customer satisfaction. **Research design, data:** The collection of questionnaires for the demonstration in this study has collected 300 questionnaires for about a month for Korean passengers who are aware of the presence of Korean crew on board aircraft. **Results:** The study analyzed the relationship between the communication ability, customer satisfaction, and reuse intention of foreign airlines. An empirical analysis of the relationship between quality of airline service, customer satisfaction, and intention of re-use can suggest the following implications based on the language and non-verbal communication capabilities of the Korean crew working for foreign airlines. **Conclusions:** We studied the impact of communication between Korean crews working for foreign airlines on the quality of airline service, customer satisfaction and reuse intention. The Korean crew should also work for overseas airlines and consider communication as important and expand their overall foreign language education and communication skills to have a positive impact on not only Korean passengers but also their own citizens.

Keywords: Service Employee, Service Quality, Customer Satisfaction, Reuse Intention

JEL Classification Code: L15, L84, M12, M31

1. Introduction^{‡†}

As many domestic low-cost carriers are participating in the airline business with the continuing rise of foreign-registered airlines in Korea, competition to secure market competitiveness between national airlines and foreign airlines.

With more overseas departures and airlines paying attention to Korea for various purposes, this study is aimed at improving the quality of human and human airline services such as Korean flight attendants and in-flight meals for Koreans. In addition, individual Korean consumers use foreign airlines for various reasons, such as not being able to participate in the purchasing decision process due to travel agents' purchasing agents or setting air fare for foreign airlines that are generally lower than domestic airlines. However, even though the quality of domestic and international airlines has continued to rise amid unlimited

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competition through entry into Korea, it still does not meet customers' expectations and desires, which often leads to service failures.

Despite these problems, various studies have not been conducted on improving the quality of airline services of foreign nationals to satisfy Korean passengers. In particular, airline services with longer service interfaces with customers compared to other industries are the most important quality of service perceived by customers (Bitner, 1990).

The recruitment of foreign flight attendants is taking place, but above all, the recruitment and selection of Korean flight attendants is steadily increasing.

Overseas airlines are trying to hire crews of Korean nationality as a marketing measure to increase the number of Korean passengers at Incheon International Airport and attract transit passengers using Incheon International Airport. In order to improve the quality of the cabin service of aircraft and enhance customer satisfaction, it is possible to solve language communication problems with crews of foreign nationality, as well as provide higher quality service to domestic passengers.

In this study, we want to look at the impact of communications between cabin crews of foreign airlines on airline service quality, customer satisfaction and reuse intent. We will also look for ways to increase the passenger's intention to reuse the cabin crew to maximize the airline's profits by revealing factors that play a role in the communication and reuse of cabin crews.

This study aims to provide marketing implications for training and training airline crew communication by analyzing how communication by Korean crews at foreign airlines affects passengers' perception and how this perception relates to airline service quality and customer satisfaction. It is also intended to be used as basic data such as verification of competitiveness of airlines of foreign nationality in Korea, future customer satisfaction, improvement of reuse intent, and management policies to predict demand.

2. Literature Reviews

2.1. The Verbal and Non-Verbal Communication

Looking at prior research on language communication, it has been recognized that language communication plays a role in shaping and maintaining relationships. Thus, it can be inferred that language communication conducted by service providers will affect the customer's feelings and behaviors, and eventually even affect the quality of service assessment (Spitzberg & Cupach, 1987).

Lee (2017) told the symbols of message used in the communication process to convey his thoughts and feelings to others verbally and non-verbal, and said that language, a socially established symbol system, is the most basic means of communication. The passengers will communicate during the flight. Starting with welcoming passengers on board, they will communicate with passengers in a language, such as explaining safety and services clearly, or sympathizing with their situation. This effective communication of cabin crews can lead to positive customer behavior and can have a positive influence on the airline by creating a positive image of the cabin crew as well as the enterprise.

Communication types were classified as controlled, collaborative, trusted, and specialized, and communication and non-verbal communication influenced customer eligibility, customer orientation, and mutual empathy evaluation (Hardius., 2015).

Among the communication elements, the language component accounts for only 7% of what we want to express. 38% of voice, tone, speech, and intonation, and 55% of visually expressed elements such as facial expressions, attitudes, gestures and gestures. Another scholar who studied non-verbal communication, Gronroos (1984), said that the number of information delivered by a language that uses motion when communicating is about 65%, and that the language that uses voice is about 35%.

A more important element than the linguistic element of communication is non-verbal communication that can be used effectively to communicate emotions and to express personality and facial expressions (Anderson et al., 1994).. Non-verbal communication has a wide range of studies and a wide range of definitions for each researcher, which makes differences in type classification (Westbrook & Oliver, 1981).

Facial expression is an important element for passengers to understand their immersion, interest, goodwill and sincerity when dealing with passengers with a flight attendant's facial expression, can determine if the crew using communication is friendly or unfriendly to the passenger, and provides important clues to determine the crew through attention, indifference, immersion level (Oliver, 1981). Eye contact can be used as a means of attracting or expressing attraction to the other party, and it can also be used as a signal to express that the other party is not interested through avoidance or contact interruption.

Physical attractiveness can be cited as an important component of the physical language because customers can change

their mind and obtain information through repeated face-to-face contact with the employee who provides the service (Ritchie, 1991).

Chamidah et al. (2020) also refer to physical language as an outward language, which means "external appearance on the body as a non-verbal element in communication." These body language languages include costumes, accessories, hairstyles, or physical attraction and body type. Among them, appearance is a non-verbal element that is different from physical language, and it is said to be an important factor that affects the impressions and images that others perceive in interpersonal relationships.

Spreng et al. (1996) conducted a study on the quality of non-verbal communication of cabin crew. The results show that the professionalism of the crew has a significant impact on the spatial language and body language among the factors that make up the quality of nonverbal communication of the crew. Furthermore, an analysis of the interrelationship between language and non-verbal communication quality and brand image of airline cabin crew showed that similar and appearance languages among the components of non-verbal communication quality have a significant impact on brand image (Anderson et al., 1994).

A study by Leigh and Summers (2002) found that non-verbal factors were more influential than linguistic factors. Among non-verbal factors, spatial language and similar language were found to have a meaningful impact on service quality, followed by physical appearance, verbal communication, and body language.

Babin and Griffin (1998) conducted a study on how the quality of non-verbal communication affects the feelings of passengers, etc. for Korean passengers who were served by foreign flight attendants at foreign airlines. The results show that the brand image is affected in the order of physical appearance, spatial language, and body language, that are sub-factors of non-verbal communication, and that the brand image positively affects customer satisfaction. In other words, the quality of non-verbal communication of cabin crews has a significant impact on the passenger's feelings and satisfaction.

Since then, many researchers have made efforts to study and classify non-verbal communication by applying various types. In this study, non-verbal communication elements were defined as body movements, gestures, physical appearance, clothing, facial expressions, gaze, and body language, and non-verbal communication was distinguished in body language, similar language, spatial language and physical appearance.

2.2. The Airline Service Quality

The difference in customer expectation, satisfaction, diversity, and propensity explains that airline service quality is a subjective assessment based on the customer's perception rather than specific and objective assessment, and that satisfaction is determined by the difference between the expectations and the actual results of the passenger's service (Moorman et al., 1993). Airline Service Quality determines the quality of service, including kindness and crew in-flight service, reservation and ticketing, and commercial customer preference services, operational safety and operational accuracy, and transportation services are divided into various routes, delays, and schedules.

Jung et al. (2015) argued that safety, convenience, and quality of service had important effects on passengers' choice of airlines, and responded by responding to the survey that determined airlines in order of decreasing air fares, increasing safety, diversity in services, and increasing convenience.

Anderson et al. (1994) was the first to study the incorporation of service quality into the aviation industry, since 1991 when the SERVQUAL model was used in aviation (Spreng et al., 1996). Spreng et al. (1996) said the study of airline service quality began in 1991 when a model of service quality differences was directly applied to aviation law and measured perceived service quality by applying SERVQUAL measures to service industries such as hotels, restaurants, and skis. However, the average score of the degree of performance was simply investigated and published based on the average of service expectations and service experience or facts of the customer, explaining that it is difficult to identify the impact of various factors on customer satisfaction (Sundaram & Webster, 2000).

Park et al. (2019) demonstrated service quality using the perspective of the SERVQUAL scale in the study of relationships between quality of airline services and user preferences. Parasuraman et al. (1988) developed the SERVQUAL model. It was defined as a conceptual basis for Oliver (1980)'s expectation-performance mismatch model, and has begun to measure service quality assessment in five dimensions based on customer perceptions. Five components related to reliability, typology, responsiveness, empathy, and confidence have been completed as a function of performance-expected values for 22 questions.

2.3. Customer Satisfaction

The era of unlimited competition in Korea, where customers' needs are growing day by day, has arrived. In response to rapid changes in the service environment, such as the importance of human services, each company is pursuing overall changes,

and customer satisfaction is also a trend (Kim, 2012).

Han and Kim (2015) said that customer satisfaction or dissatisfaction is an individual's state of mind, determined by personal criteria such as product evaluation or attitude in the consumer's mind.

Choi and Li (2016) said that customer satisfaction would be unsatisfactory if the performance of consumption did not meet the customer's expectations, that the customer would be satisfied if the expectations were met, and that the customer would be extremely satisfied if the expected levels were exceeded. The extent to which the expectations and benefits of the product are realized is called satisfaction and is said to be consistent with the actual benefits and the expected outcomes (Park et al., 2019). This customer satisfaction can be defined as a number of concepts, as it can be interpreted extensively depending on the form or perspective of measurement. If the result is focused, it is defined as the cognitive state of the consumer and the consumer determines that the cost or consideration has been appropriately or inappropriately compensated. Focusing on the purchasing process, it is defined that the consumption experience is assessed to have been at least better than expected (Chun & Park, 2018).

Customer satisfaction refers to evaluating the quality and satisfaction of service experienced by consumers. That is, customer satisfaction is defined as "meeting the customer's sense of accomplishment beyond what the customer expects." This customer satisfaction is assessed by subjective expectations, so even high quality services may or may not be satisfied by the customer's expectations.

2.4. Intention of Reuse

Reuse intention means that customers will be able to reuse the services they have already experienced in the future, and with the recent emergence of relationship marketing, re-use intent has become the most important factor in corporate management (Nam, 2015).

The satisfaction and dissatisfaction felt by passengers using aircraft will ultimately affect the passengers' intention to reuse them. If a satisfied passenger uses the airline again, the company will secure corporate profits as it will continue to generate profits without investment. Therefore, the intention of reuse by passengers can be of great help to business management, as the entity is more likely to lead new customers to fixed customers, thereby securing a long-term basis for demand.

A number of studies have already shown that customer satisfaction has a positive influence on reuse intentions, especially Kim (2017) has shown that satisfaction has a significant effect on resale intent through structural models, which also confirmed that positive attitudes lead to a positive effect on attitudes (Chang & Yeh, 2002). This prior study demonstrated that high quality relationships with customers and service providers lead to trust and satisfaction, which has a significant impact on reuse intentions.

3. Data and Research Methodology

3.1. Research Model and Hypothesis

In this study, the intention was to conduct an empirical analysis focusing on the impact of communication between the Korean crew of foreign airlines on the airline's customer satisfaction and intention to reuse.

The purpose of this study is not only to reveal the impact of international airline cabin crew's communication on customer satisfaction and reuse intentions, but also to demonstrate the structural relationship of international carrier Korean crew communication with variables including customer satisfaction and reuse. Therefore, the research model of this paper focused on presenting the relevance of various variables related to the communication and reuse intent of the Korean crew of the foreign airlines and the communication quality of the Korean crew of the foreign carrier. Non-verbal communication components were classified as body language, spatial language, similar language, and body language. In addition, airline service quality was referenced to five dimensions of typeliness, reliability, responsiveness, reliability, reliability and empathy, and based on Kim (2012), human, physical and systematic services were adopted in three dimensions.

Independent variables of the research model are communications of the Korean crew of the foreign airline, divided into linguistic and non-verbal communication. Dependent variables were also based on airline service quality, customer satisfaction and reuse intent.

In this study, a research model was established based on discussions and empirical studies conducted in various fields to determine the causal relationship between the communication and the intention of re-use of Airline's service quality and customer satisfaction, and six hypotheses were established for the prior research and the causal relationship of the research

model. The research model established accordingly is shown in <Figure 1>.

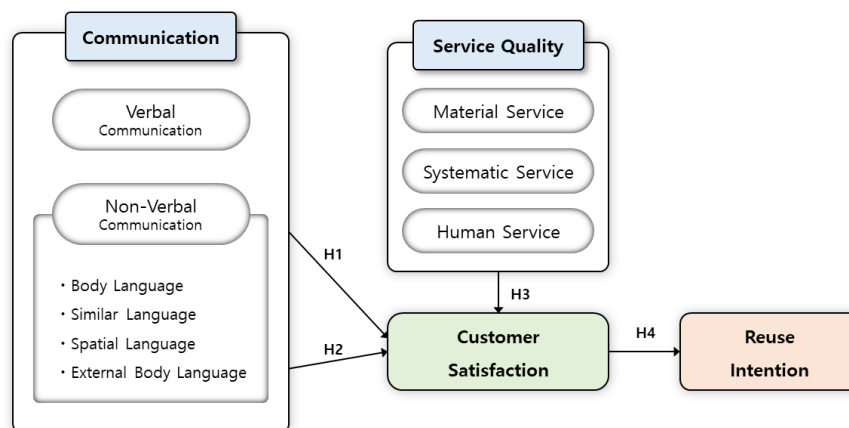


Figure1: Research Model

3.2. Research Hypothesis

Airline's service quality is a meaningful relationship that is should be based on the expectations of the service that passengers feel before and the fact that they are late after the flight. In addition, based on the actual assessment that passengers were perceived after flight, customer satisfaction, etc. will affect the intention of reuse. Passengers said they only recognize service quality when they are satisfied (Bitner, 1990), and it can be interpreted that service quality must be improved in order to increase customer satisfaction.

As the number of foreign airlines doing business in Korea increases, the boarding rate of Korean passengers on foreign airlines is rapidly increasing. At this point, the purpose of re-use of foreign airlines was studied by investigating the existence of the Korean crew and how they perceived the communication of the Korean crew and by finding out what factors in communication affect airline service quality and customer satisfaction. In addition, the following exploratory research hypotheses were derived, with the expectation that the communication capabilities and quality of airline service of the Korean crew working for foreign airlines would be used as the basis for domestic competitive verification, demand forecasting, and customer satisfaction improvement.

This study established a research model based on empirical studies in various fields to identify the determinant of communication between the Korean crew of an international airline, and to evaluate the relationship between airline's service quality, customer satisfaction and intend of reuse.

H1: The Korean crew's verbal communication will have a positive impact on customer satisfaction.

H2: The Korean crew's non-verbal communication will have a positive impact on customer satisfaction.

H2-1: The body language of the Korean crew will have a meaningful effect on customer satisfaction.

H2-2: The similar language of the Korean Crew will have a meaningful effect on customer satisfaction.

H2-3: The spatial language of the Korean crew will have a meaningful effect on customer satisfaction.

H2-4: The external body language of the Korean crew will have a meaningful effect on customer satisfaction.

H3: The Airline service quality will have a positive impact on customer satisfaction.

H3-1: The material services of Airline services will have a positive impact on customer satisfaction.

H3-2: The systematic services of Airline services will have a positive impact on customer satisfaction.

H3-2: The human services of Airline services will have a positive impact on customer satisfaction.

H4: The customer satisfaction with airline services will have a positive impact on reuse intention.

The collection of questionnaires for the demonstration in this study has collected 300 questionnaires for about a month in 2020 for Korean passengers who are know on the presence of Korean crew on board aircraft.

4. Results

4.1. The Demographic Characteristics of Sample

The gender distribution was similar to 162 males (54%) and 138 females (46%) and 86 females aged 41 to 50 (28.7%), 21 years old-81 people aged 30 or older (27%), 72 people aged 31 to 40, 45 people aged 51 to 60, and 16 people aged 61 or older (5.3%), followed by 158 office workers (52.7%), 42 businessmen (14 %), 36 civil servants (7.4%), 19 other public servants (7.4%), 13 housewives (4.3%), and 10 students (3.3%).

4.2. Structural Equation Model Analysis

In this study, the proposed model was analyzed for verification of the hypothesis and verified by estimating the path coefficient to verify the hypothesis. Verification of the hypothesis was conducted based on the final model and the conformity results of the study model were as <Figure 2>.

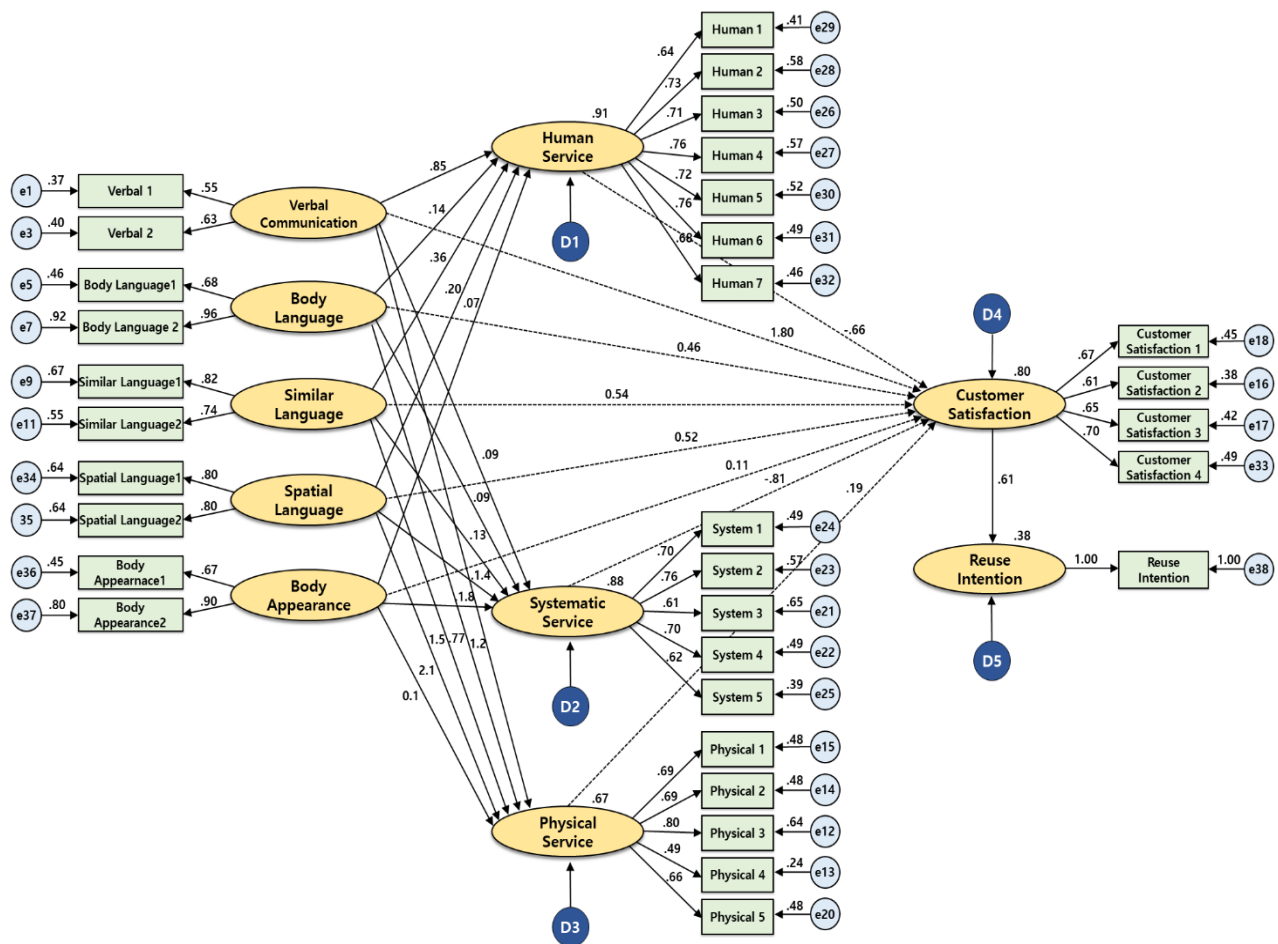


Figure 2: Structural Equation Model Analysis Results

The χ^2 value of the fit of the structural equation model is 1090.294 (df=442, p=.000) was shown to be statistically significant. It can be judged that the research model is not suitable by adopting the alternative hypothesis that 'the input covariance matrix differs from the estimated covariance matrix'. However, for χ^2 values, as noted in conducting a confirmed factor analysis, the model could also increase with increasing the number of samples, resulting in a lower fit of the model, so the analysis was performed by checking additional goodness-of-fit indices relative to the number of samples. Other fits for the structural equation model in this study, except for the χ^2 value, $\chi^2/df=2.524$, GFI=.884, RMR=.030, AGFI=.773, TLI=.914, NFI=.907, CFI=.947, RMSEA=.066. The GFI and AGFI values affected by sample size as 066 showed that the conformity indices of RMR, NFI, TLI, CFI and RMSEA, which were relatively free from the number of samples, were found to be suitable for the measurement model in this study.

4.3. Hypothesis Verification Analysis

<Table 1> shows the results of verifying the impact of the H1 Korean crew's verbal communication on customer satisfaction.

The impact of hypothesis one-lingual communication on customer satisfaction was shown at 1.788, and C.R.=1.971 (p=.049), indicating a significant impact. Thus, Hypothesis 1 'Korean crew's verbal communication will have a positive impact on customer satisfaction.'

Table 1: Relationship between Verbal Communication and Customer Satisfaction

H	Path		Std. Coefficient	S.E.	C.R.	p	
H1	Verbal Communication	→	Customer Satisfaction	1.788	.900	1.971	.049

$$\chi^2=1090.294(df=441, p=.000) / \chi^2/df=2.530, RMR=.030, NFI=.907, GFI=.884, AGFI=.773, TLI=.914, CFI=.947, RMSEA=.066$$

∴ p<.001, a. C.R.(Critical Ratio)

The results of the verification of the impact of non-verbal communication of the Korean crew, H2, on customer satisfaction are as shown in <Table 2> below.

Among the sub-factors of non-verbal communication with Hypothesis 2-1, the impact of body language on customer satisfaction was found at .456, C.R.=2.983 (p=.003) was shown to have a significant impact. Thus, Hypothesis 2-1 'The body language of the Korean crew will have a meaningful impact on customer satisfaction.'

Among the sub-factors of non-verbal communication with Hypothesis 2-2, the effect of similar languages on customer satisfaction was found to be .545 and C.R.=1.961 (p=.050), indicating a significant impact. Thus, Hypothesis 2-2 'Korean crew's similar language will have a positive impact on customer satisfaction.'

Among the sub-factors of non-verbal communication with hypothesis 2-3, the impact of spatial language on customer satisfaction was found to be 5.517, and C.R.=2.457 (p=.014), which had a significant impact. Thus, Hypothesis 2-3 'Korean crew's spatial language will have a positive impact on customer satisfaction.'

Among the sub-factors of non-verbal communication with hypothesis 2-4, the effect of physical appearance on customer satisfaction was shown in 1.113, C.R.=.805 (p=.421) was found to have no significant effect. Thus, Hypothesis 2-4 'The physical appearance of the Korean crew will have a meaningful effect on customer satisfaction' was rejected.

Table 2: Relationship between Non-Verbal Communication and Customer Satisfaction

H	Path		Std. Coefficient	S.E.	C.R.	p	
H2-1	Body Language	→	Customer Satisfaction	.456	.093	2.983	.003

H2-2	Similar Language			.545	.224	1.961	.050
H2-3	Spatial Language			.517	.162	2.457	.014
H2-4	Physical Language			.113	.093	.805	.421

$\chi^2=1090.294(df=441, p=.000) / \chi^2/df=2.530, RMR=.030, NFI=.907, TLI=.914, GFI=.884, AGFI=.773, CFI=.947, RMSEA=.066$

∴ p<.001, a. C.R.(Critical Ratio)

The results of the verification on the effect of quality of service on customer satisfaction of airlines with H3 are shown in <Table 3>.

Among the sub-factors of quality of service, hypothesis 3-1 was found to have an impact on customer satisfaction of .195 and C.R.=1.323 (p=.186), indicating no significant impact. Thus, it was rejected that Hypothesis 3-1 'The material services of Airline's services will have a positive impact on customer satisfaction'.

Among the sub-factors of quality of service that are hypothesized 3-2, the impact of systematic services on customer satisfaction was found to be .508, and C.R.=1.764 (p=.078), indicating no significant impact. Thus, it was rejected that Hypothesis 3-2 'Systematic Services of Airline Services will have a positive impact on customer satisfaction'.

Among the sub-factors of quality of service that are hypothesized 3-3, the impact of human services on customer satisfaction was shown at 1.655, and C.R.=2.463 (p=.014), indicating a significant impact. Thus, Hypothesis 3-3 'Human Services of Airline Services will have a positive impact on customer satisfaction'.

Table 3: Relationship between Service Quality and Customer Satisfaction

H	Path			Std. Coefficient	S.E.	C.R.	p
H3-1	Material Service	→	Customer Satisfaction	.195	.116	1.323	.186
H3-2	Systematic Service			.508	.315	1.764	.078
H3-3	Human Service			.655	.625	2.463	.014

$\chi^2=1090.294(df=441, p=.000) / \chi^2/df=2.530, RMR=.030, NFI=.907, TLI=.914, , GFI=.884, AGFI=.773, CFI=.947, RMSEA=.066$

∴ p<.001, a. C.R.(Critical Ratio)

The results of the verification on the effect of customer satisfaction with the quality of the H4 airline service on the intention of reuse are as shown in <Table 4>.

The effect of customer satisfaction, hypothesis 4, on reuse intent was shown at 6.614, and C.R.=9.516 (p=.000). It was shown to have a meaningful impact. Thus, Hypothesis 3 'Korean crew's verbal communication will have a positive impact on customer satisfaction.'

Table 4: Relationship between Customer Satisfaction and Reuse Intention

H	Path			Std. Coefficient	S.E.	C.R.	p
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H4	Customer Satisfaction	→	Reuse Intention	.614	.106	9.516	***
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$$\chi^2=1090.294(df=441, p=.000) / \chi^2/df=2.530, RMR=.030, NFI=.907, TLI=.914, GFI=.884, AGFI=.773, CFI=.947, RMSEA=.066$$

∴ p<.001, a. C.R.(Critical Ratio)

5. Conclusions

In this study, we studied the impact of communication between Korean crews working for foreign airlines on the quality of airline service, customer satisfaction and reuse of Korean passengers using overseas airline rules.

First, it has been shown that the Korean crew's verbal communication has a significant impact on customer satisfaction. The Korean crew's use of the native language can reduce the cultural stress of having to contact new languages and cultural practices when it comes to the new culture of airlines of foreign nationality for customers on board foreign airlines. In addition, Korean passengers can feel convenient because they can use Korean language such as communication with the Korean crew, in-flight broadcasting, and problem solving, which has a positive impact on customer satisfaction, which has a significant impact. To carry out the role of crew members who must face passengers for long periods of time on board, the importance of verbal communication can be recognized and trained, thereby providing an opportunity to increase customer satisfaction with Airline.

Second, the higher the non-verbal communication ability of the Korean crew, the more significant the impact on customer satisfaction. Among the quality of non-verbal communication, body language, similar language, and spatial language have been shown to have positive effects on customer satisfaction.

On the other hand, physical language does not affect customer satisfaction. This means that three other factors, except for the external appearance of cabin crew members, have more important effects on customer satisfaction, and that interacting with nonverbal signals through facial expressions, gestures, nods, and smiles is important for customer satisfaction. In addition, similar languages such as pronunciation, speed of speech, size of voice, tone, and ringing make passengers feel trustworthy and likeable.

It can be said that maintaining a close spatial distance from the crew in the course of service or communication has a positive impact on customer satisfaction by being perceived as an intent to create interest and intimacy for passengers to perform well on the service. Therefore, when talking to a flight attendant, the expression, speech, and attitude of the flight attendant have a significant impact on customer satisfaction, and if the training is strengthened and activated on this part, it will help improve customer satisfaction.

Third, human services, systematic services and material services, which are factors of airline service quality, have a significant impact on customer satisfaction, although system services and material services have been shown to have no effect on customer satisfaction. This can be seen as a positive influence on the human services of the airline used, i.e. the presence of the Korean crew. The Korean crew's use of the mother tongue, eye contact and comfortable smile form a sense of kindness, comfort, and trust to customers, and the higher the quality of human services, the higher the customer satisfaction.

Fourth, the analysis of customer satisfaction and reuse intentions of Korean passengers using foreign airlines showed a positive impact.

As such, the study analyzed the relationship between the communication ability, customer satisfaction, and reuse of the Korean flight attendants of foreign airlines, which were not covered by various studies, as the number of Korean crew members working for foreign airlines is relatively small.

An empirical analysis of the relationship between quality of airline service, customer satisfaction, and intention of re-use can suggest the following implications based on the language and non-verbal communication capabilities of the Korean crew working for foreign airlines:

First, it is important to recognize that the language communication capabilities of the Korean crew of the foreign airline have a positive impact on airline service quality and customer satisfaction, and to strengthen language communication skills such as continuous language education and other culture education for the airline concerned. Overseas airline crews will need

cultural awareness of the routes they fly on, and language training should be conducted for general communication in their respective flight countries. In addition, the Korean crew should also work for overseas airlines and consider communication with their citizens as important and expand their overall foreign language education and communication skills to have a positive impact on not only Korean passengers but also their own citizens.

In fact, there may be limitations to the foreign flight attendants working for the headquarters, or the foreign language proficiency of the Korean and local flight attendants, but this can be seen as an important factor for many customers who are afraid to use the airline and opt for a native-speaking airline rather than a relatively inexpensive one. By strengthening language communication strategically, marketing strategically will provide high satisfaction to customers.

Second, Korean passengers using foreign airlines feel cultural differences all over their bodies and are easily exposed to cultural adaptation stress. By using foreign airlines, passengers lack awareness and understanding of different cultures, so they can feel alienation and rejection through unintended glances, gestures, and gestures through incorrect nonverbal communication. Therefore, various education should be strengthened to have an understanding and interest in different cultures, and the use of body language and spatial language should provide the right communication skills, recognize the spatial distance between flight attendants and passengers, and have a basic posture to properly use different gestures from country to country.

Third, the Korean crew's physical language does not affect airline service quality and customer satisfaction. This can lead passengers to analyze the language skills and body language of the cabin crew, which were used to communicate, rather than the external appearance or body type of the cabin crew, in the difference between the performance of the service and the actual service.

Therefore, foreign airlines should focus on efforts to strengthen the language and communication skills of cabin crews, which should be considered as a more important factor in hiring Korean flight attendants as well as the external appearance of applicants.

Fourth, a stable deployment of aviation state-of-the-art systems and service bases is required to improve the satisfaction of airline service quality. For foreign airlines, airline service facilities have been undervalued compared to domestic airlines. Despite suggestions that various convenience services, accurate and rapid baggage and flight departures and delays on the airline's side, as well as on-board entertainment and events, should be prevented and improved by setting specific standards for airline service quality through state-of-the-art aviation facilities, this will create airline loyalty and reuse. Since the survey targets only Korean passengers who recognize the existence of the Korean crew, there is a limit to recognizing it as a general matter. Therefore, there should be more diverse targets for surveys of service quality and communication capabilities of cabin crews in other countries, including Vietnamese, Filipino, and other U.S., Australian, and Canadian airlines.

Third, if the survey is conducted by securing passengers from various nationalities using foreign airlines, it will emphasize the diversity of communication and cultural differences depending on nationality and provide a more accurate comparative analysis of customer satisfaction. Passengers using foreign airlines are expanding not only to China and Japan, but also to the West, Southeast Asia, farther Europe and the United States, which will be interesting to study comparing the differences in communication capabilities and specificity of foreign flight attendants. It will also be able to compare and analyze the capabilities of foreign crews and the special services of only foreign airlines to suggest ways to improve service quality through airlines with excellent airline evaluation results. To this end, continuous interest in the existence of foreign airlines, positive image enhancement, and research on how to attract customers who can be selected with confidence should be conducted actively.

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