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.
<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Type of Complaint</th>
<th>Severity</th>
<th>Controllability</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Your carryon bags were not given stamped security tags and hence you are denied boarding.</td>
<td>Severe</td>
<td>Not Controllable</td>
</tr>
<tr>
<td>2</td>
<td>On arrival at the destination, you find your baggage delayed, that did not cause you to miss an important meeting/event.</td>
<td>Not Severe</td>
<td>Not Controllable</td>
</tr>
<tr>
<td>3</td>
<td>Delayed flight due to non-availability of flight crew that caused you to miss an important meeting/event.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>You find the airport lounges and washrooms busy and crowded.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>No in-flight entertainment system.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Description</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>-----------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Cancelled flight due to weather conditions that caused you to miss an important meeting/ event.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>You reach late at the check-in counter and hence denied boarding.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Delayed Flight due to technical/ mechanical fault that did not cause you to miss an important meeting/ event.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Inadequate meals / beverages provided at a very high cost.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Delayed flight due to technical / mechanical fault that caused you to miss an important meeting/ event.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>You lost time in long waits due to big queues at immigration/ passport control counter.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>You experience discomfort</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>due to Improper and uncomfortable seating arrangement in the lounge.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Cancelled flight due to technical / mechanical fault that caused you to miss an important meeting/event.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>You are baffled by unclear and loud announcement by flight attendants.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Delay in refund of your fare money on cancellation of ticket.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Reading material, games, and music of your choice not provided on board.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Delayed flight due to weather conditions that did not cause you to miss an important meeting / event.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>You find the behavior of airline staff unpleasant.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Cancelled flight due to non-availability of flight</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>20</td>
<td>crew that did not cause you to miss an important meeting/ event.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>You are charged high cancellation and reschedule charges.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Cancelled flight due to technical/mechanical fault that did not cause you to miss an important meeting/event.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>You lost time in long waits due to big queues at check-in/security counter.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>Scheduled meal and beverage not provided to you.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>Cancelled flight due to weather conditions that did not cause you to miss an important meeting/event.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>You are involuntarily bumped from your flight due to over booking.</td>
<td></td>
<td></td>
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<tr>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>---</td>
<td>---</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>26</strong></td>
<td>Failure of in-flight entertainment system.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>27</strong></td>
<td>Non-refund of your fare money on unused/lost tickets.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>28</strong></td>
<td>You are provided with a tiny seat with a divider between seats on board.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>29</strong></td>
<td>Overcharged you for extra checked-in bag.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>30</strong></td>
<td>Due to incorrect reservation and ticketing of the airline you are denied boarding.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>31</strong></td>
<td>On arrival at the destination, you find your baggage damaged.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>32</strong></td>
<td>Delayed flight due to non-availability of flight crew that did not cause you to miss an important meeting/event.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>33</strong></td>
<td>You find the airport lounges filthy and dirty.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
On arrival at the destination, you find your baggage lost or missing.

You find that seat recline back facility is not functional on board.

You are abused by an airline staff.

Flight crew being rude and unhelpful to you.

You find no attendant at the check-in counter.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Type of Complaint</th>
<th>Severity</th>
<th>Controllability</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 2</td>
<td></td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

Severe  Not Severe  Controllable  Not Controllable

Meals / beverages provided to you at extra cost.
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>40</td>
<td>Delayed flight due to weather conditions that caused you to miss an important meeting/event.</td>
</tr>
<tr>
<td>41</td>
<td>You find that lounges lack facilities like shops, cafeterias and food outlets causing inconvenience to you.</td>
</tr>
<tr>
<td>42</td>
<td>Requested in-flight entertainment programme not played for you.</td>
</tr>
<tr>
<td>43</td>
<td>On arrival at the destination, you find your baggage delayed, that caused you to miss an important meeting/event.</td>
</tr>
<tr>
<td>44</td>
<td>You find your seat straight with very little legroom on board.</td>
</tr>
<tr>
<td>45</td>
<td>You find unreasonable increase in fare rate due to high demand.</td>
</tr>
<tr>
<td>46</td>
<td>Cancelled flight due to non-availability of flight crew that caused you to miss an important meeting/event.</td>
</tr>
<tr>
<td>47</td>
<td>Substandard meal / beverage provided to you.</td>
</tr>
</tbody>
</table>

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

1. Age:- 21 or less [ ] 22-29 [ ] 30-39 [ ] 40-49 [ ] 50-59 [ ] 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)**, **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.

<table>
<thead>
<tr>
<th>Failure Situation -1: Cancelled flight due to weather conditions that caused you to miss an important meeting/event.</th>
<th>DJ</th>
<th>PJ</th>
<th>IJ</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Monetary Compensation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B Polite Response</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C Quick Resolution</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D Flexibility</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E Explanation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F Discount Coupon</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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) 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
<table>
<thead>
<tr>
<th></th>
<th>Relevant</th>
<th>Clear</th>
<th>Simple</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Failure Situation - 1:</strong> Delayed flight due to weather conditions that caused you to miss an important meeting/event.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>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.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A</td>
<td>Monetary Compensation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>Polite Response</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>Quick Resolution</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>Flexibility</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E</td>
<td>Explanation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>Discount Coupon</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Relevant</th>
<th>Clear</th>
<th>Simple</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Failure Situation - 2:</strong> On arrival at the destination, you find your baggage delayed, that did not cause you to miss an important meeting/event.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>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.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A</td>
<td>Monetary Compensation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>Polite Response</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Failure Situation -3

You find that seat recline back facility is not functional on board.

**3**
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.

<table>
<thead>
<tr>
<th></th>
<th>Monetary Compensation</th>
<th>Polite Response</th>
<th>Quick Resolution</th>
<th>Flexibility</th>
<th>Explanation</th>
<th>Discount Coupon</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B</td>
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<td></td>
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<td>C</td>
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<td>D</td>
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<td>E</td>
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<tr>
<td>F</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**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 6 according to your priority or rank those most important to you.

<table>
<thead>
<tr>
<th></th>
<th>Monetary Compensation</th>
<th>Polite Response</th>
<th>Quick Resolution</th>
<th>Flexibility</th>
<th>Explanation</th>
<th>Discount Coupon</th>
</tr>
</thead>
</table>
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
<table>
<thead>
<tr>
<th>Failure Situation - 1: Cancelled flight due to weather conditions that caused you to miss an important meeting/event.</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>a Monetary Compensation</td>
</tr>
<tr>
<td>b Polite Response</td>
</tr>
<tr>
<td>c Quick Resolution</td>
</tr>
<tr>
<td>d Flexibility</td>
</tr>
<tr>
<td>e Explanation</td>
</tr>
<tr>
<td>f Discount Coupon</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Failure Situation - 2: No in-flight entertainment system.</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>a Monetary Compensation</td>
</tr>
<tr>
<td>b Polite Response</td>
</tr>
</tbody>
</table>
### Failure Situation - 3

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 most important to you.

<table>
<thead>
<tr>
<th></th>
<th>Relevant</th>
<th>Clear</th>
<th>Simple</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>a</strong></td>
<td>Monetary Compensation</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>b</strong></td>
<td>Polite Response</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>c</strong></td>
<td>Quick Resolution</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>d</strong></td>
<td>Flexibility</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>e</strong></td>
<td>Explanation</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>f</strong></td>
<td>Discount Coupon</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Failure Situation - 4: 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 6 according to your priority or rank those most important to you.

<table>
<thead>
<tr>
<th></th>
<th>Monetary Compensation</th>
<th>Polite Response</th>
<th>Quick Resolution</th>
<th>Flexibility</th>
<th>Explanation</th>
<th>Discount Coupon</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b</td>
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</tr>
</tbody>
</table>
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 [ ]
   - 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:**
   - 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 up to 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.
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 □

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
monitory 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 airline's 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 isle 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 fledge 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\textsuperscript{th} 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 monitory 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 isle 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 8th 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 4th, 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?