Customer Complaints and Their Types in Airline Industry: A Descriptive Exploration of Service Failures in Airline Services

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Abstract: The aviation industry has moved towards liberalization in the ownership of national carriers, capacity sharing, price controls and market access, leading to greater competition among airlines (Khan, Rajdutt, & Bansal, 2009).

All air carriers recognize that customer satisfaction and the perception of quality is important to the consumer who has a choice of air carriers, with multiple carriers providing the same basic service of transportation (Headley & Bowen, 1997). However, there is also reduction in the average quality of service provided to the customer (Khan, Rajdutt, & Bansal, 2009).

The first law of quality is to do it right for the first time (Lovelock, Patterson, & Walker, 2001) but despite of efforts things do go wrong. The fact that services happen in the interaction between individuals and that the customer often participates in the production process, leads to special quality management problems (Edvardsson, 1992), consequently in the delivery of service, mistakes and failures are inevitable (Johnson, & Michel, 2008).

A customer oriented complaint management seems to be an antecedent of acceptable service quality. Interviews with business passengers and the airlines complaints department indicate that complaints procedures are often felt to be complicated and time consuming by passengers (Edvardsson, 1992.)

Hence, this research has the following objectives:

- To make the inventory of common complaints in airline industry,
- Classification of complaints according to the typology of complaints,
- To find the perceived severity and controllability of the complaint situation as perceived by airline passengers,
- To relate the typology of complaints to the characteristic of complaint situation.

The design of this research included two stages. In first stage, the methodology was in-depth exploratory interviews with officials of eight airlines. In the second stage, an instrument was developed to classify the complaint situation based on perceived severity and controllability. These were linked to typology of complaints.

The findings have managerial implications of providing appropriate redress to complaints and can better the customer retentions rates.

Keywords: Complaint in Airlines, Severity and controllability, Process and outcome failure.

1. INTRODUCTION

The aviation industry has moved towards liberalization in the ownership of national carriers, capacity sharing, price controls and market access, leading to greater competition among airlines (Khan, Rajdutt, & Bansal, 2009).
All air Carriers recognize that customer satisfaction and the perception of quality is important to the consumer who has a choice of Air Carriers, with multiple carriers providing the same basic service of transportation (Headley, & Bowen, 1997).

However, there is also reduction in the average quality of service provided to the customers (Khan, Rajdutt, & Bansal, 2009). The first law of quality is to do it right for the first time (Lovelock, Patterson, & Walker, 2001) but despite of efforts things do go wrong. The fact that services happen in the interaction between individuals and that the customer often participates in the production process, leads to special quality management problems (Edvardsson, 1992). Consequently in the delivery of service, mistakes and failures are inevitable (Johnson, & Michel, 2008) although many firms may aspire to offer zero defect service, the possibility of service failures cannot be wholly eliminated because of variety of factors that may impact on the delivery process (Schoefer, & Ennew, 2005).

The conditions prevailing in developed countries may be different from the prevailing conditions in Asian countries, more particularly in India. Hence, this research is an attempt to propose a typology of airline failures based on the categorization of failure type into outcome failures and process failures as classified by (Smith, Bolton, & Wagner, 1999), and internal and external service failures by (Chan, & Wan, 2008) and link to the characteristics of complaints.

2. LITERATURE REVIEW

2.1. Service Failure

A service failure is defined, as service performance that falls below the customers’ expectations (Lai, 2007). Services fail, and fail often due to the unique nature of services; failure is both more common than goods failure and inevitable (McCollough, 2009). Service failure occurs when a service is not delivered as expected (Bitner, Booms, & Tetreault, 1990).

2.2. Service Recovery

According to (Johnston, 1995), ‘recovery is a developed term in the service literature which is concerned with managing an organizations’ response to service failure when they occur and he further defines recovery (complaint handling) as to ‘seek out and deal with service failures’. Service recovery involves those actions designed to resolve problems after negative activities of dissatisfied customers and to ultimately retain those customers.

2.3. Complaints

A complaint from a consumer is an overt manifestation of dissatisfaction (Resnik, & Hermon, 1983). A complaint has been defined as an action taken by an individual, which involves communicating something negative regarding a product or service to either the firm manufacturing or marketing the product or service or to some third party entity (Jacoby, & Jaccard, 1981).

Complaint handling refers to the strategies firms use to resolve and learn from service failures in order to (re) establish the organization’s reliability in the eyes of the customer (Tax, Brown, & Chandrashekaran, 1998).

2.4. Relevant Literature from Airlines

(Boshoff, 1999), identified the following complaint categories in airlines- ticket/ fare complaints. Lounges, airport (check-in, cabin luggage, excess baggage), airport (downgrading and denied boarding), flight operations (cancellation, delay, staff behaviour), inflight (catering, newspapers), inflight (seat, comfort) and baggage (damage, delay, lost).

Airline services are known to be most elaborate in terms of service. There are many breakdowns of service in airlines industry. They can be divided into four main areas, which are passenger services, baggage or cargo services, engineering services and catering services (Gilbert, & Wong, 2003).

According to (Feng, & Jeng, 2005), in general, from a passenger’s perspective, the service items of airline include- flight frequency, flight safety, cabin food and beverages, seating and flight on schedule. Any inadequacy of this will amount to service failure.

(Kim, & Lee, 2009), stated the following common complaints in the airlines, namely, punctuality and convenient flight scheduling, food quality and fulfillment of special meal requests- (such as vegetarian, kosher, or a children’s meal), delivery and receipt of baggage at the flight destination and cabin and check-in services.
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(De Jager, & Bin Laden, 2012), classify airline failures as outcome failures and process failures. Outcome failures are failures related to flight services e.g., flight schedules, boarding facilities etc. Process failures are failures in non-flight related services e.g., safety and security, departure rooms, trolleys, porter services and other auxiliary services like bank facilities, pharmacies etc.

2.5. Characteristics of Failure Situations

2.5.1. Severity

Service failure severity refers to a customers’ perceived intensity of a service failure. The more severe, the service failure, the greater the customers loss (Lai, 2007). Severity of service failure can be determined by the magnitude of loss, damage or inconvenience caused by service failure (Blodgett, Granbois, & Walters, 1993).

2.5.2. Controllability

According to (Anderson, Davis, & Widener, 2005), Controllability refers to the customers’ perception of which party has control over the cause and/or the outcome. The customer considers whether the effect of the incident is within the control of the service provider and whether the service provider could have taken actions to mitigate the effect of the initial incident. Controllability also refers to whether the consumer perceives that the seller could have prevented the problem or whether it was accidental (Blodgett, 1994).

2.5.3. Literature on Typology of Complaints

The service marketing literature also recognizes two types of service encounter failures, outcome and process (Keaveney, 1995). According to (Smith, Bolton, & Wagner, 1999), in an outcome failure, the organization does not fulfill the basic service need or perform the core service (e.g.; a reserved hotel room is unavailable because of overbooking), whereas in process failures, the delivery of the core service is flawed or deficient in some way (e.g.; a hotel desk clerk treats the customer rudely.

Besides the locus of causality (Attribution Theory) refers to the familiar location of a cause internal or external to the firm or person (Donoghue, & De Klerk, 2006). Hence, service failure may be attributed internally, to the service provider or firm or externally to some uncontrollable situational factors. Customers are more dissatisfied if they attribute more responsibility to the service provider/firm (Chan, & Wan, 2008).

The above literature review showed the following observations:

- The classification of complaints in airline industry lacks comprehensiveness.
- The typology has not been linked to complaint characteristics.

3. Objectives of the Research

The research has the following objectives:

- To make the inventory of common complaints in airline industry,
- Classification of complaints according to the typology of complaints,
- To find the perceived severity and controllability of the complaint situation as perceived by airline passengers,
- To relate the typology of complaints to the characteristic of complaint situation.

This research attempts to enlist the different types of situations in the first stage of research. Further it proposes to link typology of complaints based on the categorization of complaints made in (a) (Smith, Bolton, & Wagner, 1999) into outcome and process failures, (b) internal and external failures made in (Chan, & Wan, 2008) with failure characteristics of controllability and severity.

Specifically it is posited that

H1a. Process failures are perceived as more controllable than outcome failures
H1b. Outcome failures are perceived as more severe than process failures.
H2a: Internal failures are perceived as more controllable than external failures.
H2b. External failures are perceived as more severe than internal failures.
4. RESEARCH METHODOLOGY

In the first level of this research, the methodology used was in-depth qualitative exploratory interviews with officials of all the airlines operating in the state of Goa in India, for collecting common complaints. An open ended questionnaire was administered (Appendix 1). Informal discussions, and complaints posted online were also used to find common complaints. The researcher then proposed the typology of airline complaints based on categorization of complaints into outcome failures and process failures reported by (smith, Bolton, & Wagner, 1999)and internal failures and external failures reported by( Chan & Wan, 2008).

In the second stage, quantitative testing of the hypotheses was proposed. Service failures (total 47) gathered from exploratory field study, discussions with the passengers who travelled by air, perusal of complaints registered online and complaints from extant literature review were used in the first instrument *(questionnaire-1) - Appendix-II*, to determine the severity and controllability, as perceived by customers.

5. SAMPLE SELECTED

In the first stage, all the Airlines (eight) operating in the state of Goa in India were covered. Questionnaire was administered to 313 respondents to classify the common complaints based on severity and controllability. (Appendix 2).

The situations of complaints were classified on the basis of controllability and severity based on passenger responses.

6. FINDINGS

6.1. The Service Failures Were Classified Under Thirteen Major Heads as Follows

- Delayed Flights- Leading to missing of an event
- Delayed Flights-Not leading to missing of an event
- Cancelled Flights- Leading to missing of an even
- Cancelled Flights- Not leading to missing of an even
- Baggage related problems
- Communication with flight crew/staff behavior
- Meals on Board
- Entertainment on Board
- Flight fare
- Airport Lounges
- Check in Process
- Denied Boarding
- In-flight Seats

6.2. Typology of Complaints

The failure situations were categorized into (a) outcome failures and process failures and (b) internal failures and external failures by the researcher. To affirm the categorization the failure situations were presented to two fellow researchers who independently categorized the complaints into process and outcome failures and internal and external failures. In case of difference in categorization, the opinion of the fellow researcher prevailed. The % of agreement was 98%.

6.2.1. Based on Outcome Failures and Process Failures

**Outcome Failures:**
- Delayed flight due to non-availability of flight crew that caused you to miss an important meeting/event.
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- Cancelled flight due to weather conditions that caused you to miss an important meeting/event.
- You reach late at the check-in counter and hence denied boarding.
- Delayed flight due to technical/mechanical fault that did not cause you to miss an important meeting/event.
- Delayed flight due to technical/mechanical fault that caused you to miss an important meeting/event.
- Cancelled flight due to technical/mechanical fault that caused you to miss an important meeting/event.
- Delayed flight due to weather conditions that did not cause you to miss an important meeting/event.
- Cancelled flight due to non-availability of flight crew that did not cause you to miss an important meeting/event.
- Cancelled flight due to technical/mechanical fault that did not cause you to miss an important meeting/event.
- Cancelled flight due to weather conditions that did not cause you to miss an important meeting/event.
- You are involuntarily bumped from your flight due to over booking.
- Non-refund of your fare-money on unused/lost tickets.
- Due to incorrect reservation and ticketing of the airline you are denied boarding.
- Delayed flight due to non-availability of flight crew that did not cause you to miss an important meeting/event.
- On arrival at the destination, you find your baggage lost or missing.
- You find no attendant at the check-in counter.
- Delayed flight due to weather conditions that caused you to miss an important meeting/event.
- Cancelled flight due to unavailability of flight crew that caused you to miss an important meeting/event.

**Process Failures:**

- Your carryon bags were not given stamped security tags and hence you are denied boarding.
- On arrival at the destination, you find your baggage delayed, that did not cause you to miss an important meeting/event.
- You find the airport lounges and washrooms busy and crowded.
- No in-flight entertainment system.
- Inadequate meals/beverages provided at a very high cost.
- You lost time in long waits due to big queues at immigration/passport control counter.
- You experience discomfort due to improper and uncomfortable seating arrangement in the lounge.
- You are baffled by unclear and loud announcement by flight attendants.
- Delay in refund of your fare money on cancellation of ticket.
- Reading material, games, and music of your choice not provided on board.
- You find the behaviour of airline staff unpleasant.
- You are charged high cancellation and reschedule charges.
- You lost time in long waits due to big queues at check-in/security counter.
- Scheduled meal and beverage not provided to you.
- Failure of in-flight entertainment system.
- You are provided with a tiny seat with a divider between seats on board.
- Overcharged you for extra checked-in bag.
- On arrival at the destination, you find your baggage damaged.
- You find the airport lounges filthy and dirty.
- You find that seat recline back facility is not functional on board.
- You are abused by an airline staff.
- Flight crew being rude and unhelpful to you.
- Meals / beverages provided to you at extra cost.
- You find that lounges lack facilities like shops, cafeterias and food outlets causing inconvenience to you.
- Requested in-flight entertainment programme not played for you.
- On arrival at the destination, you find your baggage delayed, that caused you to miss an important meeting/event.
- You find your seat straight with very little legroom on board.
- You find unreasonable increase in fare rate due to high demand.
- Substandard meal/beverage provided to you.

6.2.2. Based on Internal and External Failures: (Chan And Wan, 2008)

**Internal Failures:**
- Your carryon bags were not given stamped security tags and hence you are denied boarding.
- On arrival at the destination, you find your baggage delayed, that did not cause you to miss an important meeting / event.
- Delayed flight due to non-availability of flight crew that caused you to miss an important meeting / event.
- No in-flight entertainment system.
- Delayed Flight due to technical/ mechanical fault that did not cause you to miss an important meeting/ event.
- Inadequate meals / beverages provided at a very high cost.
- Delayed flight due to technical / mechanical fault that caused you to miss an important meeting / event.
- Cancelled flight due to technical / mechanical fault that caused you to miss an important meeting / event.
- You are baffled by unclear and loud announcement by flight attendants.
- Delay in refund of your fare money on cancellation of ticket.
- Reading material, games, and music of your choice not provided on board.
- You find the behaviour of airline staff unpleasant.
- Cancelled flight due to non-availability of flight crew that did not cause you to miss an important meeting / event.
- You are charged high cancellation and reschedule charges.
- Cancelled flight due to technical / mechanical fault that did not cause you to miss an important meeting / event.
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- Scheduled meal and beverage not provided to you.
- You are involuntarily bumped from your flight due to over booking.
- Failure of in-flight entertainment system.
- Non-refund of your fare money on unused /lost tickets.
- You are provided with a tiny seat with a divider between seats on board.
- Overcharged you for extra checked-in bag.
- Due to incorrect reservation and ticketing of the airline you are denied boarding.
- On arrival at the destination, you find your baggage damaged.
- Delayed flight due to non-availability of flight crew that did not cause you to miss an important meeting/event.
- On arrival at the destination, you find your baggage lost or missing.
- You find that seat recline back facility is not functional on board.
- You are abused by an airline staff.
- Flight crew being rude and unhelpful to you.
- You find no attendant at the check-in counter.
- Meals / beverages provided to you at extra cost.
- Requested in-flight entertainment programme not played for you.
- On arrival at the destination, you find your baggage delayed, that caused you to miss an important meeting/event.
- You find your seat straight with very little legroom on board.
- Cancelled flight due to unavailability of flight crew that caused you to miss an important meeting/event.
- Substandard meal / beverage provided to you.

**External Failures:**

- You find the airport lounges and washrooms busy and crowded.
- Cancelled flight due to weather conditions that caused you to miss an important meeting/event.
- You reach late at the check-in counter and hence denied boarding.
- You lost time in long waits due to big queues at immigration/ passport control counter.
- You experience discomfort due to Improper and uncomfortable seating arrangement in the lounge.
- Delayed flight due to weather conditions that did not cause you to miss an important meeting/event.
- You lost time in long waits due to big queues at check-in/security counter.
- Cancelled flight due to weather conditions that did not cause you to miss an important meeting/event.
- You find the airport lounges filthy and dirty.
- Delayed flight due to weather conditions that caused you to miss an important meeting/event.
- You find that lounges lack facilities like shops, cafeterias and food outlets causing inconvenience to you.
- You find unreasonable increase in fare rate due to high demand.
6.3. Severity and Controllability of Service Failure

Questionnaire 1 was administered to respondents to classify the complaints based on severity and controllability. The respondents were intercepted at the Dabolim airport at arrival and departures. Total questionnaires distributed were 330 total collected were 321 out of which usable Questionnaires were 313.

6.3.1. Demographics of Respondents

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Details</th>
<th>Numbers</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>21-29</td>
<td>124</td>
<td>40%</td>
</tr>
<tr>
<td></td>
<td>30-49</td>
<td>131</td>
<td>42%</td>
</tr>
<tr>
<td></td>
<td>50 Plus</td>
<td>58</td>
<td>19%</td>
</tr>
<tr>
<td>Gender</td>
<td>Male</td>
<td>186</td>
<td>59%</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>127</td>
<td>41%</td>
</tr>
<tr>
<td>Qualification</td>
<td>Graduation or Below</td>
<td>106</td>
<td>34%</td>
</tr>
<tr>
<td></td>
<td>Post-Graduation</td>
<td>138</td>
<td>44%</td>
</tr>
<tr>
<td></td>
<td>Professional</td>
<td>69</td>
<td>22%</td>
</tr>
<tr>
<td>Type of Airline Passengers</td>
<td>International</td>
<td>127</td>
<td>39%</td>
</tr>
<tr>
<td></td>
<td>NRI</td>
<td>27</td>
<td>8%</td>
</tr>
<tr>
<td></td>
<td>Domestic</td>
<td>179</td>
<td>55%</td>
</tr>
<tr>
<td></td>
<td>Business</td>
<td>39</td>
<td>12%</td>
</tr>
<tr>
<td></td>
<td>Leisure</td>
<td>68</td>
<td>21%</td>
</tr>
<tr>
<td>Flying Frequency</td>
<td>Frequent Flyer</td>
<td>57</td>
<td>18%</td>
</tr>
<tr>
<td></td>
<td>Less Frequent Flyer</td>
<td>256</td>
<td>82%</td>
</tr>
<tr>
<td>Annual Income</td>
<td>5 Lakhs &amp; less</td>
<td>122</td>
<td>39%</td>
</tr>
<tr>
<td></td>
<td>5-10 lakhs</td>
<td>89</td>
<td>28%</td>
</tr>
<tr>
<td></td>
<td>10-20 lakhs</td>
<td>62</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td>above 20 lakhs</td>
<td>40</td>
<td>13%</td>
</tr>
<tr>
<td>Flight length (no of flying hrs)</td>
<td>Short haul less than 3 hrs.</td>
<td>154</td>
<td>46%</td>
</tr>
<tr>
<td></td>
<td>Mid haul more than3 hrs.less than 7 hrs.</td>
<td>101</td>
<td>30%</td>
</tr>
<tr>
<td></td>
<td>Long haul more than 7 hrs.</td>
<td>77</td>
<td>23%</td>
</tr>
<tr>
<td>Travelled</td>
<td>Travelled in Group</td>
<td>95</td>
<td>30%</td>
</tr>
<tr>
<td></td>
<td>Travelled Individually</td>
<td>176</td>
<td>56%</td>
</tr>
<tr>
<td></td>
<td>Both</td>
<td>42</td>
<td>13%</td>
</tr>
</tbody>
</table>

6.3.2. Analysis of Complaints Based on Severity and Controllability

Table 1. Classification of complaints based on severity of service failures

<table>
<thead>
<tr>
<th>Severity</th>
<th>Severe</th>
<th>Not severe</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>62%</td>
<td>38%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table-1: Shows that (62%) of failure situations are severe and (38%) are not severe out of 47 failure situations as perceived by the passengers, which implies that more service failures are perceived as severe by the passengers.

Table 2. Classification of complaints based on controllability of service failures

<table>
<thead>
<tr>
<th>Controllability</th>
<th>Controllable</th>
<th>Not Controllable</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>91%</td>
<td>9%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table-2: Shows (91%) of failure situations are controllable and (9%) are not controllable out of 47 failure situations as perceived by the passengers, which indicates that more service failures are considered as controllable as compared to not controllable, by the airline passengers.
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Table 3. Controllability of service failure based on outcome failure and process failures

<table>
<thead>
<tr>
<th></th>
<th>Controllable</th>
<th>Not controllable</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome Failures</td>
<td>14</td>
<td>4</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>77%</td>
<td>23%</td>
<td>100%</td>
</tr>
<tr>
<td>Process Failures</td>
<td>29</td>
<td>-</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td>100%</td>
<td>0%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 3: Indicates that (77%) failure situations are controllable and (23%) are not controllable out of total 18 outcome failure situations as perceived by the passengers. Whereas all (100%) failure situations are controllable out of total 29 process failure situations as perceived by the passengers.

Table 4. Severity of service failure based on outcome failure and process failures

<table>
<thead>
<tr>
<th></th>
<th>Severe</th>
<th>Not Severe</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome Failures</td>
<td>12</td>
<td>6</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>67%</td>
<td>33%</td>
<td>100%</td>
</tr>
<tr>
<td>Process Failures</td>
<td>17</td>
<td>12</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td>59%</td>
<td>41%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 4: Indicates that (67%) of outcome failure situations are severe and (33%) are not severe out of total 18 outcome failure situations as perceived by the passengers. Whereas (59%) failure situations are severe and (41%) are not severe out of total 29 process failure situations as perceived by the passengers.

Hence under the characteristics of severity and controllability, outcome failures are considered as more severe as well as controllable. In case of process failures naturally all the failure situations were considered as controllable. The difference between severe and not severe was less than that of outcome failures.

Table 5. Controllability of service failure based on Internal Failures and External Failures

<table>
<thead>
<tr>
<th></th>
<th>Controllable</th>
<th>Not controllable</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Failures</td>
<td>35</td>
<td>-</td>
<td>35</td>
</tr>
<tr>
<td></td>
<td>100%</td>
<td></td>
<td>100%</td>
</tr>
<tr>
<td>External Failures</td>
<td>8</td>
<td>4</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>67%</td>
<td>33%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 5: Indicates that (100%) failure situations are controllable out of total 35 internal failure situations as perceived by the passengers. Whereas (67%) failure situations are controllable and (33%) are not controllable out of total 12 external failure situations as perceived by the passengers.

Table 6. Severity of service failure based on Internal Failures and External Failures

<table>
<thead>
<tr>
<th></th>
<th>Severe</th>
<th>Not Severe</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Failures</td>
<td>22</td>
<td>13</td>
<td>35</td>
</tr>
<tr>
<td></td>
<td>63%</td>
<td>37%</td>
<td>100%</td>
</tr>
<tr>
<td>External Failures</td>
<td>7</td>
<td>5</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>58%</td>
<td>42%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 6: Indicates that (63%) failure situations are severe and (37%) are not severe out of total 35 internal failure situations as perceived by the passengers. Whereas (58%) failure situations, are severe and (42%) are not severe out of total 12 external failure situations as perceived by the passengers.

Hence under the characteristics of severity and controllability, internal failures are considered as more severe and naturally all the situations were considered controllable. In case of external failures, they were considered as severe as well as controllable. The difference between severe and not severe was less than that of internal failures.

6.4. Hypothesis Testing

Hypothesis 1a: Findings of table-03 indicates that 100% of the process failures are controllable. Whereas only 77% of the outcome failures are controllable and 23% are not controllable. This indicates that the process failures are more controllable by the service firm than the outcome failures. Thus hypothesis 1a is supported.
Hypothesis 1b: Findings of table-04 indicates that 67% of the outcome failures are severe, and 33% are not severe. Whereas only 59% of the process failures are severe and 41% are not severe. This indicates that the outcome failures are more severe than the process failures. Thus hypothesis 1b is supported.

Hypothesis 2a: Findings of table-05 indicates that 100% of the internal failures are controllable. Whereas only 67% of the external failures are controllable and 33% are not controllable. This indicates that the internal failures are more controllable by the service firm than the external failures. Thus hypothesis 2a is supported.

Hypothesis 2b: Findings of table-06 indicates that 58% of the external failures are considered severe, and 42% are not severe. Whereas 63% of the internal failures are severe and 37% are not severe. This indicates that the internal failures are perceived as more severe than the external failures. Thus hypothesis 2b is not supported.

Future Research Issues

In further research, the typology of complaints would be employed and tested over the characteristics of complaint situation in combined form namely outcome and process failures and internal and external failures, categorized as severe controllable, severe not controllable, not severe not controllable and not severe controllable failure situations.

The extant research in service recovery indicates that experimental design based on written scenarios, has been extensively used by researchers in service recovery research, and has been established as a valid research methodology, for investigating service failure and recovery. The use of scenarios allows difficult manipulations to be more easily operationalized, provides high degree of control, avoids expense, and ethical issues involved with creating an actual service failure situation (McCollough, 2009).

Hence, in the second stage of research, experimental design based on written scenarios would be employed to test the hypothesis proposed in the first level and arrive at conclusions.

REFERENCES


Customer Complaints and Their Types in Airline Industry: A Descriptive Exploration of Service Failures in Airline Services


**Appendix 1- Informal Interview**

Q.1. What is the name of the airline?

Q.2. Whether it operates in Domestic, International or Both sectors?

Q.3. When was it started?

Q.4. From Goa what are the various destinations?

Q.5. What are the different types of passengers who travel by your airline?

Q.6. Do the passengers complain?

Q.7. What are the different types of complaints?

Q.8. According to you what is the expectation of the complainant?

Q.9. What is the redressal you provide for various problems?
Appendix II – Questionnaire- 1

Dear Sir/Madam,

This questionnaire has the objective of investigating the magnitude of service failure in the context of airline industry. The failure is researched in terms of severity and controllability. Severity is measured as severe and not severe. Controllability (whether the problem could have been averted by the airline) is measured as controllable by the airline and not controllable.

Data will be used for academic purpose only and strict confidentiality about identity will be maintained.

Instructions to participants:

1. Please read the following airline complaints in column no.2.

2. Tick (√) any one characteristic of the complaint from column no. 3, similarly please tick (√) anyone characteristic of the complaint from column no. 4 that represents your opinion.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Type of Complaint</th>
<th>Severity</th>
<th>Controllability</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Type of Complaint</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Your carryon bags were not given stamped security tags and hence you are denied boarding.</td>
<td>Severe</td>
<td>Controllable</td>
</tr>
<tr>
<td>2</td>
<td>On arrival at the destination, you find your baggage delayed, that did not cause you to miss an important meeting/event.</td>
<td>Not Severe</td>
<td>Not Controllable</td>
</tr>
<tr>
<td>3</td>
<td>Delayed flight due to non-availability of flight crew that caused you to miss an important meeting/event.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>You find the airport lounges and washrooms busy and crowded.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>No in-flight entertainment system.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Cancelled flight due to weather conditions that caused you to miss an important meeting/event.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>You reach late at the check-in counter and hence denied boarding.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Delayed Flight due to technical/mechanical fault that did not cause you to miss an important meeting/event.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Inadequate meals/beverages provided at a very high cost.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Delayed flight due to technical/mechanical fault that caused you to miss an important meeting/event.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>You lost time in long waits due to big queues at immigration/passport control counter.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>You experience discomfort due to Improper and uncomfortable seating arrangement in the lounge.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Cancelled flight due to technical/mechanical fault that caused you to miss an important meeting/event.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>You are baffled by unclear and loud announcement by flight attendants.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Delay in refund of your fare money on cancellation of ticket.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Reading material, games, and music of your choice not provided on board.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Delayed flight due to weather conditions that did not cause you to miss an important meeting/event.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>You find the behavior of airline staff unpleasant.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Cancelled flight due to non-availability of flight crew that did not cause you to miss an important meeting/event.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>You are charged high cancellation and reschedule charges.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Customer Complaints and Their Types in Airline Industry: A Descriptive Exploration of Service Failures in Airline Services

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>21</td>
<td>Cancelled flight due to technical/mechanical fault that did not cause you to miss an important meeting/event.</td>
</tr>
<tr>
<td>22</td>
<td>You lost time in long waits due to big queues at check-in/security counter.</td>
</tr>
<tr>
<td>23</td>
<td>Scheduled meal and beverage not provided to you.</td>
</tr>
<tr>
<td>24</td>
<td>Cancelled flight due to weather conditions that did not cause you to miss an important meeting/event.</td>
</tr>
<tr>
<td>25</td>
<td>You are involuntarily bumped from your flight due to over booking.</td>
</tr>
<tr>
<td>26</td>
<td>Failure of in-flight entertainment system.</td>
</tr>
<tr>
<td>27</td>
<td>Non-refund of your fare money on unused/lost tickets.</td>
</tr>
<tr>
<td>28</td>
<td>You are provided with a tiny seat with a divider between seats on board.</td>
</tr>
<tr>
<td>29</td>
<td>Overcharged you for extra checked-in bag.</td>
</tr>
<tr>
<td>30</td>
<td>Due to incorrect reservation and ticketing of the airline you are denied boarding.</td>
</tr>
<tr>
<td>31</td>
<td>On arrival at the destination, you find your baggage damaged.</td>
</tr>
<tr>
<td>32</td>
<td>Delayed flight due to non-availability of flight crew that did not cause you to miss an important meeting/event.</td>
</tr>
<tr>
<td>33</td>
<td>You find the airport lounges filthy and dirty.</td>
</tr>
<tr>
<td>34</td>
<td>On arrival at the destination, you find your baggage lost or missing.</td>
</tr>
<tr>
<td>35</td>
<td>You find that seat recline back facility is not functional on board.</td>
</tr>
<tr>
<td>36</td>
<td>You are abused by an airline staff.</td>
</tr>
<tr>
<td>37</td>
<td>Flight crew being rude and unhelpful to you.</td>
</tr>
<tr>
<td>38</td>
<td>You find no attendant at the check-in counter.</td>
</tr>
<tr>
<td>39</td>
<td>Meals/beverages provided to you at extra cost.</td>
</tr>
<tr>
<td>40</td>
<td>Delayed flight due to weather conditions that caused you to miss an important meeting/event.</td>
</tr>
<tr>
<td>41</td>
<td>You find that lounges lack facilities like shops, cafeterias and food outlets causing inconvenience to you.</td>
</tr>
<tr>
<td>42</td>
<td>Requested in-flight entertainment program not played for you.</td>
</tr>
<tr>
<td>43</td>
<td>On arrival at the destination, you find your baggage delayed, that caused you to miss an important meeting/event.</td>
</tr>
<tr>
<td>44</td>
<td>You find your seat straight with very little legroom on board.</td>
</tr>
<tr>
<td>45</td>
<td>You find unreasonable increase in fare rate due to high demand.</td>
</tr>
<tr>
<td>46</td>
<td>Cancelled flight due to unavailability of flight crew that caused you to miss an important meeting/event.</td>
</tr>
<tr>
<td>47</td>
<td>Substandard meal/beverage provided to you.</td>
</tr>
</tbody>
</table>

Kindly furnish the following personal information: (Tick the appropriate Box wherever necessary)

1. Age: - 21 or less [ ]  22-29 [ ]  30-39 [ ]  40-49 [ ]  50-59 [ ]  60 plus [ ]
2. Male [ ] Female [ ]
3. Highest Qualification: Graduation or Below [ ] Post Graduation [ ] Professional [ ]
4. Type of Airline Passengers-

<table>
<thead>
<tr>
<th>International</th>
<th>NRI</th>
<th>Domestic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>Leisure</td>
<td></td>
</tr>
</tbody>
</table>

Frequent Flyers (*flown more than once in a month*) [ ] less frequent flyers [ ]

5. Annual Income:

<table>
<thead>
<tr>
<th>5 Lakhs &amp; less</th>
<th>5-10 lakhs</th>
<th>10-20 lakhs</th>
<th>above 20 lakhs</th>
</tr>
</thead>
</table>

6. Flight length (*no of flying hrs)*:

<table>
<thead>
<tr>
<th>Short haul (less than 3 hrs.)</th>
<th>Mid haul (more than 3 hrs. less than 7 hrs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long haul (more than 7 hrs.)</td>
<td></td>
</tr>
</tbody>
</table>

7. Travelled in Group [ ] Travelled Individually [ ]