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A Comparative Study Between Indian Public And Private (Low Cost) Airlines With Respect To Their Passenger Service

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In today's competitive market scenario, organizations increasingly understand the importance of building and effectively managing the relationship with its passengers. For building and maintaining a healthy relationship with the passenger, organizations need to understand and meet the expectations of its passenger. The organizations today should aim not only at delivery of the service to the passengers, but should also focus on satisfying the passengers with the service. Thus it has become imperative for organizations to identify factors that cause passenger satisfaction or dissatisfaction and consciously measure them so as to try and bring about the necessary changes on the basis of passenger perceptions. In this regard, the present study has been undertaken to find the passengers' perception regarding the service quality in public and private (low cost) Airlines in India for which 100 passengers from different regions of India have been taken as respondents. This study focuses on the following objectives: to identify the most important factors in passenger service both in public as well as in private low cost airlines, to compare and contrast the services on the basis of collected data and to suggest some adequate measures to improve their passenger services. The significantly and positively influencing factors related to passenger's satisfaction and image of both the airlines' are identified with the help of factor analysis. Recommendations have been made so that both types of airlines are enabled to retain their existing clients as well as attract new passengers.

Field of Research: Behavioural Science and Marketing Management

1. Introduction

Indian aviation industry is one of the fastest growing sectors in the world. Till 1991, the only public airlines in India has enjoyed monopoly in its operations and businesses and therefore could dictate its own terms to its passengers who had no other choice but to accept whatever had been available irrespective of quality of service, pricing, hospitality and comfort. The scenario changed following globalization and air space having open to competitions. The subsequent events moved very fast as more and more new players entered with lot of advantages of being new operators as compared to the airlines which had been in operation since independence and therefore accumulated lot of fat which needed to be immediately dispensed with to face the emergent competition that posed as

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threats to its existence and substance. On the other hand some of the private players are very much concerned about their passengers as well as some of them are implementing low price strategy to attract the passengers. Now as passengers are playing the key role in aviation industry, all the airlines are trying to capture the lion share of the market. Though most of the airlines are introducing various lucrative strategies to retain their own passengers and attract more new passengers towards them, but still brand switching is increasing day by day.

So in this cut throat competitive situation, the success of Airlines are very much dependent on the passenger service provided at all levels-be before, after (at airport) and during the journey (in the air as air-borne) to make their passengers satisfied. Now a day, passengers become very choosy about where they spend their hard-earned money. If they decided to take a trip, they want to it to be great! So the Airlines need to get with the program and look at the experience from the passengers' perspective. It could be just a few simple things that make the difference, but both the public as well as private airlines need to get into a conversation with their passengers in order to figure this out.

The present study aims to identify the most important factors in passenger service both in public as well as in private low cost airlines, to compare and contrast the services on the basis of collected data and to suggest some adequate measures to improve their passenger services

2. Literature Review

The 21st century is considered as the service industry century. Service industry is growing at a rapid pace across developed and developing countries. There are many definitions of what constitutes service. Services are deeds, processes and performances (Zeithaml and Bitner, 2003) . Broadly speaking, services include all economic activities whose output is not a physical product or construction is generally consumed at the time it is produced and provides added value in forms (convenience, amusement, timeliness, comfort or health) that are essentially intangible concerns of its first purchaser (Quinn,Baruch and Paquette, 1987). Service has been entering every part of life from the most essential demands (such as eating, sleeping) to other entertainment needs (such as sport, traveling, cooking, and telecommunication). In other words, we readily define bank, hotel, restaurants, and beauty salon as being service-based business. Similarly said by Hung N. Bui (2004) service is an activity that impacts all parts of our life. Another definition of service is that a service is any activity or benefit that one party offers to another which is essentially intangible and does not result in the ownership of anything. Its product may or may not be tied to a physical product (Kotler, Armstrong, Saunders and Wong 1998). These modern marketers view services as a business that produces no tangible product.

The article Indian Aviation Industry – The Rising, P.L.N.Pradeep and Chakravarty Subham(1999), Analyst, Airline Vertical gives an overview of the Indian Aviation Industry. It analyzes the performance of the airlines, the condition of airports and the growth in future and discusses barriers like fuel prices for the airlines to tap the expected growth.

In September, 1999, another article was published on Passenger Service Behavior: The Interaction of Service Predisposition and Job Characteristics by Rogelberg S.G., Barnes-Farrell J.L., and Creamer V. The achievement of passenger satisfaction in service operations depends to a great extent on employee passenger service behavior (CSB). In this study, 123 service providers responded to a survey assessing service predisposition and job characteristics. Analyses suggest that job characteristics did not moderate the relationship between service predisposition and CSB.

As passenger service is taking on an ever-increasing level of importance in today's global economy, another article Measuring Passenger Service Orientation: An Examination of The Validity Of The Passenger Service Profile written by Baydoun R., Rose D.,Emperado T. has been studied with keen interest. In this study, the authors collected validity evidence using passenger related (vs. supervisor) ratings, an area relatively neglected in the service literature. Evidence suggests that passenger ratings are viable and an important criterion for use in the validation of passenger service instruments

On 20 July 2004, a study on “The effect of airline service quality on passengers’ behavioural intentions: a Korean case study” by Jin-Woo Park, Rodger Robertson, and Cheng-Lung Wu was published Department of Aviation, University of New South Wales, Sydney, Australia. This paper seeks to improve our understanding of air passengers’ decision-making processes by testing a conceptual model that considers service expectation, service perception, service value, passenger satisfaction, airline image, and behavioural intentions simultaneously.

Another research study involving Ryanair, Aer Lingus, Air Asia and Malaysia Airlines named Passengers’ Perceptions of Low Cost Airlines and Full Service Carriers by John F. O’Connell and George Williams has been published in 23 March 2005. This paper attempts to provide an overview of direct competition between full service airlines and no-frills carriers is intensifying across the world. US and European full service airlines have lost a significant proportion of their passengers to low cost carriers, the experience now being repeated in the domestic markets of Asia.

John F. O’Connell[a] and George Williams(18 October 2006) published their another article-Transformation of India’s domestic airlines--A case study of Indian Airlines, Jet Airways, Air Sahara and Air Deccan, where through a large passenger survey conducted in Mumbai the authors found that there is a

homogenous set of flight products required by leisure passengers, travelling on both full service and low cost airlines, however there is a considerable dissimilarity overall between the requirements of passengers using a full service airline and a low cost carrier.

Dr. Sherry Robert (*2007),* in his research paper Liberalization of the Indian aviation Industry, discussed that India's airline passengers began enjoying the benefit of choice because Indian carriers quadrupled in number. As if that was not enough, the country recorded a twenty two percent increase in passenger traffic.

According to the study (Monday, Jul 23, 2007) 'India Flies to the Top League in Aviation' by V. JAYANTH, most of the Airlines in India placed orders for Airbus of different models. To meet their current market demand, most airlines have taken aircraft on lease. At a time when mergers and acquisitions have become the market trend even in the aviation sector, Air India and Indian Airlines integrate to become potentially one of the largest airlines in the world.

The last literature surveyed till date is another article Line between low-cost and full-service carriers blurring, P.R. Sanjai and Shukla T(Feb, 2010) . Here it's discussed that India's low-cost carriers (LCCs) and full-service carriers (FSCs) are moving into each other's flying zones as they look to survive competition made tougher by the recent economic slowdown. In such an environment where low-cost carrier bookings now form a majority of the total bookings, it is becoming increasingly important for the pure play low-fare carriers to differentiate their brands for various consumer segments and offer value-added services. Result of which this allows travelers to build brand preference not just because of low fares—which was now common to all—but on account of added comfort levels, on-time performance, food and beverages or personalized services.

3. Research Methodology

A descriptive research has been conducted with the help of personal interview and close ended questionnaire (for airlines passengers). After collecting data from 104 respondents through questionnaire survey, chi-square test and Factor analysis have been used to analyze those data with the help of *statistical calculator* and *SPSS* software respectively.

Data Analysis

FACTOR ANALYSIS- PUBLIC AIRLINES

FACTOR IDENTIFICATION:

Determination based on eigenvalues:

In this approach, only those factors with eigenvalues greater than 1 are considered. Other factors are not included in this model.

Here, from the SCREE PLOT and the table TOTAL VARIANCE EXPLAINED, 6 factors can be identified whose eigenvalues are more than 1.

Determination based on percentage of variance:

The number of factors extracted can also be determined in a way so that the cumulative percentage of variance extracted by the factors reaches a satisfactory level.

Here according to the analysis, the cumulative percentage of variance extracted by the 6 factors is 69.101 %(from the table TOTAL VARIANCE EXPLAINED), which is quite satisfactory.

FACTOR INTERPRETATION:

Factor interpretation is facilitated by identifying the variables that have large loading on the same factor. That factor can be interpreted in terms of variables that load high on it.
In the COMPONENT MATRIX,

Factor 1 has high coefficients for variables Ease of Ticketing and Punctuality
Factor 2 has high coefficients for variables Luggage Handling
Factor 3 has high coefficients for variables Arrival & Departure Assistance & Attitude and Behaviour of the Staff
Factor 4 has high coefficients for variables Handling Delays and Cancellation & Customer Complaint Handling
Factor 5 has high coefficients for variables Seat Comfort & Safety
Factor 6 has high coefficients for variables Cleanliness

Factor 1 can be labeled as Availability
Factor 2 can be labeled as Luggage Handling
Factor 3 can be labeled as Staff Assistance
Factor 4 can be labeled as Responsiveness
Factor 5 can be labeled as Assurance/ Support
Factor 6 can be labeled as Cleanliness

As factor 1 is treated as principal component, so, in this case, Availability should be the most important factor or it can be termed as the major problem areas of public airlines at present followed by the Luggage Handling, Staff Assistance, Responsiveness , Assurance/ Support and Cleanliness according to the passengers.

FACTOR ANALYSIS- LOW COST PRIVATE AIRLINES

FACTOR IDENTIFICATION:

Determination based on eigenvalues:
In this approach, only those factors with eigenvalues greater than 1 are considered. Other factors are not included in this model.

Here, from the SCREE PLOT and the table TOTAL VARIANCE EXPLAINED, 5 factors can be identified whose eigenvalues are more than 1.

Determination based on percentage of variance:
The number of factors extracted can also be determined in a way so that the cumulative percentage of variance extracted by the factors reaches a satisfactory level.

Here according to the analysis, the cumulative percentage of variance extracted by the 5 factors is 63.493 %(from the table TOTAL VARIANCE EXPLAINED), which is quite satisfactory.

FACTOR INTERPRETATION:

Factor interpretation is facilitated by identifying the variables that have large loading on the same factor. That factor can be interpreted in terms of variables that load high on it.
In the ROTATED COMPONENT MATRIX,

Factor 1 has high coefficients for variables Customer Complaint Handling & Attitude and Behaviour
Factor 2 has high coefficients for variables Luggage Handling & Cleanliness

Factor 3 has high coefficients for variables Handling Delays and Cancellation & Safety
Factor 4 has high coefficients for variables Ease of Ticketing
Factor 5 has high coefficients for variables Catering Service

Factor 1 can be labeled as Sensitivity
Factor 2 can be labeled as Reliability
Factor 3 can be labeled as Responsiveness
Factor 4 can be labeled as Easy Ticketing
Factor 5 can be labeled as Catering Service

As factor 1 is treated as principal component, or the most determining factor, in this case, Sensitivity is the most important factor related to private low cost airlines followed by Reliability, Responsiveness, Responsiveness, Easy Ticketing and Catering Service according to the passengers of low cost private airlines.

CHI-SQUARE TEST

H1: THERE IS NO ASSOCIATION BETWEEN THE PERCEPTION OF THE YOUNG AND AGED PASSENGERS ABOUT THE SATISFACTORY SERVICE PROVIDED BY PUBLIC AIRLINES

TYPE OF RESPONDENT	TOTAL NUMBER	YES	NO
Young Passengers	52	8	44
Aged Passengers	52	25	27

Using STASTICAL CALCULATOR, it is found that

Chi-square statistic =12.828
Degree of freedom =1
Probability of chance (p-value) =0.0003

Here p-value < α (α = 0.05)

Therefore we reject the hypothesis

The perception differs from the young and aged passengers regarding the statement that public airlines in India are providing satisfactory service towards the passengers.

H2: THERE IS NO ASSOCIATION BETWEEN THE PERCEPTION OF THE YOUNG AND AGED PASSENGERS ABOUT THE SATISFACTORY SERVICE PROVIDED BY LOW COST PRIVATE AIRLINES

TYPE OF RESPONDENT	TOTAL NUMBER	YES	NO
Young Passengers	52	48	4
Aged Passengers	52	31	21

Using STASTICAL CALCULATOR, it is found that
Chi-square statistic =15.218
Degree of freedom =1
Probability of chance (p-value) =0.0001
Here p-value < α (α = 0.05)
Therefore we reject the hypothesis

The perception differs from the young and aged passengers regarding the statement that low cost private airlines in India are providing satisfactory service towards the passengers.

H3: THERE IS NO DIFFERENCE OF OPINION BETWEEN THE CATEGORY OF RESPONDENTS (MALE OR FEMALE PASSENGERS) REGARDING COURTIOUS BEHAVIOUR PROVIDED BY PUBLIC AIRLINES

TYPE OF RESPONDENT	TOTAL NUMBER	YES	NO
Male Passengers	52	10	42
female Passengers	52	5	45

Using STASTICAL CALCULATOR, it is found that
Chi-square statistic =1.732
Degree of freedom =1
Probability of chance (p-value) =0.1882
Here p-value > α (α = 0.05)
Therefore we accept the hypothesis

There is no difference of opinion between the categories of respondents (both male or female passengers disagreed) regarding the statement that public airlines staff always show courteous behaviour towards their passengers

H4: THERE IS NO DIFFERENCE OF OPINION BETWEEN THE CATEGORY OF RESPONDENTS (MALE OR FEMALE PASSENGERS) REGARDING COURTIOUS BEHAVIOUR PROVIDED BY LOW COST PRIVATE AIRLINES

TYPE OF RESPONDENT	TOTAL NUMBER	YES	NO
Male Passengers	52	38	14
female Passengers	52	42	10

Using STASTICAL CALCULATOR, it is found that
Chi-square statistic =0.867
Degree of freedom =1
Probability of chance (p-value) =0.3519
Here p-value > α (α = 0.05)

Therefore we accept the hypothesis

There is no difference of opinion between the categories of respondents (male or female passengers) regarding the statement that low cost private airlines staff always show courteous behaviour towards their passengers

H5: THERE IS NO DIFFERENCE OF OPINION BETWEEN THE CATEGORY OF RESPONDENTS (POSTGRADUATE, GRADUATE OR UNDERGRADUATE PASSENGERS) REGARDING PROPER CUSTOMER COMPLAINT HANDLING BY PUBLIC AIRLINES

TYPE OF RESPONDENT	TOTAL NUMBER	YES	NO
Postgraduate Passengers	29	4	25
Graduate Passengers	40	10	30
Undergraduate Passengers	35	15	30

Using STASTICAL CALCULATOR, it is found that
Chi-square statistic =3.556
Degree of freedom =2
Probability of chance (p-value) =0.1690
Here p-value > α (α = 0.05)
Therefore we accept the hypothesis

There is no difference of opinion between the categories of respondents (Postgraduate, Graduate or Undergraduate Passengers, all disagreed) regarding the statement that public airlines staff always handle the customer complaint properly

H6: THERE IS NO DIFFERENCE OF OPINION BETWEEN THE CATEGORY OF RESPONDENTS (POSTGRADUATE, GRADUATE OR UNDERGRADUATE PASSENGERS) REGARDING PROPER CUSTOMER COMPLAINT HANDLING BY LOW COST PRIVATE AIRLINES

TYPE OF RESPONDENT	TOTAL NUMBER	YES	NO
Postgraduate Passengers	29	21	8
Graduate Passengers	40	32	8
Undergraduate Passengers	35	28	7

Using STASTICAL CALCULATOR, it is found that
Chi-square statistic =0.699
Degree of freedom =2
Probability of chance (p-value) =0.7051
Here p-value > α (α = 0.05)
Therefore we accept the hypothesis

There is no difference of opinion between the categories of respondents (Postgraduate, Graduate or Undergraduate Passengers) regarding the statement that low cost private airlines staff always handle the customer complaint properly

H7: THERE IS NO DIFFERENCE OF OPINION BETWEEN THE CATEGORY OF RESPONDENTS (MALE OR FEMALE PASSENGERS) REGARDING PROMT SERVICE PROVIDED BY PUBLIC AIRLINES HANDLING DELAYS / CANCELLATIONS

TYPE OF RESPONDENT	TOTAL NUMBER	YES	NO
Male Passengers	52	13	39
female Passengers	52	7	45

Using STASTICAL CALCULATOR, it is found that
Chi-square statistic =2.229
Degree of freedom =1
Probability of chance (p-value) =0.1355
Here p-value > α (α = 0.05)
Therefore we accept the hypothesis
There is no difference of opinion between the categories of respondents (both male and female passengers disagreed) regarding the statement that the public airlines staff always handles the delays and cancellations properly.

H8: THERE IS NO DIFFERENCE OF OPINION BETWEEN THE CATEGORY OF RESPONDENTS (MALE OR FEMALE PASSENGERS) REGARDING PROMT SERVICE PROVIDED BY LOW COST PRIVATE AIRLINES HANDLING DELAYS / CANCELLATIONS

TYPE OF RESPONDENT	TOTAL NUMBER	YES	NO
Male Passengers	52	40	12
female Passengers	52	43	9

Using STASTICAL CALCULATOR, it is found that
Chi-square statistic =.537
Degree of freedom =1
Probability of chance (p-value) =0.4637
Here p-value > α (α = 0.05)
Therefore we accept the hypothesis

There is no difference of opinion between the categories of respondents (male or female passengers) regarding the statement that low cost private airlines staff always handles the delays and cancellations properly.

H9: THERE IS NO DIFFERENCE OF OPINION BETWEEN THE CATEGORY OF RESPONDENTS (POSTGRADUATE, GRADUATE OR UNDERGRADUATE PASSENGERS) REGARDING EASY TICKETING PROVIDED BY PUBLIC AIRLINES

TYPE OF RESPONDENT	TOTAL NUMBER	YES	NO
Postgraduate Passengers	29	5	24
Graduate Passengers	40	8	32
Undergraduate Passengers	35	8	27

Using STASTICAL CALCULATOR, it is found that
Chi-square statistic =.312
Degree of freedom =2
Probability of chance (p-value) =0.8556
Here p-value > α (α = 0.05)
Therefore we accept the hypothesis

There is no difference of opinion between the categories of respondents (Postgraduate, Graduate or Undergraduate Passengers, all disagreed) regarding the statement that tickets are easily available in public airlines.

H10: THERE IS NO DIFFERENCE OF OPINION BETWEEN THE CATEGORY OF RESPONDENTS (POSTGRADUATE, GRADUATE OR UNDERGRADUATE PASSENGERS) REGARDING EASY TICKETING PROVIDED BY LOW COST PRIVATE AIRLINES

TYPE OF RESPONDENT	TOTAL NUMBER	YES	NO
Postgraduate Passengers	29	24	5
Graduate Passengers	40	33	7
Undergraduate Passengers	35	28	7

Using STASTICAL CALCULATOR, it is found that
Chi-square statistic =0.107
Degree of freedom =2
Probability of chance (p-value) =0.9481
Here p-value > α (α = 0.05)
Therefore we accept the hypothesis

There is no difference of opinion between the categories of respondents (Postgraduate, Graduate or Undergraduate Passengers) regarding the statement that tickets are easily available in low cost private airlines

4. Results And Findings

As per the result of factor analysis done by the data collected on the basis of the customer service provided by public airlines, *Availability* is found as the most problematic area in public Airlines followed by *Luggage Handling, Staff Assistance, Responsiveness , Assurance/ Support and Cleanliness .*Again, while data collected from the passengers of private (low cost) airlines to determine the most significant factors in private airlines, factor analysis is presenting *Sensitivity* as the most important factor to be considered followed by *Reliability, Responsiveness, Responsiveness, Easy Ticketing and Catering Service*

As per chi-square test results, the young generation the service provided by public airlines is not at all satisfactory while the aged passengers are not that much dissatisfied because of some nostalgic feelings. On the contrary, young generation is quite satisfied with the service provided by low cost private while a number of aged passengers are not that much pleased with the same.

Both the male and the female passengers strongly *disagreed* upon the statement that *public airlines staff* always show *courteous behaviour* towards their passengers. But both the groups strongly *agreed* upon the statement that *low cost private airlines staff* always show *courteous behaviour* towards their passengers

When there is a question of *the passenger complaint handling*, there is no difference of opinion amongst the passengers with different qualification, whether Postgraduate, Graduate or undergraduate. They have *strongly disagreed* upon the statement that *public airlines staff* always handle the customer complaint properly but at the same time most of them *strongly agreed* upon the statement that *low cost private airlines staff* always handle the customer complaint properly

Again, both the male as well as the female passengers strongly disagreed upon the statement that the public airlines staff always handles the delays and cancellations properly but they strongly agreed upon the statement that low cost private airlines staff always handles the delays and cancellations properly.

Lastly, most of the passengers whether Postgraduate, Graduate or undergraduate, strongly disagreed upon the statement that *tickets are easily available* in public airlines but all the groups strongly agreed upon the statement that tickets are easily available in low cost private airlines

5. Conclusions And Limitations

This research has been done on Indian Aviation Industry with a sample size of 104 respondents and this whole study has covered only those customers who have been traveled by public as well as low cost airlines. These data has been analyzed with the help of SPSS software and statistics calculator.

After analysing the present situation in both public and low cost private airlines operating in India with respect to their customer service, it is very clear that there are number of troublesome areas in public airlines, but among them passengers identified *availability* of airlines is the most problematic area followed by *Luggage Handling, Staff Assistance, Responsiveness, Assurance/ Support and Cleanliness*. While the same group of passengers has determined that in private (low cost) airlines, the most attractive factor is *Sensitivity* followed by Reliability*, Responsiveness, Responsiveness, Easy Ticketing and Catering Service.*

Moreover when personal interview was conducted with these diversified group of passengers to compare some specific services provided by both the airlines like *handling delays and cancellations, courteous behaviour of the staff towards their passengers, easy ticketing and complaint handling,* result shows that (after chi-square test), though still a few aged passengers are feeling nostalgic towards public airlines, most of the passengers of different qualification and gender are really unhappy with this sector. On the contrary as per the study, the young generation is very much fond with the services provided by low cost private airlines and along with them most of the passengers (male or female, qualified or not) are quite satisfied with the service.

So, the low cost private airlines should keep up the same pace to retain their own passengers offering *sensitive, reliable and responsive* services. They area they should improve is there *catering service*, as the passengers paying money to buy it instantly they are expecting proper value for their money. So this sector should focus on *healthy, hygienic and* cost *effective passenger friendly catering service* to flourish their business. On the other hand, this is the high time for the public airlines to undergo a thorough change in the age old system of the organisation as a whole. It seems to be very difficult in this present situation, but to win its won monarchy, there is no other way. This sector should focus on its major weak areas like flight and staff availability, luggage handling, staff assistance and responsiveness to sustain in such tough and competitive scenario. The present research, in this regard, is suggesting two types of training for the public airlines staff - i) *Vertical cross training*, where employees learn jobs above and below their own level. Delta and Singapore Airlines require flight attendants to learn to handle reservations and trace lost luggage before they can fly. ii) *Horizontal cross training*, in which employees learn most of the other jobs at their level. Hotels and food chains pay hourly workers extra to learn most of the hourly jobs. By this process their *attitude toward the passengers* will automatically change and as a result *the golden days of Indian Airlines will get nearer.*

In this way, all the airlines operating in India, whether it's public or private, will become INDIAN'S AIRLINES very soon.

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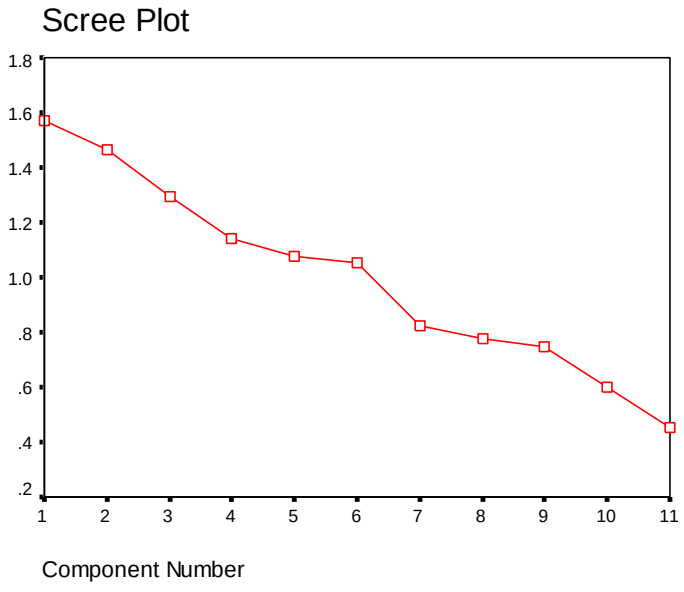
Annexure:

FACTOR ANALYSIS OUTPUT- PUBLIC AIRLINES

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.571	14.283	14.283	1.571	14.283	14.283	1.415	12.860	12.860
2	1.463	13.303	27.586	1.463	13.303	27.586	1.378	12.524	25.384
3	1.295	11.769	39.355	1.295	11.769	39.355	1.357	12.337	37.721
4	1.142	10.378	49.733	1.142	10.378	49.733	1.224	11.124	48.845
5	1.077	9.787	59.520	1.077	9.787	59.520	1.121	10.193	59.038
6	1.054	9.581	69.101	1.054	9.581	69.101	1.107	10.062	69.101
7	.822	7.471	76.572						
8	.779	7.085	83.657						
9	.748	6.800	90.457						
10	.597	5.429	95.886						
11	.453	4.114	100.000						

Extraction Method: Principal Component Analysis.



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Rotated Component Matrix

	Component					
	1	2	3	4	5	6
EASE OF TICKETING	.468	.316	-.241	4.736E-02	-8.796E-02	-.499
PUNCTUALITY	.837	4.528E-03	9.382E-02	9.267E-02	.209	1.447E-02
ARV & DEP ASST	.276	.385	.498	.327	-.301	3.408E-02
HANDLING DELAYS AND CANCELLATION	4.823E-02	.194	-.112	.715	-7.574E-02	.179
LUGGAGE HANDLING	4.515E-02	.816	-5.949E-03	-4.246E-02	-6.737E-02	8.327E-03
SEAT COMFORT	-.438	.479	-2.151E-02	.312	.512	-.193
CLEANLINESS	6.095E-02	6.670E-02	-.142	5.754E-02	2.516E-02	.852
CATERING SERVICE	.311	.113	-.719	2.649E-02	-7.927E-02	.139
SAFETY	.241	-.125	.107	-9.989E-02	.832	9.636E-02
CUSTOMER COMPLAINT HANDLING	3.484E-02	-.404	1.067E-02	.682	3.659E-02	-.179
ATTITUDE AND BEHAVIOUR OF THE STAFF	.250	3.198E-02	.694	-.133	8.058E-02	8.622E-03

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.
A Rotation converged in 12 iterations.

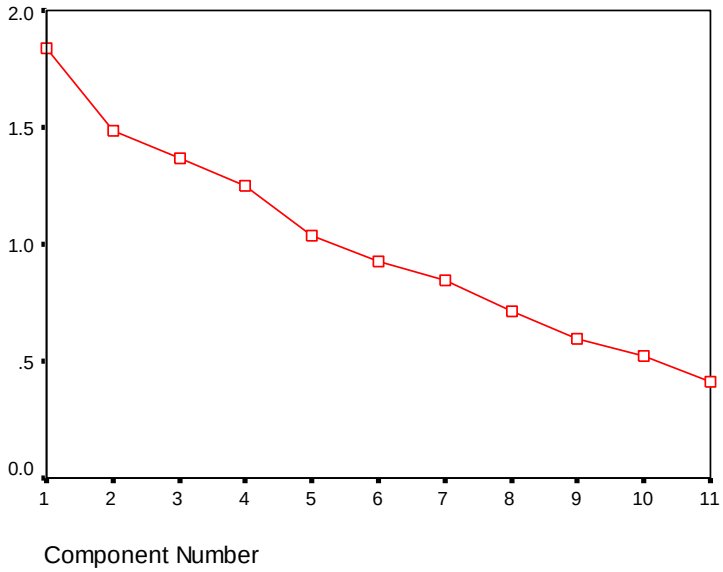
FACTOR ANALYSIS OUTPUT - LOW COST PRIVATE AIRLINES

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.841	16.736	16.736	1.841	16.736	16.736	1.652	15.021	15.021
2	1.489	13.534	30.270	1.489	13.534	30.270	1.458	13.255	28.276
3	1.367	12.432	42.702	1.367	12.432	42.702	1.355	12.319	40.595
4	1.249	11.355	54.057	1.249	11.355	54.057	1.316	11.961	52.556
5	1.038	9.436	63.493	1.038	9.436	63.493	1.203	10.937	63.493
6	.926	8.415	71.908						
7	.843	7.661	79.569						
8	.714	6.495	86.064						
9	.593	5.393	91.457						
10	.525	4.771	96.228						
11	.415	3.772	100.000						

Extraction Method: Principal Component Analysis.

Scree Plot



Rotated Component Matrix

	Component				
	1	2	3	4	5
EASE OF TICKETING	9.713E-02	2.534E-02	3.409E-02	.764	-2.868E-02
PUNCTUALITY	.549	-1.780E-02	8.195E-02	-.606	6.927E-02
ARV & DEP ASST	.171	.171	.311	.325	-.599
HANDLING DELAYS AND CANCELLATION	-.151	8.810E-02	.829	-5.746E-02	-1.550E-02
LUGGAGE HANDLING	.109	.681	5.545E-02	.335	.160
SEAT COMFORT	1.579E-02	-.723	.262	8.504E-02	.163
CLEANLINESS	1.151E-02	.538	.345	-7.637E-02	-1.108E-03
CATERING SERVICE	5.769E-03	6.651E-02	.123	7.444E-02	.880
SAFETY	.440	-.233	.593	.181	2.406E-02
CUSTOMER COMPLAINT HANDLING	.765	-.102	-7.492E-02	.248	-.103
ATTITUDE AND BEHAVIOUR OF THE STAFF	.706	.275	1.544E-02	-.176	-2.906E-02

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.
A Rotation converged in 6 iterations.