

**EXPECTATIONS OF JUSTICE IN COMPLAINT  
REDRESSAL IN AIRLINE INDUSTRY**

**A Thesis Submitted to Goa University for the award of the degree  
of  
DOCTOR OF PHILOSOPHY**

**In  
MANAGEMENT**

**By  
FATIMA SOUSA**

**GOA UNIVERSITY,  
TALEIGAO- GOA 403206  
May 2015**

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**RESEARCH GUIDE**

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**GOA UNIVERSITY,**

**TALEIGAO- GOA, 403206**

May 2015

## *Dedication*

This thesis entitled, “Expectations of Justice in Complaint Redressal in Airline Industry,” is fondly dedicated to my parents, mother, Mrs. Maria Isabel Miranda e De Souza and father, Mr. Jose Francisco De Souza, who had inspired me in my every endeavor especially academic pursuits, during their lifetime. The inspiration is provided by them to complete my Ph.D. thesis.

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# *Declaration*

I, Sousa Fatima, do hereby declare that this dissertation entitled “*Expectations of Justice in Complaint Redressal in Airline Industry*” is a record of original research work done by me under the guidance of Dr. Purva G. Hegde Desai, Associate Professor, Department of Management Studies, Goa University. I also declare that this dissertation or any part thereof has not been submitted by me for the award of any Degree, Diploma, Title or Recognition before.

*Fatima sousa*

Place: Goa University

Date:11-05-2015

# *Certificate*

This is to certify that the Ph.D. thesis titled “*Expectations of Justice in Complaint Redressal in Airline Industry*” is an original work carried out by Ms. Fatima Sousa, under my guidance, at the Department of Management Studies, Goa University.

This dissertation or any part thereof has not formed the basis for the award of any Degree, Diploma, Title or Recognition before.

Dr. Purva G. Hegde Desai  
Research Guide

Place: Goa University

Date:11-05-2015

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*Ms. Fatima Sousa*

# **Expectations of Justice in Complaint Redressal in Airline Industry**

**By: Fatima Sousa**

**Research Guide: Dr. Purva G. Hegde Desai, Associate Professor, Department  
of Management studies, Goa University**

## **ABSTRACT**

The present study uses the 'Justice Theory' framework and links the combined effect of severity and controllability of service failure situations to the justice based recovery expectations of airline passengers. The consumer expectations are comprised of Distributive justice, Procedural justice, and Interactional justice needs as stated in the Justice Theory. The integrating effects of severity and controllability on the justice based recovery expectations are the key issues that this dissertation unfolds

### *Objectives of the study:*

The following are the objectives of the study:

- To make an inventory of common complaints in the airline industry.
- To find the severity and controllability of the complaint situations as perceived by airline passengers.
- To find the association between the typology of complaints as specified in the literature, namely, external and internal, process and outcome related and the characteristics of severity and controllability as perceived by the airline passengers.
- To identify the differences, if any, in expectation of justice across different situations according to their perceived severity and controllability.

- To identify the expectation of justice sought by different types of airline passengers within each situation and to find out the differences, if any, across different types of passengers.
- To identify the demographics of passengers leading to different justice perceptions.

The design of this research includes two stages, namely, qualitative and quantitative methodology to achieve the objectives of the research. In the first stage of this research, in-depth exploratory interviews with the officials of all the airlines operating in the state of Goa, India, were conducted to get acquainted with the industry specific issues. An enriched inventory of complaints was made and then complaints were classified as a prerequisite for testing descriptive hypotheses.

In the second stage of the research, all the hypotheses, namely, descriptive hypotheses, the hypotheses based on conceptual model and the hypotheses based on types of passengers were empirically tested.

The research used scenario method of study. The study sample consisted of airline passengers. The respondents were intercepted at airport. Besides, some questionnaires were posted to the respondents with a pre-paid self-addressed envelope. Those airline passengers who could not complete the questionnaire, due to time constraint at the airport were given the pre-paid self-addressed envelopes. Respondents were also sent e-mails and data was collected

### ***Results:***

This study proposed and tested a conceptual model based on literature review and



exploratory study. The conceptual model hypothesized that the justice based recovery expectations depend on the combined characteristics of severity and controllability of the failure situation.

This research further studied the justice based recovery expectation of different types of passenger as indicated (in the exploratory study) in different types of situations. The different demographics age, gender, educational qualification, income etc. were also studied.

The integrating effects of severity and controllability on the justice based recovery expectations are the key issues that this dissertation unfolds. The results of this study suggest that expectation of justice is significantly different across different types of failure situations. Specifically, the passengers in airline industry distinguish between three types of justice based on severity as well as controllability of the situations.

This study concludes that justice based recovery expectations in complaint redressal; depend on the combined effect of severity and controllability of the failure situations as perceived by the airline passengers. Further, differences are also noted among the types of passengers within each type of situation.

***Limitations of the study:***

Smith and Bolton, (2002), opined that, "scenario method, restricts the researchers ability to completely capture the attitude of the respondents. This study may be conducted following another methodology.

More statistical analysis is possible relating to typology of complaints and combined characteristics of the complaint situation. More demographic analysis is also possible within quadrants, which was not attempted due to constraints of time

The justice theory is linked to complaint characteristics as well as to the type of passengers in the airline industry. Specifically, it is affirmed that passengers in airline industry do distinguish between the three types of justice based on severity as well as controllability of the situations.

Within each type of situation, passengers do not differ in expectation as categorized based on purpose of travel. They differ on certain aspects with reference to categorizations based on residence and frequency of travel. In demographics, age and educational qualifications, income and distance travel were the variables showing differences in expectations within failure situations.

The result of this study has revealed the type of justice in complaint redressal expected by airline passengers in different failure situations.

***Managerial implications:***

Understanding of justice based recovery expectations of airline passengers will place the managers and all other stakeholders to respond to airline service failure situations according to the need and requirement of the passengers. The manner in which airlines react to service failures could stall the passengers switching to competitors and will help to maintain long term relationships.

***Key words:*** Complaints in Airlines, Severity and controllability of failure situations, Type of passengers in airline industry, Process and outcome failures, Expectations of Justice in Airline industry

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# *Abbreviations*

ANOVA	Analysis of variance
CVI	Content Validity Index
I-CVI	Item- Content Validity Index
S-CVI/UA	Scale- Content Validity Index/ Universal Agreement
S-CVI/Avg	Scale- Content Validity Index/ Average
WOM	Word of Mouth

# CHAPTER –1

## INTRODUCTION

### 1.1 BACKGROUND:

Marketing Research, in general, and Service Marketing Research, in particular, have long acknowledged the complexity of human social behaviour, especially during service interactions (Huefner & Hunt, 2000). The marketing concept states that the goal of an organisation should be customer satisfaction as it is crucial to the survival of any business organisation (Kau & Loh, 2006). The stakeholders see the quality as the corner stone or driving force for increasing competitiveness, customer satisfaction and profitability. In addition, the importance of services has sharply increased at both developed and developing countries (Varra, 1997).

Service providers and organisations, often fail to provide error free service, in spite of their best efforts. Moreover, perfect service delivery is unrealistic given the inseparable nature of service production and consumption (Fisk et al., 1993). The service firms will fail in their effort to provide high quality service, as the typical characteristic and nature of services will make it difficult to render failure free service. Thus, the service firms will not be able to eliminate mistakes entirely during service delivery (Del Rio-lanza et al., 2013). The above discussion provides an understanding of the unique characteristics of services and its growing importance in the economy.



### **1.1.1 Airline Industry:**

The airline industry plays a vital role in the world economy by facilitating movement of trade and people across nations, driven by liberalisation and globalization. Increasingly it is realised that aviation, is a major contributor to economic development, and is critical for sustainable development of trade and tourism. Besides being a primary mode of transport for the elite group and the growing middle class income group who prefer to travel by air as any time before. According to (AAI –Report 2006), 97% of the country’s foreign tourists arrive by air. Unrelenting liberalisation and open skies policy adopted world over, the impact of increasing number of global alliances, mergers and acquisition of airlines, emerging low cost no- frills carriers, use of modern technology in doing business, online ticket selling and privatisation of state owned airlines are the few fundamental developments that have been impacting on aviation business at a time of persistently falling average fares and yields.

Multiplicity of players in the industry has increased the level of competition among the service providers who strive to win customers and retain them. Due to falling air fares, an increasing number of middle income groups prefer to travel by air amidst options available, as the airline is considered as one of the quickest and time saving means of transport. Metwally, (2013), states that, “air transportation plays vital role in transporting people or product from destination to destination, whether locally within the country or internationally across the country. The transportation of goods, passengers or freight from one place to another has gained significant importance, due to

economic acceleration, across the Globe. However, there is also reduction in the average quality of service provided to the customers (Khan et al., 2009).

The Aviation Industry has enthused towards liberalisation in the ownership of national carriers, capacity sharing, price controls and market access, leading to higher competition and struggle for business opportunities among airlines (Khan et al., 2009). The air transportation system with multiple air carriers choice, have understood the criticality of customer satisfaction and the perception of service quality to the airline passenger, who has a wide choice of air carriers, providing the same basic service of transportation (Headley & Bowen, 1997).

Hence the provision of excellent service becomes a marketing imperative among the air carriers as a result of high competitive gravity. It is hard to measure and describe service quality in airlines, due to its characteristics of, heterogeneity, intangibility, and inseparability, and only the airline passenger, can rightly describe service quality in airline industry (Huang, 2009).

Gronroos, (1984), opined that “airlines are offering countless occasions for service failures to occur, as the interaction and contact between the customer and the service providers, is precise and high, in the airline industry. Thus, the service process itself, is responsible for innumerable service failure to occur in the airline industry.

Oyewole et al., (2007), affirm that, “an airline industry, deals with the airline passengers in a direct contact mode, which exemplifies the significance of the relationship between the organisation and the customer”.

Hence, it may be concluded that, service failure is almost inevitable in the service industry, in general and airline industry, in particular. Thus, the idea of zero defect tactics is fairly challenging to implement in the service industry (De Ruyter & Wetzels, 2000). Therefore, the satisfaction of consumers and the complaint solution are among the most important aspects that the service providers need to focus on.

Academics and practitioners, alike, have revealed substantial interest in the research area that surround the measurement of service quality, and the resultant customer’s satisfaction essential to increase the effectiveness and competitiveness of the service providers (Caucchick, Miguel & Salomi, 2004).

However, there seems to be sufficient studies in the area of consumer satisfaction and dissatisfaction, as this field has received increasing attention from researchers, academics and practitioners. In contrast, the number of studies which focus on the post- complaint process is almost negligible (Verma & Kaur, 2001).

The above findings seem to necessitate research in the area of expectations of customers from the process of complaint redressal. *Thus this research is an attempt to correlate the expectations of justice sought by passengers after service failure with severity and controllability of the failure situation.*

## **1.2 SIGNIFICANCE OF THE STUDY:**

In terms of competitive elements in the new millennium, it has become distinct that most the service organisations are progressively interested in achieving high level of differentiation and competitive advantage, in their quest for growth and advancement. Globalisation and value driven business domineering therefore, mean that service faults will not be taken lightly and tolerated (Bamford & Xystouri, 2005).

Steyn et al., (2011) argues that, “service recovery efforts should gain prominence in airline industry as it considered as most important determinant of customer satisfaction and loyalty. Service failures being inescapable in airline industry service providers should give adequate attention to service recovery efforts, and do away with the negative effects of service faults.

### **1.2.1 Service Recovery:**

Service recovery comprises of perceptions of justice at various levels. The customers’ interface with firm’s representatives, the process used by the firm, to settle the complaints, and the final conclusion of service recovery, all synchronize to produce perceptions of justice (Greenberg, 1996).

Earlier study by Pearson (1976), who studied both sides of a complaint, indicates that in 70 % of the instances, the manufacturers responded to the complaint letters. Out of those consumers who received responses from the company only 52.7% were satisfied.

Hart et al., (1990), found that over half of the attempted recoveries leave customers feeling negative about the provider and half of the time customers perceive that the “interactions, procedures and/ or outcomes” of a provider’s attempted recovery of a service failure were unfair.

According to Tax & Brown, (1998), “regardless of the benefits offered, by effective service recovery strategies, their research indicated that the most of the customers were dissatisfied with the process of complaint resolution followed by the companies. They showed that this result is consistent with the findings of the other researchers indicating that most consumers invariably show negative feelings about organizations after they go through the service recovery process.

Research by Dwyer & Dornoff, (1981), “examined the problem of consumer complaint from both consumers’ and the management’s point of view in order to find out the congruency of consumers’ redressal norms and actual redressal action of the company.

Gilly & Gelb, (1982), compared the company’s responses to the complaint with the consumers’ expectation of response. In their studies, they found that the expectation regarding the time taken by the company in responding to the complaint influenced satisfaction- dissatisfaction when the complaint was non-monetary in nature.

### **1.2.2 Service Recovery in Airline Industry:**

Coye, (2004), states that, “notwithstanding, that airline customers expecting a certain level of service quality prior to journey, service faults are most likely to

occur in a number of service areas influencing customer's service encounter including flight cancellations, delays and diversions". According to Nikbin et al., (2011), "it may not matter how brilliant the service a company provides, every company is most likely to make a service fault in meeting the anticipated level of service of today's customers, who tend to be more demanding and less loyal than ever before.

Flight delays, missed connections and cancellations are the reasons for the differences between good flight experience of passengers and bad experience with regard to the airline industry. Flight delays can increase passenger anger, uncertainty and disappointment (Taylor, 1994).

Passengers dislike delay and wait, in service delivery episodes, as it causes them to experience a wide range of spiteful reactions, such as boredom, irritation, anxiety, tension, anger, frustration and even humiliation (Sawrey & Telford, 1971). In an attempt to provide excellent service, it would be necessary to cultivate more customer friendly complaint management system. Interviews held with airline business passengers and the airlines complaint department, pointed out those complaint procedures are often felt to be intricate, cumbersome and time consuming by passengers (Edvardsson, 1992).

Steyn et al., (2011), suggests, "Since service failures are inescapable in the airline industry, airlines should make an effort to curtail the probable negative effect thereof, by putting the appropriate service recovery strategies in place. The modus in which airlines react to service faults could, therefore, possibly influence whether a customer will remain with an airline or defect to a

competitor”. He further states that, “even though the airlines cannot always fix the problem, and avoid service failures from occurring, they can possibly influence the consequence of the failure through the service recovery efforts”.

Research has shown that most of the customer complaints are those who are displeased with the manner in which the company processes their complaints. It appears that the companies are not well equipped in matters of effective complaint handling. Thus the complaints are not sufficiently addressed by businesses (Lewis & McCann, 2004). This provides an understanding, that if the customers are not taken seriously in the increasingly service dominated world economy the customer may indulge in negative word of mouth (Blodgett et al., 1995), switching to competitors firm (Homburg & Furst, 2005) and have disloyal feelings towards the company (Colgate & Norris, 2001).

Moreover, good service recovery can help achieve customer loyalty (Andreassan, 2001), customer retention (Strauss, 2002), prevent customer defection to other service providers (Reichheld & Sasser, 1990), increase profitability if the customers stay with the company (Lewis & McCann, 2004).

According to Maxham & Netmeyer, (2002a), there is a lack of empirical research with respect to the effects of complainant’s perception of justice. Moreover, the sector wise research seems to be further limited. Verma & Kaur, (2001), made an attempt to make a two dimensional study in passenger car sector. The precise objective of this study was to match the consumer’s expectation of the response to the complaints and the actual response of the

company and then find the subsequent post complaint satisfaction-dissatisfaction focusing on, Maruti Udyog Ltd. and Hindustan Motors Ltd.

According to Collie et al., (2000), there is rarity of the application of service recovery and justice theory in tourism and hospitality sector. Generally, research in the area of hospitality services is in its infancy stage and there is paucity of research on service recovery in the airline industry.

This research attempted to study the customers' expectations of justice sought in complaint redressal in airline industry. This can lead to a better understanding of customer expectations of complaint redressal in airline industry. This, would in turn, lead to sustainable relationship management as it is found that complaint handling satisfaction is significantly and strongly associated with both, trust and commitment, which provides empirical support for the proposition that complaint handling is tied closely with the relationship marketing (Tax et al., 1998).

The study will contribute to the theoretical knowledge and will also have practical implication to the aviation industry. The result of this study may reveal the extent and the type of justice in complaint redressal the best suited for airline passengers, in different service failure situations. The findings of the study may also benefit and enrich the knowledge of expectations of different classes of passengers for common airline complaints.



### **1.3 SCOPE OF THE DISSERTATION:**

This study focuses on post-purchase consumer behaviour under the broader area of marketing. The study focuses on complaints and complaint redressal in airline industry. The study is conducted in Goa, India.

Goa is a world famous tourist destination having prominence on the world tourism map. The Airport Authority of India operates the airport in Goa. The Goa airport was built by the Government of Estado de India Portuguesa, during the Portuguese regime in Goa. The unique characteristic of this airport is that the airport is used by the Indian navy as their military base since 1962, with access given for civilians to operate flights. Goa being a famous and well known tourism destination hub, many domestic and international tourists frequently visit this place. The Goa airport has two terminals separately for the operation of domestic flights and a new world class terminal for the international flights. Domestic flights can process 350 arrivals and departures whereas international terminal can operate 250 arrival and departures on daily basis. Hence the Goa Dabolim airport caters to both domestic and international passengers. This facilitated the researcher to conduct this particular research in Goa. The sample for the exploratory study comprised of all the eight airlines that operated from Dabolim airport, Goa India. The sample of passengers for this research was drawn at the Dabolim airport, from among all the eight airlines mentioned above. Passengers from charter flights from Russia, United Kingdom and France were also included. Attempt was made to cover all types of passengers.

### **1.3.1 Overview of Methodology:**

The research covers the expectation of justice in complaint redressal in airline industry based on controllability and severity of the complaint situations. The characteristics of the situations are also linked for different categories of passengers of airlines to find if there is any difference in expectation of justice. The study was conducted in Goa, with adequate number of passengers. In the first level of this research, in-depth exploratory interviews with the officials of all the airlines operating in the state of Goa, India were conducted. An open ended questionnaire was administered. This resulted in interviews of managers of eight airlines. Out of the eight airlines, two were operating only internationally, three operated in both domestic and international sectors, and three operated only in the domestic sector.

The result of in-depth exploratory interviews revealed different categories of common complaints (service failures) encountered by the passengers. Findings also revealed that the passengers have different expectations of justice in complaint redressal according to their types. The types of passengers classified by managers include, (based on residence) foreigners, N.R.I. and domestic passengers; (based on purpose) business and leisure, and (based on frequency) frequent fliers and less frequent fliers.

Besides, informal discussions with the passengers revealed important insights into industry specifics and supplemented to the data collected from interviews. The perusal of complaints posted on-line by passengers also provided rich information about the kind of plight faced by the passengers in real life situations, thereby providing deeper insight of the types of complaints, and the

redressal provided by the managers. The common complaints were classified under 13 major heads.

In the second stage, 'Part-A' an inventory of complaints situation, collected at first stage were made and then linked to the typology of complaints based on the categorization of complaints made in (a) (Smith et al., 1999) into outcome and process failures, (b) internal and external failures made in (Chan, & Wan, 2008) with failure characteristics of controllability and severity. The detailed hypotheses for the research leading to proposed model of research were derived from the part-A of second stage of research. Quantitative testing of the hypotheses is made in 'PART-'B' of the second stage research.

#### **1.4 OBJECTIVES OF THE STUDY:**

The following are the objectives of the study:

1. To make an inventory of common complaints in the airline industry.
2. To find the severity and controllability of the complaint situations as perceived by airline passengers.
3. To find the association between the typology of complaints as specified in the literature, namely, external and internal, process and outcome related and the characteristics of severity and controllability.
4. To identify the differences, if any, in expectation of justice across different situations according to their perceived severity and controllability.
5. To identify the expectation of justice sought by different types of airline passengers within each situation and to find out the differences, if any, across different types of passengers.

6. To identify the demographics of passengers leading to different justice perceptions.

### **1.5 STATEMENT OF THE PROBLEM:**

The purpose of the research is to study the different characteristics of complaints and then to study the expectations of the passengers according to the characteristics of the complaint situations. At the initial stage, the characteristics of the complaint in airline industry, namely, perceived severity and perceived controllability were sought to be linked to typology of complaints, from the literature. This would give a complete description of complaints in the airline industry. The complaint situations were further proposed to be classified into four categories namely severe controllable, severe not controllable, not severe not controllable and not severe controllable, based on passengers' perceptions. Expectations of justice across different categories of complaint situations were then proposed to be studied. Further the expectations of justice were also studied according to different types of passengers within each situation.

### **1.6 ORGANISATION OF THESIS:**

The thesis consists of six chapters. The following is the outline of its contents

**The first chapter** provides background for the study with introduction and highlights the significance of the study. The statement of the problem and the research objectives guiding this research are presented. The scope of the study is also presented.

**The second chapter** consists of literature review, of various studies carried out by researchers in the field of consumer satisfaction, dissatisfaction and complaining behaviour, service failure and service recovery and other relevant literature. Justice theory and research studies in the area of complaining behaviour specific to airline industry are also elaborated, providing theoretical background to this study and arrival of hypotheses.

**The third chapter explains** the research methodology adopted in this study and formulation of additional hypotheses. This chapter also explains scale development including content validity and reliability test leading to the development of the final questionnaires.

**The fourth chapter** reports the descriptive statistical results and analysis. The interpretation of the results then follows.

**The fifth chapter** present the results of the quantitative study based on statistical tests followed by the interpretations of results.

**The sixth chapter** provides the contribution of the study to the theory of marketing research. The results of this research are validated with the help of existing literature and presented in this chapter. The limitations of the study and directions for future research are provided and the chapter ends by stating the managerial implications of the study.

## **CHAPTER 2**

### **LITERATURE REVIEW**

The marketing concept holds that the key to achieving organisation goals consists in determining the needs and wants of target markets and delivering the desired satisfaction more effectively and efficiently than competitors.

*Kotler Philip, 2000.*

This chapter presents a broad review of literature that provides the necessary background for this research. At the outset, previous research studies in the area of consumer satisfaction /dissatisfaction are reviewed leading to complaint and consumer actions in complaints. The concepts of service failure, service recovery and complaint handling are brought forth, followed by characteristics of complaint situations, with reference to various contemporary research studies, providing ground for expectations from service recovery. The next paragraph provides the overview of various theories of service failure, complaining behaviour and service recovery leading to the choice of appropriate background theory for this research. The various conceptual models based on justice theory used in previous research studies are reviewed to get better insight, as the justice theory provides the background for this research, followed by identifying the research gaps, which accentuates the base for this research. Finally the concepts adapted and adopted in this research are defined and explained. Hence the chapter is organised into five major sections. Section-I consumer

satisfaction/dissatisfaction, complaints and complaining behaviour. Section- II service failure, service recovery and characteristics of complaint situations.

Section- III Theories of service failure, service recovery and complaint handling. Section- IV review of models based on justice theory and section- V research gaps.

## **SECTION-I**

### **2.1 CONSUMER SATISFACTION/DISSATISFACTION, COMPLAINTS AND CONSUMER COMPLAINING BEHAVIOUR:**

#### **2.1.1 Consumer Satisfaction/Dissatisfaction:**

According to Gronroos, (1984), “Services are intangible, they are actions rather than things and services being a practice, the production and consumption of a service are inseparable and therefore, human participation in the process is unavoidable”.

According to Kotler & Armstrong, (2009), “marketing is a practice in which companies create value for customer and build strong relationship with customer with aim to capture value from customer as return”. According to Bamford & Xystouri, (2005), the modern technological developments coupled with business innovations have radically changed the business perspectives of many service organisations. Thus impacting the way they indulge in business practices with their customers. The use of technological developments can make a major contribution in the provision of quality service to the customers. This will help to

comply with the first law of quality 'do it right for the first time' (Lovelock et al., 2001).

According to Chepkwony et al., (2012), "a market oriented company has to entirely comprehend its markets and fully understand the customers, the company intends to serve. The company should give adequate attention to complaint resolution strategies which are important particularly in managing customer relationships in service business". Since there is human participation in the process of delivery of service, and the fact that services happen in the interface between individuals and that the customer often participates in the production process, leads to exceptional quality management problems (Edvardsson, 1992).

According to Parasuraman et al., (1985), "Service delivery is inherently failure prone and though providing "zero defects" services should be the preferred goal of all service providers, service faults are inevitable in the service industry mainly due to the unique characteristics of services". Further (Schoefer & Ennew, 2005), argues that, "even though many firms may desire to offer zero defect service, the likelihood of occurrence of service failures cannot be wholly ruled out because of a variety of factors that may impact on the delivery process. Consequently, in the provision of services, errors and service faults are certain to happen (Johnston & Michel, 2008).

These typical characteristics of human intensiveness, to deliver services make the objective to provide failure free services a non-achievable task, and zero defect service delivery a non-achievable goal giving rise to dissatisfaction. As a



result, customer service and service quality have gained prominence as major sources of competitive strength in the service oriented business scenario. The perceived service quality at the point of service encounter is a core determining factor of customer satisfaction (Bateson & Hoffman, 1999).

According to Westbrook, (1987), “customer satisfaction, comprises of cognitive and affective aspects in pre-purchase, purchase, and post purchase phase of procurement of goods or acceptance of services”. In fact the marketing efforts or goal of organisations should be customer satisfaction. Badwai, (2012), describes customer satisfaction as an idiosyncratic assessment on the customer’s evaluation outcome and consumption experience.

According to Hess et al., (2003), “dissatisfaction occurs when a service delivery or performance falls below the customers’ expectations or when a customer expects a particular outcome, but gets something else in return, such as the unavailability of a required service, the sluggishly delivered service, or errors in the delivery of service.

Moreover, customer satisfaction, retention and service quality are issues that affect firms, both product and service and hence customer satisfaction and service quality are related closely to market share and customer retention (Fornell, & Wernerfelt, 1987).

This is further affirmed by Mannaa & Choudhary, (2013), who state that, “effective resolution of customers’ complaints and relationship marketing are closely associated in terms of their common interest in accomplishing customer

satisfaction and customer retention. The service quality perceived at the point of contact is a main determinant of customer satisfaction.

Zeithaml et al., (2003), further affirms by stating that if equilibrium between customer expectations and service attributes cannot be established, the customer may experience a sense of dissatisfaction with the service provided.

Oliver, (1977), stated, “that expectations are believed to be influenced by product attributes, including an individual’s prior experience with the product, or similar products, sales marketing communication, as well as the individual’s personality traits such as the case of being persuaded. Expectations consist of an individual’s estimate as to the probability and desirability of an event and sets a reference point from which an individual makes a comparative judgement”.

Therefore if a shortcoming is perceived in meeting the expectations it will result into dissatisfaction.

In the airline industry, customer expectations could be as basic as wanting the flight to arrive on time, or could include expectations of clean airplane, or inflight refreshments and entertainment. Airlines need to know what customer needs and expectations are, in order to exceed those expectations and so provide quality customer service and customer satisfaction (De Meyer & Petzer, 2011). Air transport promptness, along with scheduling, food quality, cost, frequency, baggage delivery, cabin service and membership of airline alliances are generally considered as the main components of customer service (Weber & Sparks, 2004).

Hence, deeper insight in the nature and determinants of customer expectations is

essential to ensure that service performance meets or exceeds expectations. Thus the airline firms must focus and comprehend customer needs and expectations and concentrate to deliver the most appropriate service to meet customer's needs. (Ostrowski et al., 1993).

It is, therefore, extremely important, for air carriers not only to understand the perception of passengers of their service offering, but also find out what customers expect from the services (Chang & Chen, 2008). In general, research findings indicate that when the consumer perceives that performance of service falls short of the expectations, the consumer exhibits dissatisfaction and voices a complaint.

### **2.1.2 Complaints:**

In day to day service operations, all service firms experience, the customer is not satisfied with either the service outcome, the service process or both (Zhu et al., 2004). In general, dissatisfaction after the consumption of the product or service is the primary cause for complaints (De Meyer & Petzer, 2011).

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). Customer complaints are suggestive of a level of satisfaction with product/service quality (Metwally, 2013).

Customer's complaints offer organisation with an opportunity or chance to put

right their errors and service faults, and eventually retain dissatisfied consumers and thereby influence consumers' future attitudes and behaviour (Estelami, 1999). The complaint is a feedback by the customer after consumption and plays important role in providing redressal (Lapidus & schibrowsky, 1994).

Thus complaints offer an opportunity to service providers to learn from the errors, offer the right redressal and enhance performance in future.

### **2.1.3 Complaints in Airlines:**

Airline services are identified to be the most elaborate in terms of service. Service breakdowns are more common and numerous in airlines industry. The service failures are divided into four main areas, which are passenger services, baggage or cargo services, engineering services and catering services (Gilbert & Wong, 2003).

Upadhyaya, (2011), classified the airline complaints into two categories, controlled and uncontrolled. He explains that controlled complaints are due to staff error or staff behaviour which is very important in service industry and at the same time within the control of airline people e.g. (planned delays and cancellations, incorrect information, extra charges, wrong boarding passes, duplicate seat numbers, baggage missing or lost, delay in claim settlements, refund of unused tickets, inflight services, behaviour of crew members/ non-availability of crew. Uncontrolled customer complaints include delay and cancellation of flights due to weather conditions and technical grounding of the aircraft.

Kim & Lee, (2009), stated the following common complaints in the airlines, punctuality and convenient flight scheduling, food quality and fulfilment 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.

Somwang, (2008), classified the airline complaints into the following categories- flight problems, ticketing problems, refunds, fares, customer service and advertising. He classified the passengers into following types, frequent flyers, business and holiday makers.

According to Rhodes & Waquespack, (2005), seat denials, flight delays, baggage mishandling such as lost, damaged, delayed or pilfered are the common airlines complaints.

According to Feng et al., (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. Passengers were classified based on travel frequency-frequent flyers and less frequent flyers, based on trip purpose-business, vacation, and visiting home, based on gender, male and female.

According to Bowen & Headley, (2012), the major complaint areas in airlines industry are flight problems, over-sales, reservation, ticketing and boarding, fares, refunds, baggage, customer service, advertising, disability, discrimination, animals and others. He does not classify the passengers.

De Jaeger & 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.

#### **2.1.4 Typology of Complaints:**

In services, operational service failures are often apparent to the consumers, because the service is indistinguishable from the process that provides it due to the participation of the consumer in the production of the service (Kelly & Davis, 1994).

The service marketing literature distinguishes between two types of service encounter failures, outcome and process (Keaveney, 1995).

According to Smith et al., (1999), ‘in an outcome failure the organization, does not fulfill the basic service need, or perform the core service and in process failures, the delivery of the core service is flawed, or deficient in some way’. They further state that outcome failures result in economic loss and process failures cause social loss to the consumer. This means outcome failures are more severe than process failures as they result in monetary loss to the consumers.

Zhu et al., (2004), opined that, “in day to day service operations all service firms’ experience that the customer is not satisfied with either the service outcome, or the service process or both”.

In extant marketing literature, we also find research studies that have also distinguished between external and internal failures, though they may not be very prevalent (Donoghue & De Klerk, 2006; Chan & Wan, 2008; Weiner,

1985). Weiner, (1985), demonstrated that service failures can be classified based on three domains of attribution, locus (who is responsible?), control (did the responsible party have control over the cause?), and stability (Is the cause likely to recur?).

The locus of causality refers to the familiar location of a cause, internal or external to the firm or person (Donoghue & De Klerk, 2006). According to Chan & Wan, (2008), “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.

According to Kelly et al., (1993), “service failure attributed to the service provider, results in negative evaluation and behavioral intentions to the service provider.

Patterson, (1993), observed that, “locus of causality has often been considered as an attribution process to a cause labeled internal or external in relation to individual/firm.

Mostert et al., (2009), states that, “airlines companies are faced with distinctive kind of problems. He further explains that in airlines, there are numerous occasions for service failures to occur, those could influence their relationship with customers. The service failures could occur either due to internal mistakes or external disruptions. Thus the airlines should reduce the impact of service faults as the service faults are inescapable.

The above literature review on typology of complaints shows that the

classification of complaints lacks comprehensiveness, particularly in airline industry and that the typology has not been linked to complaint characteristics (Sousa, & Hegde Desai, 2014).

Besides the typology based on outcome and process failures have received more attention of the researchers, whereas the typology based on internal and external failures lacks research attention. Thus the above literature shows that the typology of complaints based on outcome and process failures have received sufficient attention of the researchers.

#### **2.1.5 Importance of Complaints by Customers:**

1. Provides marketing intelligence data (Walker & Harrison, 2001)
2. Helps in identifying common service problems (Tax & Brown, 1998)
3. Facilitates learning about organisation (Johnston & Mehra, 2002)
4. Improves service design and delivery (Tax & Brown, 1998)
5. Measures and enhances the perception of service quality (Edvardsson, 1992)
6. Helps strategic planning (Johnston & Mehra, 2002)

#### **2.2 CUSTOMER COMPLAINT ACTIONS AFTER SERVICE FAILURE/ CONSUMER COMPLAINING BEHAVIOUR (CCB):**

According to Hess, (1999), response to failures can take forms of affective responses e.g., (anger, satisfaction), cognitive attribution of causality, disconfirmation and behavioural intentions (complain, exit, loyalty, word of mouth). Past literature on consumer complaining behaviour has provided sufficient proof indicating, complexity of consumer responses to service failures (De Matos et al., 2007; Walker & Harrison 2001; Johnston & Mehra, 2002).



In order to improve service, it is necessary to solicit complaints from dissatisfied, customers. By identifying behaviour into three categories, characteristics of consumers who are more or less likely to complain or to use a particular channel of complaint action, sellers can develop programmes to reach consumers who do not voice their complaints or do so in ways that do not reach the sellers (Kolodinsky & Aleong 1990).

A commonly accepted view in consumer complaining behaviour is that a certain level of consumer dissatisfaction must exist for complaining to occur (Halstead & Page 1992). Several factors influence consumer's propensity to complain about a less than satisfactory service experience. Complaints are used by the customers to express their dissatisfaction in anticipation of redressal.

According to the study carried out by Yan & Lotz, (2004), "the mere presence of other customers which he calls acquainted or unacquainted also appears to have an impact on consumer decision to complain".

However according to contemporary researchers, different people have different recourses to service failures depending on the magnitude of loss caused to the consumer due to service failures. According to Singh, (1991), "The understanding of why dissatisfied consumers respond the way they do, is important from theoretical, managerial and public policy perspective". Consumer complaining behaviour actually manifests itself in several different types of responses (Blodgett & Granbois, 1992).

As quoted by Prim & Pras, (1999), A.O Hirschman's, 1970, theory of exit, voice and loyalty actually supplies the three options that are faced by a dissatisfied

customer. Hirschman brought in the concept of loyalty as a third response.

Day & Landon, (1977), propose a two tier hierarchical classification scheme. The first level distinguishes behavioural from non-behavioural responses (no action), the second level represents the distinction between public (third party large audience etc.) and private action.

In order to improve Day & Landon's works, Day, (1980), suggests another basis of classification for the second level of the previous taxonomy. He finds that a consumer complains to achieve specific objectives. In fact, a consumer may provide various explanations for the complaint action they undertake. So Day, (1980), proposes that the, purpose of complaining can be used to classify consumers as follows:

1. Seeking redressal
2. Complaining for reasons other than seeking redressal
3. As a means of expressing personal boycott

Richins, (1983), states that complaining involves at least three distinct activities

1. Switching brands / stores/services provides
2. Making a complaint to the seller
3. Telling others about the unsatisfactory experience
4. Complete inaction

Singh,(1988), introduces a slightly different taxonomy, which is as follows

1. Voice response
2. Private response
3. Third party response

## **SECTION-II**

### **2.3 SERVICE FAILURE, SERVICE RECOVERY, AND CHARACTERISTICS OF FAILURE SITUATIONS:**

#### **2.3.1 Service Failure:**

Services fail, and fail often, due to the unique nature of services; failure in the delivery of services is both more common and inevitable than goods failure (Fisk et al., 1993). Service failures are inescapable and appear in both, the process and the consequences of service delivery. Service failure pertains to conditions when the service fails to live up to the customer's expectation (Michel, 2001). Complaints from customers make the service provider aware of service failures (Zeithaml et al., 2003).

According to Bateson & Hoffman, (1999), "if the service provided does not correspond to the expectations of a customer; a service failure will occur". Customers commonly have pre- purchase hope from the service provider (Hepworth, 1992), thus service failure will happen when a service is not delivered as anticipated by the consumer,

Bell & Zemke, (1987), state that, "service failures occur when the organisation cannot meet the customer's expectation and that, service failures occur when service is unavailable, unreasonably delayed, or when service is delivered below an acceptable level".

This is further affirmed by Hess et al., (2003), who state that "a service failure occurs when a service delivery or performance falls below the customers' expectations or when a customer, expects a particular outcome, but gets

something else in return, such as the unavailability of a required service, a sluggishly, delivered service or errors in the delivery of service.

Lai, (2007), defines a service failure, “as the shortfall of service performance that fails to meet the expectation of the customers’.

According to Abou & Abou, (2013), “from a customer’s perspective, a service failure refers to, a service fault or error that occurs during the service delivery, causing dissatisfaction”. According to Bitner et al., (1990), based on service providers’ behaviour when service failure occurs, three classifications for service failure have to be identified: (i) service delivery failures (ii) need for customized service and (iii) employee action.

Hence when the service is not delivered appropriately or when a flawed service is delivered it will result into service failure.

### **2.3.2 Service Recovery:**

It is observed that research into service recovery has been rapidly developing over the past 20 years with the emergence of service economies and customer focussed strategies employed by business organisations (Johnston & Michel, 2008).

Moreover, previous research studies reported that customers who experience a service failure told nine or ten individuals about the poor service experience whereas satisfied customers told only four or five individuals about their satisfaction experience (Ennew & Schoefer, 2004).

According to Fornell, (1988), life insurance companies, airlines and health insurance companies are identified as the worst industries at handling

complaints, whereas super-markets and automobile companies are considered to do much better.

Leal & Pereira, (2002), suggest that the “failure should lead to urgent and adequate service recovery which can restore business relationship with customers”.

Hence it is worth examining some of the definitions of service recovery, given these highly divergent perspectives in service sector.

According to Johnston, (1995), “recovery is an evolved term in the service literature which is concerned with handling an organisation’s response to service failures when they occur” and he further defines recovery as to ‘seek out and deal with service failures’.

Levesque & McDougall, (2000), observe, “That service recovery comprises of actions taken by service providers to respond to service failures”.

Bell & Zemke, (1987), ‘describes service recovery from the perspective of the organisation, “and includes the action and activities that the service organisation and its employees perform to “rectify, amend and restore the loss experienced”’,

Krishna et al., (2011), observe, “Service recovery as a set of post-failure actions taken by the service provider to repair damage experienced by a customer after a service failure has occurred”.

The above literature on service recovery points out that, there seems to be an emerging realisation both by practitioners and in the academic literature that service recovery is not just about recovering dissatisfied customer’s and regain

their satisfaction and loyalty toward the firm but to look for an opportunity for service improvement and better serve the customer.

Hence, service recovery involves those actions designed to resolve problems or negative experiences of dis-satisfied customers caused to the consumer by service fault or shortfall of services, and to ultimately retain those customers.

### **2.3.3 Merits of Effective Service Recovery/Complaint Handling (Complaint Redressal):**

- It is viewed as a part of the defensive marketing strategies to retain the existing customers. Fifteen per cent of all customers who switch product brands do so because a complaint was not handled to their satisfaction (Michelson Jr. Micherd W., 1999).
- It costs five times as much to attract a new customer as it does to retain an old one ( Blodgett et al., 1993)
- The satisfied customer is termed as free of cost publicity agent of the firm. Satisfaction with complaint handling was found to have a strong relationship with positive word of mouth (Walsh, 1996).

Therefore Fornell & Wemerfelt, (1987), suggest using, ‘Complaint management as a prospect and marketing tool rather than a cost.

According to De Meyer & Petzer (2011), “since customer’s reactions to service failures differ from customer to customer, service providers need to focus, manage and implement complaints and service recovery processes in a better manner, and provide appropriate recovery strategy to meet the

recovery expectations caused by a particular service fault.’

#### **2.3.4 Difference between Complaint Handling and Service Recovery:**

Michel, (2001), put forth the difference between service recovery and complaint handling, whereby he found that majority of the dissatisfied consumers are reluctant and averse to complain even when they are facing some problems with service delivery or some aspect of service, but when the organisation use service recovery, the customer will be prevented from making complaints prior or after the problem has occurred.

Smith et al., (1999), state that it should be noted, that, service recovery, “includes situations in which a service failure occurs but no complaint is lodged by the customers,” which suggests that service recovery also includes service failure situations where the customer has not articulated a complaint but the service provider has acknowledged the service failure and initiated a recovery procedure.

As stressed by Lewis & Spyropoulous, (2001), “service recovery is a very broad term and more extensive than mere complaint handling. The service fault should lead to urgent and appropriate service recovery, which is a component of quality management that can maintain business relations with customers”. Service recovery strategies are strides taken by the organisation to retain the customer after the occurrence of service failure incident (Boshoff, 1997).

The above literature brings out the importance of satisfaction with complaint handling/ service recovery, which seems to be the key and fundamental variable that links perceptions of the justice dimensions to post - complaint attitudes and behaviour intentions.

## **2.4 CHARACTERISTICS OF SERVICE FAILURE SITUATIONS:**

The characteristics, of failure situations have been viewed as playing key role in consumers' expectations of service recovery in extant literature.

### **2.4.1 Severity:**

According to McCollough, (2009), an inadequate number of research studies have investigated what researcher normally; refer to as severity, magnitude or the harm of the service failure.

Service failure severity refers to a customers' perceived intensity of a service failure (Lai, 2007). According to De Matos et al., (2007), 'service failure severity refers to customer's perceived intensity of a service failure. Customer's perceived loss is directly related to the intensity of severity of failure. The more intense or severe the service failure, the greater the customer's perceived loss.

Lai, (2007), opines that "service failure severity can enhance service recovery expectations in a customer's mind and therefore the service provider should adopt different service recovery strategies depending on the severity of the problem". He further states, this is in conformity with previous research in this area which suggests that, "the severity of the service failure will be influential in the evaluation of service provider after a service failure.

### **2.4.2 Controllability:**

Researchers have brought out that customers' attributions result in both behavioral and affective outcome. If customers feel that primary responsibility or control of the failure incident was with the service provider or believe that



service provider should have anticipated the incident due to its consistency, the customer will blame the service provider for the failure (Anderson et al., 2005).

Folkes, (1984), define controllability, “as the degree to which customers perceive causes of failure as volitional or non-volitional.

Controllability also refers to whether the consumer perceives that the seller could have prevented the problem or whether it was accidental (Blodgett, 1994).

Attribution theory has provided a significant insight into service failure experience. When the consumer attributes the failure to the service provider, then they will exhibit more dissatisfaction (Chen, C. F., 2008). Customers judge the failure incident based on who is responsible for the failure. They are more forgiving if they perceive that the firm had little control over the occurrence of the failure (Maxham & Netmeyer, 2002b). Whereas, customers are less forgiving, when they feel failure, was obvious and imaginable and could, have been prevented by the service provider (Folkes, 1984).

Perceived reasons for a product or service failure influences how a consumer responds, based on attribution approach, and customers who make external attributions of blame, are more likely to ask for a refund, or an exchange or an apology (Folkes, 1984).

## **2.5 EXPECTATIONS OF CONSUMERS FROM SERVICE RECOVERY:**

Although there is an extensive literature on customer satisfaction dissatisfaction and consumer complaining behaviour, rather less is known about how customers gauge a company’s reaction to their complaints.

Increasingly, studies that explored consumers' responses to complaints have concentrated on the construct of perceived justice. This theoretical perspective proposes that the fairness of the complaint resolution procedures, the interpersonal communication and behaviour, and the outcome are the principal antecedents of customer evaluation (Tax et al., 1998; Schoefer & Ennew, 2005; Chebat & Slusarczyk, 2005; Del Rio- Lanza et al., 2013).

When the service failure happens, customers expect service providers to accept responsibility for the service failure, anticipate the employees accepting the complaint could speedily resolve their problems, and hope the employees and managers of service enterprises could provide explanation for the failure incident and apologize for the service failure and provide adequate compensation (Cong & Fu, 2008).

When there is occurrence of service fault, consumer's form a fresh set of expectations which are based on consumer experience with past satisfactory encounters and past failed experiences (Andreassen, 1999).

Hegde's study in (1996), of Public sector bank found that the complaints in banks in Goa indicated an expression of dissatisfaction about an aspect of service, with the expectation of redressal.

According to Choi & Mattila, (2008), "customers respond adversely when they believe the service firm could have easily prevented the failure and expect the firm to adequately compensate. This shows that recovery expectations will be enhanced when the consumers perceive that the service failure was controllable by the firm.

Hence customers' expectations of recovery will depend on severity and controllability of the service failure. The expectation may be based more on controllability aspect of the situation as controllability depends, whether the service provider is responsible or some other uncontrollable factor not within the reach of service provider. Whereas severity depends on the magnitude of harm caused to the customer, in the event of failure.

The disparity between the type of failure and the type of recovery provided can do substantial damage to customer satisfaction, loyalty and retention if service provider's recovery action to service failure does not match (Mostert et al., 2009).

Boulding et al., (1993), argued that service failures impact depends on the length of relationship with the supplier.

### **SECTION-III**

#### **2.6 THEORIES OF CUSTOMER SATISFACTION, SERVICE FAILURE, CONSUMER COMPLAINING BEHAVIOUR AND SERVICE RECOVERY:**

There is substantial research on customer satisfaction/dissatisfaction, consumer complaining behaviour and service recovery. The result of all this research has been the development of many distinct theories of customer satisfaction, service failure, consumer complaining behaviour and service recovery. Some of the theories are mentioned below:

- Expectancy Disconfirmation Theory (Anderson, 1983)

- Cognitive Dissonance Theory (Olson & Dover, 1976)
- Contrast Theory (Engel & Blackwell, 1982)
- Assimilation-Contrast Theory (Sheriff & Hovland, 1962)
- Equity Theory (Adams, 1963, ; Fisk & Young,1985)
- Attribution Theory (Krishnan & Vallerie, 1979, Vallerie, & Wallendorf, 1977)
- Comparison Level Theory (La Tour & Peat, 1979)
- Generalized Negativity Theory (Carlsmith, & Aronson, 1963)
- Value Percept Theory (Westbrook & Reilley, 1983)

## **2.7 BACKGROUND THEORY FOR THIS RESEARCH:**

In evaluating post complaint satisfaction, researchers very commonly focussed on complaint handling and service recovery performance, using different theoretical perspectives (Boshoff, 1999), some researchers used Disconfirmation Perspective while some others have used Perceived Justice. Attribution theory is also used as they influence recovery expectation and performance. Some researchers have used a combination of two theories e.g., justice theory and disconfirmation theory (Smith et al., 1999)

Furthermore, contemporary research studies on complaint handling and service recovery, have offered extensive indication of the suitability, of the concept of justice and justice theory as a foundation of understanding the process of service recovery and its outcomes (Smith et al., 1999; Tax et al., 1998; Blodgett et al., 1997; Dos Santos & Hyde Fernandez, 2011).

Perceived justice is an important concept in complaining behaviour research as it is a moderator. It represents a standard by which a voiced complaint is assessed by the dis-satisfied consumer. (Boote, 1998; Blodgett & Granbois, 1992).

Three types of expectations of justice have been identified in literature namely Distributive Justice, Procedural Justice, and Interactional Justice (Sousa, & Hegde Desai 2013).

According to Adams, (1963), founded in social exchange theory, distributive justice focuses on the role of equity, where people evaluate the fairness of an exchange by comparing their inputs to outcomes to form an equity score.

Mazaheri, E. et al., (2010), brought out the difference between equity theory and justice theory. According to them equity theory conceptualizes justice only in outcome oriented terms which is distributive justice whereas justice theory evaluates outcome fairness, and also the process of attaining justice and the manner in which it is implemented.

***Distributive Justice:***

According to DeWitt et al., (2008), distributive justice involves the tangible outcomes of a service recovery process. Lovelock & Wirtz, (2004), describes distributive/outcome justice as compensation that a customer receives as a result of the services failure. This includes compensation for not only the failure but also the time, effort and energy spent during the process of service enquiry. *Distributive justice* focuses on the perceived fairness of the outcome of the service encounter. In other words, what specifically did the offending firm offer the customer to recover from the service failure? In a customer complaint

context, distributive justice refers to resource allocation and the outcome of exchange, e.g. refund, and rebate (Deutsch, 1975)

***Procedural Justice:***

According to DeWitt et al., (2008), procedural justice involves the procedures, by which a recovery attempt is conducted. The procedural justice concerns the procedures used to reach the outcomes of an exchange e.g. refund policies, number of organisational levels involved in the process, time to get the refund (Lind & Tyler, 1988).

According to Lovelock & Wirtz, (2004), procedural justice has to do with the policies and rules that any customer will have to go through in order to seek fairness. Here, the customer expects the firm to facilitate a convenient and responsive recovery process that includes flexibility of the system and consideration of customer inputs onto the recovery process.

***Interactional Justice:***

According to DeWitt et al., (2008), interactional justice involves the manner in which a customer is treated during a service recovery process.

Cengiz et al., (2007), define interactional justice as the extent to which customers feel they have been treated fairly regarding their personal interaction with assumed responsibilities, which is the key to the start of a fair procedure, followed by service agents throughout the recovery process.

According to Lovelock & Wirtz, (2004), interactional justice involves the firm's employees who provide the service recovery and their behaviour towards the

customer. Giving an explanation for the failures and making an effort to resolve the problem are very important. However the recovery effort must be perceived as genuine, honest and polite.

The further analyses of various elements involved in the three aspects of justice are cited as follows in table-2.1

Table 2.1: Elements involved in the three aspects of justice

<b><u>Justice concept</u></b>	<b><u>Definition</u></b>	<b><u>Dependent variable(s)</u></b>	<b><u>Representative research</u></b>
Distributive justice Equity	Provisions of outcomes proportional to inputs to an exchange	Satisfaction, repurchase intention word of mouth	Goodwin & Ross (1992) Oliver & Desarbo - (1988) Oliver & Swan (1989)
Equality	Equal outcomes regardless of contributions to an	Satisfaction, social harmony	Greenberg (1990a) Deutsch (1985)
Need	Outcomes based on requirements regardless	Satisfaction	Deutsch (1985)
Procedural Justice Process control	Freedom to communicate views on a decision process	Satisfaction, Commitment	Goodwin & Ross (1992), Kanfer et al. (1987), Lind & Tyler (1988)
Decision control	Extent to which a person is free to accept or reject a	Satisfaction, relationship	Brett (1986) Heide & John (1992)
Accessibility	Ease of engaging a process	Satisfaction	Bitner, Booms & Tetault (1990) Bowen & Lawler (1995)
Timing/Speed	Perceived amount of time taken to complete a procedure	Anger, uncertainty satisfaction, service quality	Fisk & Coney (1982), Maister (1985), Tayler (1994)
Flexibility	Adaptability of procedures to reflect individual circumstances	Market orientation, satisfaction	Bitner, Booms & Tetault (1990), Narver & Stater (1990)
Interactional justice explanations/casual account	Provision of reason for a failure	Attributions for failure, satisfaction, fairness	Bies & Shapiro (1987) Bitner, Booms & Tetault (1990)
Honesty	Perceived veracity of information provided	Satisfaction (complaint handling)	Goodwin & Ross (1989)
Politeness	Well-maintained courteous behaviour	Complaint evaluation, repurchase intention, satisfaction	Blodgett, Hill & Tax (1997), Clemmer (1988), Goodwin & Ross (1989)
Effort	Amount of positive energy put into resolving	Anger, satisfaction, trust	Flokes (1984) Mohr & Bitner (1995)
Empathy	Provision of caring, individual attention	Service quality satisfaction	Parasuraman, Zeitham & Berry (1988)

(Source: - adapted from Tax, Brown & Chandrashekharan, 1998)

## **2.8 JUSTICE THEORY AND COMPLAINT REDRESSAL:**

In marketing research, the justice framework has served to explain customer's perception of fairness of the service encounter. Justice encompasses the propriety of decisions. A three dimensional view of the concept has developed over time which includes distributive justice (Dealing with decisions outcomes), procedural justice (dealing with decision making procedures) and interactional justice (dealing with inter personal behaviour in the enactment of procedures and delivery of outcomes (Schofer & Ennew, 2005). This is affirmed by Austin, (1979), who observes that, "Justice relates not merely to outcome distributions but also the procedure involved as to how the distribution is arrived at and the mode by which it is employed.

Hegde Desai, (2006), opined that various research studies have examined the expectations of the customers from the process of complaint redressal with the aim of discerning the customers' motives and that research found support that the customers have evaluated justice in the process of redressal, using the criteria of outcome fairness, procedural fairness and interactional fairness.

Blodgett, (1994), found that consumer complaining behaviour is actually a self-motivated process and that the primary motive of the consumer is to seeks redress, negative word of mouth behaviour and re-patronage intentions are dependent primarily upon the complainant's subsequent level of perceived justice.

The perceived justice plays significant role in consumer complaining behaviour. The theory suggests that dissatisfied consumers are fairly willing to provide a



second chance, if the service provider, accepts responsibility and guarantees customer satisfaction and treats the complainant with courtesy and respect. Justice in general is considered as an evaluative judgement of the suitability of a person's treatment by others (Furby, 1986).

The theoretical viewpoint suggests that the evaluation of fairness of the complaint resolution process, the interpersonal communication and behaviour and the outcome are the primary antecedents of customer appraisal of service recovery (McCollough, 2009).

Smith et al., (1999), revealed that customers allocate a higher fairness value to both distributive and procedural justice i.e. (compensation and quick action). According to Blodgett et al., (1995), distributive justice in terms of adequate compensation affects the customer most.

Johnston, (2000), points out that response should be speedy with a high reliability to the customer and keep the customer informed during the whole complaint process and also recommends companies to take customer complaints seriously.

Fu & Mount, (2007) carried out a study on hotel guest cumulative satisfaction process and found that 'when apprising overall satisfaction, the customer considered their recent service episode satisfaction more heavily than previous cumulative overall satisfaction irrespective of diverse levels of service failure and service recovery.

Tax & Brown, (1998), conducted an empirical study titled, "Recovering and Learning from Service Failure," in their research they examined, "how firms can

develop a method that care of both effective recovery and learning and found effective 4 stage strategy to guide managers for dealing with effective service recovery. In this study, the researchers used cross sectional survey method.

Tax et al., (1998), conducted an empirical study titled “Customer Evaluations of Service Complaint Experience,” Importance for Relationship Marketing,” with the objectives to investigate (i) How customers evaluate organisations’ efforts to resolve their service problems.(ii) How complaints handling evaluations affect customer satisfaction and how satisfaction then influences the important relationship variables and commitment.(iii) How prior experience with an organisation affects the influence of complaint handling satisfaction on trust and commitment based on the three items of justice. The major finding of the study was that half of the customers were dissatisfied with complaint handling. The study also showed that when service providers recover successfully from failures the consumer develops the feeling of trust and commitment towards the firm which in turn strengthens the relationship. They also found that distributive justice in the form of compensation was most important, followed by apology, which constitutes interactional justice and showed least importance to procedural justice in the form of perceived speed.

Verma & Kaur, (2001), conducted an empirical two dimensional study titled ‘what the complainant expects’ - A study of car users’. The objective of the study was to match the customer’s expectation of the response to the complaints, and the actual response of the company and find the resultant post complaint satisfaction/ dissatisfaction. It was found that, quick response from the company was the most preferred form of response expectation. In this study the

researchers had two non-disguised pre-structured questionnaires for the selected car users in India. The expectations of consumers were measured based on three justice elements- monetary compensation, quick resolution and polite response.

McCole, Patrick, (2004), conducted a qualitative inductive study titled “Dealing with complaints in services” with the objective of evaluating customer complaints and perception of recovery actions based on the justice theory, and found that confirmation of expectation of service recovery and perceived fairness of that outcome of service recovery have an impact on satisfaction with service recovery. The author used Narrative Approach in this study.

Schoefer, K. ( 2008), conducted an experiment design study within a tourism context titled “Emotional responses to service complaint experience”: to study perceived justice with the objective of exploring the link between the attributes of perceived justice during service recovery and the nature of consumers emotional responses. They found that perceived justice signifies a cognitive appraised dimension which helps to explain the elicitation of positive and negative emotions during and after service recovery. The study revealed that all three elements - distributive, procedural and interactional justice are important to influence positive emotions. The study used scenario script to study a complaint handling encounter in relation to holiday check-in arrangement.

Hess & Ambrose, ( 2005), conducted an empirical study titled, “The four factor model of justice: An application to customer complaint handling,” to explore theoretical application of justice by explicitly equating the traditional, three factor model and “the four factor model in customer complaint handling and to

gauge how the types of justice differentially impact significant customer outcomes following organisational complaint handling, and found that the four factor model is the best fit compared to other alternative models for conceptualising justice and the study affirmed that four types of justice have differential impact on significant customer outcomes. The study used cross sectional survey on passengers waiting for flight at a major international airport.

DeWitt et al., (2008), conducted an experimental design study titled, “Exploring customer loyalty following service recovery: the mediating effects of trust and emotion”. The authors used the cognitive appraisal theory to explain the conceptualisation. In a service context, cognitive stage explains the customer’s cognitive appraisal of the fairness of the complaint resolution. The authors modelled trust and emotion as mediating variables in exploring customer loyalty following a service recovery action. They showed that both positive and negative emotions play mediating role between perceived justice and customer loyalty. The study used the global construct of perceived justice and used written scenarios in two hospitality industry that is restaurants and hotels.

Neale et al., ( 2007), conducted an empirical study titled,” Perceived justice and e-mail service recovery,” to find out how e-mail characteristics relate to three justice issues and successful service recovery. It was found that the procedural justice, distributive justice, and interactional justice are operational in e-mail service recovery. In this study the researchers used internet, whereby the complaints were directed to the seller directly on-line.

Chebat & Slusarczyk, (2005), conducted an empirical study titled “How

emotions mediate the effects of perceived justice on loyalty in service recovery: An empirical study,” with the objectives of:

- Understanding the underexplored, actual, emotional and behavioural responses to perceived justice in a service recovery context.
- What type of justice dimension affects the most in customer retention,
- To examine the mediating effects of emotions on the customer’s actual behavioural response to perceived response.

From their study they concluded that the effect of all three dimensions of justice is different on actual loyalty-exit of the retail banking customers. Interactional justice shows a major impact on both positive and negative emotions and exit-loyalty behaviour.

McCollough, (2009), conducted an experimental study titled “The Recovery Paradox: The effects of Recovery Performance and Service Failure Severity on Post Recovery Satisfaction”, with the main objective of investigating the harm caused by severity of failure and the existence of *recovery paradox*. The author reported that harm caused by severity of failure and recovery action is significant in determining post recovery satisfaction. The researchers also found that recovery Paradox is a very rare event. This study used written scenarios on actual airline travellers who were intercepted while waiting to board aircraft.

Conclusions from service recovery studies point out that the most suitable approach for addressing service shortfalls is to offer monetary compensation (Smith et al 1999).

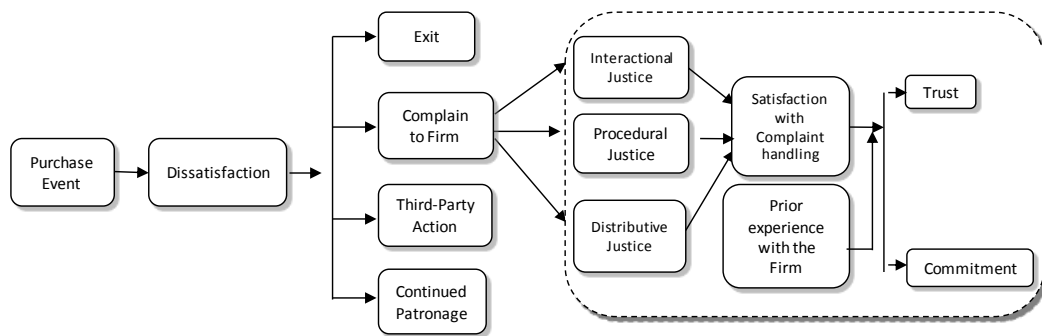
## SECTION-IV

### 2.9 REVIEW OF MODELS BASED ON JUSTICE THEORY:

The researcher attempted to review the existing conceptual models, in service failure and service recovery literature, which models justice theory to explain the justice based recovery expectations of consumers after service failure and post recovery behaviour of customers. Most of the research in the area of post recovery phase has been done linking justice theory to customer satisfaction, trust and commitment, switching behaviour, exit and other behavioural intentions such as intentions to re-patronize a service and defections of customers.

**Figure 2.1 Proposed Conceptual Model by Tax et al.,1998**

Post purchase options Relationship Tested in this study

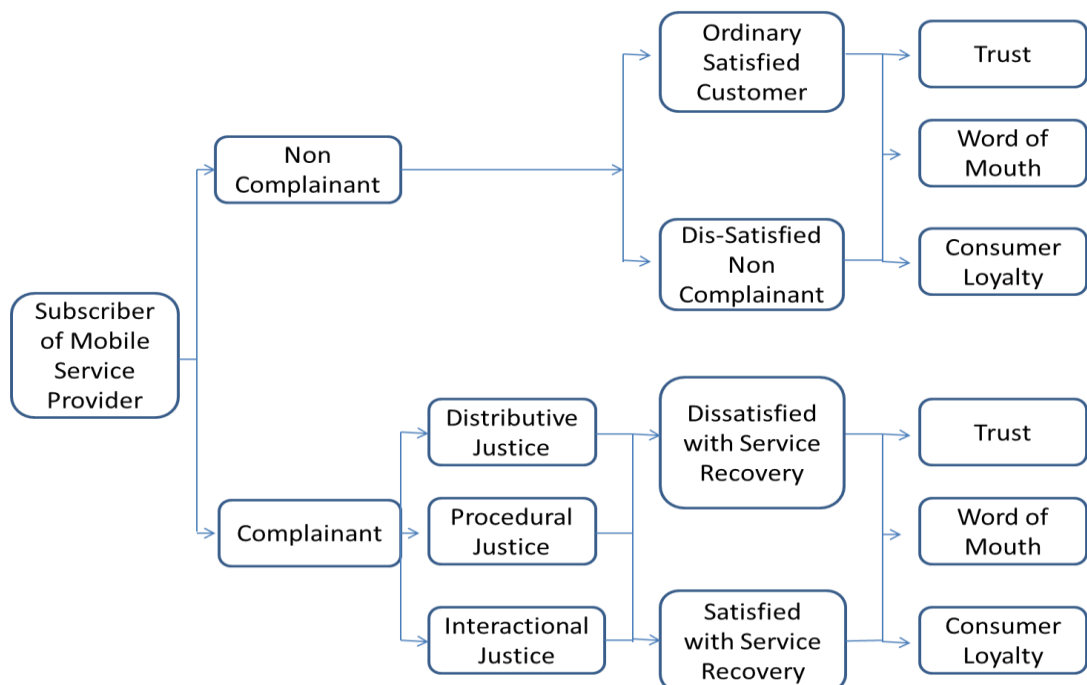


In this conceptual model the authors have shown that the consumer has four options after dissatisfaction occurs. The consumer can choose to exit, complain to the firm, take third party action or continue patronizing the firm after dissatisfaction. However, if the customer chooses to complain to the firm, the authors have hypothesized the direct effects of the three justice concepts on

satisfaction with complaint handling, trust and commitment after a service recovery experience. In this study the authors have considered customer complaint as one of the most important component of customer relationships management strategy

They found that more than half of the customers were dissatisfied with their complaint handling experience. Firms' favourable actions during episodes of conflict demonstrated the reliability and trustworthiness and imply that investment in complaint handling can improve the evaluation of service quality and strengthen customer relationship and build customer commitment.

Figure 2.2 Proposed Conceptual Model by Kau &Loh, (2006)

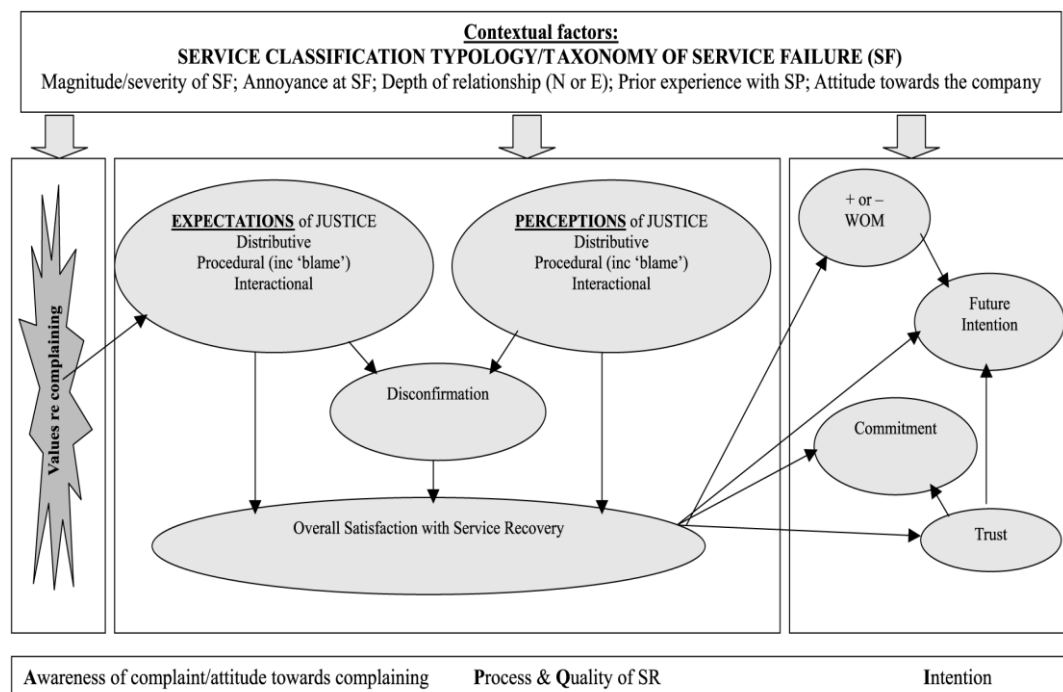


## This Model

1. Investigates the effects of service recovery on customer satisfaction.
2. Explore the perception of justice in service recovery and how it impacts the level of satisfaction and behavioural outcomes.
3. Explores whether the recovery paradox exists.

They found that the complainant's degree of satisfaction with service recovery was significantly, affected by perceived justice. The behavioural intentions, of the complainants in terms of trust, word of mouth and loyalty, were found to be affected with those who were satisfied with service recovery and negatively affected with those who were dissatisfied with service recovery. The authors did not find support for service recovery paradox.

**Figure 2.3 Proposed Conceptual Model by McCole, (2004)**



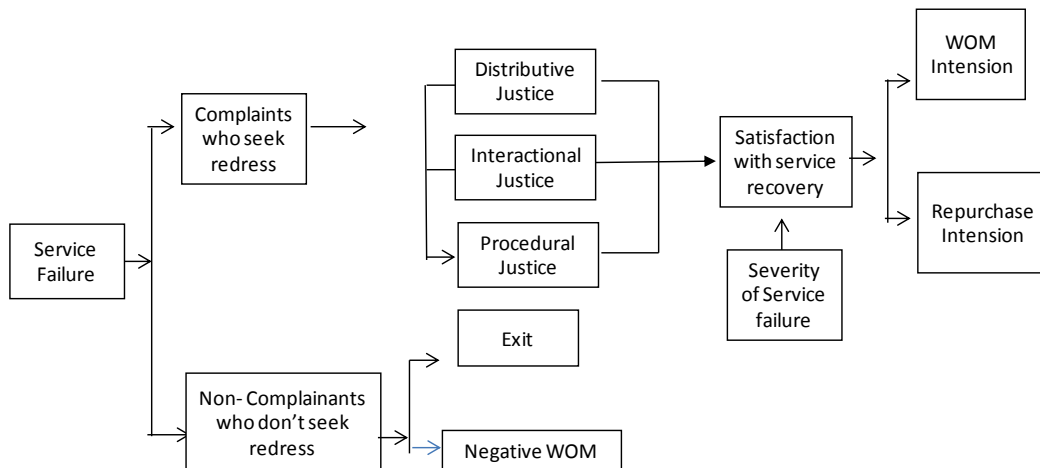
**Sources:** Developed based on exploratory research and academic literature in the area of service failure and recovery and relationship marketing (e.g. Boshoff, 1997; Bejou and Palmer, 1998; Tax *et al.*, 1998; Garbarino and Johnson, 1999; Smith *et al.*, 1999; Andreassen, 2000; de Ruyter and Wetzels, 2000; Hoffman and Kelley, 2000; Mattila, 2001; Maxham and Netemeyer, 2002)



This model takes presumes that customers appraisal of service recovery is dependent on the contextual factors e.g., severity of failure, prior experience of service failure, whether the customer is novice or existing one, managers awareness of the value of customer depending upon his attitude about the service provider pre-failure (from the customers perspective). The model also gives due importance to the complete process of complaining.

The study reported that this confirmation of expectation of service recovery and perceived fairness of that outcome of service recovery will have an impact on satisfaction with service recovery. The author concluded this study with the conceptual model based on exploratory study and literature review with the suggestion that the framework is required to be tested in real life setting using qualitative approach.

**Figure 2.4 Proposed Conceptual Model by Sabharwal et al., (2010)**

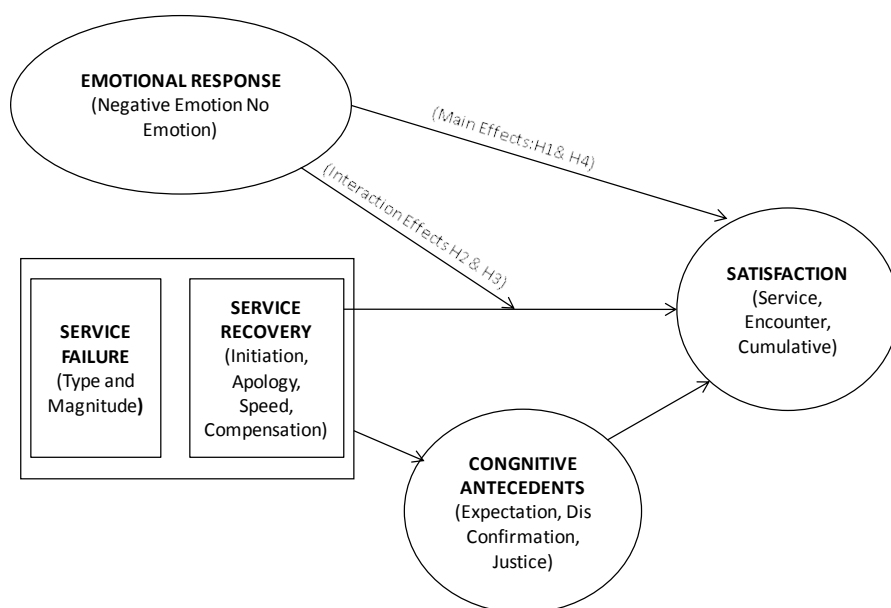


The frame work models the relationship between justice dimensions and customer satisfaction with service recovery which in turn affects their behavioral intentions. The research objectives of this study were (a) to examine the effect of

service failure and recovery on customers' satisfaction and behavioral intentions after complaint handling (b) to examine the impact of service failure severity on customers post recovery satisfaction (c) to examine whether customers who experience service failure and recovery encounters are more satisfied with the service provider, than had they not experienced failure .This is also called service recovery paradox.

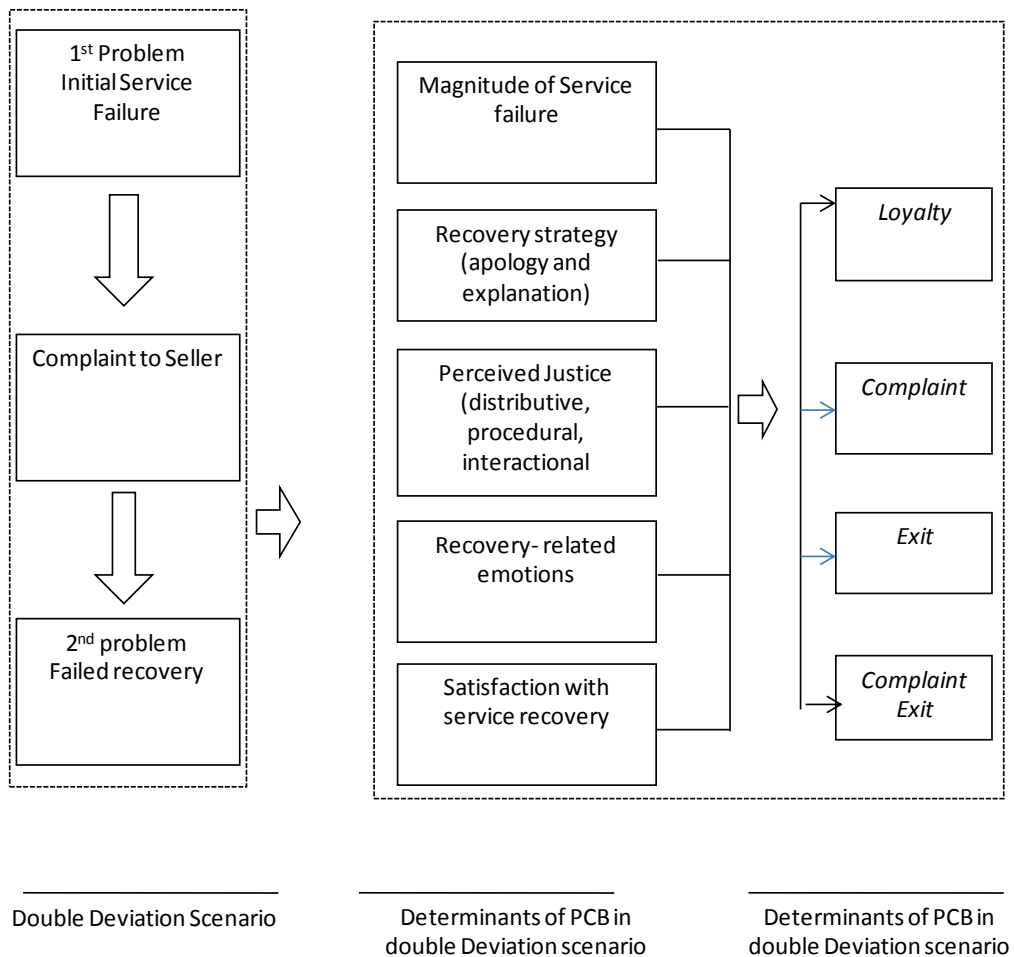
This study was conducted in telecommunications sector in India. The researchers observed that service recovery is a suitable concept to be studied in the Indian service industry as it will help companies to design service recovery strategies to retain customers, by understanding and solving their complaints with justice at the right time. The study found that justice perceptions influence customer satisfaction after service recovery. The study contributed to service literature by developing a reliable and valid scale of service recovery process.

**Figure 2.5 Proposed Conceptual Model by Smith & Bolton, (2002).**



The researchers developed the frame-work for examining the role of emotion in customer satisfaction with service failure and recovery encounters and developed a set of testable hypothesis. The conceptual frame-work includes both cognitive and emotional antecedents to customer satisfaction with service failure and recovery encounters. The researchers made general prediction that emotion will influence the formation of customers’ transaction-specific satisfaction judgment and found support for the same in their study.

**Figure 2.6 Proposed Conceptual Model by Casado et al., (2008).**

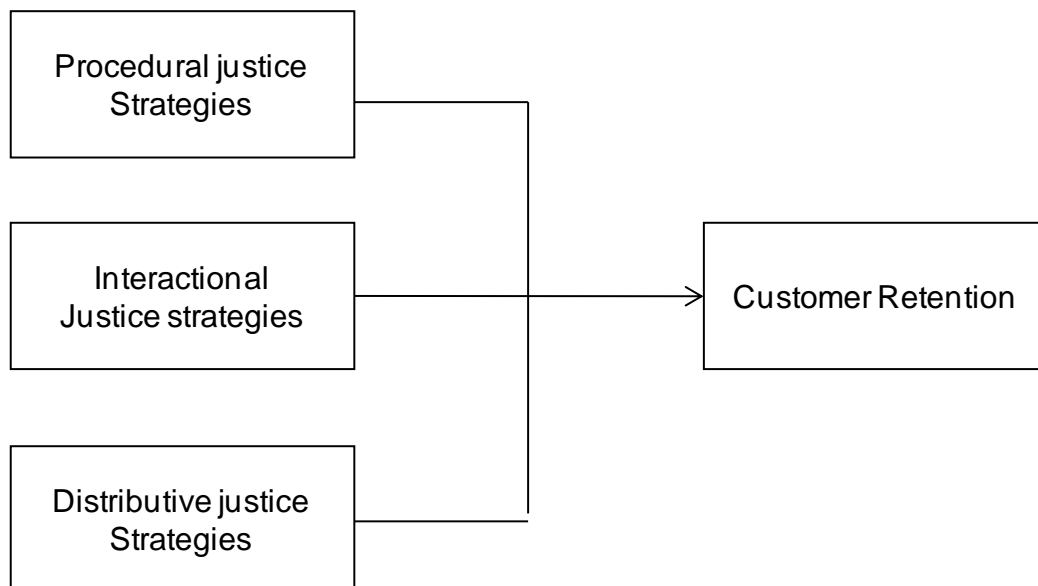


This model is based on double deviation scenarios that result from unsuccessful service recoveries after initial service failure. The researchers propose that

satisfaction arising from recovery effort can affect post - complaint customer behavior.

The authors have hypothesized that magnitude of failure, recovery strategies, (in the form of apology and explanation), perceived justice (distributive, procedural and interactional justice), recovery related emotions, and satisfaction from recovery, will determine the post complaint consumer behavior, when the firms fail for the second time after the initial failure, due to unsuccessful service recovery efforts or in appropriate service recovery. The study found that double deviation scenarios move the customers to exhibit anger and frustration and follow the most harmful responses to the firm e.g., exit or complain and exit.

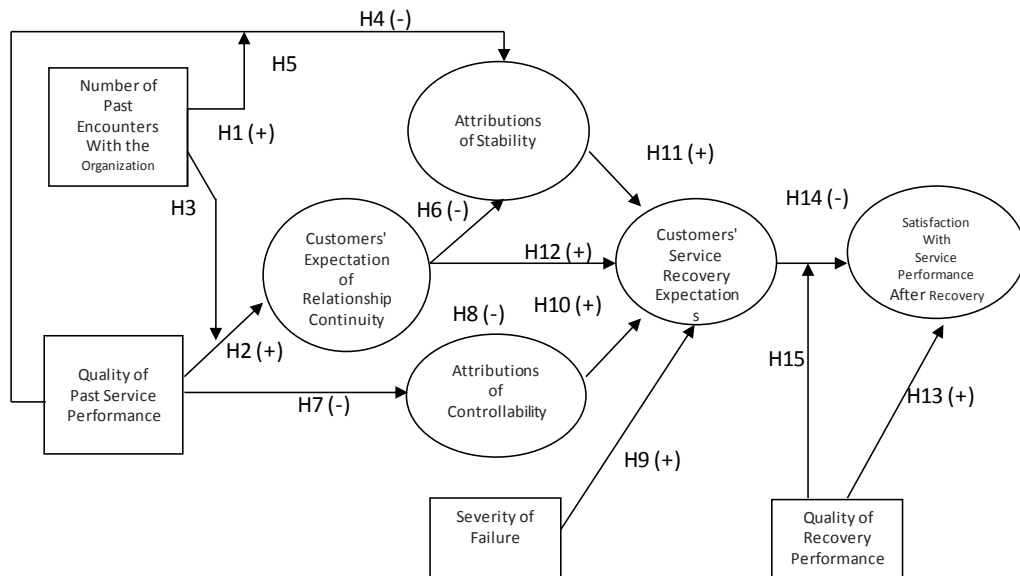
**Figure 2.7 Proposed Conceptual Model by Yunus, (2009)**



This theoretical model is based on three dimensions of justice theory (procedural justice, interactional justice and distributive justice). The research objective was to find the influence of justice perception on service recovery satisfaction which in turn will influence customer retention. Hence, the authors hypothesized that

the procedural oriented justice, interactional oriented justice and distributive oriented justice are predictors of customer retention. The authors found support for their hypothesized relationships. The justice oriented recovery strategies were found effective in accomplishing the service recovery efforts to retain customers, after service failure incidents had occurred. The setting used in this study was retail banking industry in Malaysia.

**Figure 2.8 Proposed Conceptual Model by Hess, et al., (2003).**

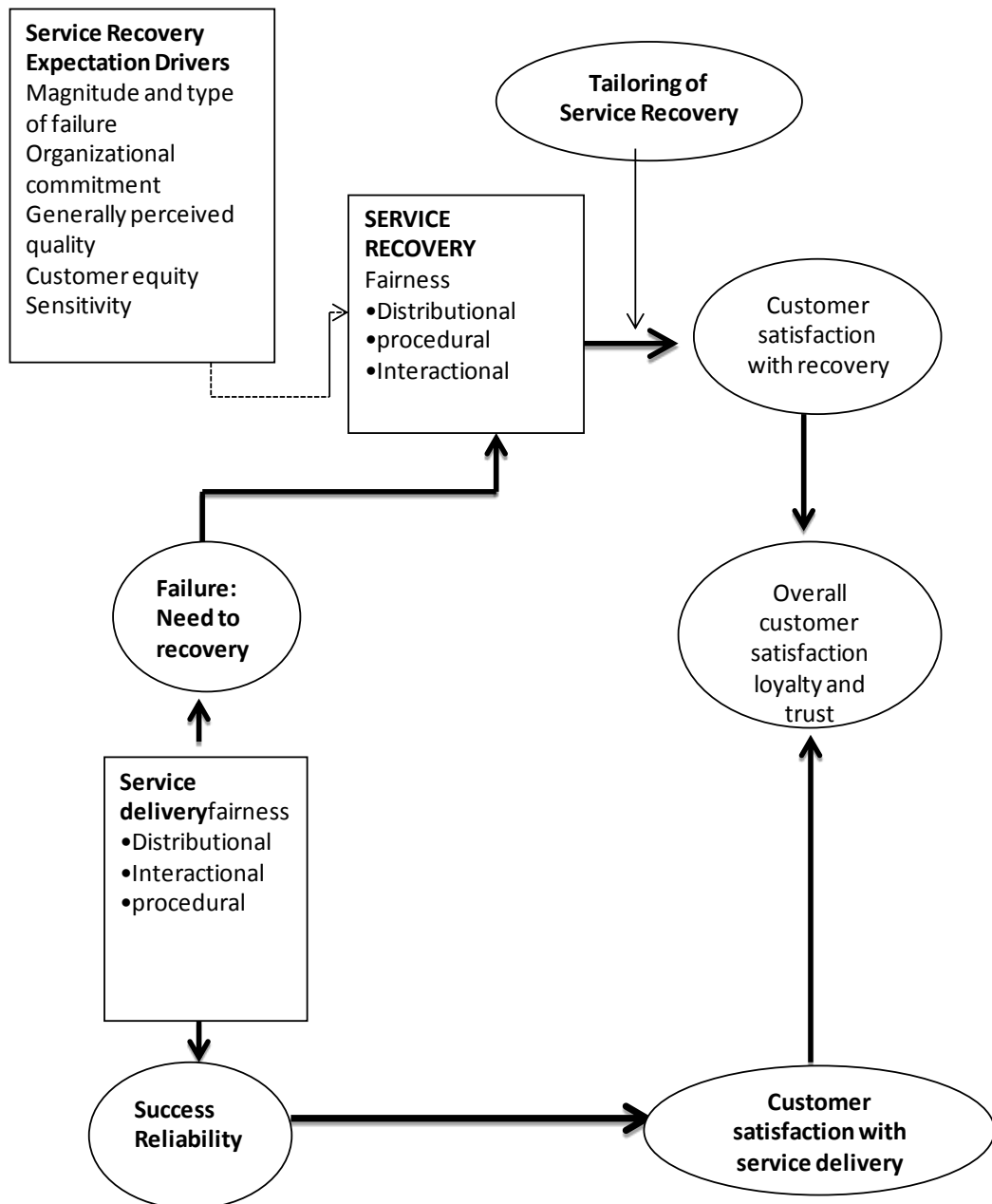


This is a comprehensive conceptual model. This model shows how organization's relationship affects customer's response to organizational service failures and recovery effort.

The authors found support for their conceptualized relationships. They found that customer- organization relationship can shield a service organization from negative effects of failure on customer satisfaction. They found that severity of service failure have positive impact on service recovery expectations. They found that the attribution of stability showed favorable effect on customers'

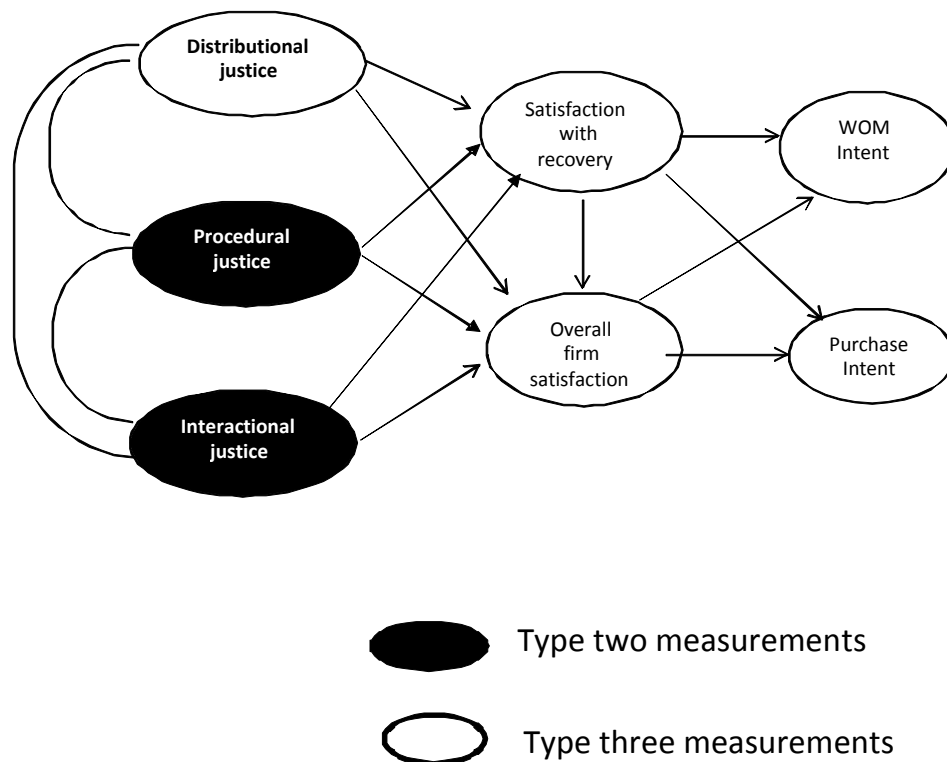
expectations of relationship continuity. The attribution of controllability showed a strong positive effect on customer's service recovery expectations and in turn satisfaction with service recovery performance after service recovery.

**Figure 2.9 Proposed Conceptual Models by De Ruyter & Wetzels, (2000).**



The researchers developed this model to examine the role of equity considerations on perceived quality, satisfaction, loyalty and trust with reference to service recovery strategies across a range of different service settings. The authors' main objective was to examine the impact of service recovery in building long term relationship. Trust was used as main variable in this study to establish the relationship. The author found that, in general, distributive fairness and procedural fairness during the service recovery episode effectively, improves scores for service quality, customer satisfaction and trust. Interactional fairness does not have impact. The results also suggest that the effects of equity consideration in service recovery situations are idiosyncratic to specific service industries.

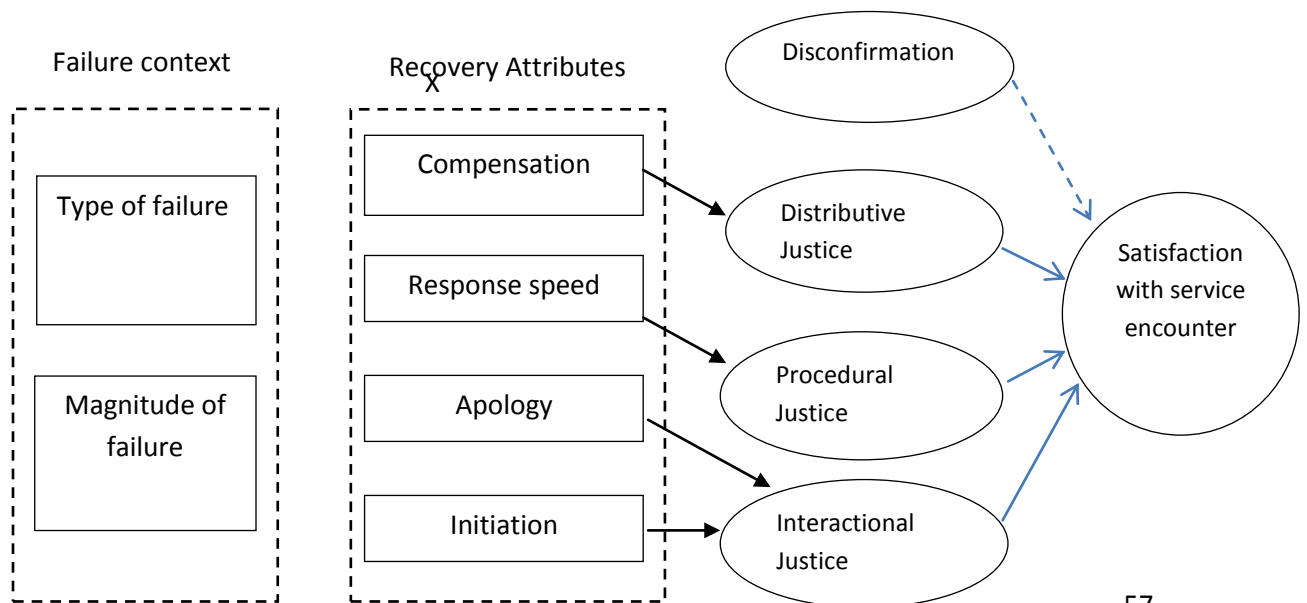
**Figure 2.10 Proposed conceptual model by Maxham & Netmeyer, (2002a)**



The model hypothesized that, distributive justice, procedural justice and interactional justice will impact satisfaction with service recovery and overall firm satisfaction and that satisfaction with service recovery in turn will have positive impact on overall firm satisfaction. Besides, the researchers also hypothesized that service recovery satisfaction and overall firm satisfaction will influence word of mouth intent and purchase intent. The purpose of this research was to examine perceived justice and satisfaction-based model of the service recovery process as it takes place over time. The authors conducted two field studies to measure the effects of justice on satisfaction with recovery, overall firm satisfaction, purchase intent and WOM intent.

The authors found support for their hypothesized model. Satisfaction with service recovery was found to be a strong predictor of spreading positive word of mouth intent than overall firm satisfaction. Overall firm satisfaction was found to be more effective and strong predictor of purchase intent than satisfaction with service recovery.

**Figure 2.11 Proposed Conceptual Model by Smith et al., 1999.**

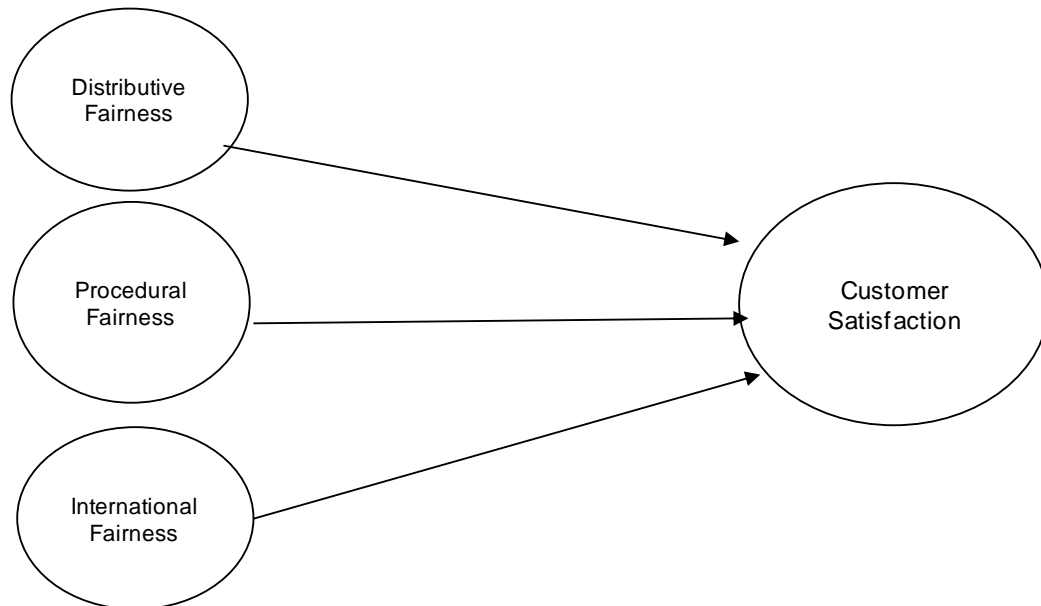




The author's primary objective was to develop and test a model of customer satisfaction with service failure/recovery encounters, using an exchange framework and to determine the effects of various types of recovery efforts on customer evaluation in a variety of service contacts; and provide with guidelines for establishing the proper 'fit' between a service failure and the recovery effort to the practitioners.

The findings of this research provides appropriate strategies to organizations for recovering from service faults which will contribute in improving customer service and enhance customer relationships.

**Figure 2.12 Proposed Conceptual Model by Li, (2010)**



The above conceptual model hypothesizes customer's evaluation about service recovery practices from fairness perception leading to customer satisfaction. The authors conceptualized that customer satisfaction is determined by distributive

justice, procedural justice and interactional justice in the form of recovery attributes. They found that all three types of justice showed significantly positive relationship with customer satisfaction. However they found distributive justice in the form of monetary compensation as the single most effective attribute of fairness to improve customer appraisal of service recovery.

From the above review of various conceptual models based on justice theory it can be concluded that the justice theory has been extensively used in marketing research, in general and in service failure and service recovery research, in particular. Past research has used justice theory as background theory to explain customer complaint handling and service recovery have strong positive impact on customer loyalty, behavioral intentions and trust and commitment. Past research also used justice theory to explain the impact of appropriate and timely recovery to build strong relationship with customer and customer retention.

## **SECTION –V**

### **2.10 GAPS AND PROPOSED CONCEPTUAL MODEL:**

#### **2.10.1 Gaps:**

The above literature review showed the following observations:

- Controllability as a characteristic of complaint situation is less researched.
- Severity of complaint situation has been researched by many researchers but it is not researched together with controllability of failure situation.
- The previous studies have examined separately the influence of severity and controllability of failure situations on expectation of service recovery.

However a simultaneous impact of severity and controllability of failure situations has not been attempted.

- Research has not been conducted to classify complaints based on severity and controllability, which would bring out the complete characteristics of the complaint situation/failure situation. This could be described in more complete manner with reference to both characteristics of severity and controllability.
- The research in the area of justice sought in redressal is generic in nature rather than sectorial except for the study conducted in India (Verma & Kaur, 2001) in passenger car industry,
- The research considered all customers to behave in similar fashion irrespective of any classifications,
- The study conducted in India in passenger car industry mapped the customers' preference for procedural justice over other types of justice in this industry. However, classification of complainants was not attempted and all customers were treated alike. Especially in airline industry, one notices distinct types of customers like leisure tourists v/s business tourists etc. whose expectations could be vastly different.
- Although the impact of justice in redressal on customers' satisfaction with redressal, trust and commitment has been studied, understanding of the customers', perceptions of justice sought was not studied. This could limit the knowledge necessary for redressing the complaints according to the justice sought.

- While service failure and recovery have received considerable research attention, no studies could be found, in extant literature that studied the simultaneous impact of the severity and controllability of failure situations on the expectation of justice sought by customers.
- Most of the research with respect to consumer complaining behaviour has been conducted in the European countries and the United States.
- Although the classification of internal failures and external failures and outcome and process failures are available in literature, studies have not been conducted to assimilate all characteristics of complaint situation in combined form.

The present research attempts to address the gaps. As there are many complaints coupled with little loyalty in the airline sector, it seems that the customers' expectations of complaint redressal are not met with (Hegde Desai & Sousa, 2013). It also accentuates from previous research that though, service failure and recovery have received considerable research attention, no studies could be found, in extant literature, that studied simultaneously, the impact of the severity and controllability of failure situations, on the expectation of justice sought by customers. Moreover, the conditions prevailing in developed countries may be different from the prevailing conditions in Asian countries, more particularly in India.

In literature, there are studies that support the influence of service failure severity and controllability on recovery expectations but how they impact recovery expectations simultaneously has not been discussed. The present study

will contribute to service recovery theory by illustrating how these two variables will influence the service recovery expectations.

Researchers also gave strong signals, for improvement in strategic recovery because currently used recovery strategies are largely ineffective across different service settings. Understanding the differences in service recovery from the customer's perspective is the key issue, as understanding customer experience increases the likelihood of service recovery (Davidow, 2003).

Hence, the researcher used the justice theory framework to study the combine effect of severity and controllability of service failure to elicit justice based recovery expectations.

Given the extant literature on service failure, service recovery and expectations of consumers from service recovery, few studies have looked into using empirical evidence to address issues of how consumers' expectations were determined considering the severity and controllability of failure situations independently.

Thus this research dwells into the understanding of the expectations of air passengers about the redress to their complaints with reference to severity and controllability of the failure situations simultaneously. Therefore, the present study used the 'Justice Theory' framework and linked the combined effect of severity and controllability of service failure situations on the justice based recovery expectations of airline passengers. As suggested in the literature, this study models consumer expectation as comprised of *Distributive Justice, Procedural Justice, and Interactional Justice Needs*.

### 2.10.2 Proposed Conceptual Model:

Based on the literature review a conceptual model was developed to study the justice based recovery expectations of airline passengers by combining the characteristics of severity and controllability of the complaint situations. It was conceptualized that the justice based recovery expectations would depend on the situation type as shown in the four quadrants of the model. The quadrant-wise situations are severe controllable, severe not controllable, not severe not controllable and not severe controllable. This is depicted in the conceptual Model (Fig.2.13)

**Figure 2.13 Proposed Conceptual Model of the Study:**



Based on the above literature review and gaps two types of hypotheses were derived for further testing.

1. Hypotheses describing characteristics of complaint situations
2. Hypotheses for testing proposed conceptual model based on justice theory.

### **2.10.3 Hypotheses Describing Characteristics of Complaint Situations:**

The literature has classified complaints into process based and outcome based failures and external and internal failures. In the first stage of this research, the exploratory interviews with the managers of the airlines gave indication about the passenger's perceptions about the characteristics of complaint situations.

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.

### **2.10.4 Hypotheses for Testing Proposed Conceptual Model Based on Justice Theory:**

In literature, there are studies that support the influence of service failure severity and controllability on recovery expectations but how they impact recovery expectations simultaneously has not been discussed. The present study will contribute to service recovery theory by illustrating how these two variables will influence the service recovery expectations. Hence, this study used justice theory framework to study the combine effect of severity and controllability of service failure in the form of justice based recovery expectations. It was then hypothesized that different types of situations would lead to different types of expectations of justice.

H3. *In severe not controllable failure situations*, the expectations of **distributive justice, interactional justice and procedural justice** in complaint redressal are significantly different.

H4. *In not severe controllable failure situations*, the expectations of **distributive justice, interactional justice and procedural justice** in complaint redressal are significantly different.

H5. *In not severe not controllable failure situations*, the expectations of **distributive justice, interactional justice and procedural justice** in complaint redressal are significantly different.

H6. *In severe controllable failure situations*, the expectations of **distributive justice, interactional justice and procedural justice** in complaint redressal are significantly different.

Within quadrants **a-priori** directions of hypotheses are based on the characteristics of failure situations. e.g., when a situation is not controllable passengers may prefer interactional justice to other types of justice. The present study focused more on controllability characteristic of the failure situation.

H7a: *In severe not controllable failure situations*, the expectations of **interactional justice are higher than distributive justice.**

H7b: *In severe not controllable failure situations*, the expectations of **interactional justice are higher than procedural justice.**



H7c: *In severe not controllable failure situations*, the expectations of **procedural justice are higher than distributive justice.**

H8a: *In not severe controllable failure situations*, the expectations of **distributive justice are higher than interactional justice.**

H8b: *In not severe controllable failure situations*, the expectations of **distributive justice are higher than procedural justice.**

H8c: *In not severe controllable failure situations*, the expectations of **interactional justice are higher than procedural justice.**

H9a: *In not severe not controllable failure situations*, the expectations of **interactional justice are higher than distributive justice.**

H9b: *In not severe not controllable failure situations*, the expectations of **interactional justice are higher than Procedural Justice.**

H9c: *In not severe not controllable failure situations*, the expectations of **procedural justice are higher than distributive Justice.**

H10a: *In severe controllable failure situations*, the expectations of **distributive justice are higher than interactional justice.**

H10b: *In severe controllable failure situations*, the expectations of **distributive justice are higher than procedural justice.**

H10c: *In severe controllable failure situations*, the expectations of **interactional justice are higher than procedural justice.**

## **2.11 OPERATIONAL DEFINITIONS OF THE TERMS:**

### **Complaint:**

A complaint has been derived as an action taken by an individual, which involves communicating something negative regarding a product or a service to either the firm manufacturing or marketing the product / service .or time to some third party entity (Jacoby & Jaccard, 1981)

### **Complaint Handling:**

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 customers (Hart, et al., 1990)

### **Severity:**

Service failure severity refers to a customer's perceived intensity of a service failure (Lai, 2007). It is measured as severe and not severe in this research.

### **Controllability:**

Controllability refers to the customer's 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 (Anderson et al. 2005). It is measured as controllable by the airline and not controllable in this research.

**Distributive Justice:**

Distributive justice involves the tangible outcomes of a service recovery process (DeWitt et al., 2008).

**Procedural Justice:**

Procedural justice involves the procedures, by which a recovery attempt is conducted (DeWitt et al., 2008).

**Interactional Justice:**

Interactional justice involves the manner in which a customer is treated during a service recovery process (DeWitt et al., 2008).

**Frequent Flyers:**

Flown more than once a month

**Short Haul Travel:**

Travelling time 3 hours and less

**Mid Haul Travel:**

Travelling time more than 3 hours up to 7 hours

**Long haul**

Travelling time more than 7 hours

# **CHAPTER 3**

## **RESEARCH METHODOLOGY AND INSTRUMENT DEVELOPMENT**

This chapter deals with research design and methodologies, development of scale and questionnaire, sampling and data collection.

### **RESEARCH DESIGN**

The design of this research includes two stages, qualitative and quantitative methodology to achieve the objectives of the research. Hence this chapter is organised into three sections. Section- I present the first stage exploratory research-qualitative study. Section- II explains the methodology for testing the descriptive hypothesis and Section- III describes the quantitative methodology for testing of hypothesis based on conceptual model.

### **SECTION-I**

#### **3.1 FIRST STAGE RESEARCH –QUALITATIVE STUDY:**

The exploratory study was conducted to get acquainted with the industry specific issues. In the first stage of this research, in-depth exploratory interviews with the officials of all the airlines operating in the state of Goa in India were conducted.

An open ended questionnaire was administered (**Appendix-I**). Open ended questions enable the interviewee to express views openly and to the full context.

Informal discussions with four airlines passengers were conducted. These passengers were randomly selected. The discussions with the passengers revealed important insights into industry specifics and supplemented the data collected from interviews.

The perusal of complaints posted on-line by passengers also provided rich information about the kind of plight faced by the passengers in real life situations, thereby providing a deeper insight into the types of complaints and the redressal provided by the managers.

### **3.1.1 Sample Selected and Administration:**

For the exploratory interviews, all the airlines operating in the state of Goa in India were covered. This resulted in interviews of managers of eight airlines. Out of the eight airlines, two were operating only internationally, three operated in both domestic and international sectors and three operated only in the domestic sector. All the interviews with the managers were carried out by the researcher personally. The interviews were conducted at the convenience of the managers.

For the informal discussions, the researcher randomly selected four airline passengers who had typical service failure situations and had complained about the service failure to the airline manager.

The on-line airline passenger's complaints were selected from the web sites of the airlines, as all the airlines facilitate passengers to lodge their complaints on-line. Those complaints which could add to the complaints already explored were selected.

### **3.1.2 Data Analysis:**

The result of in-depth exploratory interviews, informal discussions with passengers and perusal of complaints on-line revealed different categories of common complaints encountered by the passengers and also different types of passengers as classified by the airline managers. Findings also indicated that the passengers have different expectations of justice in complaint redressal according to their types.

Total 47 different common complaints were then classified under 13 major heads as follows:

(1) Delayed Flights- Leading to missing of an event, (2) Delayed Flights- Not leading to missing of an event, (3) Cancelled Flights- Leading to missing of an event, (4) Cancelled Flights- Not leading to missing of an event, (5) Baggage related problem, (6) Communication with flight crew/staff behavior, (7) Meals on Board, (8) Entertainment on Board, (9) Flight fare, (10) Airport Lounges, (11) Check- in Process (12) Denied Boarding (13) In-flight Seats.

The types of passengers classified by managers include,

1. Based on Residence- international, N.R.I. and domestic passengers,
2. Based on Frequency-frequent fliers and less frequent fliers and
3. Based on Purpose-business and leisure.

Thus, the results of the first stage research led to an enriched inventory of complaints and the different types of passengers as classified by the airline managers.

### 3.1.3 Formulation of Additional Hypotheses Based on Exploratory Study:

Nguyen et al., (2003) state that “in different service settings, the justice dimensions are not like-wise preferred by consumers. Rather, customers will emphasize on different aspects of the service failure, and accordingly expect a type of recovery, best suited for that situation. When the service provider offers recovery, from what the customer considers appropriate, then the customer will be dissatisfied”.

Gilbert & Wong, (2003), argue that “assessing passenger’s expectation is not a static exercise as passengers are becoming increasingly sensitive to quality. *However not all service dimensions are equally important to all passengers, because no two passengers are precisely alike, especially when demographics such as purpose of travelling are considered.* **When considering the impact of service failure harm, service providers should recognize that the same service failure impacts different customers differently.**

As the service failure impacts customers differently, this research focuses on what are the expectations of different classes of customers when they complain about service failures. In aviation industry, the passengers are grouped into various classes like frequent fliers, less frequent fliers, leisure passengers, business passengers, N.R.I.s, foreign passengers, domestic passengers etc. by the service providers. Each of them could have different expectation when they seek redress to the same service failure. Managers’ understanding of this differentiation could go a long way in awarding requisite redress to passengers, by fulfilling their expectations of redress and thus, resources could be used

where necessary. The flight of complainants to the competitors due to unaddressed woes could also be stalled. *Hence, this research further dwells into understanding the justice based expectations of different classes of airline passengers for service failures based on perceived severity and controllability.*

Hence it is posited that:

H11a. *In severe not controllable failure situations, there is a significant difference in expectations, across three types of justice, according to **type of passengers based on their residence.***

H11b. *In not severe controllable failure situations, there is a significant difference in expectations, across three types of justice, according to **type of passengers based on their residence.***

H11c. *In not severe not controllable failure situations, there is a significant difference in expectations, across three types of justice, according to **type of passengers based on their residence.***

H11d. *In severe controllable failure situations, there is a significant difference in expectations, across three types of justice, according to **type of passengers based on their residence.***

H12a *In severe not controllable failure situations, there is a significant difference in expectations, across three types of justice, according to **type of passengers based on the purpose of travel.***

H12b. *In not severe controllable failure situations, there is a significant difference in expectations, across three types of justice, according to **type of passengers based on the purpose of travel.***



H12c. *In not severe not controllable failure situations*, there is a significant difference in expectations, across three types of justice, according **to type of passengers based on the purpose of travel.**

H12d. *In severe controllable failure situations*, there is a significant difference in expectations, across three types of justice, according **to type of passengers based on the purpose of travel.**

H13a. *In severe not controllable failure situations*, there is a significant difference in expectation, across three types of justice, according **to type of passengers based on the frequency of travel.**

H13b. *In not severe controllable failure situations*, there is a significant difference in expectations, across three types of justice, according **to type of passengers based on the frequency of travel.**

H13c. *In not severe not controllable failure situations*, there is a significant difference in expectations, across three types of justice, according **to type of passengers based on the frequency of travel.**

H13d. *In severe controllable failure situations*, there is a significant difference in expectations, across three types of justice, according **to type of passengers based on the frequency of travel.**

H14. There is a *significant difference in expectations*, across three types of justice, according **to demographics of airline passengers across the type of failure situations.**

In the second stage of the research, all the hypotheses, namely, descriptive hypotheses, the hypotheses based on conceptual model and the hypotheses based on types of passengers were empirically tested.

## **SECTION-II**

### **3.2 METHODOLOGY TO TEST DESCRIPTIVE HYPOTHESES:**

The literature has earlier classified complaints into outcome failures and process failures (Smith et al., 1999), and internal failures and external failures (Chan & Wan, 2008). These classifications from the literature were used in this research to classify the 47 complaints accordingly. The steps were as follows:

1. Classification as per typology was done by principal researcher and fellow researcher as:
  - a) outcome failures and process failures,
  - b) internal failures and external failures

In case of difference, the opinion of the fellow researcher prevailed.

2. The common complaints were transformed to service failure situations.

This was done with the review of literature, which had used scenario method earlier for testing justice dimensions as well as characteristics of failure situations.

### **3.2.1 Review of Methodologies:**

At the outset it was felt necessary to review methodologies used in service failure, service recovery and complaint redressal literature, so that the choice of appropriate methodology is made for the present research.

Michel, (2001), opined that, “methodological issues involving measurement of antecedents, process and outcomes of service recovery strategies remain controversial”. OK, (2004), suggested that an, “experimental approach, CIT, and a recall based survey are the three methods that are most frequently used in service recovery research”.

Smith, et al., (1999), pointed out that,” service recovery efforts are triggered by service failures, conducting empirical research, in either a laboratory or a field environment is challenging. Scenario method reduces problems involving individual differences in response and personal circumstances to the research context”. According to Wirtz & Mattila, (2004), “scenario method enhances internal and statistical conclusions validity by controlling irrelevant variables and by reducing random noise in the independent variables with a standardized setting for all the subjects”. They further described the scenario method as most successful when there is high congruency between respondents’ real-life experience and the experimental scenarios they are required to imagine.

Different researchers have also used scenario method in service sector and airline sector in particular for testing the justice dimensions and characteristics of failure situations.

McCollough et al., (2000), used scenario based experiment to study the service recovery expectations of the airline passengers. Two separate studies were conducted, in the first study recovery expectations were manipulated at two levels (high and low) and service recovery performance at three levels (service failure with high and low recovery and no failure). In the second study they captured the expectation of justice by manipulating, distributive justice at 3 levels and interactional justice at 3 levels (high, moderate and low). The airline passengers were approached in the waiting areas, at the airport and those who could not return the questionnaire before boarding were given self-addressed envelope with pre-paid postage.

Yim et al., (2003) used scenario method to measure the justice based recovery expectations and the resulting post recovery satisfaction and behavioral intentions. In the scenario they manipulated a type of failure at two levels (high versus low) importance of encounter at two levels (important versus not important) and magnitude of failure also at two levels (high versus low). Similarly justice based recovery expectations compensation (high versus low), response speed (within 24 hours, versus one month), apology (present versus absent) were also manipulated at two levels. The study was conducted in the restaurant setting.

In accordance with the above review, in the present research, the entire 47 common complaints were carefully worded and phrased and converted to failure situations to use them in the measurement instrument (questionnaire-I) for further testing.

### **3.3 DEVELOPMENT OF QUESTIONNAIRE-I (APPENDIX-II):**

*This constitutes, Part-A of the second stage of this research.* The second stage of research is divided into two parts 'A' and 'B' for the purpose of conducting this research in a systematized and orderly manner.

Questionnaire-I was developed using the above failure situations, to test the characteristics of the service failure situations namely severity and controllability.

All the 47 failure situations were included in the questionnaire. The first part of the questionnaire explained the objective of the survey to the respondents and in the next; the respondents were provided with clear instructions to answer the dichotomous kind of questions. The respondents were also assured in writing that their response would be used only for research purpose and would be kept confidential. The last part of the questionnaire was used to collect demographic information from the respondents required for the purpose of this research.

The failure situations were randomized in the close ended *questionnaire-1* in order to avoid any kind of bias and to map accurately the perception of the respondents with regard to severity and controllability of failure situations. Severity is measured as severe and not severe. Controllability (whether the problem could have been averted by the airline) is measured as controllable and not controllable.

Before going to the field, comments were invited from Ph.D. scholars and Ph.D. supervisors, at the Department Of Management Studies, Goa University. Besides, the questionnaire-1 was presented to an independent expert who

evaluated it for the content, context, its relevance to the industry specific and the appropriate use of language. Based on the comments, the failure situations were rephrased wherever it was required.

### **3.3.1 Sample and Administration of Questionnaire-1:**

The sample consisted of actual airline passengers. Questionnaire- 1 (Appendix-II) was administered to respondents to classify the complaints into four Quadrants of the conceptual **Model**. Due to indefinite size of population travelling from Dabolim airport random sampling method was used for selecting the respondents. According to Sekaran, U., (2003), sample size larger than 30 and less than 500 are appropriate for any research. The respondents were intercepted at the Dabolim airport- arrivals and departures, over a period of two months, 'March' to 'April', 2013. 321 questionnaires were received out of 330 questionnaires that were distributed. The researcher found only 313 usable questionnaires. Excel worksheet and SPSS 16 version was used for analysis.

3. The classification of service failures, as per the characteristics, was done based on passengers' responses which were classified as:

- a) severe and not severe
- b) controllable and not controllable

4. Further the service failure situations were classified based on analysis of passenger responses as:

- a) severe not controllable
- b) not severe controllable
- c) not severe not controllable

d) Severe controllable

5. The typology of the complaints as per 1 above was linked to the characteristics as per 3 and 4 above using statistical analyses.

The descriptive hypotheses are as follows:

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.

Classification as per typology was tested for characteristics of failure situation with the help of chi-square test.

### **SECTION III**

#### **3.4 THE QUANTITATIVE METHODOLOGY FOR TESTING OF HYPOTHESES BASED ON CONCEPTUAL MODEL:**

*This constitutes part-B of the second stage of this research.*

##### **3.4.1 Development of Scale:**

*Development of scale* to link the above situations to the three types of justice dimensions, namely distributive justice, procedural justice and interactional justice was done in order to test the conceptual model and the hypotheses stated at the end of chapter-II. For the purpose of empirical testing of the conceptual model, the following steps were followed:

Of the total 47 failure situations, only 8 failure situations were used for the purpose of empirical testing of the conceptual model. The choice of failure situations was made based on the classification of complaints, as stated in

section-II, (3) and (4) above. The classification of service failure as per section – II (4), above is as follows:

- a) Severe not controllable
- b) Not severe controllable
- c) Not severe not controllable
- d) Severe controllable

This classification represents the four quadrants of the conceptual model. Two situations from each of the four quadrants were selected based on chi-square analysis at .05% significance level. The quadrants representing severe not controllable and, not severe not controllable failure situations had only two such failure situations each. The failure situations in severe not controllable quadrant, showed a significant **chi-square result of .000**. However, the only two situations in, not severe not controllable quadrant were used in spite of chi square test results not being significant. Care was taken to select the failure situations which were distinct from one another.

The scale was designed on the basis of justice theory which adopts the three dimensions of the justice theory (distributive justice, interactional justice and procedural justice) from previous studies, based on the review of existing scales.

So a suitable scale was designed on the basis of justice theory which adopts the three dimensions of the justice theory (distributive justice, interactional justice and procedural justice) from previous studies.

The sub-items were derived from extant literature to represent the characteristics singularly attributable to each of the dimension of justice.



### **3.4.2 Measurement of Sub-Items:**

The sub-items used in past research representing each of the dimensions of justice were reviewed to find suitable sub-items to measure justice based recovery expectations for the present study.

#### **Distributive Justice:**

Past researchers have operationalized distributive justice as monetary compensation (Hart et al., 1990, Blodgett et al., 1997, and Smith et al., 1999, Kim et al., 2009,). Verma & Kaur, (2001), a study conducted in India, used free replacement and monetary compensation to measure expectation of distributive justice. Mattila, (2001), measured distributive justice, as compensation in the form of discounts and refund. Valenzuela et al., (2005) used monetary compensation to measure the dimensions of distributive justice.

#### **Interactional Justice:**

Interactional justice is considered as minimum that can be offered by service provider to the complaining customer. Hart et al., (1990), used apology to represent interactional justice. Blodgett et al., (1997) and Smith et al., (1999), used, apology and initiation to represent interactional justice. Kim et al., 2009, used apology to measure expectations of interactional justice. Verma & Kaur, (2001), used polite response to measure interactional justice. Tax & Brown, (1998) and Tax et al., (1998), used multi item scale to measure interactional justice, which includes politeness, empathy, effort, explanation, honesty and attitude. Valenzuela et al., (2005) used employee behavior attributes to measure the dimensions of interactional justice.

**Procedural Justice:**

Procedural justice is also represented by different sub-items for different researchers. Hart et al., 1990, used reaction speed to measure procedural justice in their study. Blodgett et al., 1997, and Smith et al., 1999, used response speed. Kim et al., 2009, operationalized procedural justice as response speed. Verma & Kaur, (2001), used quick response to measure expectation of procedural justice Tax and Brown, 1998, and Tax et al., 1998, used multi item scale to measure the procedural justice as assuming responsibility, timing/speed, and convenience, follow up process, control, flexibility and knowledge of process. Valenzuela et al., (2005) used promptness as attribute, to measure the dimension of procedural justice.

From the above discussion it is seen that the most common justice based recovery measurement variables, include monetary compensation, or compensation in the form of refunds, discounts, credit or replacements), for measuring distributive justice. Similarly apology, polite response, courtesy, and explanation were used to measure interactional justice, and timeliness, quick resolution, speedy response, timely feedback were used to measure procedural justice.

For the present study, the sub-items were derived from extant literature to represent the characteristics singularly attributable to each of the dimension of justice. Distributive justice was measured as monetary compensation, and refund, Interactional justice as polite response and explanation and Procedural justice as quick resolution and flexibility, which are similar to the scales used by (Verma & Kaur, 2001).

### 3.4.3 Development of Draft Questionnaires:

6. Draft questionnaire 2 (Appendix-IV), and 2A (Appendix-V) were developed. Each of these questionnaires contained 4 service failure situations, representing one situation from each of the quadrant of the conceptual model. The failure situations representing each quadrant of the *conceptual model* were different in each of the two sets of the questionnaire in order to do away with the situation effect. The four quadrants of the conceptual model are severe not controllable, not severe controllable, not severe not controllable and severe controllable.

Only those failure situations, which showed a significant, (chi-square-2 sided) value at 95% confidence level were used in the development of questionnaire 2 and 2A, except not controllable not severe failure situations, as there were only two situations categorized in this quadrant.

Below each of the failure situations the respondents were provided with the instruction to rank the expectations of justice according to their priority or rank those important to them.

The initial sub- items representing each of the dimensions of justice are given below:

Distributive justice was measured as monetary compensation, and refund

Interactional justice as polite response and explanation and

Procedural justice as quick resolution and flexibility,

These were first reviewed by a literature expert for proper wording and phrasing of the failure situations, and instructions to respondents, which is regarded as face validity in research literature.

The above questionnaires were then passed through scale evaluation which involve reliability and validity test based on existing scales in extant literature

### **3.5 SCALE EVALUATION:**

As reliability is a necessary condition of validity, a researcher should first demonstrate that the scale has achieved an acceptable level of reliability (Brahma, 2009). Hence scale evaluation involves reliability and validity tests.

#### **3.5.1 Reliability Test:**

According to Peter, 1979, reliability of a scale can be described as the degree to which a measure is free from error and therefore yields consistent results in a reproducible fashion.

The scale was assessed for reliability following the inter-rater reliability test. In inter-rater reliability, the use of raters or observers as a method of measurement is prevalent in various disciplines and professions e.g., Psychology, Anthropology and Marketing (Fleiss, J. L., 1971). Inter-rater agreement is same as inter-rater consensus and it occurs when different raters assign the same values when rating the same phenomenon, and Inter-rater reliability is used to assess the degree to which different raters or observers make consistent estimates of the same phenomenon (Kozolowski, & Hattrup, as quoted in Fleenor et al., 1996). Hence the researcher used the inter-rater reliability test to examine the reliability of this scale

The scale (Appendix-III) then was presented to six experts for scale evaluation which involves reliability. The six experts included subject experts in consumer

behavior and managers of airlines in Goa. The experts were asked to categorize each of the sub- constructs of the scale representing as **either *DISTRIBUTIVE JUSTICE (DJ)*, or, *PROCEDURAL JUSTICE (PJ)* or *INTERACTIONAL JUSTICE (IJ)***, by encircling **ANY ONE** appropriate option. The clear definitions of each of the construct of justice dimension were also provided in the instrument for facilitating the experts to categorize the sub-constructs.

### Result and Analysis of Inter-Rater Reliability Test:

**Table 3.1 Result and analysis of Inter-rater Reliability**

Result of Inter-rater Reliability Test										
Sr No	Items	Expert -1	Expert -2	Expert -3	Expert -4	Expert -5	Expert -6	DJ	PJ	IJ
a	Monetary Compensation	DJ	DJ	DJ	DJ	DJ	DJ	6.00	-	-
b	Polite Response	IJ	IJ	IJ	IJ	IJ	IJ	-	-	6.00
c	Quick Resolution	PJ	PJ	PJ	PJ	PJ	PJ	-	6.00	-
d	Flexibility	PJ	PJ	PJ	PJ	PJ	DJ	1.00	5.00	-
e	Explanation	IJ	IJ	IJ	IJ	IJ	IJ	-	-	6.00
f	Discount Coupon	DJ	DJ	DJ	DJ	DJ	PJ	5.00	1.00	-

### Total responses/Total no. of experts

#### Analysis:

The analysis of results of inter-rater reliability test based on simple percentage of agreement (total agreements/total no. of experts) indicates that:

- a) Monetary compensation represents Distributive Justice-100% agreement
- b) Polite response represents Interactional Justice-100% agreement
- c) Quick resolution represents Procedural Justice- 100% agreement
- d) Flexibility represents Procedural Justice- 83% agreement
- e) Explanation represents Interactional Justice-100% agreement
- f) Discount coupon represents Distributive Justice-83% agreement

Rossister, (2002), opined that the simple percentage of agreement method of reliability is suitable for marketing research. According to Keaveney, (1995), inter rater reliability above .80 is considered satisfactory in marketing research.

### **3.5.2 Content Validity:**

According to Suter, (2006), “Content validity refers to the degree to which a test measures an intended area, and experts in the field are asked to judge whether the instrument is content valid in accordance with the researched theme”.

Rattray & Martyn, (2007), refers to content validity as, “experts’ opinion concerning whether the scale items represent the proposed domains or concepts, the questionnaire is intended to measure.

The two sets of draft questionnaires, Questionnaire -2, and Questionnaire-2A, were presented to six experts for the evaluation of content validity. The experts were chosen from area of consumer behavior and managers from airlines. The experts were asked to rate each of the items from the questionnaire, on a scale of 1-4 on the basis of the *relevance, clarity and simplicity*.

The description of the rating scale is as follows:

#### **A) Relevance**

*1-Not relevant*

*2-Item needs some revision*

*3-Relevant but needs minor revision*

*4- Very relevant*

## **B) Clarity**

*1-Not clear*

*2-Item needs some revision*

*3-Clear but needs some revision*

*4-Very clear*

## **C)Simplicity**

*1-Not simple*

*2-Item needs some revision*

*3-Simple but needs some revision*

*4-Very simple*

*(Scale adapted from, Yaghmale, F., 2003)*

The researcher administered the questionnaire in person to all the experts. The researcher used the CVI (Content validity index), method to evaluate the content validity of the instrument

### **3.5.3 Result of Content Validity:**

The content validity index (CVI) is a measure which indicates the proportion of members who endorsed an element as content valid. The CVI is calculated at item level (I-CVI) and scale level (S-CVI), (Lynn, 1986).

The CVI for each scale item is the proportion of experts who rate the item as **3 or 4, on a 4 point scale**, and the CVI for entire scale is the proportion of the total number of items deemed content valid (Yaghmale, F., 2003). According to Lynn,

(1986), when there are six or more judges the I-CVI should not be lower than 0.78.

According to Polit & Beck, (2006), for a scale to be judged as having excellent content validity, it should be composed of items with I-CVI's that meet Lynns', 1986 criteria a minimum of ( I-CVI's =0.78), for six and more experts and it should have an S-CVI/AVE, of 0.80 or higher.

**Questionnaire- 2: Content Validity (Relevance, Clarity and Simplicity)**

**Table3.2 Q 2-Content validity failure situation- 1, Relevance**

Sr. No	Experts						Total	CVI
	1	2	3	4	5	6		
	Items							
<b>a</b>	<b>Failure Situation 1</b>						<b>6</b>	<b>1</b>
<b>b</b>	<b>Instruction</b>						<b>6</b>	<b>1</b>
<b>c</b>	<b>Monetary Compensation</b>						<b>6</b>	<b>1</b>
<b>d</b>	<b>Polite Response</b>						<b>5</b>	<b>0.83</b>
<b>e</b>	<b>Quick Resolution</b>						<b>6</b>	<b>1</b>
<b>f</b>	<b>Flexibility</b>						<b>4</b>	<b>0.67</b>
<b>g</b>	<b>Explanation</b>						<b>5</b>	<b>0.83</b>
<b>h</b>	<b>Discount Coupon</b>						<b>5</b>	<b>0.83</b>
<b>Proportion Relevant</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.50</b>	<b>0.63</b>	<b>1.00</b>	

Mean I CVI 0.90

S-CVI/Avg 0.85 average



**Table 3.3 Q 2-Content validity failure situation 2- Relevance**

Sr. No	Experts Items	1	2	3	4	5	6	Total	CVI
		<b>A</b>	<b>Failure Situation 2</b>	4	4	4	4		
<b>B</b>	<b>Instruction</b>	4	4	4	4	4	4	<b>6</b>	<b>1</b>
<b>C</b>	<b>Monetary Compensation</b>	4	4	4	4	3	4	<b>6</b>	<b>1</b>
<b>D</b>	<b>Polite Response</b>	4	4	4	4	4	3	<b>6</b>	<b>1</b>
<b>E</b>	<b>Quick Resolution</b>	4	4	4	4	4	3	<b>6</b>	<b>1</b>
<b>F</b>	<b>Flexibility</b>	4	4	4	1	2	4	<b>4</b>	<b>0.67</b>
<b>G</b>	<b>Explanation</b>	4	4	4	4	4	1	<b>5</b>	<b>0.83</b>
<b>H</b>	<b>Discount Coupon</b>	4	4	4	3	4	3	<b>6</b>	<b>1</b>
<b>Proportion Relevant</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.75</b>	<b>0.75</b>	<b>0.50</b>		

Mean I CVI 0.94

S-CVI/Avg 0.83 average

**Table 3.4 Q 2-Content validity failure situation 3- Relevance**

Sr No	Experts Items	1	2	3	5	6	6	Total	CVI
		<b>a</b>	<b>Failure Situation 3</b>	4	4	4	4		
<b>b</b>	<b>Instruction</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>c</b>	<b>Monetary Compensation</b>	4	4	4	4	3	4	<b>6</b>	<b>1.00</b>
<b>d</b>	<b>Polite Response</b>	4	4	4	3	4	3	<b>6</b>	<b>1.00</b>
<b>e</b>	<b>Quick Resolution</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>f</b>	<b>Flexibility</b>	4	4	4	1	2	4	<b>4</b>	<b>0.67</b>
<b>g</b>	<b>Explanation</b>	4	4	4	1	4	1	<b>4</b>	<b>0.67</b>
<b>h</b>	<b>Discount Coupon</b>	4	4	4	3	4	1	<b>5</b>	<b>0.83</b>
<b>Proportion Relevant</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.50</b>	<b>0.75</b>	<b>0.63</b>		

Mean I CVI 0.90

S-CVI/Avg 0.81 average

**Table 3.5 Q 2-Content validity failure situation 4- Relevance**

Sr No	Experts Items	Experts						Total	CVI
		1	2	3	5	6	6		
<b>a</b>	<b>Failure Situation 4</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>b</b>	<b>Instruction</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>c</b>	<b>Monetary Compensation</b>	4	4	4	4	4	3	<b>6</b>	<b>1.00</b>
<b>d</b>	<b>Polite Response</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>e</b>	<b>Quick Resolution</b>	4	4	4	4	2	4	<b>5</b>	<b>0.83</b>
<b>f</b>	<b>Flexibility</b>	4	4	4	3	2	4	<b>5</b>	<b>0.83</b>
<b>g</b>	<b>Explanation</b>	4	4	4	4	4	1	<b>5</b>	<b>0.83</b>
<b>h</b>	<b>Discount Coupon</b>	4	4	4	3	4	3	<b>6</b>	<b>1.00</b>
<b>Proportion Relevant</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.75</b>	<b>0.75</b>	<b>0.63</b>		

Mean I CVI 0.94

S-CVI/Avg 0.85 average

**Table 3.6 Q 2-Content validity failure situation 1- Clarity**

Sr No	Experts Items	Experts						Total	CVI
		1	2	3	5	6	6		
<b>a</b>	<b>Failure Situation 1</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>b</b>	<b>Instruction</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>c</b>	<b>Monetary Compensation</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>d</b>	<b>Polite Response</b>	4	4	4	4	4	3	<b>6</b>	<b>1.00</b>
<b>e</b>	<b>Quick Resolution</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>f</b>	<b>Flexibility</b>	4	4	4	4	4	3	<b>6</b>	<b>1.00</b>
<b>g</b>	<b>Explanation</b>	4	4	4	4	4	3	<b>6</b>	<b>1.00</b>
<b>h</b>	<b>Discount Coupon</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>Proportion Relevant</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.63</b>		

Mean I CVI 1.00

S-CVI/Avg 0.94 average

**Table 3.7 Q 2-Content validity failure situation 2- Clarity**

Sr No	Experts Items	Experts						Total	CVI
		1	2	3	5	6	6		
<b>a</b>	<b>Failure Situation 2</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>b</b>	<b>Instruction</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>c</b>	<b>Monetary Compensation</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>d</b>	<b>Polite Response</b>	4	4	4	4	4	3	<b>6</b>	<b>1.00</b>
<b>e</b>	<b>Quick Resolution</b>	4	4	4	4	4	3	<b>6</b>	<b>1.00</b>
<b>f</b>	<b>Flexibility</b>	4	4	4	4	1	4	<b>5</b>	<b>0.83</b>
<b>g</b>	<b>Explanation</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>h</b>	<b>Discount Coupon</b>	4	4	4	4	4	3	<b>6</b>	<b>1.00</b>
<b>Proportion Relevant</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.88</b>	<b>0.63</b>		

Mean I CVI 0.98

S-CVI/Avg 0.92 average

**Table 3.8 Q 2-Content Validity Failure situation 3 Clarity**

Sr No	Experts Items	Experts						Total	CVI
		1	2	3	5	6	6		
<b>a</b>	<b>Failure Situation 3</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>b</b>	<b>Instruction</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>c</b>	<b>Monetary Compensation</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>d</b>	<b>Polite Response</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>e</b>	<b>Quick Resolution</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>f</b>	<b>Flexibility</b>	4	4	4	4	1	4	<b>5</b>	<b>0.83</b>
<b>g</b>	<b>Explanation</b>	4	4	4	4	4	1	<b>5</b>	<b>0.83</b>
<b>h</b>	<b>Discount Coupon</b>	4	4	4	4	4	1	<b>5</b>	<b>0.83</b>
<b>Proportion Relevant</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.88</b>	<b>0.75</b>		

Mean I CVI 0.94

S-CVI/Avg 0.94 average

**Table 3.9 Q 2-Content Validity Failure situation 4 Clarity**

Sr No	Experts Items	Experts						Total	CVI
		1	2	3	5	6	6		
<b>a</b>	<b>Failure Situation 4</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>b</b>	<b>Instruction</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>c</b>	<b>Monetary Compensation</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>d</b>	<b>Polite Response</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>e</b>	<b>Quick Resolution</b>	4	4	4	4	2	4	<b>5</b>	<b>0.83</b>
<b>f</b>	<b>Flexibility</b>	4	4	4	4	1	3	<b>5</b>	<b>0.83</b>
<b>g</b>	<b>Explanation</b>	4	4	4	4	4	3	<b>6</b>	<b>1.00</b>
<b>h</b>	<b>Discount Coupon</b>	4	4	4	4	4	1	<b>5</b>	<b>0.83</b>
<b>Proportion Relevant</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.75</b>	<b>0.63</b>		

Mean I CVI 0.94

S-CVI/Avg 0.90 average

**Table 3.10 Q 2-Content validity failure situation 1- Simplicity**

Sr No	Experts Items	Experts						Total	CVI
		1	2	3	5	6	6		
<b>a</b>	<b>Failure Situation 1</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>b</b>	<b>Instruction</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>c</b>	<b>Monetary Compensation</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>d</b>	<b>Polite Response</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>e</b>	<b>Quick Resolution</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>f</b>	<b>Flexibility</b>	4	4	4	4	1	3	<b>5</b>	<b>0.83</b>
<b>g</b>	<b>Explanation</b>	4	4	4	4	4	3	<b>6</b>	<b>1.00</b>
<b>h</b>	<b>Discount Coupon</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>Proportion Relevant</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.88</b>	<b>0.75</b>		

Mean I CVI 0.98

S-CVI/Avg 0.94 average

**Table 3.11 Q 2-Content validity failure situation 2- Simplicity**

Sr No	Experts Items	Experts						Total	CVI
		1	2	3	5	6	6		
<b>a</b>	<b>Failure Situation 2</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>b</b>	<b>Instruction</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>c</b>	<b>Monetary Compensation</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>d</b>	<b>Polite Response</b>	4	4	4	4	4	3	<b>6</b>	<b>1.00</b>
<b>e</b>	<b>Quick Resolution</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>f</b>	<b>Flexibility</b>	4	4	4	4	1	3	<b>5</b>	<b>0.83</b>
<b>g</b>	<b>Explanation</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>h</b>	<b>Discount Coupon</b>	4	4	4	4	4	3	<b>6</b>	<b>1.00</b>
<b>Proportion Relevant</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.88</b>	<b>0.63</b>		

Mean I CVI 0.98

S-CVI/Avg 0.92 average

**Table 3.12 Q 2-Content validity failure situation 3- Simplicity**

Sr No	Experts Items	Experts						Total	CVI
		1	2	3	5	6	6		
<b>a</b>	<b>Failure Situation 3</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>b</b>	<b>Instruction</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>c</b>	<b>Monetary Compensation</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>d</b>	<b>Polite Response</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>e</b>	<b>Quick Resolution</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>f</b>	<b>Flexibility</b>	4	4	4	4	1	3	<b>5</b>	<b>0.83</b>
<b>g</b>	<b>Explanation</b>	4	4	4	4	4	1	<b>5</b>	<b>0.83</b>
<b>h</b>	<b>Discount Coupon</b>	4	4	4	4	3	1	<b>5</b>	<b>0.83</b>
<b>Proportion Relevant</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.75</b>	<b>0.63</b>		

Mean I CVI 0.94

S-CVI/Avg 0.90 average

**Table 3.13 Q 2-Content validity failure situation 4 -Simplicity**

Sr No	Experts Items	Experts						Total	CVI
		1	2	3	5	6	6		
<b>a</b>	<b>Failure Situation 4</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>b</b>	<b>Instruction</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>c</b>	<b>Monetary Compensation</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>d</b>	<b>Polite Response</b>	4	4	4	4	4	3	<b>6</b>	<b>1.00</b>
<b>e</b>	<b>Quick Resolution</b>	4	4	4	4	2	4	<b>5</b>	<b>0.83</b>
<b>f</b>	<b>Flexibility</b>	4	4	4	4	1	3	<b>5</b>	<b>0.83</b>
<b>g</b>	<b>Explanation</b>	4	4	4	4	4	3	<b>6</b>	<b>1.00</b>
<b>h</b>	<b>Discount Coupon</b>	4	4	4	4	4	1	<b>5</b>	<b>0.83</b>
<b>Proportion Relevant</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.75</b>	<b>0.50</b>		

Mean I CVI 0.94

S-CVI/Avg 0.88 average

**Questionnaire-2A: Content validity (Relevance, Clarity and Simplicity)**

**Table 3.14 Q 2 A-Content validity failure situation 1- Relevance**

Sr No	Experts Items	Experts						Total	CVI
		1	2	3	5	6	6		
<b>a</b>	<b>Failure Situation 1</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>b</b>	<b>Instruction</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>c</b>	<b>Monetary Compensation</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>d</b>	<b>Polite Response</b>	4	4	4	4	4	2	<b>5</b>	<b>0.83</b>
<b>e</b>	<b>Quick Resolution</b>	4	4	4	4	3	4	<b>6</b>	<b>1.00</b>
<b>f</b>	<b>Flexibility</b>	4	4	4	1	2	3	<b>4</b>	<b>0.67</b>
<b>g</b>	<b>Explanation</b>	4	4	4	1	4	2	<b>4</b>	<b>0.67</b>
<b>h</b>	<b>Discount Coupon</b>	4	4	4	2	4	1	<b>4</b>	<b>0.67</b>
<b>Proportion Relevant</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.63</b>	<b>0.75</b>	<b>0.50</b>		

Mean I CVI 0.85

S-CVI/Avg 0.81 average

**Table 3.15 Q 2 A-Content validity failure situation 2- Relevance**

Sr No	Experts Items	Experts						Total	CVI
		1	2	3	5	6	6		
<b>a</b>	<b>Failure Situation 2</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>b</b>	<b>Instruction</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>c</b>	<b>Monetary Compensation</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>d</b>	<b>Polite Response</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>e</b>	<b>Quick Resolution</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>f</b>	<b>Flexibility</b>	4	4	4	1	2	1	<b>3</b>	<b>0.50</b>
<b>g</b>	<b>Explanation</b>	4	4	4	3	4	1	<b>5</b>	<b>0.83</b>
<b>h</b>	<b>Discount Coupon</b>	4	4	4	1	4	4	<b>5</b>	<b>0.83</b>
<b>Proportion Relevant</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.63</b>	<b>0.88</b>	<b>0.75</b>		

Mean I CVI 0.90

S-CVI/Avg 0.88 average

**Table 3.16 Q 2 A-Content validity failure situation 3- Relevance**

Sr No	Experts Items	Experts						Total	CVI
		1	2	3	5	6	6		
<b>a</b>	<b>Failure Situation 3</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>b</b>	<b>Instruction</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>c</b>	<b>Monetary Compensation</b>	4	4	4	4	3	4	<b>6</b>	<b>1.00</b>
<b>d</b>	<b>Polite Response</b>	4	4	4	4	4	3	<b>6</b>	<b>1.00</b>
<b>e</b>	<b>Quick Resolution</b>	4	4	4	2	4	4	<b>5</b>	<b>0.83</b>
<b>f</b>	<b>Flexibility</b>	4	4	4	1	2	4	<b>4</b>	<b>0.67</b>
<b>g</b>	<b>Explanation</b>	4	4	4	1	4	1	<b>4</b>	<b>0.67</b>
<b>h</b>	<b>Discount Coupon</b>	4	4	4	2	3	1	<b>4</b>	<b>0.67</b>
<b>Proportion Relevant</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.50</b>	<b>0.63</b>	<b>0.63</b>		

Mean I CVI 0.85

S-CVI/Avg 0.79 average

**Table 3.17 Q 2 A-Content validity failure situation 4 -Relevance**

Sr No	Experts Items	Experts						Total	CVI
		1	2	3	5	6	6		
<b>a</b>	<b>Failure Situation 4</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>b</b>	<b>Instruction</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>c</b>	<b>Monetary Compensation</b>	4	4	4	3	3	3	<b>6</b>	<b>1.00</b>
<b>d</b>	<b>Polite Response</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>e</b>	<b>Quick Resolution</b>	4	4	4	4	3	4	<b>6</b>	<b>1.00</b>
<b>f</b>	<b>Flexibility</b>	4	4	4	1	2	4	<b>4</b>	<b>0.67</b>
<b>g</b>	<b>Explanation</b>	4	4	4	2	4	1	<b>4</b>	<b>0.67</b>
<b>h</b>	<b>Discount Coupon</b>	4	4	4	3	4	3	<b>6</b>	<b>1.00</b>
<b>Proportion Relevant</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.50</b>	<b>0.63</b>	<b>0.63</b>		

Mean I CVI 0.92

S-CVI/Avg 0.79 average

**Table 3.18 Q 2 A-Content validity failure situation 1- Clarity**

Sr No	Experts Items	Experts						Total	CVI
		1	2	3	5	6	6		
<b>a</b>	<b>Failure Situation 1</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>b</b>	<b>Instruction</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>c</b>	<b>Monetary Compensation</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>d</b>	<b>Polite Response</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>e</b>	<b>Quick Resolution</b>	4	4	4	4	2	4	<b>5</b>	<b>0.83</b>
<b>f</b>	<b>Flexibility</b>	4	4	4	4	1	2	<b>4</b>	<b>0.67</b>
<b>g</b>	<b>Explanation</b>	4	4	4	4	4	1	<b>5</b>	<b>0.83</b>
<b>h</b>	<b>Discount Coupon</b>	4	4	4	4	4	1	<b>5</b>	<b>0.83</b>
<b>Proportion Relevant</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.75</b>	<b>0.63</b>		

Mean I CVI 0.90

S-CVI/Avg 0.90



**Table 3.19 Q 2 A-Content validity failure situation 2- Clarity**

Sr No	Experts Items	Experts						Total	CVI
		1	2	3	5	6	6		
<b>a</b>	<b>Failure Situation 2</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>b</b>	<b>Instruction</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>c</b>	<b>Monetary Compensation</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>d</b>	<b>Polite Response</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>e</b>	<b>Quick Resolution</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>f</b>	<b>Flexibility</b>	4	4	4	4	1	1	<b>4</b>	<b>0.67</b>
<b>g</b>	<b>Explanation</b>	4	4	4	4	4	1	<b>5</b>	<b>0.83</b>
<b>h</b>	<b>Discount Coupon</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>Proportion Relevant</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.88</b>	<b>0.75</b>		

Mean I CVI 0.94

S-CVI/Avg 0.94 average

**Table 3.20 Q 2 A-Content validity failure situation 3- Clarity**

Sr No	Experts Items	Experts						Total	CVI
		1	2	3	5	6	6		
<b>a</b>	<b>Failure Situation 3</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>b</b>	<b>Instruction</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>c</b>	<b>Monetary Compensation</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>d</b>	<b>Polite Response</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>e</b>	<b>Quick Resolution</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>f</b>	<b>Flexibility</b>	4	4	4	4	1	1	<b>4</b>	<b>0.67</b>
<b>g</b>	<b>Explanation</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>h</b>	<b>Discount Coupon</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>Proportion Relevant</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.88</b>	<b>0.88</b>		

Mean I CVI 0.96

S-CVI/Avg 0.96 average

**Table 3.21 Q 2 A-Content validity failure situation 4- Clarity**

Sr No	Experts Items	Experts						Total	CVI
		1	2	3	5	6	6		
<b>a</b>	<b>Failure Situation 4</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>b</b>	<b>Instruction</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>c</b>	<b>Monetary Compensation</b>	4	4	4	4	4	2	<b>5</b>	<b>0.83</b>
<b>d</b>	<b>Polite Response</b>	4	4	4	4	4	2	<b>5</b>	<b>0.83</b>
<b>e</b>	<b>Quick Resolution</b>	4	4	4	4	2	4	<b>5</b>	<b>0.83</b>
<b>f</b>	<b>Flexibility</b>	4	4	4	4	1	3	<b>5</b>	<b>0.83</b>
<b>g</b>	<b>Explanation</b>	4	4	4	4	4	1	<b>5</b>	<b>0.83</b>
<b>h</b>	<b>Discount Coupon</b>	4	4	4	4	4	1	<b>5</b>	<b>0.83</b>
<b>Proportion Relevant</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.75</b>	<b>0.38</b>		

Mean I CVI 0.88

S-CVI/Avg 0.85 average

**Table 3.22 Q 2 A-Content validity failure situation 1- Simplicity**

Sr No	Experts Items	Experts						Total	CVI
		1	2	3	5	6	6		
<b>a</b>	<b>Failure Situation 1</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>b</b>	<b>Instruction</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>c</b>	<b>Monetary Compensation</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>d</b>	<b>Polite Response</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>e</b>	<b>Quick Resolution</b>	4	4	4	4	2	4	<b>5</b>	<b>0.83</b>
<b>f</b>	<b>Flexibility</b>	4	4	4	4	1	2	<b>4</b>	<b>0.67</b>
<b>g</b>	<b>Explanation</b>	4	4	4	4	4	2	<b>5</b>	<b>0.83</b>
<b>h</b>	<b>Discount Coupon</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>Proportion Relevant</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.75</b>	<b>0.75</b>		

Mean I CVI 0.92

S-CVI/Avg 0.92 average

**Table 3.23 Q 2 A-Content validity failure situation 2- Simplicity**

Sr No	Experts Items	Experts						Total	CVI
		1	2	3	5	6	6		
<b>a</b>	<b>Failure Situation 2</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>b</b>	<b>Instruction</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>c</b>	<b>Monetary Compensation</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>d</b>	<b>Polite Response</b>	4	4	4	4	4	3	<b>6</b>	<b>1.00</b>
<b>e</b>	<b>Quick Resolution</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>f</b>	<b>Flexibility</b>	4	4	4	4	1	1	<b>4</b>	<b>0.67</b>
<b>g</b>	<b>Explanation</b>	4	4	4	4	4	1	<b>5</b>	<b>0.83</b>
<b>h</b>	<b>Discount Coupon</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>Proportion Relevant</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.88</b>	<b>0.63</b>		

Mean I CVI 0.94

S-CVI/Avg 0.92 average

**Table 3.24 Q 2 A-Content validity failure situation 3- Simplicity**

Sr No	Experts Items	Experts						Total	CVI
		1	2	3	5	6	6		
<b>a</b>	<b>Failure Situation 3</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>b</b>	<b>Instruction</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>c</b>	<b>Monetary Compensation</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>d</b>	<b>Polite Response</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>e</b>	<b>Quick Resolution</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>f</b>	<b>Flexibility</b>	4	4	4	4	1	1	<b>4</b>	<b>0.67</b>
<b>g</b>	<b>Explanation</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>h</b>	<b>Discount Coupon</b>	4	4	4	4	3	4	<b>6</b>	<b>1.00</b>
<b>Proportion Relevant</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.75</b>	<b>0.88</b>		

Mean I CVI 0.96

S-CVI/Avg 0.94 average

**Table 3.25 Q 2 A-Content validity failure situation 4- Simplicity**

Sr No	Experts Items	Experts						Total	CVI
		1	2	3	5	6	6		
<b>a</b>	<b>Failure Situation 4</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>b</b>	<b>Instruction</b>	4	4	4	4	4	4	<b>6</b>	<b>1.00</b>
<b>c</b>	<b>Monetary Compensation</b>	4	4	4	4	4	2	<b>5</b>	<b>0.83</b>
<b>d</b>	<b>Polite Response</b>	4	4	4	4	4	2	<b>5</b>	<b>0.83</b>
<b>e</b>	<b>Quick Resolution</b>	4	4	4	4	4	2	<b>5</b>	<b>0.83</b>
<b>f</b>	<b>Flexibility</b>	4	4	4	4	1	3	<b>5</b>	<b>0.83</b>
<b>g</b>	<b>Explanation</b>	4	4	4	4	4	1	<b>5</b>	<b>0.83</b>
<b>h</b>	<b>Discount Coupon</b>	4	4	4	4	4	1	<b>5</b>	<b>0.83</b>
<b>Proportion Relevant</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.88</b>	<b>0.25</b>		

Mean I CVI 0.88

S-CVI/Avg 0.85 average

### **3.6 DEVELOPMENT OF FINAL QUESTIONNAIRES:**

The reliability and the I-CVI computed data enables researchers to refine the measurement scale and it guides the researchers in revising, deleting or substituting items (Suter, 2006). 100% simple percentage agreement is considered as an acceptable level of reliability in marketing research (Rossister, 2002, & Brahma, 2009).

Hence, considering the scale evaluation of reliability in the present study, the researcher considered only those sub-items which exhibited 100% simple percentage agreement amongst the six raters as representative of the dimensions of justice (**distributive, interactional, and procedural**) to include in the final questionnaires.

The researcher considered only those items which demonstrated I-CVI's of 1.00 or 0.83,( which is more than Lynn's, 1986, standard of 0.78) to consider the item

as content valid for each of the dimensions of content validity measured i.e. relevance, clarity, and simplicity. The S-CVI was improved by deleting certain items in the final questionnaire which were scored less than 3 or 4 by the experts, to meet the criteria set by (Lynn, 1986).

Richins, (2004), states that “in marketing context, where the target construct has a precise and concrete definition, long multi-item measures can be substituted by shorter measures with fewer items”. This is further affirmed by Malhotra et al., (2012), by stating that single item scales are often sufficient for measuring marketing constructs that are singularly concrete in nature.

### **3.6.1 Refinement and Development of Final Questionnaire:**

Therefore, the researcher used the sub- items that fulfilled the criteria of reliability and validity in the development of ‘*Final Questionnaires*’. For each construct, one item was chosen *which* the expert thought best represented the underlying dimension as stated below:

- 1) Monetary compensation to measure expectation of distributive justice
- 2) Polite response to measure expectation of interactional justice
- 3) Quick resolution to measure expectation of distributive justice

The two sets of final questionnaires, *questionnaire -2, appendix VI, and questionnaire – 2A, appendix- VII*, were developed. The two sets of final questionnaires contained four failure situations which were found content valid and reliable as per the experts, representing, each of the four quadrants of the conceptual model. The failure situations were different in each of the final questionnaire to do away with the situation effect. The order of the situations was purposefully changed in the two sets of the final questionnaires to do away

with the order bias. The expectations, representing each of the dimensions of justice were given below, each failure situation, which the respondents were required **to rank**, ranging from **1 to 3** according to their priority, or rank those most important to them. (**1 = The most important, 3 = The least important**). The last part of the questionnaire collected the demographic details of the respondents.

### **3.6.2 Sample and Administration:**

The researcher targeted a total sample of 500 respondents. The respondents were airline passengers. Accordingly, the researcher intercepted 400 passengers (arrivals and departures) at the Dabolim airport, Goa, India, over a period of 64 days (18<sup>th</sup> February, 2014 to 22<sup>nd</sup> April, 2014) and personally administered the questionnaire. The scenario method seems to be most appropriate for the present research as the respondents were intercepted in the midst of actual service setting.

The respondents returned the completed questionnaires within a period of ten minutes. Each respondent was given any one of the sets of questionnaire (either Q-2, or Q- 2A).

There searcher dispatched 50 questionnaires by post with postage, pre-paid envelopes including those respondents who could not return the questionnaire at the time of interception at the airport due to time constraint and were given self-addressed postage pre-paid envelopes, with the request to return the completed questionnaires by post. 50 questionnaires were e- mailed to solicit the responses.

The response rate for 50 questionnaires dispatched by post was 48 which are 96%, and the e-mail response received was 37 which work out to 74%. The questionnaires administered personally registered a response rate of 394, which constitutes 98.2%.

However, all the questionnaires received could not be used, in the research study, due to either incomplete information provided in the questionnaire, or the respondents did not fill the questionnaire as per the instructions. Hence the usable questionnaires were 459, out of which 391 were personally administered, 41 were those received by post, and 27 were those received by e-mail. The data was entered on *SPSS DATA SHEET and SPSS 16.00 VERSION was used for analyses.*

## **CHAPTER 4**

### **DESCRIPTIVE STATISTICS OF FAILURE**

#### **SITUATIONS**

Majority of past research in service recovery has focused on satisfaction from service recovery and post recovery behavioral intentions of consumers (Tax et al., 1998; Smith et al., 1999; Maxham & Netmeyer, 2003; Chebat & Slusarczyk, 2005; Del Rio-Lanza, 2013). Moreover, the prior research has studied the impact of severity and controllability, on service recovery performance or on expectation of justice, in isolation from each other, or independent of each other. In the present study, the two basic characteristics, severity and controllability of the failure situation are integrated to study the impact on expectation of justice in complaint redressal. The necessary base, required for this research, is provided by the first three objectives of this research namely:

1. To make an inventory of common complaints in the airline industry,
2. To find the association between the typology of complaints as specified in the literature, namely, outcome and process, and internal and external related and the characteristics of severity and controllability, and
3. To find the severity and controllability of the failure situations, as perceived by airline passengers.

This chapter deals with descriptive statistics of complaints situation with the data collected from the first level exploratory study. The inventory of common



complaints based on the findings of exploratory field study are presented first in section-I, followed by typology of complaints based on the categorization of complaints made in (a) Smith et al., (1999), into outcome and process failures, (b) internal and external failures stated in Chan& Wan, (2008), in section-II. The common complaints are transformed into suitable service failure situations and presented in section-III. Classification of service failures based on severity and controllability as perceived by airline passengers is presented in section-IV using statistical analysis. The typology of complaint situations and its relationship to complaint characteristics is presented in section-V. Finally the testing of descriptive hypothesis is presented in section-VI. Hence this chapter is organized into six sections.

## **SECTION-I**

### **4.1 INVENTORY OF COMMON COMPLAINTS:**

#### **1. Delayed Flights: Leading to missing of an event.**

- a. Due to technical / mechanical fault
- b. Due to weather conditions
- c. Due to non-availability of flight crew.

#### **2. Delayed Flights: Not leading to missing of an event.**

- a. Due to technical / mechanical fault
- b. Due to weather conditions
- c. Due to non-availability of flight crew.

**3. Cancelled Flights: Leading to missing of an event.**

- a. Due to technical / mechanical fault
- b. Due to weather conditions
- c. Due to non-availability of flight crew.

**4. Cancelled Flights: Not leading to missing of an event.**

- a. Due to technical /mechanical fault
- b. Due to weather conditions
- c. Due to non-availability of flight crew.

**5. Baggage related problems**

- a. On arrival at the destination, passenger finds the baggage damaged
- b. On arrival at the destination, passenger finds the baggage lost or missing
- c. On arrival at the destination, passenger finds the baggage delayed leading to missing of an event.
- d. On arrival at the destination, passenger finds the baggage delayed not leading to missing of an event.

**6. Communication with flight crew/staff behavior**

- a. Flight Crew being rude and unhelpful to you
- b .Abused by an airline staff.
- c. Unpleasant behavior of airline staff
- d. Baffled by unclear and loud announcement

## **7. Meals on Board**

- a. Scheduled meals and beverages not provided.
- b. Substandard meals / beverages provided.
- c. Meals / beverages provided at extra cost.
- d. Inadequate meals / beverages provided and overcharged

## **8. Entertainment on Board**

- a. Request programme not played
- b. Reading material, games, music of passengers' choice not provided.
- c. Failure of entertainment system.
- d. No entertainment system.

## **9. Flight fare**

- a. Delay in refund of fare money on cancellation of ticket.
- b. Non-refund of fare money on unused /lost tickets
- c. High cancellation and reschedule charges.
- d. Unreasonably increase in fare rate

## **10. Airport Lounges**

- a. Lounges and washrooms busy and crowded
- b. Lack of utilities (cafeteria, shops and food outlets) .
- c. Improper and uncomfortable seating.
- d. Lounges filthy and dirty

## **11. Check- in Process**

- a. Long waits due to big queues at check-in / security counter
- b. Long waits due to big queues at immigration/ passport control counter

- c. Overcharged for extra checked -in bag.
- d. No attendant found at the check- in counter.

### **12. Denied Boarding**

- a. Involuntarily bumped from flight due to over- booking.
- b. Reached late at the check-in counter and hence denied boarding.
- c. Incorrect reservation and ticketing of the airline.
- d. Carry-on bags do not have stamped security tags.

### **13. In-flight Seats**

- a. provided with a tiny seat with a divider in-between a seat on board .
- b. Seat recline- back facility not functional.
- c. Seat not comfortable

## **SECTION-II**

### **4.2 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 percentage of agreement was 98%.

#### **4.2.1 Based on Outcome and Process Failures, (Smith et al., 1999):**

##### ***Outcome Failures:***

- 1) Delayed flight due to non-availability of flight crew leading to miss an important meeting/ event.
- 2) Cancelled flight due to weather conditions leading to miss an important meeting/ event.
- 3) Reached late at the check-in counter and hence denied boarding.
- 4) Delayed Flight due to technical/ mechanical fault not leading to miss an important meeting/ event.
- 5) Delayed flight due to technical / mechanical fault leading to miss an important meeting/ event.
- 6) Cancelled flight due to technical / mechanical fault leading to miss an important meeting/event.
- 7) Delayed flight due to weather conditions not leading to miss an important meeting / event.
- 8) Cancelled flight due to non-availability of flight crew not leading to miss an important meeting/ event.
- 9) Cancelled flight due to technical /mechanical fault not leading to miss an important meeting/ event.
- 10) Cancelled flight due to weather conditions not leading to miss an important meeting/ event.
- 11) Involuntarily bumped from flight due to over- booking.
- 12) Non-refund of fare on unused/lost tickets.

- 13) Due to incorrect reservation and ticketing of the airline, passenger denied boarding.
- 14) Delayed flight due to non-availability of flight crew, not leading to miss an important meeting/event.
- 15) On arrival at the destination, passenger finds the baggage lost or missing.
- 16) No attendant found at the check- in counter.
- 17) Delayed flight due to weather conditions leading to miss an important meeting/ event.
- 18) Cancelled flight due to non-availability of flight crew leading to miss an important meeting/ event.

**Process Failures:**

- 1) Carry-on bags do not have stamped security tags and hence denied boarding.
- 2) On arrival at the destination, passenger finds baggage delayed, not leading to miss an important meeting/ event.
- 3) Airport lounges and washrooms busy and crowded.
- 4) No in-flight entertainment system.
- 5) Inadequate meals / beverages provided at a very high cost.
- 6) Lost time in long waits due to big queues at immigration/ passport control counter.
- 7) Discomfort due to improper and uncomfortable seating arrangement in the lounge.
- 8) Baffled by unclear and loud announcements by flight attendants.
- 9) Delay in refund of fare on cancellation of ticket.

- 10) Reading material, games, and music of passenger's choice not provided on board.
- 11) Find the behaviour of airline staff unpleasant.
- 12) High cancellation and reschedule charges.
- 13) Lost time in long waits due to big queues at check-in / security counter.
- 14) Scheduled meals and beverages not provided.
- 15) Failure of in-flight entertainment system.
- 16) Provided with a tiny seat with a divider between seats on board.
- 17) Overcharged for extra checked-in bag.
- 18) On arrival at the destination, passenger finds the baggage damaged.
- 19) Airport lounges filthy and dirty.
- 20) Seats recline- back facility is not functional on board.
- 21) Abused by an airline staff.
- 22) Flight crew being rude and unhelpful.
- 23) Meals / beverages provided at extra cost.
- 24) Lounges lack facilities like shops, cafeterias and food outlets causing inconvenience to passengers.
- 25) Requested in-flight entertainment programme not played
- 26) On arrival at the destination, passenger find baggage delayed, leading to miss an important meeting/event.
- 27) Seats straight with very little legroom on board.
- 28) Unreasonable increase in fare rate due to high demand.
- 29) Substandard meals/beverages provided.

#### **4.2.2 Based on Internal and External Failures, (Chan & Wan, 2008):**

##### ***Internal Failures:***

- 1) Carry-on bags do not have stamped security tags and hence denied boarding.
- 2) On arrival at the destination, passenger finds baggage delayed, not leading to miss an important meeting/ event.
- 3) Delayed flight due to non-availability of flight crew, leading to miss an important meeting/event.
- 4) No in-flight entertainment system.
- 5) Delayed flight due to technical/ mechanical fault that did not cause you to miss an important meeting/ event.
- 6) Inadequate meals / beverages provided at a very high cost.
- 7) Delayed flight due to technical / mechanical fault leading to miss an important meeting/ event.
- 8) Cancelled flight due to technical / mechanical fault leading to miss an important meeting/event.
- 9) Baffled by unclear and loud announcements by flight attendants.
- 10) Delay in refund of fare on cancellation of ticket.
- 11) Reading material, games, and music of passenger's choice not provided on board.
- 12) Behaviour of airline staff unpleasant.
- 13) Cancelled flight due to non-availability of flight crew not leading to miss an important meeting/ event.
- 14) High cancellation and reschedule charges.
- 15) Cancelled flight due to technical /mechanical fault not leading to miss an important meeting/ event.



- 16) Scheduled meals and beverages not provided.
- 17) Involuntarily bumped from flight due to over- booking.
- 18) Failure of in-flight entertainment system.
- 19) Non-refund of fare on unused /lost tickets.
- 20) You are provided with a tiny seat with a divider between seats on board.
- 21) Overcharged you for extra checked-in bag.
- 22) Incorrect reservation and ticketing of the airline.
- 23) On arrival at the destination, passenger finds baggage damaged.
- 24) Delayed flight due to non-availability of flight crew not leading to miss an important meeting/event.
- 25) On arrival at the destination, passenger finds baggage lost or missing.
- 26) Seats recline- back facility is not functional on board.
- 27) Abused by an airline staff.
- 28) Flight crew being rude and unhelpful.
- 29) No attendant at the check- in counter.
- 30) Meals / beverages provided at extra cost.
- 31) Requested in-flight entertainment programme not played.
- 32) On arrival at the destination, passenger finds baggage delayed, leading to miss an important meeting/ event.
- 33) Seats straight with very little legroom on board.
- 34) Cancelled flight due to non-availability of flight crew leading to miss an important meeting/ event.
- 35) Substandard meals / beverages provided.

***External Failures:***

- 1) Airport lounges and washrooms busy and crowded.
- 2) Cancelled flight due to weather conditions leading to miss an important meeting/ event.
- 3) Reached late at the check-in counter and hence denied boarding.
- 4) Lost time in long waits due to big queues at immigration/ passport control counter.
- 5) Improper and uncomfortable seating arrangement in the lounge.
- 6) Delayed flight due to weather conditions not leading to miss an important meeting / event.
- 7) Long waits due to big queues at check-in/security counter.
- 8) Cancelled flight due to weather conditions not leading to miss an important meeting/ event.
- 9) Airport lounges filthy and dirty.
- 10) Delayed flight due to weather conditions leading to miss an important meeting/event
- 11) Lounges lack facilities like shops, cafeterias and food outlets causing inconvenience.
- 12) Unreasonable increase in fare rate due to high demand.

## **SECTION-III**

### **4.3 COMMON COMPLAINTS TRANSFORMED INTO SUITABLE FAILURE SITUATIONS:**

The common airline complaints were then transformed into suitable service failure situations, to be utilized in further research. In all 47 common complaints were transformed into service failures as follows.

1. Your carry-on bags were not given stamped security tags and hence you are denied boarding.
2. On arrival at the destination, you find your baggage delayed, that did not cause you to miss an important meeting/ event.
3. Delayed flight due to non-availability of flight crew that caused you to miss an important meeting/ event.
4. You find the airport lounges and washrooms busy and crowded.
5. No in-flight entertainment system.
6. Cancelled flight due to weather conditions that caused you to miss an important meeting/ event.
7. You reach late at the check-in counter and hence denied boarding.
8. Delayed Flight due to technical/ mechanical fault that did not cause you to miss an important meeting/ event.
9. Inadequate meals / beverages provided at a very high cost.
10. Delayed flight due to technical / mechanical fault that caused you to miss an important meeting/ event.
11. You lost time in long waits due to big queues at check-in / security counter.

12. You experience discomfort due to improper and uncomfortable seating arrangement in the lounge.
13. Cancelled flight due to technical / mechanical fault that caused you to miss an important meeting/event.
14. You are baffled by unclear and loud announcements by flight attendants.
15. Delay in refund of your fare on cancellation of ticket.
16. Reading material, games, and music of your choice not provided on board.
17. Delayed flight due to weather conditions that did not cause you to miss an important meeting / event.
18. You find the behavior of airline staff unpleasant.
19. Cancelled flight due to non-availability of flight crew that did not cause you to miss an important meeting/ event.
20. You are charged high cancellation and reschedule charges
21. Cancelled flight due to technical /mechanical fault that did not cause you to miss an important meeting/ event.
22. You lost time in long waits due to big queues at immigration/ passport control counter.
23. Scheduled meals and beverages not provided to you.
24. Cancelled flight due to weather conditions that did not cause you to miss an important meeting/ event.
25. You are involuntarily bumped from your flight due to over booking.
26. Failure of in-flight entertainment system.
27. Non-refund of your fare on unused /lost tickets.
28. You are provided with a tiny seat with a divider between seats on board

29. Overcharged you for extra checked-in bag.
30. Due to incorrect reservation and ticketing of the airline you are denied boarding
31. On arrival at the destination, you find your baggage damaged.
32. Delayed flight due to non-availability of flight crew that did not cause you to miss an important meeting/event.
33. You find the airport lounges filthy and dirty.
34. On arrival at the destination, you find your baggage lost or missing.
35. You find that seats recline- back facility is not functional on board.
36. You are abused by an airline staff.
37. Flight crew being rude and unhelpful to you
38. You find no attendant at the check- in counter.
39. Meals / beverages provided to you at extra cost.
40. Delayed flight due to weather conditions that caused you to miss an important meeting/ event.
41. You find that lounges lack facilities like shops, cafeterias and food outlets causing inconvenience to you.
42. Requested in-flight entertainment programme not played for you.
43. On arrival at the destination, you find your baggage delayed, that caused you to miss an important meeting/ event.
44. You find your seats straight with very little legroom on board.
45. You find unreasonable increase in fare rate due to high demand.
46. Cancelled flight due to non-availability of flight crew that caused you to miss an important meeting/ event.

47. Substandard meals / beverages provided to you.

## **SECTION- IV**

### **4.4 CLASSIFICATION OF SERVICE FAILURES BASED ON SEVERITY AND CONTROLLABILITY AS PERCEIVED BY AIRLINE PASSENGERS:**

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.

#### **4.4.1 Demographics Characteristics of Sample for Ascertaining Characteristics of Failure Situations:**

**Table 4.1 Demographics of sample for ascertaining characteristics of failure situation**

<b>Criteria</b>		<b>Details</b>	<b>Numbers</b>	<b>Percentage</b>
<b>Age</b>	1	21 -29	124	40%
	2	30-49	131	42%
	3	50 Plus	58	19%
			313	100%

<b>Gender</b>	1	Male	186	59%
	2	Female	127	41%
			<b>313</b>	<b>100%</b>

<b>Qualification</b>	1	Graduation or Below	106	34%
	2	Post-Graduation	138	44%
	3	Professional	69	22%
			<b>313</b>	<b>100%</b>

<b>Type of Airline Passengers</b>	1	International	127	29%
	2	NRI	27	6%
	3	Domestic	179	41%
	4	Business	39	9%
	5	Leisure	68	15%
			<b>440</b>	<b>100%</b>

<b>Flying Frequency</b>	1	Frequent Flyer	57	18%
	2	Less Frequent Flyer	256	82%
			<b>313</b>	<b>100%</b>

<b>Annual Income</b>	1	5 Lakhs and less	122	39%
	2	5-10 lakhs	89	28%
	3	10-20 lakhs	62	20%
	4	above 20 lakhs	40	13%
			<b>313</b>	<b>100%</b>

<b>Flight length (no of flying hrs.):</b>	1	Short haul less than 3 hrs.	154	46%
	2	Mid haul more than 3 hrs. Less than 7 hrs.	101	30%
	3	Long haul more than 7 hrs.	77	23%
			<b>332</b>	<b>100%</b>



<b>Travelled</b>	1	Travelled in Group	95	30%
	2	Travelled Individually	176	56%
	3	Both	42	13%
			<b>313</b>	<b>100%</b>

Table: 4.1 explains the demographic characteristics of the respondents for ascertaining characteristics of failure situations. Of the total 313 respondents 40% are from the age group of 21 -29, 42% percent are from the age group of 30-49 and 19% belong to 50 plus age group. This explains that the younger people travel more by airlines. Based on gender male constitute 59% of the sample and females 41%. Based on type of passengers, international, NRI, domestic, business and leisure constitute, 29%, 6%, 41%, 9%, and 15% of the sample respectively. This shows that all the categories of type of passengers are adequately covered in the sample. Frequent fliers are 18% of the sample and 82% are less frequent fliers. Based on the income categories of passengers the lowest income group constitutes 39%, of the sample study, and the highest income group constitutes the least, 13% of the sample. Based on flying length of the journey 46% of the sample undertakes short routes, 30%, and 23%, of the sample constitutes that travel mid haul and long haul hours of travel respectively. 30% of the sample have travelled in group, 56%, percent of the sample constitutes those travel individually and 13% have travelled both in group as well as individually.

#### 4.4.2 Analyses of Complaints Based on Severity and Controllability:

The 47 service failure situations have been classified in the four quadrants as per the passengers' response. The failure situations are classified as severe or not severe and controllable and not controllable, based on the highest agreement or response from the passengers, in case of each of the individual situation. That is, the severity and controllability of different service failure situations was determined, based on percentage method and besides, a Chi-square test was also done to see whether the difference was significant between controllable not controllable and severe not severe failure situations.

**Table 4.2 Classification of service failure situations based on Severity and Controllability according to Airline Passengers Response (Percentage method):**

	Severity				Controllability				Total	Classification into Situation Type based on percentage			
	Severe		Not Severe		Controllable		Not Controllable						
	No of Respondents				No of Respondents								
	Frequency	%	Frequency	%	Frequency	%	Frequency	%					
1	208	66%	105	34%	267	85%	46	15%	313	Severe	66%	Controllable	85%
2	102	33%	211	67%	261	83%	52	17%	313	Not Severe	67%	Controllable	83%
3	262	84%	51	16%	252	81%	61	19%	313	Severe	84%	Controllable	81%
4	116	37%	197	63%	193	62%	120	38%	313	Not Severe	63%	Controllable	62%
5	63	20%	250	80%	268	86%	45	14%	313	Not Severe	80%	Controllable	86%

	Severity				Controllability				Total	Classification into Situation Type based on percentage			
	Severe		Not Severe		Controllable		Not Controllable						
	No of Respondents				No of Respondents								
	Frequency	%	Frequency	%	Frequency	%	Frequency	%					
6	243	78%	70	22%	63	20%	250	80%	313	Severe	78%	Not Controllable	80%
7	209	67%	104	33%	218	70%	95	30%	313	Severe	67%	Controllable	70%
8	102	33%	211	67%	203	65%	110	35%	313	Not Severe	67%	Controllable	65%
9	180	58%	133	42%	276	88%	37	12%	313	Severe	58%	Controllable	88%
10	257	82%	56	18%	186	59%	127	41%	313	Severe	82%	Controllable	59%
11	188	60%	125	40%	253	81%	60	19%	313	Severe	60%	Controllable	81%
12	124	40%	189	60%	264	84%	49	16%	313	Not Severe	60%	Controllable	84%
13	264	84%	49	16%	194	62%	119	38%	313	Severe	84%	Controllable	62%
14	140	45%	173	55%	278	89%	35	11%	313	Not Severe	55%	Controllable	89%
15	143	46%	170	54%	271	87%	42	13%	313	Not Severe	54%	Controllable	87%
16	56	18%	257	82%	267	85%	46	15%	313	Not Severe	82%	Controllable	85%
17	104	33%	209	67%	75	24%	238	76%	313	Not Severe	67%	Not Controllable	76%
18	165	53%	148	47%	278	89%	35	11%	313	Severe	53%	Controllable	89%
19	148	47%	165	53%	275	88%	38	12%	313	Not Severe	53%	Controllable	88%
20	248	79%	65	21%	258	82%	55	18%	313	Severe	79%	Controllable	82%

	Severity				Controllability				Total	Classification into Situation Type based on percentage			
	Severe		Not Severe		Controllable		Not Controllable						
	No of Respondents				No of Respondents								
	Frequency	%	Frequency	%	Frequency	%	Frequency	%					
21	128	41%	185	59%	188	60%	125	40%	313	Not Severe	59%	Controllable	60%
22	183	58%	130	42%	259	83%	54	17%	313	Severe	58%	Controllable	83%
23	170	54%	143	46%	286	91%	27	9%	313	Severe	54%	Controllable	91%
24	105	34%	208	66%	86	27%	227	73%	313	Not Severe	66%	Not Controllable	73%
25	254	81%	59	19%	264	84%	49	16%	313	Severe	81%	Controllable	84%
26	67	21%	246	79%	247	79%	66	21%	313	Not Severe	79%	Controllable	79%
27	219	70%	94	30%	238	76%	75	24%	313	Severe	70%	Controllable	76%
28	199	64%	114	36%	260	83%	53	17%	313	Severe	64%	Controllable	83%
29	151	48%	162	52%	242	77%	71	23%	313	Not Severe	52%	Controllable	77%
30	261	83%	52	17%	256	82%	57	18%	313	Severe	83%	Controllable	82%
31	268	86%	45	14%	263	84%	50	16%	313	Severe	86%	Controllable	84%
32	121	39%	192	61%	274	88%	39	12%	313	Not Severe	61%	Controllable	88%
33	194	62%	119	38%	233	74%	80	26%	313	Severe	62%	Controllable	74%
34	272	87%	41	13%	269	86%	44	14%	313	Severe	87%	Controllable	86%

	Severity				Controllability				Total	Classification into Situation Type based on percentage			
	Severe		Not Severe		Controllable		Not Controllable						
	No of Respondents				No of Respondents								
	Frequency	%	Frequency	%	Frequency	%	Frequency	%					
26	67	21%	246	79%	247	79%	66	21%	313	Not Severe	79%	Controllable	79%
27	219	70%	94	30%	238	76%	75	24%	313	Severe	70%	Controllable	76%
28	199	64%	114	36%	260	83%	53	17%	313	Severe	64%	Controllable	83%
29	151	48%	162	52%	242	77%	71	23%	313	Not Severe	52%	Controllable	77%
30	261	83%	52	17%	256	82%	57	18%	313	Severe	83%	Controllable	82%
31	268	86%	45	14%	263	84%	50	16%	313	Severe	86%	Controllable	84%
32	121	39%	192	61%	274	88%	39	12%	313	Not Severe	61%	Controllable	88%
33	194	62%	119	38%	233	74%	80	26%	313	Severe	62%	Controllable	74%
34	272	87%	41	13%	269	86%	44	14%	313	Severe	87%	Controllable	86%
35	184	59%	129	41%	279	89%	34	11%	313	Severe	59%	Controllable	89%
36	250	80%	63	20%	280	89%	33	11%	313	Severe	80%	Controllable	89%
37	240	77%	73	23%	285	91%	28	9%	313	Severe	77%	Controllable	91%
38	232	74%	81	26%	274	88%	39	12%	313	Severe	74%	Controllable	88%
39	147	47%	166	53%	273	87%	40	13%	313	Not Severe	53%	Controllable	87%

	Severity				Controllability				Total	Classification into Situation Type based on percentage			
	Severe		Not Severe		Controllable		Not Controllable						
	No of Respondents				No of Respondents								
	Frequency	%	Frequency	%	Frequency	%	Frequency	%					
40	248	79%	65	21%	75	24%	238	76%	313	Severe	79%	Not Controllable	76%
41	131	42%	182	58%	232	74%	81	26%	313	Not Severe	58%	Controllable	74%
42	62	20%	251	80%	257	82%	56	18%	313	Not Severe	80%	Controllable	82%
43	264	84%	49	16%	259	83%	54	17%	313	Severe	84%	Controllable	83%
44	190	61%	123	39%	255	81%	58	19%	313	Severe	61%	Controllable	81%
45	241	77%	72	23%	196	63%	117	37%	313	Severe	77%	Controllable	63%
46	261	83%	52	17%	270	86%	43	14%	313	Severe	83%	Controllable	86%
47	173	55%	140	45%	279	89%	34	11%	313	Severe	55%	Controllable	89%

The classification of all 47 failure situations are shown in *table-4.2*. The failure situations are accordingly classified as namely, *severe controllable, severe not controllable, not severe not controllable and not severe controllable*, representing the four quadrants of the conceptual model based on the percentage analysis explained above. Of the total 47 failure situations, 28 are classified as severe controllable, 02 are classified as severe not controllable, 02 are classified as not severe not controllable and 15 are classified as not severe controllable based on the analysis of passenger response.

#### 4.4.3 Results of Chi-Square Test:

Table4.3 Results of Chi-Square (2 sided) of Severe controllable failure situations

Sr. No	Complaint Situations	Chi-Sqr (2 sided)
1	Your carry-on bags were not given stamped security tags and hence you are denied boarding.	.090
2	Delayed flight due to non-availability of flight crew that caused you to miss an important meeting/ event.	.335
3	You reach late at the check-in counter and hence denied boarding.	.244
4	Inadequate meals / beverages provided at a very high cost	.480

Sr. No	Complaint Situations	Chi-Sqr (2 sided)
5	Delayed flight due to technical / mechanical fault that caused you to miss an important meeting/ event.	1.000
6	You lost time in long waits due to big queues at immigration/ passport control counter.	.771
7	Cancelled flight due to technical / mechanical fault that caused you to miss an important meeting/event.	.874
8	You find the behavior of airline staff unpleasant.	1.000
9	You are charged high cancellation and reschedule charges	.362
10	You lost time in long waits due to big queues at check-in/security counter.	.175
11	Scheduled meals and beverages not provided to you.	.548
12	You are involuntarily bumped from your flight due to over booking.	.550
13	Non-refund of your fare on unused /lost tickets.	.000
14	You are provided with a tiny seat with a divider between seats on board.	.755



<b>Sr. No</b>	<b>Complaint Situations</b>	<b>Chi-Sqr (2 sided)</b>
15	Due to incorrect reservation and ticketing of the airline you are denied boarding	.557
16	On arrival at the destination, you find your baggage damaged.	.508
17	You find the airport lounges filthy and dirty.	.046
18	On arrival at the destination, you find your baggage lost or missing.	1.00
19	You find that seats recline- back facility is not functional on board.	.028
20	You are abused by an airline staff.	.165
21	Flight crew being rude and unhelpful to you	.817
22	You find no attendant at the check- in counter.	.077
23	Meals / beverages provided to you at extra cost.	1.00
24	On arrival at the destination, you find your baggage delayed, that caused you to miss an important meeting/ event.	.000

Sr. No	Complaint Situations	Chi-Sqr(2 sided)
25	You find your seats straight with very little legroom on board.	.458
26	You find unreasonable increase in fare rate due to high demand.	.332
27	Cancelled flight due to non-availability of flight crew that caused you to miss an important meeting/ event.	.386
28	Substandard meals / beverages provided to you.	.146

Table 4.3, indicates the chi-square results of failure situations representing the severe controllable quadrant of the conceptual model. There are 28 failure situations in this quadrant classified as severe controllable. Only 4 failure situations in this quadrant showed significant chi-square result at .05% significance level out of total 28 failure situations classified as severe controllable in this quadrant.

**Table 4.4 Results of Chi-Square Test (2 sided) of Severe not controllable failure situation:**

<b>Sr No</b>	<b>Complaint Situations</b>	<b>Chi-square (2 sided)</b>
1	Cancelled flight due to weather conditions that caused you to miss an important meeting/ event.	.000
2	Delayed flight due to weather conditions that caused you to miss an important meeting/ event.	.000

Table 4.4, indicates the chi-square results of failure situations representing the severe not controllable quadrant of the conceptual model. There are only two failure situations classified as severe not controllable, in this quadrant. Both the failure situations showed significant chi-square result at .05% significance level.

**Table 4.5 Results of Chi-Square Test (2 sided) of Not severe not controllable failure situations:**

<b>Sr No</b>	<b>Complaint Situations</b>	<b>Chi-Square(2 sided)</b>
1	Delayed flight due to weather conditions that did not cause you to miss an important meeting / event.	.263
2	Cancelled flight due to weather conditions that did not cause you to miss an important meeting/ event.	.181

Table 4.5 indicates the chi-square results of failure situations representing the not severe not controllable quadrant, of the conceptual model. There are only two failure situations in this quadrant classified as not severe not controllable failure situations. Both the failure situations did not show significant chi-square result at .05% significance level.

**Table 4.6 Results of Chi-Square Test (2 sided) of Not severe controllable failure situation:**

<b>Sr No</b>	<b>Complaint Situations</b>	<b>Chi- square (2 sided)</b>
1	On arrival at the destination, you find your baggage delayed, that did not cause you to miss an important meeting/ event.	0.34
2	You find the airport lounges and washrooms busy and crowded.	.720
3	No in-flight entertainment system.	.000
4	Delayed flight due to technical/ mechanical fault that did not cause you to miss an important meeting/ event.	.004
5	You experience discomfort due to Improper and uncomfortable seating arrangement in the lounge.	.155

Sr No	Complaint Situations	Chi- square (2 sided)
6	You are baffled by unclear and loud announcements by flight attendants.	.858
7	Delay in refund of your fare on cancellation of ticket.	.868
8	Reading material, games, and music of your choice not provided on board.	.531
9	Cancelled flight due to non-availability of flight crew that did not cause you to miss an important meeting/ event.	.039
10	Cancelled flight due to technical /mechanical fault that did not cause you to miss an important meeting/ event.	.001
11	Failure of in-flight entertainment system.	.505
12	Overcharged you for extra checked-in bag.	.778
13	Delayed flight due to non-availability of flight crew that did not cause you to miss an important meeting/event.	1.00
14	You find that lounges lack facilities like shops, cafeterias and food outlets causing inconvenience to you.	.513
15	Requested in-flight entertainment programme not played for you.	.273

Table 4.6- indicates the chi-square results of failure situations representing the not severe controllable quadrant of the conceptual model. There are 15 failure

situations in this quadrant classified as not severe controllable failure situations. Only 05 failure situations in this quadrant showed significant chi-square result at .05% significance level out of total 15 failure situations classified as not severe controllable in this quadrant, out of total 15 failure situations in this quadrant.

#### 4.4.4 Further Analyses of Failure Situations Based on Characteristics:

**Table 4.7 Classification of failure situations based on severity**

	<b>Severe</b>	<b>Not severe</b>	<b>Total</b>
<b>Severity</b>	29	18	<b>47</b>
<b>%</b>	62%	38%	<b>100%</b>

**Table-4.7:** 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 passengers in the airline industry.

**Table 4.8 Classification of service failure situations based on controllability**

	<b>Controllable</b>	<b>Not Controllable</b>	<b>Total</b>
<b>Controllability</b>	<b>43</b>	<b>4</b>	<b>47</b>
<b>%</b>	<b>91%</b>	<b>9%</b>	<b>100%</b>

**Table-4.8:** Shows 91% of failure situations are controllable and 09% 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. This seems to be an important finding as it shows that majority of the service failures are considered as controllable as compared to not controllable service failure situations, which may be typical only to airlines.

**Table 4.9      Quadrant wise classification of failure situations on the basis of Severity and Controllability**

	<b>Severe Controllable</b>	<b>Severe Not Controllable</b>	<b>Not Severe Not Controllable</b>	<b>Not Severe Controllable</b>	<b>Total</b>
<b>Total</b>	27	2	2	16	47
<b>%</b>	57%	4%	4%	34%	100%

Table-4.9: Indicates the quadrant-wise classification of the service failures. The table shows that 57% of the failure situations are severe controllable and 4% are severe not controllable, 04% are not severe not controllable and 34% are not severe controllable out of 47 failure situations as perceived by the airline passengers. The results indicate that majority of situations are perceived as severe controllable.

## SECTION-V

### 4.5 TYPOLOGY OF COMPLAINTS AND ITS RELATIONSHIP WITH CHARACTERISTICS OF SERVICE FAILURES:

**Table 4.10** classification of outcome and process failures based on Severity

	Severe	Not Severe	Total
<b>Outcome Failures</b>	<b>12</b>	<b>6</b>	<b>18</b>
	<b>67%</b>	<b>33%</b>	<b>100%</b>
<b>Process Failures</b>	<b>17</b>	<b>12</b>	<b>29</b>
	<b>59%</b>	<b>41%</b>	<b>100%</b>

**Table-4.10:** 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.

**Table 4.11** Classification of Outcome and Process failure based on Controllability

	Controllable	Not controllable	Total
<b>Outcome Failures</b>	<b>14</b>	<b>4</b>	<b>18</b>
	<b>77%</b>	<b>23%</b>	<b>100%</b>
<b>Process Failures</b>	<b>29</b>	<b>NIL</b>	<b>29</b>
	<b>100%</b>	<b>0%</b>	<b>100%</b>



Table-4.11: 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. The results show that all the process failures are considered as controllable 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.

**Table 4.12    Quadrant wise Classification of failure Situations on the basis of Outcome failures**

	Severe Controllable	Severe Not Controllable	Not Severe Not Controllable	Not Severe Controllable	Total
<b>Outcome Failures</b>	<b>10</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>18</b>
<b>%</b>	<b>56%</b>	<b>11%</b>	<b>11%</b>	<b>22%</b>	<b>100%</b>

Table-4.12: Indicates that 56% failure situations are severe controllable and 11% severe not controllable, 11% are not severe not controllable and 22% are not severe controllable of the total 18 outcome failure situations, as perceived by the airline passengers.

**Table 4.13 Quadrant wise Classification of Complaints on the basis of Process Failures**

	Severe Controllable	Severe Not Controllable	Not Severe Not Controllable	Not Severe Controllable	Total
<b>Process Failures</b>	<b>17</b>	<b>NIL</b>	<b>NIL</b>	<b>12</b>	<b>29</b>
<b>%</b>	<b>59%</b>	<b>NIL</b>	<b>NIL</b>	<b>41%</b>	<b>100%</b>

Table-4.13: Indicates that 59% failures situations are severe controllable and 41% are not severe controllable out of total 29 process failure situations as perceived by the passengers. The findings also indicate that there are no such process failures categorised as severe not controllable and not severe not controllable.

**Table 4.14 Classification of internal and external failures based on severity**

	Severe	Not Severe	Total
<b>Internal Failures</b>	<b>22</b>	<b>13</b>	<b>35</b>
	<b>63%</b>	<b>37%</b>	<b>100%</b>
<b>External Failures</b>	<b>7</b>	<b>5</b>	<b>12</b>
	<b>58%</b>	<b>42%</b>	<b>100%</b>

**Table-4.14:** 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 airline passengers.

**Table 4.15 Classification of internal and external failure based on Controllability**

	Controllable	Not controllable	Total
<b>Internal Failures</b>	<b>35</b>	<b>NIL</b>	<b>35</b>
	<b>100%</b>	<b>NIL</b>	<b>100%</b>
<b>External Failures</b>	<b>8</b>	<b>4</b>	<b>12</b>
	<b>67%</b>	<b>33%</b>	<b>100%</b>

**Table-4.15:** Indicates that **100%** of the 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. The results indicate that all internal failures are perceived as controllable by the airline passengers.

**Table 4.16 Quadrant wise Classification of Failure Situations on the basis of Internal Failures**

	Severe Controllable	Severe Not Controllable	Not Severe Not Controllable	Not Severe Controllable	Total
<b>Internal failures</b>	<b>22</b>	<b>NIL</b>	<b>NIL</b>	<b>13</b>	<b>35</b>
<b>%</b>	<b>63%</b>	<b>NIL</b>	<b>NIL</b>	<b>37%</b>	<b>100%</b>

**Table-4.16:** Indicates that **63%** failure situations are severe controllable and **37%** are not severe controllable, of the total **35** internal failure situations, as perceived

by the airline passengers. The findings also indicate that there are no such internal failures categorised as severe not controllable and not severe not controllable.

**Table 4.17**    **Quadrant wise Classification of Failure Situation on the basis of External Failures**

	<b>Severe Controllable</b>	<b>Severe Not Controllable</b>	<b>Not Severe Not Controllable</b>	<b>Not Severe Controllable</b>	<b>Total</b>
<b>External Failures</b>	<b>05</b>	<b>02</b>	<b>02</b>	<b>03</b>	<b>12</b>
<b>%</b>	<b>41%</b>	<b>17%</b>	<b>17%</b>	<b>25%</b>	<b>100 %</b>

Table-4.17: Indicates that 41% failures situations are severe controllable and 17% are severe not controllable, 17% are not severe not controllable and 25% are not severe controllable of the total 12 external failure situations as perceived by the airline passengers.

Thus under the characteristics of severity and controllability, all the internal service failure situations are considered controllable. In case of external failures, they were considered as severe as well as controllable.

## SECTION VI

### 4.6 TESTING OF DESCRIPTIVE HYPOTHESES:

#### 4.6.1 Chi-Square Test:

H1a. Process failures are perceived as more controllable than outcome failures

**Table 4.18 Hypothesis Testing - Chi-Square Test –H1a**

**Observed**

	<b>Controllable</b>	<b>Not controllable</b>	<b>Total</b>
<b>Outcome Failures</b>	<b>14</b>	<b>4</b>	<b>18</b>
<b>Process Failures</b>	<b>29</b>	<b>0</b>	<b>29</b>
	<b>43.00</b>	<b>4.00</b>	<b>47.00</b>

**Expected**

	<b>Controllable</b>	<b>Not controllable</b>	<b>Total</b>
<b>Outcome Failures</b>	<b>16.47</b>	<b>1.53</b>	<b>18</b>
<b>Process Failures</b>	<b>26.53</b>	<b>2.47</b>	<b>29</b>
	<b>43.00</b>	<b>4.00</b>	

Chi- Square results

0.007953443

Hypothesis H1a is supported

H1b. Outcome failures are perceived as more severe than process failures.

**Table 4.19 Hypothesis Testing - Chi-Square Test -H 1b**

**Observed**

	<b>Severe</b>	<b>Not Severe</b>	<b>Total</b>
<b>Outcome Failures</b>	<b>12</b>	<b>6</b>	<b>18</b>
<b>Process Failures</b>	<b>17</b>	<b>12</b>	<b>29</b>
	<b>29.00</b>	<b>18.00</b>	<b>47.00</b>

**Expected**

	<b>Severe</b>	<b>Not Severe</b>	<b>Total</b>
<b>Outcome Failures</b>	<b>11.11</b>	<b>6.89</b>	<b>18</b>
<b>Process Failures</b>	<b>17.89</b>	<b>11.11</b>	<b>29</b>
	<b>29.00</b>	<b>18.00</b>	<b>47.00</b>

Chi- Square results

0.581219

Hypothesis H1b is not supported

H2a: Internal failures are perceived as more controllable than external failures.

**Table 4.20 Hypothesis Testing - Chi-Square Test-H2a**

**Observed**

	<b>Controllable</b>	<b>Not controllable</b>	<b>Total</b>
<b>Internal Failures</b>	<b>35</b>	<b>0</b>	<b>35</b>
<b>External Failures</b>	<b>8</b>	<b>4</b>	<b>12</b>
	<b>43</b>	<b>4</b>	<b>47</b>

**Expected**

	<b>Controllable</b>	<b>Not controllable</b>	<b>Total</b>
<b>Internal Failures</b>	<b>32.02</b>	<b>2.98</b>	<b>35</b>
<b>External Failures</b>	<b>10.98</b>	<b>1.02</b>	<b>12</b>
	<b>43.00</b>	<b>4.00</b>	<b>47</b>

Chi –Square result

0.00035564

Hypothesis H2a is supported

H2b. External failures are perceived as more severe than internal failures.

**Table 4.21 Hypothesis testing - Chi-Square test-H2b**

**Observed**

	<b>Severe</b>	<b>Not Severe</b>	<b>Total</b>
<b>Internal Failures</b>	<b>22</b>	<b>13</b>	<b>35</b>
<b>External Failures</b>	<b>7</b>	<b>5</b>	<b>12</b>
	<b>29</b>	<b>18</b>	<b>47</b>

**Expected**

	<b>Severe</b>	<b>Not Severe</b>	<b>Total</b>
<b>Internal Failures</b>	<b>22</b>	<b>13</b>	<b>35</b>
<b>External Failures</b>	<b>7</b>	<b>5</b>	<b>12</b>
	<b>29</b>	<b>18</b>	<b>47</b>

Chi- Square result: -0.780865961

Hypothesis H2b is not supported

#### **4.6.2 Discussions on Descriptive Hypotheses Testing:**

*Hypothesis1a:* Findings of table-4.11, 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. The chi-square result is **0.007, which is statistically significant**. Thus hypothesis **1a** is *supported*.

*Hypothesis 1b*: Findings of table-4.10, 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. The chi-square result is **0.581, which is not statistically significant**. Thus hypothesis **1b** is not *supported*.

*Hypothesis 2a*: Findings of table-4.15, 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. The chi-square result is **0.007, which is statistically significant**. Thus hypothesis **2a** is *supported*.

*Hypothesis 2b*: Findings of table-4.14 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. The chi-square result is **0.780, which is not statistically significant**. Thus hypothesis **2b** is *not supported*.

## CHAPTER 5

### RESULTS AND ANALYSES

This chapter presents the results and analysis in three sections. **Section-I** presents the demographics characteristics of sample study. **Section-II** presents the results and analyses of hypothesis, H3, H4, H5, and H6, which test the expectations of justice of airline passengers, **across** four quadrants of the conceptual model. **Section-III** presents the results and analyses of hypothesis, H7a, H7b, H7c, H8a, H8b, H8c, H9a, H9b, H9c, H10a, H10b, and H10c, which test the expectations of justice of airline passengers **within** each of the four quadrant of the conceptual model. **Section-IV** presents the results and analyses of hypothesis, 11a, 11b, 11c, 11d, 12a, 12b, 12c, 12d, 13a, 13b, 13c, and 13d which test the expectations of justice of airline passengers classified based on residence, purpose of travel and frequency of travel. **Section-V**, presents the results and analyses of hypotheses, H14.

The statistical tests used in this research include the ANOVA and independent sample t test, to test the research hypotheses. An ANOVA makes multiple comparisons of treatment groups in single tests, by identifying whether there is any difference in mean values. Moreover, the possibility of multiple comparisons makes the ANOVA technique more useful than structural equation modeling and regression analyses in experimental examinations (Morrison, 2005).

Secondly, the independent sample t-test assesses the statistical significance between two sample means. This test identifies the difference between groups by computing t-values, p- values and mean differences (Zikmund, 2000).

## SECTION-I

### 5.1 DEMOGRAPHIC CHARACTERISTICS OF THE SAMPLE:

**Table 5.1 Demographics of sample for ascertaining expectation of Justice**

Criteria		Details	Frequency	Percentage
Age	1	21 -29	167	36%
	2	30-49	206	45%
	3	50 Plus	86	19%
			<b>459</b>	<b>100%</b>

Gender	1	Male	317	69%
	2	Female	142	31%
			<b>459</b>	<b>100%</b>

Qualification	1	Graduation or Below	145	32%
	2	Post-Graduation	178	39%
	3	Professional	136	30%
			<b>459</b>	<b>100%</b>

<b>Type of Airline Passengers (Residence)</b>	1	NRI	72	16%
	2	International	96	21%
	3	Domestic	246	54%
	4	International and Domestic	45	10%
			<b>459</b>	<b>100%</b>

<b>Type of Airline Passengers (Purpose)</b>	1	Business	142	31%
	2	Leisure	317	69%
			<b>459</b>	<b>100%</b>

<b>Type of Airline Passengers (Frequency)</b>	1	Frequent Flyer	120	26%
	2	Less Frequent Flyer	339	74%
			<b>459</b>	<b>100%</b>

<b>Annual Income</b>	1	Up to 5 lakhs	118	26%
	2	5-10 lakhs	146	32%
	3	10-20 lakhs	104	23%
	4	above 20 lakhs	91	20%
			<b>459</b>	<b>100%</b>

<b>Flight length (no of flying hrs):</b>	1	Short haul 3 hrs and less	211	46%
	2	Mid haul more than 3 hrs upto 7 hrs	81	18%
	3	Long haul more than 7 hr.	106	23%
	4	Short and Mid Haul	34	7%
	5	Mid and Long Haul	27	6%
			<b>459</b>	<b>100%</b>

<b>Other Travel Specifics (A)</b>	1	Travelled in Group	248	54%
	2	Travelled Individually	163	36%
	3	Both	48	10%
			<b>459</b>	<b>100%</b>

<b>Other Travel Specifics (B)</b>	1	Travelled through Tour Operators	164	35%
	2	Travelled Independently	295	65%
			<b>459</b>	<b>100%</b>

**Table: 5.1** explain the demographic statistics of the sample for ascertaining expectations of justice. The total sample consisted of 459 airline passengers. Based on the criteria of age 36% are from the age group of 21 -29, 45% are from the age group of 30-49 and 19% belong to 50 plus age group. This explains that the younger people travel more by airlines. Based on gender male constitute 69%

of the sample and females 31% which shows that males travel more than female passengers. Based on the criteria of educational qualification the sample consists of 32% graduation and below, and 39% post-Graduation and 30% are professionals. Based on type of passengers based on residence domestic passengers constitute 54% and the least is NRI passengers which constitute only 16% of the sample. Business and leisure, constitute, 31% and 69% of the sample respectively. Frequent fliers are 26% of the sample and 74% are less frequent fliers. Based on the income categories of passengers the lower most income groups constitutes 57%, of the sample study, and the highest income group constitutes the least, 20% of the sample. Based on flying length of the journey 46% of the sample undertakes short routes, 18%, 23%, of the sample constitutes that travel mid haul and long haul hours of travel respectively. 54% of the sample have travelled in group, 36%, percent of the sample constitutes those travel individually and 10% have travelled both in group as well as individually. The sample also shows that 35% of the sample travel through tour operator and 65% prefer to travel independently. This shows that all the categories of passengers are adequately covered in the sample.

## SECTION-II

### 5.2 RESULTS AND ANALYSES TO TEST THE CONCEPTUAL MODEL

This section presents the results and analysis of the following hypotheses:

H3. *In severe not controllable failure situations*, the expectations of **distributive justice, interactional justice and procedural justice** in complaint redressal are significantly different.

H4. *In not severe controllable failure situations*, the expectations of **distributive justice, interactional justice and procedural justice** in complaint redressal are significantly different.

H5. *In not severe not controllable failure situations*, the expectations of **distributive justice, interactional justice and procedural justice** in complaint redressal are significantly different.

H6. *In severe controllable failure situations*, the expectations of **distributive justice, interactional justice and procedural justice** in complaint redressal are significantly different.

The statistical results and interpretation, and testing of hypotheses is presented below:

**Table 5.2 Results of Anova showing significant difference between three types of Justice**

	Sum of Squares	Df	Mean Square	F	Sig.	
1	SITUATION- Between Groups	71.965	2	35.983	57.741	.000
	Within Groups	856.244	1374	.623		
	Total	928.209	1376			
2	SITUATION- Between Groups	278.658	2	139.329	294.605	.000
	Within Groups	649.813	1374	.473		
	Total	928.471	1376			
3	SITUATION- Between Groups	183.935	2	91.967	169.426	.000
	Within Groups	745.830	1374	.543		
	Total	929.765	1376			
4	SITUATION- Between Groups	130.680	2	65.340	110.841	.000
	Within Groups	809.961	1374	.589		
	Total	940.641	1376			



**From the output table-5.2 for the one- way Anova:**

- a) We see that the F. Ratio is 57.741 and the significance is .000 for situation 1 which represents **severe not controllable failure situation**. Therefore it is concluded that the expectations of all three types of justice will be significantly different in case of **severe not controllable** failure situations at 95% confidence level.
- b) Similarly, it is seen that the F. Ratio is 294.605 and the significance is .000 for situation 2 which represents **not severe controllable failure situation**. Therefore it is concluded that the expectations of all three types of justice will be significantly different in case of **not severe controllable** failure situations at 95% confidence level.
- c) It is seen that the F. Ratio is 169.426 and the significance is .000 for situation 3 which represents **not severe not controllable failure situation**. Therefore it is concluded that the expectations of all three types of justice will be significantly different in case of **not severe not controllable** failure situations at 95% confidence level.
- d) It is seen that the F. Ratio is 110.841 and the significance is .000 for situation 4 which represents **severe controllable failure situation**. Therefore it is concluded that the expectations of all three types of justice will be significantly different in case of **severe controllable** failure situations at 95% confidence level.

**Table 5.3 Anova showing Descriptive statistics between different types of justice**

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.	
					Lower Bound	Upper Bound			
1	Situation- Distributive	459	1.77	.841	.039	1.69	1.84	1	3
	Interactional	459	2.29	.744	.035	2.23	2.36	1	3
	Procedural	459	1.87	.780	.036	1.80	1.94	1	3
	Total	1377	1.98	.821	.022	1.93	2.02	1	3
2	Situation- Distributive	459	2.62	.716	.033	2.55	2.68	1	3
	Interactional	459	1.67	.712	.033	1.60	1.73	1	3
	Procedural	459	1.66	.633	.030	1.60	1.72	1	3
	Total	1377	1.98	.821	.022	1.94	2.02	1	3

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min.	Max.	
					Lower Bound	Upper Bound			
					3	Situation- Distributive			459
	Interactional	459	1.68	.806	.038	1.61	1.76	1	3
	Procedural	459	1.78	.620	.029	1.72	1.83	1	3
	Total	1377	1.99	.822	.022	1.94	2.03	1	3
4	Situation- Distributive	459	1.84	.906	.042	1.76	1.92	1	3
	Interactional	459	2.38	.709	.033	2.32	2.45	1	3
	Procedural	459	1.66	.667	.031	1.59	1.72	1	3
	Total	1377	1.96	.827	.022	1.91	2.00	1	3

In Table -5.3 – situation 1 representing the severe not controllable failure situation, indicates that the interactional justice is most important to the passengers. The *Mean for interactional justice is highest 2.29 indicating the preference for interactional justice over other type of justice. The passengers also show second preference for procedural justice (Mean =1.87) over distributive justice (Mean= 1.77).*

In Table -5.3 – situation-2 representing the not severe controllable failure situation, indicates that the distributive justice is most important to the passengers. *The Mean for distributive justice is highest 2.62 indicating the preference for distributive justice over other type of justice. The passengers show equal preference for interactional justice (Mean= 1.67) and procedural justice (Mean= 1.66).*

In Table -5.3 – situation -3 representing the not severe not controllable failure situation, indicates that the distributive justice is most important to the passengers. *The Mean for distributive justice is highest 2.50 indicating the preference for distributive justice over other types of justice irrespective of the failure situation being not severe not controllable. The passengers also show preference for procedural justice (Mean= 1.78) over interactional justice (Mean= 1.68).*

In Table -5.3 – situation-4 representing the severe controllable failure situation, indicates that the interactional justice is most important to the passengers. *The Mean for interactional justice is highest 2.38 indicating the preference for interactional justice over other types of justice. The passengers also show moderately high preference for distributive justice (Mean= 1.84) over procedural justice (Mean= 1.66).*

**Table 5.4 Hypotheses testing H3, H4, H5 and H6**

Hyp. No	Hypothesis	Sig.	Supported/Not supported
H3	The expectation of distributive justice, interactional justice and procedural justice in complaint redressal will be significantly different in severe not controllable failure situations.	.000	Supported
H4	The expectation of distributive justice, interactional justice and procedural justice in complaint redressal will be significantly different in not severe controllable failure situations.	.000	Supported
H5	The expectation of distributive justice, interactional justice and procedural justice in complaint redressal will be significantly different in not severe not controllable failure situations.	.000	Supported
H6	The expectation of distributive justice, interactional justice and procedural justice in complaint redressal will be significantly different in severe controllable failure situations.	.000	Supported

## SECTION –III

### 5.3 HYPOTHESES DENOTING THE EXPECTATIONS OF JUSTICE ACCORDING TO THE CHARACTERISTICS OF THE FAILURE SITUATIONS:

The hypotheses are stated according to each situation:

#### **Severe not controllable failure situations:**

H7a: *In severe not controllable failure situations, the expectations of interactional justice are higher than distributive justice.*

H7b: *In severe not controllable failure situations, the expectations of interactional justice are higher than procedural justice.*

H7c: *In severe not controllable failure situations, the expectations of procedural justice are higher than distributive justice.*

#### **Not Severe controllable failure situations:**

H8a: *In not severe controllable failure situations, the expectations of distributive justice are higher than interactional justice.*

H8b: *In not severe controllable failure situations, the expectations of distributive justice are higher than procedural justice.*

H8c: *In not severe controllable failure situations, the expectations of interactional justice are higher than procedural justice.*

#### **Not Severe not controllable failure situations:**

H9a: *In not severe not controllable failure situations, the expectations of interactional Justice are higher than distributive Justice.*

H9b: *In not severe not controllable failure situations*, the expectations of **interactional justice are higher than procedural justice**.

H9c: *In not severe not controllable failure situations*, the expectations of **procedural justice are higher than distributive justice**.

**Severe controllable failure situations:**

H10a: *In severe controllable failure situations*, the expectations of **distributive justice are higher than interactional justice**.

H10b: *In severe controllable failure situations*, the expectations of **distributive justice are higher than procedural justice**.

H10c: *In severe controllable failure situations*, the expectations of **interactional justice are higher than procedural justice**.

The above hypotheses are tested with the multiple comparisons (ANOVA), as stated below:

**Table 5.5 Anova multiple comparisons for three types of justice**

Dependent Variable	(I) Type of justice	(J) Type of justice	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
						Situation-1	Distributive
		Procedural	-.100	.052	.133	-.22	.02
	Interactional	Distributive	.527*	.052	.000	.40	.65
		Procedural	.427*	.052	.000	.30	.55
	Procedural	Distributive	.100	.052	.133	-.02	.22
		Interactional	-.427*	.052	.000	-.55	-.30
SITUATION-2	Distributive	Interactional	.950*	.045	.000	.84	1.06
		Procedural	.959*	.045	.000	.85	1.07
	Interactional	Distributive	-.950*	.045	.000	-1.06	-.84
		Procedural	.009	.045	.980	-.10	.12
	Procedural	Distributive	-.959*	.045	.000	-1.07	-.85
		Interactional	-.009	.045	.980	-.12	.10
SITUATION-3	Distributive	Interactional	.817*	.049	.000	.70	.93
		Procedural	.725*	.049	.000	.61	.84
	Interactional	Distributive	-.817*	.049	.000	-.93	-.70
		Procedural	-.092	.049	.144	-.21	.02



	Procedural	Distributive	-.725*	.049	.000	-.84	-.61	
		Interactional	.092	.049	.144	-.02	.21	
4	SITUATION-	Distributive	Interactional	-.542*	.051	.000	-.66	-.42
			Procedural	.183*	.051	.001	.06	.30
		Interactional	Distributive	.542*	.051	.000	.42	.66
			Procedural	.725*	.051	.000	.61	.84
		Procedural	Distributive	-.183*	.051	.001	-.30	-.06
			Interactional	-.725*	.051	.000	-.84	-.61

\*. The mean difference is significant at the 0.05 level.

*(Situation1- severe not controllable, situation2- not severe controllable, situation3- not severe not controllable situation4- severe controllable)*

Table -5.5- explains the multiple comparisons for expectation of justice.

**Situation-1**, severe **not controllable** failure situation.

**Hypothesis 7a** is **supported**. The mean difference is positive (.527) and significance is .000. This means that passengers prefer interactional justice to distributive justice in situation 1.

**Hypothesis 7b** is **supported**. The mean difference is positive (.427) and significance is .000. This means that passengers also prefer interactional justice to procedural justice in situation 1.

**Hypothesis 7c** is **not supported**. There is no significant preference between procedural justice and distributive justice.

**Situation-2: not severe controllable** failure situation.

**Hypothesis 8a is supported.** The mean difference is positive (.950) and significance is .000. This means that passengers prefer distributive justice to interactional justice in situation 2.

**Hypothesis 8b is supported.** The mean difference is positive (.959) and significance is .000. This means that passengers also prefer distributive justice to procedural justice in situation 2.

**Hypothesis 8c is not supported.** There is no significant preference between interactional justice and procedural justice.

**Situation-3: not severe not controllable** failure situation.

**Hypothesis 9a is not supported.** The mean difference is negative (-.817) and significance is .000. This means that passengers prefer distributive justice to interactional justice in situation 3.

**Hypothesis 9b is not supported.** There is no significant preference between interactional justice and procedural justice.

**Hypothesis 9c is not supported.** The mean difference is negative (-.725) and significance is .000. This means that passengers prefer also distributive justice to procedural justice in situation 3.

**Situation-4: severe controllable** failure situation.

**Hypothesis 10a is not supported.** The mean difference is negative (-.542) and significance is .000. This means that passengers prefer interactional justice to distributive justice in situation 4.

**Hypothesis 10b** is **supported**. The mean difference is positive (**1.83**) and significance is **.001**. This means that passengers prefer distributive justice to procedural justice in situation 4.

**Hypothesis 10c** is **supported**. The mean difference is positive (**.725**) and significance is **.000**. This means that passengers prefer interactional justice to procedural justice in situation 4.

**Table 5.6 Hypotheses testing from 7a to 10c**

HYP NO	Hypothesis	Sig.	Supported/ not supported
H7a	In severe not controllable failure situations the expectation for interactional justice is higher than distributive justice.	.000	Supported
H7b	In severe not controllable failure situations the expectation for interactional justice is higher than procedural justice.	.000	Supported
H7c	In severe not controllable failure situations the expectation for procedural justice is higher than distributive justice.	1.33	Not supported
H8a	In not severe controllable failure situations the expectation for distributive justice is higher than interactional justice.	.000	Supported
H8b	In not severe controllable failure situations the expectation for distributive justice is	.000	Supported

	higher than procedural justice.		
H8c	In not severe controllable failure situations the expectation for interactional justice is higher than procedural justice.	.980	Not supported
H9a	In not severe not controllable failure situations the expectation for interactional justice is higher than distributive justice. <b>(expectation for distributive justice is significantly higher than interactional justice)</b>	.000	Not supported
H9b	In not severe not controllable failure situations the expectation for interactional justice is higher than procedural justice	.144	Not supported
H9c	In not severe not controllable failure situations the expectation for procedural justice is higher than distributive justice. <b>(expectation for distributive justice is significantly higher than procedural justice)</b>	.000	Not supported
H10a	In severe controllable failure situations the expectation for distributive justice is higher than interactional justice. <b>(expectation for interactional justice is significantly higher than distributive justice)</b>	.000	Not supported

H10b	In severe controllable failure situations the expectation for distributive justice is higher than procedural justice	.001	Supported
H10c	In severe controllable failure situations the expectation for interactional justice is higher than procedural justice	.000	Supported

## SECTION –IV

### 5.4 ANALYSES ACCORDING TO THE TYPE OF PASSENGERS WITHIN EACH SITUATION:

This section will show the results of the analysis of justice expectations of *different type of passengers* based on their residence, purpose of travel and frequency of travel for each type of situation. The hypotheses are stated below for reference:

H11a. *In severe not controllable failure situations*, there is a significant difference in expectations, across three types of justice, according to **type of passengers based on their residence**.

H11b. *In not severe controllable failure situations*, there is a significant difference in expectations, across three types of justice, according to **type of passengers based on their residence**.

H11c. *In not severe not controllable failure situations*, there is a significant difference in expectations, across three types of justice, according to **type of passengers based on their residence**.

H11d. *In severe controllable failure situations*, there is a significant difference in expectations, across three types of justice, according **to type of passengers based on their residence.**

H12a *In severe not controllable failure situations*, there is a significant difference in expectations, across three types of justice, according **to type of passengers based on the purpose of travel.**

H12b. *In not severe controllable failure situations*, there is a significant difference in expectations, across three types of justice, according **to type of passengers based on the purpose of travel.**

H12c. *In not severe not controllable failure situations*, there is a significant difference in expectations, across three types of justice, according **to type of passengers based on the purpose of travel.**

H12d. *In severe controllable failure situations*, there is a significant difference in expectations, across three types of justice, according **to type of passengers based on the purpose of travel.**

H13a. *In severe not controllable failure situations*, there is a significant difference in expectation, across three types of justice, according **to type of passengers based on the frequency of travel.**

H13b. *In not severe controllable failure situations*, there is a significant difference in expectations, across three types of justice, according **to type of passengers based on the frequency of travel.**

H13c. *In not severe not controllable failure situations*, there is a significant difference in expectations, across three types of justice, according **to type of passengers based on the frequency of travel.**

H13d. *In severe controllable failure situations*, there is a significant difference in expectations, across three types of justice, according **to type of passengers based on the frequency of travel.**

The statistical results and hypotheses are presented below

**5.4.1 Results of ANOVA to Determine the Expectations of Justice for each Situation According to the Type of Passengers Based on Residence:**

The results and analysis for testing the expectations of type of passengers, based on residence is demonstrated in the following two tables. The explanation for the tables, are provided at the end of the tables.

**Table 5.7 Results of ANOVA showing significant difference between three types of Justice for type of passengers based on residence**

		Sum of Squares	Df	Mean Square	F	Sig.
Distributive justice SITUATION -1	Between Groups	5.820	3	1.940	2.774	.041
	Within Groups	318.236	455	.699		
	Total	324.057	458			

		Sum of Squares	Df	Mean Square	F	Sig.
Interactional justice SITUATION -1	Between Groups	2.508	3	.836	1.517	.209
	Within Groups	250.786	455	.551		
	Total	253.294	458			
Procedural justice SITUATION -1	Between Groups	7.216	3	2.405	4.028	.008
	Within Groups	271.677	455	.597		
	Total	278.893	458			
Distributive justice SITUATION -2	Between Groups	2.976	3	.992	1.949	.121
	Within Groups	231.538	455	.509		
	Total	234.514	458			
Interactional justice SITUATION -2	Between Groups	.848	3	.283	.556	.644
	Within Groups	231.152	455	.508		
	Total	232.000	458			



		Sum of Squares	Df	Mean Square	F	Sig.
Procedural justice SITUATION -2	Between Groups	3.984	3	1.328	3.369	.018
	Within Groups	179.315	455	.394		
	Total	183.298	458			
Distributive justice SITUATION -3	Between Groups	16.214	3	5.405	9.586	.000
	Within Groups	256.536	455	.564		
	Total	272.749	458			
Interactional justice SITUATION -3	Between Groups	28.289	3	9.430	15.955	.000
	Within Groups	268.905	455	.591		
	Total	297.194	458			
Procedural justice SITUATION -3	Between Groups	1.791	3	.597	1.561	.198
	Within Groups	174.095	455	.383		
	Total	175.887	458			

		Sum of Squares	Df	Mean Square	F	Sig.
Distributive justice SITUATION -4	Between Groups	3.292	3	1.097	1.339	.261
	Within Groups	372.778	455	.819		
	Total	376.070	458			
Interactional justice SITUATION -4	Between Groups	.576	3	.192	.381	.767
	Within Groups	229.703	455	.505		
	Total	230.279	458			
Procedural justice SITUATION -4	Between Groups	5.907	3	1.969	4.532	.004
	Within Groups	197.705	455	.435		
	Total	203.612	458			

*(Situation1- severe not controllable, situation2- not severe controllable, situation3- not severe not controllable situation4- severe controllable)*

**Table -5.7, Explains the expectations of justice, according to the type of passengers based on Residence.**

**Situation-1: severe not controllable failure situation,**

- i) Distributive justice shows F. Ratio of 2.774 and significance .041. Therefore it is concluded that the expectation for distributive justice will be significantly different in case of severe not controllable failure situations for type of passengers based on residence.
- ii) Procedural justice shows F. Ratio of 4.028 and significance .008. Therefore it is concluded that the expectation for procedural justice will be significantly

different in case of severe not controllable failure situations at 95% confidence level for type of passengers based on residence.

Situation-2: not severe controllable failure situation,

- i) Procedural justice shows, F. Ratio of 3.369 and significance .018. Therefore it is concluded that the expectation for procedural justice will be significantly different in case of not severe controllable failure situations at 95% confidence level for type of passengers based on residence.

Situation-3: not severe not controllable failure situation,

- i) Distributive justice shows, F. Ratio of 9.586 and significance .000. Therefore it is concluded that the expectation for procedural justice will be significantly different in case of not severe not controllable failure situations at 95% confidence level for type of passengers based on residence.
- ii) Interactional justice shows, F. Ratio of 15.955 and significance .000. Therefore it is concluded that the expectation for procedural justice will be significantly different in case of not severe not controllable failure situations at 95% confidence level for type of passengers based on residence.

Situation-4: severe controllable failure situation,

- i) Procedural justice shows, F. Ratio of 4.532 and significance .004. Therefore it is concluded that the expectation for procedural justice will be significantly different in case of severe controllable failure situations at 95% confidence level for type of passengers based on residence.

Further Analyses based on the following table-5.8, is stated and explanation is provided at the end of the table.

**Table 5.8: Multiple comparison statistics for passengers based on residence**

Dependent Variable	(I) Residence	(J) Residence	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Distributive justice SITUATION -1	1	2	-.139	.130	.711	-.48	.20
		3	-.153	.112	.521	-.44	.14
		4	-.456	.159	.022	-.87	-.05
	2	1	.139	.130	.711	-.20	.48
		3	-.014	.101	.999	-.27	.25
		4	-.317	.151	.156	-.71	.07
	3	1	.153	.112	.521	-.14	.44
		2	.014	.101	.999	-.25	.27
		4	-.302	.136	.117	-.65	.05
	4	1	.456	.159	.022	.05	.87
		2	.317	.151	.156	-.07	.71
		3	.302	.136	.117	-.05	.65

Dependent Variable	(I)	(J)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Interactional justice SITUATION - 1	1	2	.163	.116	.494	-.14	.46
		3	.147	.099	.454	-.11	.40
		4	-.042	.141	.991	-.41	.32
	2	1	-.163	.116	.494	-.46	.14
		3	-.017	.089	.998	-.25	.21
		4	-.205	.134	.422	-.55	.14
	3	1	-.147	.099	.454	-.40	.11
		2	.017	.089	.998	-.21	.25
		4	-.188	.120	.400	-.50	.12
	4	1	.042	.141	.991	-.32	.41
		2	.205	.134	.422	-.14	.55
		3	.188	.120	.400	-.12	.50

Dependent Variable	(I)	(J)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Procedural justice SITUATION - 1	1	2	.017	.120	.999	-.29	.33
		3	-.016	.104	.999	-.28	.25
		4	.414	.147	.026	.04	.79
	2	1	-.017	.120	.999	-.33	.29
		3	-.033	.093	.984	-.27	.21
		4	.397	.140	.024	.04	.76
3	1	.016	.104	.999	-.25	.28	
	2	.033	.093	.984	-.21	.27	

		4	.430	.125	.004	.11	.75
	4	1	-.414	.147	.026	-.79	-.04
		2	-.397	.140	.024	-.76	-.04
		3	-.430	.125	.004	-.75	-.11
Distributive justice	1	2	.167	.111	.439	-.12	.45
		3	.231	.096	.076	-.02	.48
SITUATION -2		4	.169	.136	.595	-.18	.52
	2	1	-.167	.111	.439	-.45	.12
		3	.064	.086	.878	-.16	.29
		4	.003	.129	1.000	-.33	.34
	3	1	-.231	.096	.076	-.48	.02
		2	-.064	.086	.878	-.29	.16
		4	-.061	.116	.952	-.36	.24
	4	1	-.169	.136	.595	-.52	.18
		2	-.003	.129	1.000	-.34	.33
		3	.061	.116	.952	-.24	.36

Dependent Variable	(I)	(J)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Interactional justice SITUATION -2	1	2	-.132	.111	.635	-.42	.15
		3	-.057	.096	.932	-.30	.19
		4	-.114	.135	.835	-.46	.24
	2	1	.132	.111	.635	-.15	.42
		3	.075	.086	.820	-.15	.30
		4	.018	.129	.999	-.31	.35

	3	1	.057	.096	.932	-.19	.30
		2	-.075	.086	.820	-.30	.15
		4	-.057	.116	.961	-.35	.24
	4	1	.114	.135	.835	-.24	.46
		2	-.018	.129	.999	-.35	.31
		3	.057	.116	.961	-.24	.35
Procedural justice	1	2	.073	.098	.879	-.18	.33
SITUATION -2		3	-.152	.084	.269	-.37	.06
		4	-.083	.119	.898	-.39	.22
	2	1	-.073	.098	.879	-.33	.18
		3	-.225 <sup>+</sup>	.076	.016	-.42	-.03
		4	-.156	.113	.514	-.45	.14
	3	1	.152	.084	.269	-.06	.37
		2	.225 <sup>+</sup>	.076	.016	.03	.42
		4	.069	.102	.905	-.19	.33
	4	1	.083	.119	.898	-.22	.39
		2	.156	.113	.514	-.14	.45
		3	-.069	.102	.905	-.33	.19

Dependent Variable	(I)	(J)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Distributive justice SITUATION -3	1	2	.194	.117	.346	-.11	.50
		3	.393 <sup>*</sup>	.101	.001	.13	.65
		4	.686 <sup>*</sup>	.143	.000	.32	1.05
	2	1	-.194	.117	.346	-.50	.11
		3	.198	.090	.127	-.03	.43
		4	.492 <sup>*</sup>	.136	.002	.14	.84
	3	1	-.393 <sup>*</sup>	.101	.001	-.65	-.13
		2	-.198	.090	.127	-.43	.03
		4	.293	.122	.076	-.02	.61
	4	1	-.686 <sup>*</sup>	.143	.000	-1.05	-.32
		2	-.492 <sup>*</sup>	.136	.002	-.84	-.14
		3	-.293	.122	.076	-.61	.02

Interactional justice SITUATION -3	1	2	-.264	.120	.124	-.57	.05
		3	-.482 <sup>*</sup>	.103	.000	-.75	-.22
		4	-.944 <sup>*</sup>	.146	.000	-1.32	-.57
	2	1	.264	.120	.124	-.05	.57
		3	-.218	.093	.086	-.46	.02
		4	-.681 <sup>*</sup>	.139	.000	-1.04	-.32
	3	1	.482 <sup>*</sup>	.103	.000	.22	.75
		2	.218	.093	.086	-.02	.46
		4	-.462 <sup>*</sup>	.125	.001	-.78	-.14
	4	1	.944 <sup>*</sup>	.146	.000	.57	1.32
		2	.681 <sup>*</sup>	.139	.000	.32	1.04
		3	.462 <sup>*</sup>	.125	.001	.14	.78



Dependent Variable	(I)	(J)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
SITUATION -3 Procedural justice	1	2	.118	.096	.612	-.13	.37
		3	.046	.083	.944	-.17	.26
		4	.225	.118	.223	-.08	.53
	2	1	-.118	.096	.612	-.37	.13
		3	-.072	.074	.771	-.26	.12
		4	.107	.112	.774	-.18	.40
	3	1	-.046	.083	.944	-.26	.17
		2	.072	.074	.771	-.12	.26
		4	.179	.100	.284	-.08	.44
	4	1	-.225	.118	.223	-.53	.08
		2	-.107	.112	.774	-.40	.18
		3	-.179	.100	.284	-.44	.08
SITUATION -4 Distributive justice	1	2	-.010	.141	1.000	-.37	.35
		3	.103	.121	.832	-.21	.42
		4	-.169	.172	.758	-.61	.27
	2	1	.010	.141	1.000	-.35	.37
		3	.113	.109	.727	-.17	.39
		4	-.159	.164	.765	-.58	.26
	3	1	-.103	.121	.832	-.42	.21
		2	-.113	.109	.727	-.39	.17
		4	-.272	.147	.250	-.65	.11
	4	1	.169	.172	.758	-.27	.61
		2	.159	.164	.765	-.26	.58
		3	.272	.147	.250	-.11	.65

Dependent Variable	(I)	(J)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Interactional justice SITUATION -4	1	2	.115	.111	.729	-.17	.40
		3	.084	.095	.812	-.16	.33
		4	.081	.135	.933	-.27	.43
	2	1	-.115	.111	.729	-.40	.17
		3	-.030	.086	.985	-.25	.19
		4	-.034	.128	.993	-.37	.30
	3	1	-.084	.095	.812	-.33	.16
		2	.030	.086	.985	-.19	.25
		4	-.004	.115	1.000	-.30	.29
	4	1	-.081	.135	.933	-.43	.27
		2	.034	.128	.993	-.30	.37
		3	.004	.115	1.000	-.29	.30
Procedural justice SITUATION -4	1	2	.049	.103	.965	-.22	.31
		3	-.191	.088	.136	-.42	.04
		4	.058	.125	.966	-.26	.38
	2	1	-.049	.103	.965	-.31	.22
		3	-.239*	.079	.014	-.44	-.03
		4	.010	.119	1.000	-.30	.32
	3	1	.191	.088	.136	-.04	.42
		2	.239*	.079	.014	.03	.44
		4	.249	.107	.093	-.03	.52
	4	1	-.058	.125	.966	-.38	.26
		2	-.010	.119	1.000	-.32	.30
		3	-.249	.107	.093	-.52	.03

\*. The mean difference is significant at the 0.05 level.

*(Situation1- severe not controllable, situation2- not severe controllable, situation3- not severe not controllable situation4- severe controllable)*

**Table-5.8, Multiple comparison statistics for passengers based on residence indicate the following.**

Situation-1: severe not controllable failure situation,

- i) All three categories of passengers, classified based on residence, namely, NRI, international and domestic passengers show significant preference for procedural justice in situation 1

Situation-2: not severe controllable failure situation,

- i) Only domestic passengers show significant preference for procedural justice in situation 2.

Situation-3: not severe not controllable failure situation.

- i) NRI and international passengers show significant preference for distributive justice in situation 3.
- ii) Only domestic passengers show significant preference for interactional justice in situation 3.

Situation-4: severe controllable failure situation,

- i) Only Domestic passengers show significant preference for procedural justice in situation 4.

**5.4.2 Results of Group Statistics and Independent Sample T- Test to Determine the Expectations of Justice for each Situation According to Type of Passengers, Based on Purpose of Travel:**

The results are demonstrated in tables-5.9 and 5.10. The explanations are provided at the end of the tables.

**Table 5.9 Group statistics for type of passengers based on purpose of travel.(Business= 1, Leisure= 2)**

	Purpose	N	Mean	Std. Deviation	Std. Error Mean
Distributive justice SITUATION -1	1	142	1.78	.835	.070
	2	317	1.76	.845	.047
Interactional justice SITUATION -1	1	142	2.23	.787	.066
	2	317	2.32	.723	.041
Procedural justice SITUATION -1	1	142	1.90	.793	.067
	2	317	1.85	.775	.044

Distributive justice	1	142	2.62	.732	.061
SITUATION -2	2	317	2.62	.709	.040
Interactional justice	1	142	1.59	.696	.058
SITUATION -2	2	317	1.70	.717	.040
Procedural justice	1	142	1.72	.612	.051
SITUATION -2	2	317	1.63	.641	.036
Distributive justice	1	142	2.57	.748	.063
SITUATION -3	2	317	2.47	.781	.044
Interactional justice	1	142	1.65	.781	.066
SITUATION -3	2	317	1.70	.817	.046
Procedural justice	1	142	1.75	.612	.051
SITUATION -3	2	317	1.79	.623	.035

	Purpose	N	Mean	Std. Deviation	Std. Error
Distributive justice SITUATION -4	1	142	1.81	.891	.075
	2	317	1.85	.914	.051
Interactional justice SITUATION -4	1	142	2.39	.713	.060
	2	317	2.38	.708	.040
Procedural justice SITUATION -4	1	142	1.63	.668	.056
	2	317	1.67	.667	.037

**Table 5.10 Independent Samples t-test for type of passengers based on purpose of travel.**

	Levene's Test for Equality of Variances		t-test for Equality of Means							
	F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
								Lower	Upper	
Distributive justice SITUATION - assumed 1	.274	.601	Equal variances	.252	457	.801	.021	.085	-.146	.189
			Equal variances not assumed	.253	274.462	.800	.021	.085	-.145	.188
Interactional justice SITUATION - assumed 1	2.083	.150	Equal variances	-1.191	457	.234	-.089	.075	-.237	.058
			Equal variances not assumed	-1.153	251.710	.250	-.089	.078	-.242	.063

Procedural justice SITUATION - assumed 1	Equal variances	.012	.914	.630	457	.529	.050	.079	-.105	.205
	Equal variances not assumed			.625	265.967	.533	.050	.080	-.107	.206
Distributive justice SITUATION - assumed 2	Equal variances	.038	.845	.063	457	.950	.005	.072	-.138	.147
	Equal variances not assumed			.063	263.917	.950	.005	.073	-.140	.149
Interactional justice SITUATION -2	Equal variances assumed	.044	.833	-1.516	457	.130	-.109	.072	-.250	.032
	Equal variances not assumed			-1.533	278.858	.126	-.109	.071	-.248	.031



Procedural justice	Equal variances assumed	3.108	.079	1.369	457	.172	.087	.064	-.038	.213
-2	Equal variances not assumed			1.394	283.293	.164	.087	.063	-.036	.211
Distributive justice	Equal variances assumed	2.913	.089	1.289	457	.198	.100	.078	-.053	.253
-3	Equal variances not assumed			1.311	282.604	.191	.100	.077	-.050	.251
Interactional justice	Equal variances assumed	1.189	.276	-.519	457	.604	-.042	.081	-.202	.118
-3	Equal variances not assumed			-.528	282.664	.598	-.042	.080	-.200	.115

	Levene's Test for Equality of Variances	t-test for Equality of Means								
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Procedural justice Equal SITUATION -3 variances assumed	.047	.829	-.673	457	.501	-.042	.063	-.165	.081	
			Equal variances not assumed	-.678	275.818	.498	-.042	.062	-.165	.080
Distributive justice Equal SITUATION -4 variances assumed	1.012	.315	-.457	457	.648	-.042	.092	-.222	.138	
			Equal variances not assumed	-.462	277.826	.645	-.042	.091	-.220	.137

Interactional justice Equal										
SITUATION -4	variances	.012	.914	.122	457	.903	.009	.072	-.132	.150
	assumed									
	Equal									
	variances			.122	269.701	.903	.009	.072	-.133	.150
	not									
	assumed									
Procedural justice Equal										
SITUATION -4	variances	.038	.845	-.472	457	.637	-.032	.067	-.164	.101
	assumed									
	Equal									
	variances			-.472	270.849	.637	-.032	.067	-.165	.101
	not									
	assumed									

(Situation1- severe not controllable, situation2- not severe controllable, situation3- not severe not controllable situation4- severe controllable)

The difference between the expectations of justice does not show any statistically significant results, in the case of type of passengers based on purpose of travel.

#### **5.4.3 Results of Group Statistics and Independent Sample T- Test to Determine the Expectations of Justice for each Situation According to Type of Passengers, Based on Frequency of Travel:**

The results and analysis for testing the expectations of justice in complaint redressal of type of passengers, based on frequency of travel is demonstrated in

the following two tables (tables-5.11 and 5.12). The explanation for the tables, are provided at the end of the tables.

**Table 5.11: Group statistics for type of passengers based on frequency of travel.**

(Frequent flyer= 1, Less frequent flyer= 2)

	TYPE OF FREQUENT PSGR	N	Mean	Std. Deviation	Std. Error Mean
Distributive justice situation 1	1	120	1.80	.784	.072
	2	339	1.76	.861	.047
Interactional justice situation 1	1	120	2.18	.809	.074
	2	339	2.33	.716	.039
Procedural justice situation 1	1	120	1.96	.834	.076
	2	339	1.83	.759	.041
Distributive justice situation2	1	120	2.66	.704	.064
	2	339	2.60	.720	.039
Interactional justice situation2	1	120	1.52	.673	.061
	2	339	1.72	.719	.039
Procedural justice situation2	1	120	1.74	.587	.054
	2	339	1.63	.646	.035
Distributive justice situation3	1	120	2.50	.789	.072
	2	339	2.50	.767	.042
Interactional justice situation3	1	120	1.62	.842	.077
	2	339	1.71	.792	.043
Procedural justice situation3	1	120	1.85	.545	.050
	2	339	1.75	.643	.035

Distributive justice	1	120	1.62	.841	.077
situation4	2	339	1.91	.917	.050
Interactional justice	1	120	2.49	.710	.065
situation4	2	339	2.34	.706	.038
Procedural justice	1	120	1.72	.624	.057
situation4	2	339	1.63	.681	.037

*(Situation1- severe not controllable, situation2- not severe controllable, situation3- not severe not controllable situation4- severe controllable)*

### Independent Samples Test

**Table 5.12 Independent Samples t-test for type of passengers based on frequency of travel.**

	Levene's Equality of Variances		t-test for Equality of Means						
	F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Distributive justice situation 1	8.292	.004	.501	457	.616	.045	.089	-.131	.221
Equal variances assumed									
Equal variances not assumed			.524	227.653	.601	.045	.086	-.124	.213

Interactional justice situation 1	Equal variances assumed	3.770	.053	- 1.904	457	.057	-.150	.079	- .305	.005
	Equal variances not assumed			- 1.796	188.970	.074	-.150	.084	- .315	.015

Procedural justicesituation1	Equal variances assumed	1.996	.158	1.492	457	.136	.124	.083	-.039	.286
	Equal variances not assumed			1.427	193.154	.155	.124	.087	-.047	.294
Distributive justice situation 2	Equal variances assumed	1.184	.277	.744	457	.457	.057	.076	-.093	.206
	Equal variances not assumed			.752	213.136	.453	.057	.075	-.092	.205

Interactional justice situation2	Equal variances assumed	.559	.455	-2.552	457	.011	-.192	.075	-.339	-.044
	Equal variances not assumed			-2.634	221.832	.009	-.192	.073	-.335	-.048
Procedural justice situation 2	Equal variances assumed	8.167	.004	1.690	457	.092	.113	.067	-.018	.245
	Equal variances not assumed			1.770	228.265	.078	.113	.064	-.013	.240
Distributive justice situation3	Equal variances assumed	.152	.697	-.018	457	.986	-.001	.082	-.163	.160
	Equal variances not assumed			-.018	203.952	.986	-.001	.083	-.165	.163

Interactional justice situation3	Equal variances assumed	1.841	.176	-1.067	457	.286	-.091	.086	-.259	.077
	Equal variances not assumed			-1.036	198.390	.301	-.091	.088	-.265	.082
Procedural justice situation 3	Equal variances assumed	15.670	.000	1.533	457	.126	.101	.066	-.028	.230
	Equal variances not assumed			1.658	244.389	.099	.101	.061	-.019	.220
Distributive justice situation 4	Equal variances assumed	6.475	.011	-3.034	457	.003	-.289	.095	-.477	-.102
	Equal variances not assumed			-3.163	226.304	.002	-.289	.092	-.470	-.109



Interactional justice situation4	Equal variances assumed	.003	.959	1.991	457	.047	.149	.075	.002	.297
	Equal variances not assumed			1.985	207.818	.048	.149	.075	.001	.298
Procedural justice situation4	Equal variances assumed	5.026	.025	1.165	457	.245	.082	.071	-.057	.222
	Equal variances not assumed			1.214	226.185	.226	.082	.068	-.051	.216

*(Situation1- severe not controllable, situation2- not severe controllable, situation3- not severe not controllable situation4- severe controllable)*

Situation-1: severe not controllable failure situation,

Results are not statistically significant

Situation-2: severe controllable failure situation,

- i) Less frequent flyers show significant preference for interactional justice in situation 2.

Situation-3: not severe not controllable failure situation,

Results are not statistically significant

Situation-4: severe controllable failure situation,

- i) Frequent flyers show significant preference for interactional justice in situation 4.
- ii) Less frequent flyers show significant preference for distributive justice in situation 4.

## **SECTION V**

### **5.5 ANALYSES BASED ON DEMOGRAPHICS:**

*The hypothesis is stated for reference*

H14. There is a *significant difference in expectations*, across **three types of justice**, according to **demographics** of airline passengers across the **type of failure situations**.

#### **5.5.1 Age**

- i) In severe not controllable failure situation, the expectations, across three types of justice are significantly different according to the age of passengers. The passengers in the age group of 21-29, and 30-49 show significant preference for interactional justice over other types of justice. The passengers in the age group of 50 plus, show significant preference for procedural justice over other types of justice.

- ii) In not severe controllable failure situation, only passengers in the age group of 21-29 show significant preference for procedural justice over other types of justice. The passengers in the age group of 30-49 and 50 plus do not show any significant preference for any one of the three types of justice.
- iii) In not severe not controllable failure situation, the expectations, across the three types of justice are significantly different according to the age of passengers. The passengers in the age group of 21-29, show significant preference for interactional justice over other types of justice. The passengers in the age group of 30-49 and 50 plus show significant preference for distributive justice over other types of justice.
- iv) In severe controllable failure situation, only passengers in the age group of 30-49 show significant preference for distributive justice over other types of justice. The passengers in the age group of 21-29 and 50 plus do not show any significant preference for any of the three types of justice.

### **5.5.2 Gender**

- i) In severe controllable failure situation, female passengers show significant preference for Procedural justice over other types of justice.
- ii) In severe not controllable, not severe controllable and not severe not controllable failure situations, the passengers based on gender do not show any significant preference for any of the three types of justice.

### **5.5.3 Educational Qualification**

- i) In severe not controllable failure situation, the expectations, across three types of justice are significantly different according to the educational qualification of passengers. The passengers who are graduates and below show significant preference for procedural justice over the other types of justice and post- graduates show significant preference for interactional justice and procedural justice over distributive justice. Professionals seek preference for distributive and procedural justice over interactional justice.
- ii) In not severe controllable failure situation, the expectations, across three types of justice are significantly different according to the educational qualification of passengers. The passengers who are graduates and below show significant preference for procedural justice, over other types of justice and post- graduates show significant preference for interactional justice over other types of justice. Professionals do not show any significant preference for any of the three types of justice.
- iii) In not severe not controllable failure situation, the expectations, across three types of justice are significantly different according to the educational qualification of passengers. The passengers who are graduates and below show significant preference for procedural justice and interactional justice over distributive justice and post- graduates show significant preference for procedural justice over other types of justice. Professionals show significant preference for interactional justice over other types of justice.

iv) In severe controllable failure situation, the expectations, across three types of justice are significantly different according to the educational qualification of passengers. The passengers who are graduates and below do not show any significant preference for any particular type of justice. Post- graduates show significant preference for distributive justice over other types of justice. Professionals show significant preference for distributive justice over other types of justice.

#### **5.5.4 Income**

i) In severe not controllable failure situation, only passengers in the income group of 10-20 lakhs show significant preference for procedural justice over other types of justice.

ii) In not severe controllable failure situation, the expectations across the three types of justice are significantly different according to the income level of passengers. The passengers in the income group of up-to 5 lakhs show significant preference for procedural justice. Passengers in the income group of 5-10 lakhs show significant preference for interactional justice, and passengers in the income group of 10-20 lakhs show significant preference for distributive justice. The passengers in the highest income group of above 20 lakhs show significant preference for interactional justice.

iii) In not severe not controllable failure situation, the expectations across three types of justice are significantly different according to the income level of passengers. . The passengers in the income group of up-to 5 lakhs show significant preference for interactional justice. Passengers in

the income group of 5-10 lakhs also show significant preference for interactional justice, and passengers in the income group of 10-20 lakhs show significant preference for distributive justice. The passengers in the highest income group of above 20 lakhs are indifferent and do not show any significant preference for any of the three types of justice.

iv) In severe controllable failure situation, the passengers in the income group of up to 5 lakhs show preference for procedural justice. Passengers in the income group of 5-10 lakhs show significant preference for distributive justice. The passengers in the income group of 10-20 lakhs and the passengers in the highest income group of above 20 lakhs do not show significant preference for any particular type of justice.

#### **5.5.5 Distance**

i) In severe not controllable failure situation, the passengers who travel mid-haul distance show significant preference for distributive justice. Passengers who travel long haul show preference for procedural justice. The other passengers do not show significant preference for any particular type of justice.

ii) In not severe controllable failure situation, the passengers categorized under this category do not show significant preference for any of the three types of justice.

iii) In not severe not controllable failure situation, the passengers who travel short- haul distance show significant preference for interactional justice over other type of justice. Mid-haul passengers and long-haul passengers

show significant preference for distributive justice. The other passengers do not show significant preference for any particular type of justice.

#### **5.5.6 Other Travel Specifics**

##### **a) Travelled in Group, Travelled Individually and Both**

- i) In severe not controllable failure situation, the passengers who travelled in group and passengers who travelled individually show significant preference for procedural justice over other types of justice. Passengers who travelled, by both the modes show significant preference for distributive justice.
- ii) In not severe controllable failure situation, the passengers who travelled individually show significant preference for distributive justice over other types of justice.
- iii) In not severe not controllable failure situation, the passengers who travelled by both the modes, namely passengers travelled in group as well as passengers travelled individually show significant preference for interactional justice over other types of justice.

##### **b) Travelled Through Tour Operator And Travelled Independently**

- i) In severe not controllable, not severe not controllable and severe controllable failure situations, the passengers categorized in this category of demographics do not show any significant preference for any of the three types of justice.
- ii) In not severe controllable failure situations the passengers travelled through tour operator show significant preference for procedural justice over other types of justice.

## **CHAPTER- 6**

### **CONCLUSIONS, MANAGERIAL IMPLICATIONS AND FUTURE RESEARCH ISSUES**

This chapter provides the theoretical contribution of the study in section –I, and analysis based on prior literature is presented next, in section-II, followed by limitations of the study in section-III. Future research directions are stated in section-IV and managerial implications are stated in section- V.

#### **SECTION-I**

##### **6.1 THEORETICAL CONTRIBUTION OF THE STUDY:**

The study has contributed to the extant theoretical knowledge.

An exhaustive and enriched inventory of complaints is made available in the airline industry. The study has found which complaints are perceived as severe and which are not severe and similarly which complaints are perceived as controllable and which are perceived as not controllable. The characteristics of severity and controllability of complaint situations are linked to typology of complaints, namely outcome and process failures and internal and external failures. This explains extensively the nature of complaints in airline industry, which can be useful precedent to the service recovery attempts.

The justice theory is linked to complaint characteristics as well as to the type of passengers in the airline industry. Specifically, it is affirmed that passengers in airline industry do distinguish between the three types of justice based on severity as well as controllability of the situations.



Within each type of situation, passengers do not differ in expectation as categorized based on purpose of travel. They differ on certain aspects with reference to categorizations based on residence and frequency of travel. In demographics, age and educational qualifications, income and distance travel were the variables showing differences in expectations within failure situations.

The result of this study has revealed the type of justice in complaint redressal expected by airline passengers in different failure situations.

## **SECTION-II**

### **6.2 ANALYSES BASED ON PRIOR LITERATURE:**

#### **6.2.1 Past Literature and Descriptive Statistics:**

The study has revealed the inventory of complaints in the airline industry. In prior research this was done partially; airlines complaints were classified specifically according to the context of the study e.g. baggage related problems (Oyewole et al., 2007), cancellation and diversion of flights (Bamford & Xystouri, 2005), meals on board (Headley & Bowen, 1997). This research has made a comprehensive inventory of complaints, which can be used in future research for further analysis.

The airlines complaints are linked to the typology of complaints in this research which is a novice step in this regard. Past research has identified the types of complaints as (i) outcome and process failures and (ii) internal and external failures. Out of these two types of classifications, the more commonly used, in past research is outcome and process failures (Smith et al., 1999, Bhandari et al.,

2007). This research has classified the inventory of complaints based on the above literature.

The above typology of airline complaints was linked to the characteristics of complaint situation, namely severity and controllability of the failure situations. Past literature has classified based on the characteristics of severity or controllability separately or in isolation of each other (Smith, et al., 1999, Hess et al. 2003, McCollough, 2009). In the present research, these characteristics were considered in combination and the failure situations were further classified into four quadrants of the conceptual model; severe not controllable, not severe controllable, not severe not controllable and severe controllable, thus bringing out detailed description and classification of airline complaints.

#### **6.2.2 Prior Literature and Conceptual Model:**

##### ***The expectations of justice when the characteristics of severity and controllability were used in combination***

Past literature has used the characteristics of severity and controllability in isolation. The severity of the failure situation has been studied by many authors in the past (Hart, et al., 1990; Hess, et al., 2003, McCollough, 2009; Oliver & Swan, 1989; and Weaun et al., 2004).

Hart et al., (1990), states that, “justice based recovery expectation depend on severity and controllability of the service failure, wherein, the impact of controllability and severity of the failure situation on justice based recovery expectations have been examined separately and found that severity and controllability of the failure situation will impact the customers recovery

expectations. However, when the characteristics of severity and controllability were considered together in this research, the findings were different from the above research. The findings showed that, the expectations of justice based recovery expectation are different across the four quadrants of the conceptual model. For example, in severe not controllable situation the passengers show very high preference for interactional justice over distributive and procedural justice, whereas in not severe controllable situation the passengers show very high preference for distributive justice over interactional and procedural justice.

Hess et al., (2003); McCollough, (2009), affirmed that severity of service failure enhances the recovery expectations in consumers.

Weaun et al., (2004), demonstrated that customers facing a higher severity failure situation will become more dissatisfied and will be more likely to demand reparation. The severity of the failure situation directly affects customer outcomes (Oliver & Swan, 1989).

*McCollough et al.,(2000), concluded that, “the severity or the harm caused by the failure can influence the type of recovery necessary to mitigate the customer’s dissatisfaction such as whether the consumer will expect an apology or demand compensation. He explained with an example, that, a three hour flight delay which cause one person to miss an important meeting does much more harm than a three hour delay for someone who arrives the day before an important meeting.*

Thus past research has found that severity impacts the justice based expectations of the consumers.

However, the severity has not been linked to the three dimensions of justice of the justice theory, which has been done in the present research, in conjunction with controllability.

There are also prior research studies which studied the impact of controllability on expectations of service recovery (Zeithaml et al., 1993; Hart, et al., 1990; Kelly et al., 1993; & Hess et al., 2003).

Zeithaml et al., 1993, showed in their research that expectations are higher from service recovery when the failure is perceived as controllable. Hart et al., 1990, also stated that controllability of the failure situation should be considered to determine appropriate recovery strategy. According to Hess et al., 2003, severity of service failure enhances recovery expectations and he found that controllability has significant impact on recovery expectations.

Kelly et al., 1993, also demonstrated that service recovery falls short and less effective when failures are perceived to be controllable.

From the above discussion, it is evidenced that the severity and controllability of the failure situations have been researched **independent of each other**, in context of recovery expectations. Moreover there is evidence to show that the impact of severity of service failure on recovery expectations has been researched more than controllability (Levesque & McDougal, 2000; Swanson & Kelly, 2001; Mohr & Bitner, 1995; Hart et al., 1990; Hess et al., 2003; McCollough, 2009).

The combined effects of severity and controllability on the justice based recovery expectations are the key issues that this dissertation unfolds. This study concludes that justice based recovery expectations in complaint redressal, depends on the combined effect of severity and controllability of the failure situations as perceived by the airline passengers.

*The discussions on the unsupported hypotheses*

The results of this study suggest that expectations of justice are significantly different across different types of failure situations. Specifically, the passengers in airline industry distinguish between three types of justice based on severity as well as controllability of the situations which supports hypotheses H3, H4, H5, and H 6.

In severe not controllable situation, there is no significant difference between expectations of procedural and distributive justice (H7c is not supported). Since the failure situation was not controllable, the interactional expectation prevailed over procedural and distributive justice.

H8a and H8b are supported, however H8c is not supported. In not severe controllable failure situation there is no significant difference between the expectation for interactional and procedural justice. Since the failure situation was controllable, the distributive justice prevailed over interactional justice and procedural justice, and as the situation was not severe, there was no significant difference between the other two justice types.

H9a and H 9c are not supported. Even when the situation was not severe and not controllable, the passengers expected distributive justice over interactional and

procedural justice. This was contrary to the proposition in this research. Past research has reported diverse findings in service recovery expectations. The present result may be due to the impact of situations chosen. The failure situation is cancellation of flight and for passengers when facing a flight delay or cancellation, do not have choice, but to seek redress as cancellation or delay in flight is not an option to the passengers (McCollough et al., 2000). Blodgett et al., (1997) & McCollough et al., (2000), found that distributive justice in terms of adequate compensation affects the customers most. Hence in view of diverse literature, the current finding may be further researched.

H9b is not supported. In not severe not controllable failure situation there is no significant difference between the expectation for interactional justice and procedural justice. Despite the failure situation being not severe not controllable, the distributive justice prevailed over interactional justice and procedural justice. This may be because of the fact explained above.

H10a is not supported. The passengers first expect a polite explanation before getting adequately compensated when the failure situation is severe and controllable, which is contrary to the hypothesized relationship. This result suggests that monetary compensation does not always help when there is a service failure; rather, passengers prefer polite responses. A service provider should communicate with customers in more politeness, courtesy, concern, effort and empathy in order to enhance customer's service evaluations when customers have experienced a service failure (chang et al., 2008). Beis & Shapiro, (1987), found, that customers need to be fairly treated, otherwise the customer might view the procedure and outcome to be fair and felt unfairly treated as an

interactional justice. These findings of these two authors seem to prevail over the direction hypothesized by this study.

H12a, H12b, H12c, H12d are not supported. The expectations of the type of passengers only based on purpose of travel do not show any significant preference for any type of justice in any of the four quadrants of the conceptual model. This is contrasting the findings of Gilbert & Wong, (2003), that, “not all service dimensions are equally important to all passengers, because no two passengers are precisely alike, especially when characteristics of passengers, such as purpose of travelling are considered where within situations, this was not observed. However, when passengers were classified based on residence and frequency, they did show difference in expectations three types of justice.

The airline passengers based on demographics, show distinct preference for justice based recovery expectations that match the failure type. This may be due to the influence of customer attributes such as personality traits, gender, number of consumption, level of involvement and different cultures on service recovery expectations (Lin, 2010).

This research supports the findings that male consumers have lower expectations of service recovery than female customers (Lin, 2010). Bhandari et al., (2007), pointed out that customers justice based expectations depend on cultural factors and gender and expectations may also be based on the customer’s specific industry context. There is evidence that consumers prefer to receive “recovery resources” that match the failure type.

Variations in expectations may also be based on the specific industry context for example airlines (Bejou & Palmar, 1998). This has been proved true in this research, as the result showed that distributive justice and interactional justice is more important for airline passengers, which is different from the findings which shows that procedural justice was needed the most, in a study conducted in Delhi, India, among passenger car users by (Verma & Kaur, 2001).

### **SECTION-III**

#### **6.3 LIMITATIONS OF THE STUDY:**

Smith & Bolton, (2002), opined that, "scenario method, restricts the researchers ability to completely capture the attitude of the respondents. This study may be conducted following another methodology.

More statistical analysis is possible relating to typology of complaints and combined characteristics of the complaint situation. More demographic analysis is also possible within quadrants, which was not attempted due to constraints of time.

### **SECTION-IV**

#### **6.4 FUTURE RESEARCH ISSUES:**

In further research it would be worth testing whether the expectation of justice will differ across types of passengers irrespective of the types of situations.

One of the findings of this study suggests that the passengers still demand monetary compensation, despite the fact that it is not severe not controllable



failure situations. This could be researched further as to what factors influenced their expectations of justice in such types of failure situations.

Research has shown that the majority of customers' complaints are those dissatisfied with the way a company handles their complaints (Bitner et al., 1990). This study is conducted from the perspective of the airline passengers. The understanding of managers about the different type of situation based on the characteristics of severity and controllability will equip them better to address the failure situations. Hence the study may be conducted from the perspective of managers.

Lovelock et al., (2001), suggests that the heterogeneous nature of services implies that service recovery in two different settings would not be identical. The generalization is, therefore, mere impossible in the case of findings related to one service setting to across different service settings. The study may therefore be replicated in different service settings.

## **SECTION-V**

### **6.5 MANAGERIAL IMPLICATIONS:**

In a highly competitive airline industry, managers must find ways to make their services stand out amongst others. To achieve this, managers must understand their customers' needs and then set out to meet or exceed these needs.

According to Bejou & Palmar, (1998), Airlines service processes offer multiple opportunities for service failures to occur. Andreeva, (1998), opined that airlines

are highly prone to service failures. According to Bitner et al., (1990), “customers generally do not expect services to be perfect and there is evidence to support that it is not service failure that affects customer’s satisfaction but it is the service provider’s recovery efforts following the failure that results in dissatisfaction”. Prior research also has affirmed that ‘airlines’ is one of the companies which is identified as the worst industry at handling complaints (Fornell, 1988).

The study aims to know which complaints are perceived as severe or more severe and which are not severe or less severe and similarly which complaints are perceived as controllable and which are perceived as not controllable. Therefore, the recovery efforts can be channelized towards the appropriate categories of complaints.

The findings of the study revealed that justice based recovery expectation of the airline passengers depend on the type of failure situations based on severity and controllability. The findings of the study may also benefit and enrich the knowledge about expectations of justice of different types of passengers as affirmed, such as International, Domestic, NRI, Business and Leisure, frequent and less frequent fliers and provide valuable information to the airlines and help them serve passengers better.

Hence, the resources of the firm also are appropriately channelized towards the provision of justice as sought, according to different types of failure situations and different types of passengers (Hegde Desai & Sousa, 2013).

Since service failures are inevitable in the airline industry, (Steyn et al., 2011), suggests that, “airlines should try to minimise the possible damaging effect thereof, by putting service recovery strategies in place. The manner in which airlines react to service failures, could, therefore, potentially influence on whether a customer will stay with an airline or defect to a competitor.” Hence, this study would help to stall the flight of passengers to the competitors.

Past research explored that excellent service recovery can result into a situation which is described as ‘recovery paradox’ (Kim et al., 2009; McColl-Kennedy & Sparks, 2003; Smith et al., 1999; Smith & Bolton, 1998). It is a situation where the satisfaction of consumer is higher after service recovery than those customers, who did not experience any problem (Smith & Bolton, 1998). Hence, the airlines need to exceed the recovery expectations, which could increase the satisfaction levels of passengers.

If the customer is not satisfied with service recovery, there will be secondary dissatisfaction which is explained as double deviation in marketing literature (McCollough et al., 2000; Zethaml et al., 1996; Hart et al., 1990). Therefore it is important for firms to provide appropriate service recovery strategies as satisfactory service recovery will result into customer satisfaction which is important for firm’s profitability and successful relationship marketing.

Understanding of justice based recovery expectations of airline passengers will place the managers and all other stakeholders to respond to airline service failure situations according to the need and requirement of the passengers. The manner in which airlines react to service failures could therefore stall the passengers

switching to competitors and convert the dis-satisfied customer into a satisfied customer which will have positive impact on profitability and will help to maintain long term relationships.

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## **APPENDICES**

### **Appendix– I**

#### **Informal interview schedule**

- Q1. What is the name of the airline?
- Q2. Whether it operates in Domestic, International or Both sectors?
- Q3. When was it started?
- Q4. From Goa what are the various destinations?
- Q5. What are the different types of passengers who travel by your airline?
- Q6. Do the passengers complain?
- Q7. What are the different types of complaints?
- Q8. According to you what is the expectation of the complainant?
- Q9. What is the redressal you provide for various problems?

## **Appendix-II**

### **Questionnaire-I**

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.

Sr. No.	Type of Complaint	Severity		Controllability	
		3		4	
		Severe	Not Severe	Controllable	Not Controllable
1	Your carryon bags were not given stamped security tags and hence you are denied boarding.				
2	On arrival at the destination, you find your baggage delayed, that did not cause you to miss an important meeting/ event.				
3	Delayed flight due to non-availability of flight crew that caused you to miss an important meeting/ event.				
4	You find the airport lounges and washrooms busy and crowded.				
5	No in-flight entertainment system.				



6	Cancelled flight due to weather conditions that caused you to miss an important meeting/ event.				
7	You reach late at the check-in counter and hence denied boarding.				
8	Delayed Flight due to technical/ mechanical fault that did not cause you to miss an important meeting/ event.				
9	Inadequate meals / beverages provided at a very high cost.				
10	Delayed flight due to technical / mechanical fault that caused you to miss an important meeting/ event.				
11	You lost time in long waits due to big queues at immigration/ passport control counter.				
12	You experience discomfort				

	due to Improper and uncomfortable seating arrangement in the lounge.				
13	Cancelled flight due to technical / mechanical fault that caused you to miss an important meeting/event.				
14	You are baffled by unclear and loud announcement by flight attendants.				
15	Delay in refund of your fare money on cancellation of ticket.				
16	Reading material, games, and music of your choice not provided on board.				
17	Delayed flight due to weather conditions that did not cause you to miss an important meeting / event.				
18	You find the behavior of airline staff unpleasant.				
19	Cancelled flight due to non-availability of flight				

	crew that did not cause you to miss an important meeting/ event.				
20	You are charged high cancellation and reschedule charges.				
21	Cancelled flight due to technical /mechanical fault that did not cause you to miss an important meeting/ event.				
22	You lost time in long waits due to big queues at check-in / security counter.				
23	Scheduled meal and beverage not provided to you.				
24	Cancelled flight due to weather conditions that did not cause you to miss an important meeting/ event.				
25	You are involuntarily bumped from your flight due to over booking.				

26	Failure of in-flight entertainment system.				
27	Non-refund of your fare money on unused /lost tickets.				
28	You are provided with a tiny seat with a divider between seats on board.				
29	Overcharged you for extra checked-in bag.				
30	Due to incorrect reservation and ticketing of the airline you are denied boarding.				
31	On arrival at the destination, you find your baggage damaged.				
32	Delayed flight due to non-availability of flight crew that did not cause you to miss an important meeting/event.				
33	You find the airport lounges filthy and dirty.				

34	On arrival at the destination, you find your baggage lost or missing.				
35	You find that seat recline back facility is not functional on board.				
36	You are abused by an airline staff.				
37	Flight crew being rude and unhelpful to you.				
38	You find no attendant at the check- in counter.				

<b>Sr. No.</b>	<b>Type of Complaint</b>	<b>Severity</b>		<b>Controllability</b>	
1	2	3		4	
		Severe	Not Severe	Controllable	Not Controllable
39	Meals / beverages provided to you at extra cost.				

40	Delayed flight due to weather conditions that caused you to miss an important meeting/ event.				
41	You find that lounges lack facilities like shops, cafeterias and food outlets causing inconvenience to you.				
42	Requested in-flight entertainment programme not played for you.				
43	On arrival at the destination, you find your baggage delayed, that caused you to miss an important meeting/ event.				
44	You find your seat straight with very little legroom on board.				
45	You find unreasonable increase in fare rate due to high demand.				

46	Cancelled flight due to non-availability of flight crew that caused you to miss an important meeting/ event.				
47	Substandard meal / beverage provided to you.				

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   
60plus

2. Male  Female.

3. Highest Qualification:- Graduation or Below  Post Graduation

Professional

4. Type of Airline Passengers-

International  NRI  Domestic

Business  Leisure

Frequent Flyers (**flown more than once in a month**)  Less frequent flyers

5. Annual Income:

5 Lakhs & less  5-10 lakhs

10-20 lakhs  above 20 lakhs

6. Flight length (no of flying hrs):

Short haul (less than 3 hrs)  Mid haul (more than 3 hrs less than 7 hrs)

Long haul (more than 7 hr.)

7. Travelled in Group  Travelled Individually



## Appendix-III

### Inter-Rater Reliability

Kindly categorize each of the items given below as **either** ***DISTRIBUTIVE JUSTICE (DJ)***, ***or, PROCEDURAL JUSTICE (PJ)*** ***or INTERACTIONAL JUSTICE (IJ)*** ,by encircling **ANY ONE** appropriate option.

The stated concepts are defined below:

**Distributive Justice:** Involves the tangible outcomes of a service recovery process.

**Procedural Justice:** Involves the procedures, by which a recovery attempt is conducted.

**Interactional Justice:** involves the manner in which a customer is treated, during a service recovery process.

	Failure Situation -1: Cancelled flight due to weather conditions that caused you to miss an important meeting/event.			
A	Monetary Compensation	<b>DJ</b>	<b>PJ</b>	<b>IJ</b>
B	Polite Response	<b>DJ</b>	<b>PJ</b>	<b>IJ</b>
C	Quick Resolution	<b>DJ</b>	<b>PJ</b>	<b>IJ</b>
D	Flexibility	<b>DJ</b>	<b>PJ</b>	<b>IJ</b>
E	Explanation	<b>DJ</b>	<b>PJ</b>	<b>IJ</b>
F	Discount Coupon	<b>DJ</b>	<b>PJ</b>	<b>IJ</b>

## **Appendix- IV**

### **Content Validity- Q2**

This Questionnaire is aiming to capture the expectations of Justice ( **DISTRIBUTIVE, PROCEDURAL and INTERACTIONAL**) by the passengers after they experience a service failure. Kindly rate each of the items from the questionnaire, on a scale of 1-4 on the basis of the Relevance, Clarity and Simplicity.

The description of the rating scale is as follows:

#### **A) Relevance**

1. Not relevant
2. Item needs some revision
3. Relevant but needs minor revision
4. Very relevant

#### **B) B) Clarity**

1. Not Clear
2. Item needs some revision
3. Clear but needs some minor revision
4. Very Clear

### **C) Simplicity**

1. Not Simple
2. Item needs some revision
3. Simple but needs minor revision
4. Very simple

		<u>Relevant</u>	<u>Clear</u>	<u>Simple</u>
	<b>Failure Situation - 1:</b> Delayed flight due to weather conditions that caused you to miss an important meeting/event.			
<b>1</b>	Considering the above failure situation, rank the expectations given below, ranging from 1 to 6 according to your priority or rank those most important to you.			
A	Monetary Compensation			
B	Polite Response			
C	Quick Resolution			
D	Flexibility			
E	Explanation			
F	Discount Coupon			
	<b>Failure Situation - 2:</b> On arrival at the destination, you find your baggage delayed, that did not cause you to miss an important meeting/event.			
<b>2</b>	Considering the above failure situation, rank the expectations given below, ranging from 1 to 6 according to your priority or rank those most important to you.			
A	Monetary Compensation			
B	Polite Response			

C	Quick Resolution			
D	Flexibility			
E	Explanation			
F	Discount Coupon			

		<u>Relevant</u>	<u>Clear</u>	<u>Simple</u>
	<b>Failure Situation -3:</b> You find that seat recline back facility is not functional on board.			
<b>3</b>	Considering the above failure situation, rank the expectations given below, ranging from 1 to 6 according to your priority or rank those most important to you.			
A	Monetary Compensation			
B	Polite Response			
C	Quick Resolution			
D	Flexibility			
E	Explanation			
F	Discount Coupon			

	<b>Failure Situation - 4:</b> Cancelled flight due to weather conditions that did not cause you to miss an important meeting/event.			
<b>4</b>	Considering the above failure situation, rank the expectations given below, ranging from 1 to 6 according to your priority or rank those most important to you.			
A	Monetary Compensation			
B	Polite Response			
C	Quick Resolution			
D	Flexibility			
E	Explanation			
F	Discount Coupon			

## **Appendix– V**

### **Content Validity- Q2A**

This Questionnaire is aiming to capture the expectations of Justice **(DISTRIBUTIVE, PROCEDURAL and INTERACTIONAL)** by the passengers after they experience a service failure. Kindly rate each of the items from the questionnaire, on a scale of 1-4 on the basis of the Relevance, Clarity and Simplicity.

The description of the rating scale is as follows:

#### **A) Relevance**

- 1-Not relevant
- 2-Item needs some revision
- 3-Relevant but needs minor revision
- 4-Very relevant

#### **B) Clarity**

- 1- Not clear
- 2- Item needs some revision
- 3-Clear but needs minor revision
- 4- Very clear

#### **C) Simplicity**

- 1- Not simple
- 2- Item needs some revisions
- 3-simple but needs minor revision
- 4- Very simple

		<u>Relevant</u>	<u>Clear</u>	<u>Simple</u>
	<b>Failure Situation -1:</b> Cancelled flight due to weather conditions that caused you to miss an important meeting/event.			
<b>1</b>	Considering the above failure situation, rank the expectations, given below, ranging from 1 to 6 according to your priority or rank those most important to you.			
a	Monetary Compensation			
b	Polite Response			
c	Quick Resolution			
d	Flexibility			
e	Explanation			
f	Discount Coupon			
	<b>Failure Situation - 2:</b> No in-flight entertainment system.			
<b>2</b>	Considering the above failure situation, rank the expectations, given below, ranging from 1 to 6 according to your priority or rank those most important to you.			
a	Monetary Compensation			
b	Polite Response			



c	Quick Resolution			
d	Flexibility			
e	Explanation			
f	Discount Coupon			

		<u>Relevant</u>	<u>Clear</u>	<u>Simple</u>
	<b>Failure Situation - 3:</b> You find the airport lounges filthy and dirty.			
	Considering the above failure situation, rank the expectations, given below, ranging from 1 to 6 according to your priority or rank those <b>3.</b> most important to you.			
a	Monetary Compensation			
b	Polite Response			
c	Quick Resolution			
d	Flexibility			
e	Explanation			
f	Discount Coupon			

	<b>Failure Situation - 4:</b> Delayed flight due to weather conditions that did not cause you to miss an important meeting/event.			
4	Considering the above failure situation, rank the expectations, given below, ranging from 1 to 6 according to your priority or rank those most important to you.			
a	Monetary Compensation			
b	Polite Response			
c	Quick Resolution			
d	Flexibility			
e	Explanation			
f	Discount Coupon			

## Appendix –VI

### Questionnaire: 2

This questionnaire has the objective to capture the expectations of justice by the passengers after they experience a service failure.

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

#### **Instructions to participants:**

1. Please read the **Hypothetical Failure Situations** given below carefully.
2. Considering the Failure Situation, you are required to **rank the expectations** given below for each Failure Situation, ranging from **1 to 3** according to your priority, or rank those most important to you. (**1 = the most important to you, 3 = the least important to you**).

**Failure Situation-1:** On arrival at the destination, you find your baggage delayed, that did not cause you to miss an important meeting/event

Considering the above failure situation, rank the expectations given below ranging from 1 to 3 according to your priority, or rank those most important to you. (**1 = the most important to you, 3 = the least important to you**).

- a) Monetary Compensation
- b) Polite Response
- c) Quick Resolution

**Failure Situation- 2:**Delayed flight due to weather conditions that caused you to miss an important meeting/event.

Considering the above failure situation, rank the expectations given below ranging from 1 to 3 according to your priority, or rank those most important to you. (1 = the most important to you, 3 = the least important to you).

- a) Quick Resolution
- b) Polite Response
- c) Monetary Compensation

**Failure Situation -3:** You find that the seat- reclines- back facility is not functional on board.

Considering the above failure situation, rank the expectations given below ranging from 1 to 3 according to your priority, or rank those most important to you. (1 = the most important to you, 3 = the least important to you).

- a) Quick Resolution
- b) Monetary Compensation
- c) Polite Response

**Failure Situation - 4:** Cancelled flight due to weather conditions that did not cause you to miss an important meeting/event.

Considering the above failure situation, rank the expectations given below ranging from 1 to 3 according to your priority, or rank those most important to you. (1 = the most important to you, 3 = the least important to you).

- a) Polite Response
- b) Quick Resolution
- c) Monetary Compensation

You may also kindly furnish the following personal information. (Tick the appropriate **Box** wherever necessary)

1) **Age (in years)**:- 21 or less  2-29  30-39  40-49   
50-59  60 plus

2) **Gender**: - Male  Female

3) **Highest Qualification**:- Graduation or Below  Post Graduation   
Professional

4) **Type of Airline Passengers**-

a) International  Domestic

b) Business  Leisure  NRI

c) Frequent Flyers (**flown more than once a month**) less frequent flyers

5) **Annual Income**:

Upton 5 Lakhs  Between 5 to 10 lakhs

Between 10 to 20 lakhs  above 20 lakhs

6) **Flight length (number of flying hours)**:

Short haul (3 hrs and less)  Mid haul (more than 3 hrs upto 7 hrs)

Long haul (more than 7 hrs)

**7) Other travel specifics:**

- a) Travelled in Group  Travelled Individually
- b) Travelled through Tour Operators  Travelled Independently

Thank you for your kind co-operation and response.

## Appendix-VII

### Questionnaire: Q2A

This questionnaire has the objective to capture the expectations of justice by the passengers after they experience a service failure.

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

#### **Instructions to participants:**

1. Please read the **Hypothetical Failure Situations** given below carefully.
2. Considering the Failure Situation, you are required **to rank the expectations** given below each Failure Situation, ranging **from 1 to 3** according to your priority, or rank those most important to you. (**1 = The most important to you, 3 = The least important to you**).

**Failure situation-1:** Cancelled flight due to weather conditions that caused you to miss an important meeting/event.

Considering the above failure situation, rank the expectations given below ranging from 1 to 3 according to your priority, or rank those most important to you. (**1 = The most important to you, 3 = The least important to you**).

- a) Monetary Compensation
- b) Polite Response
- c) Quick Resolution

**Failure Situation- 2:** No in-flight entertainment system.

Considering the above failure situation, rank the expectations given below ranging from 1 to 3 according to your priority, or rank those most important to you. (1 = The most important to you, 3 = The least important to you).

- a) Quick Resolution
- b) Polite Response
- c) Monetary Compensation

**Failure Situation-3:** Delayed flight due to weather conditions that did not cause you to miss an important meeting/event.

Considering the above failure situation, rank the expectations given below ranging from 1 to 3 according to your priority, or rank those most important to you. (1 = The most important to you, 3 = The least important to you).

- a) Polite Response
- b) Monetary Compensation
- c) Quick Resolution

**Failure Situation- 4:** You find the airport lounges filthy and dirty.

Considering the above failure situation, rank the expectations given below ranging from 1 to 3 according to your priority, or rank those most important to you. (1 = The most important to you, 3 = The least important to you).

- a) Monetary Compensation
- b) Quick Resolution
- c) Polite Response



You may also kindly furnish the following information. (Tick the appropriate **Box** wherever applicable).

1) **Age( in years):-** 21 or less  22-29  30-39  40-49   
50-59  60 plus

2) **Gender:** - Male  Female

3) **Highest Qualification:-** Graduation or Below  Post Graduation   
Professional

4) **Type of Airline Passengers-**

a) International  Domestic

b) Business  Leisure  NRI

c) Frequent Flyers (**flown more than once a month**)  Less frequent   
flyers

5) **Annual Income:**

Upto 5 Lakhs  Between 5 to 10 lakhs

Between 10 to 20 lakhs  above 20 lakhs

6) **Flight length (number of flying hours):**

Short haul ( 3hrs and less)  Mid haul (more than 3 hrs upto 7 hrs)

Long haul (more than 7 hrs)

7) **Other travel specifics:**

a) Travelled in Group  Travelled Individually

b) Travelled through Tour Operators  Travelled Independently

Thank you for your kind co-operation and response.

## **Appendix-VIII**

### **Exploratory interviews:**

To get acquainted with the airline problems and to get insight of the actual complaint redressal procedure in the Airline Industry, the researcher conducted informal interviews with the ground staff and front office managers of all the airlines operating from Goa, Dabolim airport in India. An open ended questionnaire was administered to elicit the required information. The names of the airlines are not disclosed for confidential purpose.

### **Airline-1 (Domestic):**

This airline was incorporated in the year 2004, with the head office in Mumbai. It operates as a low fare passenger air carrier at different destinations in India. This airline operates only in the domestic sector. It operates daily and weekly airlines. The tickets are available on line, at the airport office counter and other distribution mediums like the travel agents etc.

### **Types of passengers:**

Most of the passengers are business class and NRI s they also informed some passenger are loyal to their airlines and frequently travel by their airline major passenger are domestic. There is another category of passenger who travels occasionally.

This airline classified the passengers as

- Business class
- Domestic travellers

- Foreigners
- NRI
- Occasional or less frequent flyers
- Leisure.

### **Who are the Complainants?**

This airline maintains a complaint register. A feedback form is also given to every passenger. Most of the complaints are verbal in nature, even though the complaint register is maintained. Mostly the random travelling passengers (occasional) complain for every trivial issue. And they expect quick and immediate response. NRI'S also complain frequently they want to be treated differently from other passengers and get easily upset and mostly complain about the food and other on board amenities. International passengers complain about the delay in flights and cancelled flights and want to know the reasons for such failure in service. Very few record the complaints on the complaint register maintained by the airlines.

### **Types of complaints**

The airlines reported the following types of complaints as stated below:

- Delay in flight due to weather/unavailability of crew/mechanical faults
- Cancelled flight
- Charges for extra checked-in - baggage
- Food / meal on board

- Communication with flight crew
- Delay in arrival of baggage
- Damage to baggage

### **Redress provided**

**Redress:** In support of the front office there is back office which is headed by public relations officer or guest relations officer. The back office remains in touch with the passenger till the departure of the flight. The public relations officer provides redressal to the complaints lodged. They informed that the domestic passengers mostly demand for refund of the ticket even if the failure of service is due to his late arrival at the airport. They also do not settle for anything less than the full reimbursement. The foreign travellers normally listen to the explanations given and they are more concerned about the time. The NRI passenger disposes strong personality and expects that they should be adequately compensated. The NRI also wants fair explanation. When the occasional or walk in kind of passenger complains, the manager tries to pacify the passengers by providing fair explanation about the cause of the problem and settles down.. The duty manager on duty redresses the complaints, if he is not able to redress the complaints, the passenger is asked to lodge a formal complaint with the head office. The manager informed that most of the passengers are not satisfied with the redress provided by them, if the complaint is related to delay or cancellation of flight. However, very few go up to the head office, for redressal specially the compensation cases.

## **Airline-2 (Domestic)**

Thesisa India based domestic airline Carrier Company with the head office in Mumbai- Maharashtra. Initially the company, started as a manufacturer of private air taxi operation. The company commissioned its domestic aviation business in the year 1993 and was re launched in the year 2006 as a low cost air carrier in the aviation industry.

### **Types of passengers**

This airline operates on various domestic routes connecting Goa to all major cities in different states in India. The airline has the privilege of catering to all types of passengers.

The front office manager feels that executives and others who travel for business purpose choose this airline because it provides good services at lowest rates. This airline categorised their passengers as:

- NRI's
- Business class
- Frequent flyers
- Leisure travellers
- International
- Random or Walk-inn

### **Who are the complainants?**

According to the manager in front office, this airline encourages complaints from passengers. To facilitate the passengers, a complaint book is maintained. Passengers are also encouraged to lodge complaint on line. All types of passengers complain. During the tourist season in Goa, the leisure travellers who are mostly foreigners complain more. Passengers who are first flyers are confused and do things which are not required and have put themselves into some uncomfortable situation and then complain to the airlines managers. Frequent flyers are given some credit points and if they are not credited they lodge complaint to the public relations officer. Frequent flyers are also given certain privileges by the company. NRI passengers have the traits of domestic as well as international passengers and complaint about lack of information etc. Business class passengers are the worst hit by delays and cancellations.

### **Types of complaints**

The front office and the back office of the airline at Dabolim airport normally get the following types of complaints

- Delayed flight.
- Cancelled flight.
- Uninformed
- Entertainment on board
- Refund
- Credit points

### **Redress provided**

The complaints are classified as technical and non- technical by the airline. Every passenger is encouraged to complain about the service failure. The service personnel informed that they have the authority to redress in the following manner, the two specific types of complaints:

a) If the flight is delayed for more than 3 hrs. Full refund is provided to the passenger and

b) In case of cancelled flight, if the passenger desires an alternative arrangement is made on another flight on the same day. Frequent flyers expect explanation and apology. Business class wants quick action for the failure. Leisure passengers are more interested in communication. All other problems regarding inflight seats and entertainment on board are dealt with by the service team on board. If the front office cannot redress the complaint, it is referred to the customer relationship officer in the head office. Mostly the passengers are not satisfied with the redress provided asserted the ground officials.

### **Airline-3 (Domestic)**

This airline is a domestic airline with the head office in Gurgaon. It is a privately owned domestic airline carrier. This airline started its aviation business operations in the ear 2006. It operates on all major routes in India connecting all important cities and facilitating passengers with the Slogan – customer service is not a department, it is an attitude. This airline competes with its contemporaries by providing on line ticket booking and other user friendly facilities like cancellation of ticket etc.to the passengers.

**Types of passengers:**

The front office manager opined that many passengers prefer to travel by this airline as it is a low cost air carrier, and offers good services on board. Since the airfares are now more affordable and attractive to the middle income groups, many domestic passengers are travelling by this airline besides others. The following are the types of passengers:

- NRI
- Business class
- Frequent flyers
- Leisure
- Random fliers
- Foreign citizens
- Domestic

**Who are the complainants?**

According to the front office manager of this airline, complaints are treated like suggestions. He informed that complaints help them to serve the passengers better. All types of passengers complain mostly verbally. Passengers are also encouraged to complain online. NRI passengers complain mostly about the delay in arrival of baggage and lack for quick action. International passengers complain more about the food and other amenities (on board). Leisure passengers who are mostly cluster groups of families also complain. Domestic passengers complain as they feel they spend a lot on the airline fare and want to maximise the worth of it. The back office manager stated that business class



passengers are impatient and do not want to co-operate with service team at the check-in counter and complain about huge queue at the counter.

### **Types of complaints.**

Complaint register is maintained. Has front office as well as back office at Dabolim airport. Normally the following types of complaints are lodged by the passengers.

- Delayed flights
- Cancelled flights
- Lost baggage
- Damaged baggage.
- Excess charges for additional baggage.
- Check-in-process

### **Redress:**

Complainants are normally categorised based on the type of redressal demanded by the passenger. Some passengers like leisure passengers when explained about the failure show *their* satisfaction where as domestic passengers always look for monetary compensation for any kind of failure. International passengers seek a good explanation and an apology will restore them back. NRI are the most who are concerned about refund or any other type of compensation for the service failure. . This airline has some common redress procedure to follow for specific kind of common complaints which the front office and back office can handle. In the case, of delay in flight, for more than 2 hours or more it is the company

policy to refund 100% of the ticket amount and if the flight is cancelled the passenger is permitted to rebook ticket on preferential basis. In the case of lost baggage, if it is not found within 07 days the complaint is referred to the head office for further redressal. The manager informed that passengers are not satisfied with the company policy, as they feel the procedure of redress is drawn-out.

#### **Airline-4(International and Domestic)**

This airline was incorporated as a private limited company in the year 1992. It commenced its operations as an air taxi operator in the year 1993, with a fleet of four leased Boeing 737 aircraft and also had an ISO 9001 certification for its inflight services. In 2005 the company launched its first international flight linking Mumbai with London. At present this airline operates flights to almost 22 different international destinations including Germany, U.K. China Dubai.

**Types of passengers:** This airline operates flights in domestic and international sectors. The international flight carriers cater to all types of passengers. The international passengers mostly travel to different destinations for holidaying or visiting tourist or pilgrimage places, to attend conferences, visit family etc. The local passengers travel for business purpose or for leisure purpose. This airline classifies the passengers into the following types.

- Leisure passengers
- NRI
- Business class
- Frequent flyers

- Family
- Occasional
- Foreigners

### **Who are the complainants?**

Complaints are encouraged from passengers. It is the policy of these airlines to give feedback form to every passenger to elicit information from passengers about the inflight services and the flying experience at the end of the journey. The guest relation officer informed that from the responses elicited from the passengers they map out the lapses and devise changes, if necessary to better serve the passengers. Passengers are encouraged to complain online. All types of passengers complain, specially the domestic passengers get confused with the announcements and the check-in procedures; hence complaints are lodged for petty matters. NRI's complain the most according to the ground duty officer who states that the NRI passengers want to put up a different show and exhibit intolerance and pick up arguments with the stewardesses and then complain. The international travellers complain about the cumbersome procedure and big queues at the passport clearance and immigration counter. Frequent fliers look for recognition and complain the most about rude behaviour of inflight service team.

## **Types of complaints**

Goa Airport maintains complaint register for domestic and international passengers separately. Customer complaints are categorised into the following types.

- Baggage in transit
- Not guided properly due to new and metro places
- Substandard meals on board
- Lost baggage
- Loud and unclear announcements
- Queue at the passport clearance counter
- Rude behaviour of inflight crew

## **Redress**

Guest relations officer deals with all types of passenger problems and their complaints. The basic procedure, if the passenger has any complain they are given an opportunity to *write to the guest relations and the guest relations in turn look in to the matter personally*. Frequent flyers and business class expect best from the airline since they are patrons and the little flaw can get them upset. Other problems which are normally complained by the frequent flyers are meals, baggage, communication/ not being recognised, flight delays. Flight delays passengers get irritated but they later calm when they realise the weather conditions etc. and they are told that the policy is the safety of guests.

### **Airline -5 (Domestic and International)**

This airline operates domestic and overseas flights. This airlines maiden domestic flight took off in the year 2005. Initially it adopted the low-cost, no frills model but chart the middle course. The first overseas flight went to Europe, in the year 2010. The airline connects Goa to different important cities and towns. It connects Goa to almost 21 international countries.

### **Types of passengers**

This airline attracts passengers because of its 5 star ranking in the airline sector. The fares in this airline are also moderately lower than other airlines in the domestic sector. They are categorised as following types:

- Domestic
- Corporates class
- Business class
- International
- Family
- NRI

### **Who are the Complainants?**

According to the guest relation officer they do not leave any scope for the passengers to complain. The Passengers are requested to lodge complaints of all kinds if any, on-line. The ground staff informed that in spite we receive complaints from all kinds of passengers. The corporate class and business class passengers complain about the security process and mishandling of baggage like

damage to baggage or late arrival. The international passengers mostly complain about noisy children in the aisle and bad food odour. The passengers who travel together as family with children complain about sub-standard meals, and narrow passage. The NRI'S are put-off at the slow pace of the inflight services. In the case of delayed flight and cancelled flight all the passengers get agitated and unruly and ask for refund or immediate substitute flight.

### **Types of complaints:**

The passengers come in direct contact with the front office manager and the back office manager who facilitate the passengers at the airport till the departure of the flight. The following types of complaints are reported by the passengers

- Sub- standard meals
- Damage to baggage
- Late arrival of baggage
- Cancelled flight
- Delayed flight

### **Redress:**

This airline has a full fledged customer care department headed by a guest-relation officer who looks after the complaints received from the passengers. The passengers are offered tea in case of a delay of 5 to 10 minutes. If the delay is for more than 30 minutes the passengers are provided with snacks and rest room, for a long delay of more than 3 hrs. and in case of cancelled flight the passengers are provided with 100% refund and a drop back home. Business and

corporate class passengers expect fair explanation and quick solution to complaints. Passengers who travel with family are mostly settled by providing fair explanation and a polite response .

### **Airline-6 (Domestic and International)**

This airline started as a private limited company on 29<sup>th</sup> July, 1946. It was operating only domestic flights to different point to point destinations in India including Goa. In 1948 this airline made its maiden international flight Bombay to London. In 1953, with the nationalisation of Air Transport Industry this airline and the other reputed airline were nationalised. These two airlines were officially merged as one air carrier operating both domestic and international routes.

#### **Types of passengers:**

- Domestic
- International
- Holiday travellers
- Business travellers
- Leisure

#### **Who are the complainants?**

All types of passengers complain. The international passengers complain about the uncomfortable seats and cleanliness in the lounge. They also complain about the inflight services like the choice of reading material, desk top entertainment etc. and expect that they should be provided apology and monetary compensation. Business travellers complain about the change in flight schedules

which are unplanned and flight diversions, as they are the ones who are worst hit by this kind of situations. Domestic travellers and leisure travellers complain about the theft in baggage and lost baggage, and expect the airlines to act quickly

**Type of complaints:**

- Reading material choice not provided
- Dirty lounges
- Uncomfortable
- Delay in arrival of checked in baggage
- Damaged baggage
- Delays and cancellation of flights
- Theft from checked in baggage

**Redress:**

The complaint is systematically dealt with at source. The complaints which are not redressed at source are referred to the regional customer service cell. This airline offers compensation to passengers, if due to delay in flight the passengers, miss connecting flight to the final destination. In case of disruption of flights, passengers are provide on ground. In case cancellation of flights passengers are accommodated on other airlines with whom the airline have mutual agreement subject to availability of seats or passengers are provided with hotel accommodation in case there is no option of their alternate travel on the same day.



### **Airline-7 (International)**

This airline is an international, "no frills" budget airline from the middle east. This airline was started as a limited liability company in the year 2003, with the head office in the middle-east country. It commissioned its flying business with the maiden trip to Bahrain. This airline was incorporated as a Public company in the year 2007. This airline made its first trip in Goa in the year, 2009, and since then carries out three trips in a week to Goa, airport at Dabolim.

### **Types of passengers:**

This airline classifies passengers on broad basis like premier economy class economy class, and executive class. The airlines manager in Goa informed that they get all types of passengers whom they classify into following types:

- Professionals
- Leisure
- Executives
- NRI
- Sick and Handicapped

### **Who are the complainants?**

The ground officers informed that the objective of the airline is to offer to its passengers the highest quality of flight services, under the punch line, "Pay less fly more." However all types of passengers complain. The NRI' S complain about the wait for the checked in baggage, and insist that the baggage should reach the exit along with them. The leisure passengers complain about the delay

in checking their passport and other intricate formalities as they have fixed number of days to spend, and any kind of delay disrupts the holiday scheduled which is planned in advance. Professionals and executive type of passengers complain about the seats which are locked in the upright position with a limited space between them. Since the fares are same as any other air carrier they expect that they should be adequately compensated. Almost all passengers stated that they are charged extra cost for the drinks and meals. All types of passengers get horrified with the delay and cancellation of flights including rescheduling of flight which is not uncommon to the passengers of this airline.

Types of complaints:

This airline classifies the complaints into following types:

- Uncomfortable seats
- Extra pay for drinks and meals on board
- Delayed flight
- Cancelled flight
- High fares
- Unplanned rescheduling of flights

**Redress:**

The ground or station officers as they are called are supposed to settle all types of complaints within the powers entrusted to them. In case of delay in flight and rescheduling of the flight on the same day, passengers are provided with the rest room and they are offered tea and snacks. The passengers who are stranded due

to cancellation of flight are provided stay in the hotel or are offered refund after deducting certain percentage as miscellaneous expenses. According to the airline policy, meals and drinks is not the responsibility of the airline as it a limited budget airline. However this airline facilitates on-line booking of tickets at reasonable fares and online check-in for its passengers making air travel more convenient for all the passengers.

**Airline -8 (International):**

This airline is a leading airline carrier from the Middle East, established in the year 1993 and privately owned by the Royal family. The airline started its flying operations in the year 1994. It operates flights services to over 83 international destinations. It is one of the only six airlines in the world to have been honoured a five star rating by skytrax an Independent aviation industry monitor in the year 2012. This airline started operation to and fro from Qatar to Goa in the year 2009. It makes seven round flights from Dabolim airport.

**Types of passengers:**

This airline is a full cost airline. The passengers are categorised into following types:

- Business
- Leisure
- Seamen
- Family

**Who are the complainants?**

The airport manager and the ground office team facilitate the passengers at the arrivals and departures. All types of passengers complain. The leisure passengers complain about the sub-standard quality of food and demand for discount. The business class passengers complain about disturbance in aisle by noisy children and demand to restore calm quickly. Seamen's dispose great attitude and expect the attention of inflight service team throughout the flying time and complain about lack of attention and unhelpfulness from them. All passengers complain about delayed and cancelled flights. Other complaints which most of the passengers complain are related to mishandled baggage.

**Types of complaints:**

The complaints are encouraged from the passengers. The airline has a special web to post their complaints, besides a feedback form is given to every passenger. The complaints are classified into following types:

- Noisy children
- Rude and unhelpful service crew
- Delay in arrival of baggage
- Baggage delivered at in-correct destination
- Sub-standard meals
- Cancelled flight
- Delayed flight

**Redress:**

The ground service team headed by the duty manager of the airline is assisting the passengers till the departure of the flight, similarly, during the arrivals also the ground staffs, attend to the passengers. The redress provided by this airline depends upon the type of service failure. In the case of delay and rescheduled flights, the airline provides the passengers tea snacks and rest room. In the case of cancelled flight depending on the passenger's choice either make arrangement for alternative flight or provide transport to the passenger for a drop back home or arrange for a stay in hotel. In case of delayed baggage the passenger is politely requested that efforts are made to trace it at the earliest. The problems which cannot be settled at ground level are referred to the regional office or the customer care service for further enquiry and settlement.

## **Appendix-IX**

### **Excerpts of Discussion with the Airline Passengers:**

**The excerpts of discussions with the passengers are given as below.**

- a) Mr. Sam (name changed) is NRI passenger, as part of his onward journey boarded flight from Mumbai to Goa on 8<sup>th</sup> June 2011. He checked in, his baggage consisting of two suitcases. On reaching Goa airport he found that one of the suitcases was missing. Some complained with the duty manager of the airline, he did not show any kind of help, then he complained in writing to the customer care centre who in turn told him that they are in the process of fixing his problem, but the process never ended. Sam proceeded to his home after 3hrs wait at the airport. Mr Sam kept calling the customer care centre office in Goa, 10-15 times a day but no response, finally he called the Mumbai office, only to hear that Goa office should send a report of lost baggage, officially then only the Mumbai office will initiate enquiry. He did the follow up, and sent reminders and kept calling the customer care office. After three months the customer care officer from Goa informed that they have recovered one suitcase, and requested him to verify and claim. Sam verified and claimed that it is his baggage, but it was already open and all the valuable things were missing except his old clothes. Sam registered a complaint of theft, asking for compensation, to which the company replied after six months of the complaint that the airline company does not take responsibility in case of theft. He said, he will never choose to travel by this airline, the service team is unhelpful, difficult to approach them and they do

not care for customer time, his full vacation is lost. Because of this incident, he could not spend adequate time with his family. He further stated that baggage could be taken care off by the airline and it is the responsibility of the airline to deliver the baggage at the destination because, he paid for it.

- b) Ms. Leila (name changed) booked two tickets on-line on 4<sup>th</sup>, April 2012, by a domestic flight to Delhi from Goa. Ms. Leila and her mother checked in their baggage and went through security process, and waiting at the boarding gate with their carry-on bags. However Ms. Leila was stopped by the security at the boarding gate, since her carry-on bags were not tagged at the security/check in counter. Ms. Leila was not aware of this requirement, because she seldom travels by air. She rushed back to the counter but there was no attendant at the check-in counter. She missed the flight and the flight was important as she had appointment with medical doctor for her mother. Leila requested the ground office in-charge to provide alternate flight to Delhi. The airline officer informed her that they cannot make such arrangements and refused to help her. Helpless Leila finally complained to the customer relations officer asking for the refund of full amount of fare paid. The airline company replied after two months of the date of complaint, after sending reminders every week and calling the customer care office regularly, that the complaint is under consideration. Leila said she is very much hurt, doctors appointment is lost; and she lost money on ticket money, phone calls and cost incurred to follow up the complaint. Leila said that *time*

*lost* is the biggest loss that she suffered. She felt that she should have been attended quickly on priority basis.

- c) Mr. Rex (name changed) was travelling from Goa to Bengaluru on 3rd July 2011. He had a conference to attend on the same day of the travelling. The flight got delayed by 30 minutes which the airline claimed to be due to technical fault. Mr. Rex missed the conference as he could not reach on time as the venue of conference, was 55 km away from the airport and had to travel by road for, almost 01 hrs. Time from the airport. He complained to the duty manager, who rudely replied that this is a normal thing with the airline. Then he contacted the customer care center of the airline and informed that his flight ticket was sponsored by his employer, and that he has to refund the fare amount to the employer because he could not attend the conference. The officer in charge showed no courtesy and the tone of communication was very bad. He told to refund at least 50% of the fare, but he was informed that no refund is made in such cases, as he had already completed the journey. Mr. Rex was of the opinion that it is the fault of the airline and that his complaint is severe hence the company should provide some monetary compensation.
- d) A group of 20 passengers were travelling by Goa bound Chandigarh flight. They had come to Goa for a leisure trip. All the passengers were foreigners. When they reached the Goa airport, they were informed that their baggage is put in cargo by mistake and that it will arrive anytime within a hours' time.



All the passengers were offered tea and were asked to wait in the lounge. The passengers found the lounge dirty and so they complained to the public relations officer of the airline, who replied that concerned people will come and clean. The passengers informed that there were lot more problems in our share, during the waiting time, the horror experience to add to the problems was filthy wash rooms and toilets, hygiene tissues were also missing in the toilets. They stated that it was like complaining about everything that came our way. After hours' time when they enquired, the duty manager informed that the baggage has been unloaded at some other destination and they are in touch with the officials. The passengers were stranded for more than 3hrs before they finally got their baggage. The passengers were denied the request for transport for drop at the hotel by the airline duty manager. The passengers explained that they could not avail the hotel transport designated to pick them, at the airport because of the delay in baggage. All the passengers were worried and stated this is the minimum expected from the airline.

## **Appendix-X**

### **Excerpts of Online Airline Passengers Complaints:**

**Some of the complaints posted online by the passengers on the web-site of various airlines (the airline and passenger is not named for anonymity purpose).**

- 1) The airline had scheduled to provide non-veg meal (chicken biryani) as inflight service on a mid-haul journey. All the passengers requested to get it supplied. The request was unattended and ignored. The scheduled meal was not at all provided; instead the passengers were offered snacks for which the passengers had to pay extra.
- 2) The passenger had cancelled his ticket to Middle East country. After cancellation the amount was to be credited to his account. Since it was not credited tried calling customer care service but it was as though the customer service does not exist at all. Try calling their phone number and if you get anyone on line, you are the luckiest person on earth. Try sending complaints at their web-site; it's as good as stone lost in ocean. The complaint was finally made and asked for quick settlement of the same. The passenger commented this is severe problem; it is in the hands of the company to avoid this kind of failure situations. The airline informed that after due enquiry the company will do the needful
- 3) It is with great disappoint that the passenger have to complain bitterly to the airline duty manager regarding the pre-booked seats. The passenger had made extra payment to pre-book two seats. The passengers were not

provided the pre-booked seats, and the seats allocated could not recline-back due to the emergency exit behind the seats. The passengers suffered stiff back and pain in the legs. The passengers requested to refund the extra payment made for pre-booking the seats. The amount was not refunded, and the duty manager was rude.

- 4) The passenger was travelling from Leh-Delhi to Nagpur. The passenger missed to check in on time by five minutes, two officers on the counter refused to help. The passenger explained the reason and also produced a delay certificate from the previous flight, which had got delayed by 3hrs. for technical reasons. Being in the hospitality industry they should have understood that the passengers were late because of genuine problem relating to airline industry itself. The flight to Nagpur had not yet taken off, nor were the gates closed. They had just closed the check-in counter five minutes earlier, but the two officers at the check-in counter refused to help and acted as if it was not their concern. The customer relations officer also refused to help after presenting the complaint. The passenger was forced to book afresh ticket of another airline for his onward journey. If this airline is not concerned about the satisfaction of their passengers, why do they have customer relations officer at all?