Chapter 2
Chapter 2: Literature Review

This chapter focuses on theme based research gaps. The four themes are importance of airport retail on the non-aeronautical revenues, the airport service quality and the SERVQUAL model, the training needs analysis at IGI airport and the functional fluency model of interpersonal communication.

Over the past few years, airports have evolved into business oriented and sophisticated service providers (ACI, 2007). The landside areas of an airport, which include shops, restaurants, car parks, and check-in areas, are more accessible to the general public (Kennedy, 2008). Hence, as the passengers became more sophisticated and started to demand greater services in an airport due to their repeated travelling, the airports started to offer non-aviation or non-aeronautical services in an airport (Parappallil, 2007).

Non-aeronautical revenues (Table 2) critically determine the financial viability of an airport as they tend to generate higher profit margins than aeronautical activities (Muqbil, 2010). The non-aeronautical revenue contributes to over 50% of the total income at an airport and is a key component in generating funds for an airport for investment in the expansion of the terminal or airfield (2007a). The report further quotes that many large airports derive over 60% of non-aeronautical revenues from sources that include retail concession among others.
<table>
<thead>
<tr>
<th><strong>Total Revenue Sources</strong></th>
<th><strong>Aeronautical or traffic services</strong></th>
<th><strong>Non-aeronautical or commercial services</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Landing fee</strong></td>
<td>Rents or lease income (from airlines and other tenants)</td>
<td></td>
</tr>
<tr>
<td><strong>Airport air traffic control charges</strong></td>
<td>Recharges to tenants (for electricity, water, cleaning, etc)</td>
<td></td>
</tr>
<tr>
<td><strong>Aircraft parking, hangarage and picketing charges</strong></td>
<td>Concession income (from shops, catering, duty-free shops, banks, car parks, hotels, etc)</td>
<td></td>
</tr>
<tr>
<td><strong>Passenger charges</strong></td>
<td>Direct sales (shops operated by airport authority)</td>
<td></td>
</tr>
<tr>
<td><strong>Freight Charges</strong></td>
<td>Car park revenue (if operated by airport authority)</td>
<td></td>
</tr>
<tr>
<td><strong>Apron services and aircraft handling (if provided by airport authority)</strong></td>
<td>Miscellaneous (eg. Interest earned)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Non-airport related activities (eg. Land development)</td>
<td></td>
</tr>
<tr>
<td><strong>Fuel throughput charges</strong></td>
<td>Passenger, freight, baggage handling</td>
<td></td>
</tr>
</tbody>
</table>

Table 2: Classification of Airport Revenue Sources (Doganis, 1992)

Thus airport retail and other concessions form a part of the non-aeronautical services. The airport retail is a lucrative market and concession sales have increased dramatically as airlines discontinue meal services and also since the passenger is on an average 90 minutes
in an airport due to changes in airport security (Nichol, 2007). A significant contributor in airport profit has been retail (Thompson, 2007).

Jarach (2005) has identified Commercial Services (Airport Retail), Tourist Services, Conference Services, Logistics & Property Management Services and Consulting Services as the 5 areas that contribute to generating additional revenues for an airport. According to Duty Free World Council (2007) major part of the non-aeronautical revenues is contributed by duty free and travel retail services and even gastronomy services. There has been an increase of 30% to 90% in sales across product categories in airports between 2000 and 2005, the top honors being held by cosmetics (2007b).

Major efforts have been made in recent years to establish airport service as a significant area of product differentiation and a caring attitude shown by the organization can elicit a positive response by the customers (Shaw, 2007). This becomes all the more difficult in an airport environment since there are many employees who may be working for different companies and a worrisome issue being Customer Service can be a top reason on the reason customers leave an organization (Figure 1).
In an airport, the customer perceives the entire airport experience as a continuum of the services provided. Paternoster (2007) opines that for a customer who expects a certain seamless quality environment in an airport from the entire airport community, standards on service quality must be put in place. Standards that assess the performance of its people, among others must outline the courteous behavior of all airport employees. This in turn can provide the base for airport customer service training programmes, airport orientation programmes and performance management. This orientation towards customer service initiatives has resulted in Miami International Airport rising to sixth
position in the J.D. Power & Associates’ 2008 North American Airport Satisfaction Study after ranking 14th the year prior.

One such standard is the Airport Service Quality (ASQ), a survey by Airport Council International, conducted to assess service quality in airports (Fishbein, 2008; Ihlwan, 2009). It analyses the satisfaction of the customers at the departure gates of an airport. As a benchmarking programme it measures the performance of an airport on 32 key service areas (Kobel, 2006).

The ASQ research shows that staff courtesy and services like shopping are the sub categories among the 3 factors that affect satisfaction (Ingram, 2012). The author further says that there must be a friendly environment that makes the passengers feel valued through the quality of staff. This is evident in Figure 2, which shows courtesy, helpfulness of airport staff as ranked 5th. Hence, it becomes imperative to evaluate the responses made by the airport personnel.
<table>
<thead>
<tr>
<th></th>
<th>Cleanliness of airport terminal</th>
<th>18</th>
<th>Waiting at security inspection</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Overall satisfaction</td>
<td>19</td>
<td>Courtesy of ID inspection staff</td>
</tr>
<tr>
<td>3</td>
<td>Ambience</td>
<td>20</td>
<td>Ground transportation</td>
</tr>
<tr>
<td>4</td>
<td>Cleanliness of washrooms</td>
<td>21</td>
<td>Arrivals passport inspection</td>
</tr>
<tr>
<td>5</td>
<td><strong>Courtesy, helpfulness of airport staff</strong></td>
<td></td>
<td>[22] Business lounges</td>
</tr>
<tr>
<td>6</td>
<td>Availability of washrooms/toilets</td>
<td>23</td>
<td>Customs inspection</td>
</tr>
<tr>
<td>7</td>
<td>Feeling of being safe and secure</td>
<td>24</td>
<td>Ease of making connections</td>
</tr>
<tr>
<td>8</td>
<td>Comfort of waiting/gate areas</td>
<td>25</td>
<td>Speed of baggage delivery</td>
</tr>
<tr>
<td>9</td>
<td>Efficiency of check-in staff</td>
<td>26</td>
<td>Bank facilities</td>
</tr>
<tr>
<td>10</td>
<td><strong>Courtesy, helpfulness of check-in staff</strong></td>
<td></td>
<td>[27] Parking facilities</td>
</tr>
<tr>
<td>11</td>
<td>Availability of baggage carts</td>
<td>28</td>
<td>Shopping</td>
</tr>
<tr>
<td>12</td>
<td>Thoroughness of security inspection</td>
<td>29</td>
<td>Internet access/Wi-Fi</td>
</tr>
<tr>
<td>13</td>
<td>Ease of finding your way</td>
<td>30</td>
<td>Restaurants</td>
</tr>
<tr>
<td>14</td>
<td>Courtesy of security staff</td>
<td>31</td>
<td>Walking distances</td>
</tr>
<tr>
<td>15</td>
<td>Waiting at ID inspection</td>
<td>32</td>
<td>Value for money of parking facilities</td>
</tr>
<tr>
<td>16</td>
<td>Waiting at check-in</td>
<td>33</td>
<td>Value for money of shopping</td>
</tr>
<tr>
<td>17</td>
<td>Flight information screens</td>
<td>34</td>
<td>Value for money of restaurants</td>
</tr>
</tbody>
</table>

*Figure 2: ASQ satisfaction rankings (Ingram, 2012)*

Hence, it becomes important for an organization to understand the profile of their frontline staff especially in an airport. The profiling will help in understanding the training needs of their employees. Since, mapping of current skills, the gaps and understanding future needs and measuring the engagement of the employees for retention is a good
strategy (2010). Furthermore, this will help identify personalities at the selection stage and avoid costly and unfortunate errors (Blyth, 2008).

As a recently launched initiative of ASQ in 2011, the Retail Service Quality measures benchmark performance in airports in Retail and Food & Beverages services (Nguyen & Kobel, 2012). Interestingly everyone is accountable and responsible for a positive passenger experience at an airport. Passengers’ expectation on service quality at an airport being multi-dimensional also includes interactions (Fodness & Murray, 2007) with people. Hence airport travel retail staff & other frontline employees need to recognize body language of passengers, be alert, sensitive, caring while a few should even model their behavior and set the right example to the passengers and even to frontline employees (Jones, 2010).

Since the key to good service in airport retailing are the people hence care should be taken to recruit and retain good manpower (Parappallil, 2007). After the cost of the merchandise and airport concession fee, the labor represents a major overhead for the retailer (Freathy & O’Connell, 1998).
The researcher has observed that, the ASQ and ASQ Retail surveys, like other studies on service delivery (World Airport Survey conducted by Skytrax; Heung & Wong, 2000; Janic, 2003; Faithfull, 2006; Fodness & Murray, 2007; Fishbein, 2008; Chou, 2009; Ihlwan, 2009; Wen-Hsien et al, 2011) are from the standpoint of the customers only. The ASQ Retail does not assess the performance of airport travel retail staff on their interpersonal communication. Moreover, the generalized component ‘friendliness of staff’ in the questionnaire, can be elaborated further to assess the human functioning of the airport travel retail staff.

The Terminal 3, at the IGI Airport having been ranked 4th best airport in the world according to 2010 ASQ rankings (Hindu, 2011), boasts of India’s biggest retail space and has become an attractive destination for retail opportunity (TNN, 2010). With 215, 000 square feet of retail space, it is a world hub (Sharma, et al. 2010). The retail space is managed by concessionaires / airport travel retail personnel who interact with the customers or passengers. The behavior of the retailer is an important determinant of service quality (Khare, Parveen & Rai, 2010).
IGI airport ranked at the bottom out of 120 International airports on ASQ in 2008. Disha Academy of Service Excellence was initiated for passenger interface training to help improve ranking of IGI. For this different cohorts taken for the training including retailers. In year 2011 the ASQ ranking improved to 14th rank out of 180 International airports and 4th in 2012. IGI wants to improve it further to No. 1 position for the year 2014 (TNN, 2012).

According to Mr. Dinesh Bhrushundi, Head, quality and service delivery, DIAL “The ASQ rating takes into consideration the entire cycle, from the time a customer gets into a cab at his residence to the time he/she boards the aircraft. Courtesy, Proactiveness and Helpfulness are quantified and measured”.

Centum Learning was given the task to create a training needs assessment to improve their service quality ranking. After conducting interviews with multiple stakeholders that included concessionaires, Centum Learning developed a training program for IGI personnel built on:

- Empathizing with customers.

- Acknowledging the customers.

- Welcoming the customers.
- Identifying ‘moments of truth’ while interacting.

- Helping the customer.

- Maintaining a pleasant appearance.

(Source: centumlearning.com)

The training needs analysis and the subsequent training imparted by Centum Learning was to improve manners while interacting with customers and amongst them as well (TNN, 2012). Cekada (2011) quotes Mc Ardle (1998) ‘when properly done, a need analysis is a wise investment for the organization as it saves time, money and effort by working on the right problems’. Indian organizations spend an average $331 and 49.7 hours per employee on training and development (Singh, 2013). Hence, the importance of developing appropriate training programs to bridge the training needs gap. Kim & McLean (2007) opine that strategies in training should be distinguished according to the purposes of service training. Hence, individual job profile and its contact requirements with the customers must be kept in mind while framing a training program. The Training Needs Assessment conducted by Centum Learning does not focus on specific interpersonal communication training needs assessment and specifically does not cater to the training needs assessment for the airport travel retail staff on interpersonal communication.
In services marketing, good interpersonal communication can result in better and empathetic understanding of a customer. Customer service focuses on the encounter between the employees and the customers on interpersonal elements (Lovelock, 1985; Bitner et al., 1990; Czepiel, 1990). The basis is to understand the behavioral aspects of a customer by evaluating the messages that are emitted and accordingly monitoring the appropriate message for a better relationship. This goes on to set the very nature of the continuity or the discontinuity of the said communication. Monitoring the self for a better understanding of others can forge better relationships. It’s being perceptive about the other person and accordingly bringing about changes in the behavior of self is an important function of interpersonal communication. In the 1990, one of the largest supermarkets in the United States, Safeway had put into practice a smile along with other verbal and non-verbal requirements as a means to increase customer service (Muir, 2008). In fact, it is the lack of these skills that make employees’ inability to relate well to customers (Moss and Tilly, 1995). Verret (2005) says that frontline personnel must display the right attitude and image based on well-defined skills and competencies for the desired role.

Customer service is an essential part of Customer Value Proposition. This results in customer experiences regarding a product, brand,
interaction with representative, promotional messages, etc. At the social benefit side customer service is important in building and retaining customers by understanding their needs and building the service offer around them as an important part of customer service delivery. Thus customer care becomes an important part of customer service. The trust with the customer can be broken by a lack of or poor customer care. Hence the right communication message strengthens the service delivery and can result in building customer relationship. Moreover, customer service is the differentiating tool in the hands of the service organization for delivering higher-quality service than its competitors (Wong & Sohal, 2003).

The customers are impressed when service employees are kind and polite to them, exhibiting good interpersonal behavior (Kim & McLean, 2007). The authors further opine that the customers felt good if the employees were good listeners, patient enough to provide the information. Conversely speaking, poor interpersonal skills will result in the customers remembering the poor service or treatment meted to them. Interestingly, (Bitner et al., 1990) states that customers remember the responses of a poor service more than the service itself. Hence, it becomes important for organizations to improve the responses. Since, this will amplify any negative impression that the customer holds about the service. Hence, as the dependency on
interpersonal relation increases, organizations look for advantages in both verbal and non-verbal interactions with their customers. Gountas, Ewing, & Gountas (2007) state that there is greater service satisfaction and the intent to return due to affective displays towards the customers. One study has found that empathy as a component of service quality has a direct effect and a significant role on brand equity of specifically service companies (He & Li, 2011). DeVine, Lal & Zea, (2012) have opined that by making the customer service more ‘human’ in its essence, the companies can lower costs by 10% and improve customer satisfaction scores by 30%.

In marketing literature, use of service quality to bring about a competitive edge has been dealt with rather extensively (Shostack 1977; Lovelock 1983; Gronroos 1978, 2006; Parasuraman, Zeithaml & Berry 1985, 1988, 1991, 1994A, 1994B; Bitner, Booms & Tetreault 1990; Rust, Zahorik & Keiningham 1995; Rust & Chung 2006; Kasper, Helsdingen, & Gabbott 2006)

Hence, one such instrument on service quality is the SERVQUAL model. It represents service quality as the discrepancy between a customer's expectations for a service offering and the customer's perceptions of the service received, requiring respondents to answer
questions about both their expectations and their perceptions (Parasuraman et. al., 1985). The development of SERVQUAL by Parasuraman et al. (1988) as a generalisable measure of service quality was a seminal contribution that has been adapted and widely used across industries around the world (Dabholkar et al. 1996). It measures the responses on three parameters, People, Processes and Physical Evidence, the 3 Ps of Services Marketing. The above three are further measured along five dimensions viz. Tangibility, Reliability, Responsiveness, Assurance & Empathy. Hence, the tool understands the service delivery from the customers’ point of view.

![Service Quality Model (SERVQUAL) diagram](image)

*Figure 3: Service Quality Model (SERVQUAL) (Parasuraman, Zeithaml & Berry, 1985)*
The above model of SERVQUAL identifies five gaps (Figure 3) that cause unsuccessful service delivery. The Gaps focus on:

1. The difference between actual customer expectations and management’s idea or perception of customer expectations (Gap 1).
2. Mismatch between manager’s expectations of service quality and service quality specifications (Gap 2).
3. Poor delivery of service quality (Gap 3)
4. Difference between service delivery and external communication with customers (Gap 4).
5. Differences between Expected and Perceived Quality (Gap 5).

Several researches have been conducted on the service quality in the aviation industry, their main focus has been on measuring the performance of the airlines by the use of the SERVQUAL instrument (Gourdin & Kloppenburg 1991; Ostrowski, O'Brien & Gordon 1993; Young, Cunningham, & Moonkyu 1994; Bejou & Palmer 1998; Gustafsson, Ekdahl & Edvardsson 1999; Sultan & Simpson 2000; Chang et al 2002; Tsaur, Chang & Yena 2002; Gilbert & Wong 2003; Kozak, Karatepe & Avci 2003; Natalisa & Subroto 2003; Truiit & Haynes 1994; Heracleous, Wirtz, & Johnston 2004; Ling et al 2005; Gursoy, Chen. & Kim 2005; Knibb 2005; Rhoades & Waguespack 2005; Anitsal & Paige 2006; Hunter 2006; Pham 2006; Pham &
Simpson 2006; Park, Robertson & Wu 2005, 2006; Sima, Kohb & Shetty 2006; Venkatesh & Nargundkar 2006; Pakdil & Aydin 2007; Chitnis 2007; Lioua & Tzeng 2007).


Similarly, its suitability in the airline industry vis a vis the SERVPERF scale (Cronin et al 1994; Elliot 1994; Jain & Gupta 2004), proved its appropriateness (Chang & Lim, 2002) for the airline industry.

Hence, in understanding that there are gaps in the service process, the study finds relevance in the SERVQUAL model. Moreover, the Gap 3 in the SERVAQUAL model finds relevance in this study, since the poor delivery of service may be attributed to poor interpersonal communication skills of the employees.

As a performance assessment instrument, the SERVQUAL does not take the employees’ own assessment on their service quality or gaps in
it; it only takes the customers’ perceptions of the service quality rendered by the employees. Moreover no model seems to suggest an interpersonal communication intervention.

Interpersonal orientation as proposed by Schutz (1958) points to the assumption that people need people and thereby seeking compatibility in their relationships during their social interactions. It is this compatibility that nurtures the interactions. The interaction, during interpersonal orientation, concentrates more on the sharing of meaning, since the responsibility of sending, receiving and evaluating messages is divided between two participants. The meanings are shared for a better relationship, whether it involves verbal or non-verbal cues. Here one understands the dynamics of understanding attitudes, feelings and the motives of the people on what they say and do. The sensitivity of this orientation is that while some communication styles are effective, others prove to be ineffective. Now, this goes on to set the very nature of the continuity or the discontinuity of the said communication.

We interact in relation to the tasks being performed or to be performed and exhibit some or the other emotion. Our social skills and its success depend much on emotions. Goleman (1995) says that the emphasis here is on managing these emotions where the key ingredient is
empathy, which lays importance on understanding others and “between what someone says or does and your own reactions and Judgment” (p 268). Here, we find resonance with one of the models of Transactional Analysis, the Functional Fluency model that one must choose responses rather than just react automatically (Temple, 2009a).

The Functional Fluency model of Transactional Analysis helps map communication that can be used by coaches and mentors to help build positive and effective relationships. The focus is on self-awareness that enhances objectivity and promotes empathy. This model compared to other transactional analysis models is free of conceptual difficulties with theoretical and rational legitimacy (Temple, 2002). Hence found appropriate for the study.

The model has nine modes of interpersonal communication or human functioning (elaborated in Chapter 3) that has five modes that represent our positive energies in interacting with others and four modes that characterize our negative ones. Each of the modes has 6 word descriptors that make it a total of 54 descriptors to the model (Figure 4). These 54 descriptors will form the basis on arriving at the training needs assessment for the airport travel retail staff.
Hence, by analyzing these nine modes of human functioning, we will ascertain the use of the modes by people in their relationship. Therefore, people could understand which positive modes they must use more often and the negative modes they must contain. This
provides the base for understanding the modes that work best for people in different situations.

Functional Fluency was created for educational and psychoanalysis areas as a personal development tool and has made inroads in Education, Counseling & Psychotherapy, Police Training, Nurse training, Management & Leadership training, Human Psychology training (functionalfluency.com). It helps people to respond positively and not react and created for ‘people in the helping profession’ by choosing their responses.

The Functional Fluency has also given birth to the Temple Index of Functional Fluency (TIFF), a psychometric tool for the enhancement of effectiveness of teachers and related professionals (Temple, 2002). Although this Temple Index of Functional Fluency (Temple, 2002), a 108 test items psychometric tool that assesses individuals on an index score on each of the 9 modes for personal counseling on self-development is created. However, a variant shorter questionnaire, for understanding the response style of airport travel retail staff as a whole, taking into account a theoretical understanding of interpersonal skills as outlined by functional fluency, be developed keeping in mind just 54 test items for the 54 identified variables/descriptors in the model.
Hence, instead of a one on one interaction with each respondent based on the TIFF that may be time consuming for the large group of people, here we can understand the pen-picture of this group at large by understanding the functional fluency descriptors at work. This will bring out the training needs of the airport retail staff as a whole on their interpersonal communication responses. Norms will be developed on scoring and thereafter the response by the frontline staff on the 54 items will be assessed as a composite for the pen picture to emerge based on the relationship among the 54 descriptors or a smaller set thereof. Thereafter, a training framework based on the functional fluency model will be developed to enhance the positive and restrain the negative modes’ descriptors for the group of airport travel retail staff.

Both as a model of transactional analysis and interpersonal communication, the researcher has not come across any work being done with respect to Functional Fluency in an airport.

To recapitulate the research gaps:

1. Looking at the importance of airport travel retail on the non-aeronautical revenues for an airport, no specific work on the training needs analysis and the subsequent training framework for the
enhancement of their interpersonal communication has been addressed for airport travel retail staff.

(search words “airport+retail+training” brought no results as either google search or in ebscohost or in emerald publishing)

2. As performance assessment instruments, the ASQ and ASQ Retail do not assess the performance of airport travel retail staff on their interpersonal communication. The Service Quality model SERVQUAL also a performance assessment instrument, states that in the model Gap 3 emerge due to poor interpersonal communication of the employees. Moreover no model seems to suggest an interpersonal communication intervention.

3. The Training Needs Assessment conducted by Centum Learning at the IGI Airport, New Delhi does not focus on specific interpersonal communication training needs assessment and specifically have not catered to the training needs assessment of the airport travel retail staff on interpersonal communication.

4. As a model of interpersonal communication and Transactional Analysis, Functional Fluency helps people to respond positively & not
react and is created for ‘people in the helping profession’. It has made inroads in Education, Counseling & Psychotherapy, Police Training, Nurse training, Management & Leadership training, Human Psychology training (functionalfluency.com). However, it has not been used in an airport setting let alone an Indian airport. Moreover, Functional Fluency model has not been applied in the context of airport retail as a self-development or as a training intervention model.

Hence, looking at the research gaps as outlined above, the research problem that we are faced with is:

What are the interpersonal communication training needs based on Functional Fluency model of airport travel retail staff at IGI airport?

This brings us to two research questions:

1. What is the interpersonal communication training need assessment of the airport travel retail staff using the Functional Fluency model?

and

2. What is the interpersonal communication training framework of the airport travel retail staff at IGI airport based on Functional Fluency model?

To answer the above two research questions we have the following research objectives:
1. To develop an instrument based on Functional Fluency model to assess the interpersonal communication of the airport travel retail staff at IGI airport.

2. To create a training framework based on Functional Fluency on the interpersonal communication of the airport travel retail staff.

The research methodology that we will adopt to answer the two research objectives are firstly based on the assessment of interpersonal communication of the airport travel retail staff by:

1. Developing an instrument on 54 variables of Functional Fluency model that will assess the interpersonal communication of airport travel retail staff. We will create a norm group comprising of senior retail staff, preferably in a leadership role in the airport retail environment. Thereafter, create the basis of scoring and measurement. After which the instrument will be administered to the airport travel retail staff at the IGI airport. Here, the significance between the two groups, the Norm group and airport travel retail staff group will give us an indication on the difference between the two groups on interpersonal communication using the functional fluency model.

Secondly, the use of factor analysis to narrow down the descriptors of the functional fluency model will provide for a specific pen picture on
the nature of interpersonal communication style of the airport travel
retail staff at IGI Airport.

Thereafter, an Interpersonal Communication Enhancement framework
will be created so that the training need identified may be addressed
by:

1. Enhance-Restrain framework: The nine modes of Functional
   Fluency model each to contribute on the manner in which the training
   should be imparted. Secondly on the 54 variables of Functional
   Fluency model, wherein the focus on designing the training on the
   ariables / descriptors of the 5 positive modes that DID NOT emerge
   from the emergent factor analysis and the variables / descriptors from
   the 4 negative modes that DID emerge in the emergent pen picture
   factor analysis.

   We will furthermore test the significance between 9 modes of
   Functional Fluency model and Customer Satisfaction and Customer
   Service. The positive efficacy in this relationship will help answer the
   business problem on interpersonal communication affecting customer
   satisfaction and subsequently organizational revenues.

   The hypothesis for the study is to determine whether there existed any
gap on the interpersonal communication training need of airport travel
retail at IGI:
H01: There is no difference in the “Dominating” interpersonal communication between the norm group and that of airport retail staff at IGI.

H11: There is significant difference in the “Dominating” interpersonal communication between the norm group and that of airport retail staff at IGI.

H02: There is no difference in the “Marshmallowing” interpersonal communication between the norm group and that of airport retail staff at IGI.

H12: There is significant difference in the “Marshmallowing” interpersonal communication between the norm group and that of airport retail staff at IGI.

H03: There is no difference in the “Complaint / Resistant” interpersonal communication between the norm group and that of airport retail staff at IGI.

H13: There is significant difference in the “Complaint / Resistant” interpersonal communication between the norm group and that of airport retail staff at IGI.

H04: There is no difference in the “Immature” interpersonal communication between the norm group and that of airport retail staff at IGI.

H14: There is significant difference in the “Immature” interpersonal communication between the norm group and that of airport retail staff at IGI.

H05: There is no difference in the “Structuring” interpersonal communication between the norm group and that of airport retail staff at IGI.
H15: There is significant difference in the “Structuring” interpersonal communication between the norm group and that of airport retail staff at IGI.

H06: There is no difference in the “Nurturing” interpersonal communication between the norm group and that of airport retail staff at IGI.

H16: There is significant difference in the “Nurturing” interpersonal communication between the norm group and that of airport retail staff at IGI.

H07: There is no difference in the “Accounting” interpersonal communication between the norm group and that of airport retail staff at IGI.

H17: There is significant difference in the “Accounting” interpersonal communication between the norm group and that of airport retail staff at IGI.

H08: There is no difference in the “Cooperative” interpersonal communication between the norm group and that of airport retail staff at IGI.

H18: There is significant difference in the “Cooperative” interpersonal communication between the norm group and that of airport retail staff at IGI.

H09: There is no difference in the “Spontaneous” interpersonal communication between the norm group and that of airport retail staff at IGI.

H19: There is significant difference in the “Spontaneous” interpersonal communication between the norm group and that of airport retail staff at IGI.
The next chapter is on transactional analysis and the emergence of the functional fluency model. The functional fluency model that will be used in the development of the questionnaire for the training needs analysis and the training framework is dealt with elaborately in the next chapter. The variables that will be used in the methodology are explained in the next chapter.