

How Customer Satisfaction Can Be Achieved Through Customer Services: The Case of Turkish Airlines.

Faison Nkimbe Siben, Yrd¹.Doç.Dr.B.Emre Kurtulmuş²

¹Masters, Department Of Business Administration, Institute Of Social Sciences, Istanbul Aydin University, Istanbul, Turkey.

²Assistant Lecturer, Department Of Business Administration, Institute Of Social Sciences, Istanbul Aydin University, Istanbul, Turkey.

Abstract: The aim of our research is to find out how quality of service affects customer satisfaction in the Airline Industry our case being that of Turkish Airlines. This is to aid us know what determinant factors influence customer satisfaction in this Airline and which of these service factors are of importance to them. Is it online, airport or onboard services that are important to them and which of them meet their expectations? This is to enable us determine if the quality of service offered by Turkish Airlines meets customer satisfaction, if it is above expectation or below expectation and propose recommendations on how to ameliorate the quality of service offered to yield customer satisfaction. This will make customers stick to the airline and not switch to other airlines as the Airline Industry has become a very competitive sector and any airline that wants to gain the loyalty of their customers has as obligation to offer outstanding services. Great quality of service will lead to customer satisfaction prompting customers to encourage others by word of mouth to use the services of this Airline. In order to obtain the results we sought, we decided to use the quantitative method where hypothesis and questionnaires were formulated and the questionnaires were distributed to passengers at the Turkish Airlines to fill. 200 of the questionnaires were filled by the respondents. The data was collected, its reliability tested and the results were analyzed and interpreted using correlations, multiple regression and ANOVA statistical analysis.

Keywords: Airlines, Turkish Airlines, Service quality, customer satisfaction, Statistical Analysis, Correlations, Multiple Regression Analysis, ANOVA.

I. Introduction

Prior to the world wars and during the world wars, the aircraft industry was used mainly for military purposes not until the second half of the 20th Century when this industry was on the rise for commercial purposes. As a result of this, there was a drop in air ticket fares making it possible for many to afford tickets. This led to a rise in the number of passengers travelling from one region or from one country to another as a globalization. The demand for the manufacture of bigger flights for passenger and cargo transportation increased and competition became the order of the day. Turkish Airlines was one of airlines that emerged in the early 1900s. On May 20th 1933, Turkish Airlines came into existence under the Ministry of Defense headed by Mr. Fesa Evrensev with a total of twenty four personnel 7 of them pilots, 8 mechanics, 8 officers and 1 radio operator. On February 12, 1947, the first ever international flight under this airline was launched to Greece via Ankara – Istanbul – Athens route. Its international airport is in *Yesilköy, Bakirköy*, Istanbul known as the Istanbul Ataturk Airport named in honor of Mustafa Kemal Ataturk the founder and first president of the Republic of Turkey. This airport is the headquarter of Turkish airlines. The airline has other hubs like *Esenboğa* international Airport, and *Sabiha Gökçen* international airport. Turkish Airlines offers Miles & Smiles programs with lots of benefits for its customers. In April 2008, the Airlines became star alliance 20th member. Turkish airlines today flies to about 283 destinations. Flying to 125 countries making the airline the highest airline worldwide with the largest worldwide carrier with regards to international destinations.

The rise in the number of travelling passengers has exposed the airline industry to stiff competition. This has led industries strive to offer better quality of service in order to retain their customers. Our research aims to;

- Identify factors that influence customer satisfaction in Turkish Airlines. Identifying which of these factors of quality of service offered are dissatisfying to the customers and provide solutions and recommendations on how these setbacks can be tackled,
- determine the extent to which perception matches expectations.
- Identify the impact performance has on customer satisfaction levels.
- Determine customer loyalty levels with respect to Turkish Airlines
- Determine if the relationship between customer service and satisfaction is a significant.
- Explain what factors or dimensions of quality of service customers identify to be of importance to them.

This research will be significant in that, it will give the readers and researchers an understanding of determinant factors passengers using Turkish Airlines identify as important and how these factors will help us understand air passengers' behavioral intentions. The second significance will be that our approach and method will add knowledge to social science research and will be used as reference in the future for future researchers interested in marketing research. Our research bridges the gap between what affected customer satisfaction in Turkish Airlines some years back and what drives customer satisfaction levels presently which will help Turkish Airlines, their competitors and our readers to know their customer satisfaction levels at this airline.

II. Literature Review

The purpose of this study is to examine and identify the factors of perceived service quality and their relationship with overall customer satisfaction in Turkish airlines service context. According to Anderson, Fornell and Lehmann (1994), the study of customer satisfaction or dissatisfaction is vital, reason being that it acts as a determinant factor for customer's satisfaction levels both in the present and future. Most companies who want their customers to remain loyal carry out surveys or do some sort of follow up to determine customers satisfaction as well as track company's progress. This helps them know which domains to work on in order to retain their customers and remain vibrant in the industry. It gives them competitive advantage over their competitors. Rust, Zeithaml & Lemon, (2000) says the determinant factor for customer satisfaction with airline services is customer post purchase behavior.

2.1 Service Quality

Service quality is the extent to which a service meets or exceeds customer needs and expectations (Lewis and Mitchell, 1990; Dotchin and Oakland, 1994; Asubonteng et al., 1996; Wisniewski and Donnelly, 1996; Seilier, 2004; Zahari et al., 2008). It is an important measurement of competitiveness (Lewis, 1989). Human complex nature has made many service organizations assign managers to study human behavior and come up with both tentative and sustainable service programs that will encourage their customers to repurchase their services and become loyal while at same time attracting new customers.(Brown &Bitner, 2007). Zeithaml & Bitner (1996; 117) gave explanations why it is important and vital for any company dealing with customers to be concerned about the quality of service. To them, two very important determinants should be considered very carefully which are expected service and perceived service. Expected service is the outcome of the service the customer had in mind while doing the purchase while perceived service is the actual results the customer gets after having purchased the services. Fitzsimmons & Fitzsimmons (2001: 44) supported the ideas of Zeithaml & Bitner and went further to design a model that explains how these factors that best describe the quality of service does affect customer satisfaction.

Gronroos (1982) and Parasuraman, Zeithaml & Berry (1988) were the first authors to emanate with the idea that perceived quality of service indeed does have an effect on the way or manner in which customer's evaluated quality of service. Olson & Dover (Parasuraman, al., 1995) looked at quality of service from customer expectation angle which to them is what the customer believes in at the time of purchasing a service and the actual performance of service after purchase. Parasuraman et al (Sultan & Simpson, 2000: 193) came up with a way of measuring service quality dimensions. These dimensions were tangibles, reliability, assurance, responsiveness and empathy. Cronin & Taylor, 1992; Rust, et al., (1995) talked about quality service but laid emphasis on customer satisfaction and customer loyalty where they hammered on the effects it has on a company and vice versa. Woodside, et al., (1989) went on to suggest a model that could assess the level of relation that actually does exist between quality of service, customer satisfaction and interest.

2.2 Customer Satisfaction

To many, satisfaction is the fulfillment you get after consuming a service or a product. As human beings, we purchase services or products for a purpose of which we rate our satisfactory levels after having consumed those services or products. It is at times complex to assess this given that humans are complex beings. What is satisfactory to A may not be satisfactory to C. These concerns triggered many authors who attempted defining what satisfaction to them was and factors that determine customers satisfaction. Oliver (1997) defined satisfaction as consumer's fulfillment response. (Levesque & McDougall, 1996) on their part defined satisfaction in relation to consumption as a "customer's behavior towards a service provider". Zineldin (2000), defined satisfaction as customer's reactions to expected service quality and performance. According to (Boshoff&Tait, 1996), service providers play a great role in determining customer satisfaction. Their behavior towards customers is very important to the company. In the views of (Pratt & Beaulieu, 1992; Schein, 1996; Ferris et al., 1998 and Chow et al., 2002), it is very important for organizations to set rules and regulations for the company with acceptable norms of behavior. Aside the existing books on literature talking about organizational culture and customer satisfaction, (Gowing&Lindholm, 2002 and Gupta et al., 2005) reiterated on its theories.

Engel (Fandy Tjiptono, 1997: 24) defined customer satisfaction in his own words as the effect the service has on the customer after consumption. This effect on a customer could equal what he expected before purchase or exceed and on the other hand the effect could be dissatisfying if the performance is below customer's expectation. Blodgett, 1995; Gummesson, (1994) explained further why it is important for a customer to leave a company satisfied. This is because with the stiff nature of business there are so many competitors in the market and really not so easy gaining a new customer. The more efficient a company is towards its services provided, the more satisfied the customers are and the lesser money used in training personnel and handling service failures. (Fornell, Johnson, Anderson, Cha & Bryant, 1996; Spreng, Harrel&Mackoy, 1995). Satisfied customers become loyal and mainly remain faithful to the company even when there is an increment in price. (Anderson, Fornell& Lehmann, 1994), (Fornell, et al., 1996). It is important you satisfy your customers because this helps the organization grow, yield more profit, gain more market shares and outshine its competitors. (Shin & Elliott, 2001).

2.3 The relationship between service quality and customer satisfaction.

Going by what we have seen above regarding what service quality is and what customer satisfaction is, we can say there is a liaison between quality of service and customer satisfaction. (Cronin, Brady, & Hult, 2000; Anderson et al., 1994; Cronin & Taylor, 1992) believe very much that there is a relationship existing between service quality and customer satisfaction justifying that great quality of service leads to higher customer satisfaction. (Parasuraman, Zeithaml, & Berry (1994) agreed there is an existing relationship between these two but that what made these constructs more complex is the fact that many use these appellations interchangeably thereby making it hard first to state how they differ from each other and secondly making it even harder to distinguish them from the theoretical frame point. (Brady et al., 2002; Cronin & Taylor, 1992; Parasuraman, Zeithaml, & Berry, 1988), "confirmed satisfaction relates to a specific transaction as service quality is defined as an attitude. This means that perceived service quality is a global attitude relating to the priority of the service." Cronin & Taylor (1992) said "perceived service quality leads to satisfaction and argued that service quality is actually an antecedent of consumer satisfaction". (Sureshchander, Rajendran, & Anantharaman, 2002) said even though it is evident that there indeed is a correlation between service quality and customer satisfaction, it is important to know that these factors operate independently from the other and different measures influence customer satisfaction depending on the customer.

According to Brady & Robertson (2001), the relationship that exists between service quality and customer services is like a circle. They said excellent service offered leads to satisfaction which intend causes the customer to repurchase. This goes on and on in as much as the services are satisfactory to the customers. It is rare in today's society to see an organization operating with no rivals offering same services. There is therefore need for great quality service to be offered to survive the stiff competition. Authors that supported the idea of consistency in the service quality and customer satisfaction relationship cycle are (Anderson & Mittal, 2000; Arthur, 1994, Ittner&Larcker, 1998) and ((Steven, Dong, & Dresner, 2012). Some of the authors agreed on the existing relationship between these two constructs but stressed on the need for the relationship to be sustainable and said they were dependent on one another. Some said excellent service quality led to great performance which intend led to customer satisfaction which also led to repurchase and to yielding profits for the organization according to (Banker & Mashrana, 2007; Behn& Riley, 1999; Dresner&Xu, 1995; Sim et al., 2010).

2.4 Theories Of Customer Satisfaction

With the emergence of thousands of airline companies there is need to stand out from the others. This has led companies to organize so many workshops, conferences and professional courses to first educate employees on the importance of retaining customers, then on how to better their services and lastly how to track customer feedback in order for the company to determine if they are on the right path. This quest for effective performance and search to better understand on what basis the customers form their judgments led to the development of some theories of customer satisfaction like the assimilation theory, contrast theory, paradigm of disconfirmation expectations, negativity theory and attribution theory.

Assimilation theory is a consumer theory which has its bases from Festinger's (1957) dissonance theory. This theory states that consumers make a cognitive comparison between expected performance and perceived performance. (Anderson, 1973), however initiated this theory into literature in relation to customer satisfaction. Hovland et al., (1957) say with this theory, consumers tend to adjust their outcome performance based on their expectations. As a result of this, satisfaction and not dissatisfaction becomes the result of the post-usage process. This reduces, tension that would have existed or resulted from disparity or incongruity between expectation and perception and satisfaction level heightened (Olson & Dover, 1979). This means, that they will be a significant relationship between expectation and performance (Anderson, 1973). The consumer's efforts to narrow the existing gap between expected performance and perceived performance is to avoid dissonance (Anderson, 1973). This theory is contrary to contrast theory where the customer tries to widen or

magnify the gap that does indeed exist between expectation and perception. With assimilation theory, the customer tries rather to bridge the existing gap between expectation and perception to achieve consonance.

Contrast Theory is a customer satisfaction theory. Hovland, Harvey and Sherif (1957) are the initiators of this theory. Dawes et al (1972) viewed contrast theory as the ability to exaggerate the discrepancy between expectation and performance. This theory portrays a consumer as being exaggerative as the consumer turns to magnify the outcome of performance. The consumer magnifies the disparity existing between expectation and outcome (Yi, 1990). They turn to grade performance higher or lower than what it really is (Oliver & DeSarbo, 1988). Where perception is low, they would rate worse instead of bad and where perception is high, they would rate best instead of good. It is therefore important that before these theories be applied, they be tested to confirm they have the ability and credibility for testing customer satisfaction (Olshasky & Miller, 1992).

Negativity Theory was propounded by Carlsmith and Aronson (1963) and still falls under disconfirmation. Carlsmith & Aronson said any disparity from expectation and perception irrespective of the degree of disparity will be termed negative. To him, consumer's response will have a negative response to disconfirmation. This is because as a result of the changes or the adjustments the individuals or consumers try to make to expectations. He finds this energy a rather negative one. (Peyton, et al., 2003) equally was in support of this theory saying consumer's response is seen as a negative one given that adjustments were made to expectations they had prior to performance.

Disconfirmation Theory was proposed by (Oliver, 1977; 1980) when previous theories on customer satisfaction didn't turn up well with so many criticisms. This theory states that when perceived performance exceeds expectations, there is satisfaction or positive disconfirmation. When perceived performance meets or equals expectation there is confirmation and when perceived performance is lower or below expectation, there is dissatisfaction or negative disconfirmation. Given before purchase a customer had an expectation of what the outcome of the service will be before purchasing the service, his perception therefore becomes our criterion on which he is being assessed. This theory being one of the most popular theories of customer satisfaction has been adopted and used by many researchers from all fields and works of life as a tool to analyze products and services. (Oliver, 1980; Bearden & Teel, 1983; Cadotte, Woodruff & Jenkins, 1987; Swan & Trawick, 1981, Oliver & DeSarbo, 1989; Churchill & Surprenant, 1982, Barsky, 1992; Barsky & Labagh, 1992; Tribe & Snaith, 1998.

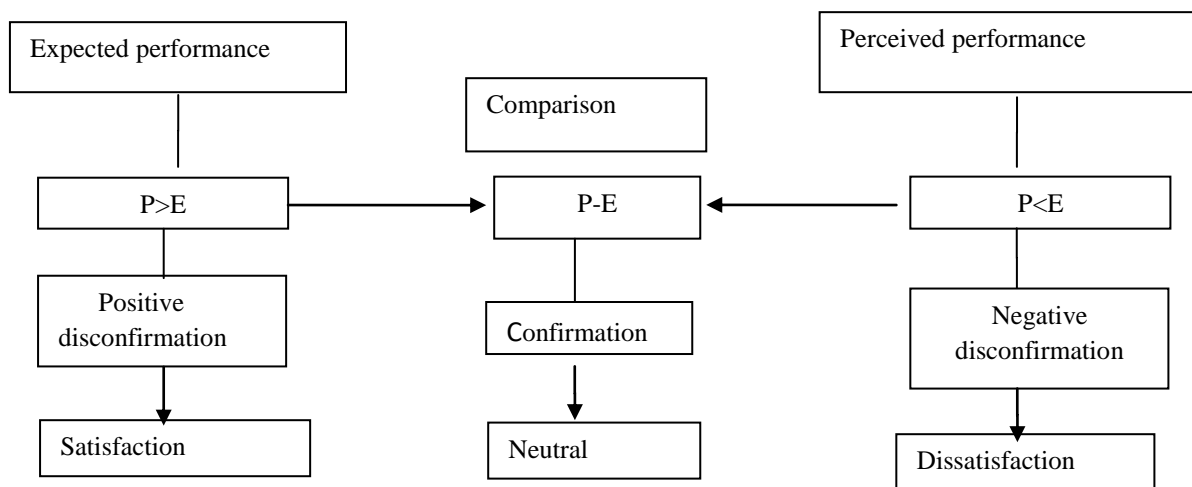


Figure 1 The Disconfirmation of Consumer Satisfaction

Source: Walker, 1995: 7

Concerning the above table, P>E means perception exceeds expectation which is a positive sign that shows that the customer is satisfied. P=E means perception equals expectation which is a positive sign to as it shows that performance was actually what the customer expected it to be before purchase. P<E means perception is less or below expectation. It is a negative sign. It is an indicator of dissatisfaction. This shows performance was far below expectation leaving the customer disappointed and dissatisfied.

The Attribution Theory is another customer satisfaction theory. This theory is a psychological theory which explains why humans attribute explanations to their behaviors or attribute blame to another person (Fritz Heider, 1958). Basically, this theory is about why humans justify the reason something happened that led to a certain outcome be it as a result of external factors like other parties or internal factors which could be their mood, effort, personality which triggered a particular behavior. For example, a student who performs poorly in

an exam attributes the blame to the teacher or the nature of the question. This shows the student is dissatisfied and decides to shift the blame to an external party justifying it as the reason for his poor performance. On the other hand this student performs well in another subject and because he is satisfied with the results, praises himself as the brain behind this great performance. Heider's (1958) main purpose was to emphasize the need to sensor information before coming to a conclusion. This theory was however reformulated by Jones & Davis (1965) who focused their attention on the effects of behavior as a result of attribution and Kelly (1969) who saw this theory as ambiguous threw more light to this theory in his model of attribution theory. This theory rather explained consumer's behavior when there is negative disconfirmation than the process (Huang & Smith, 1996).

III. Sampling And Methodology

Methodology follows a process which acts as a guide designed by the researcher to enable him attain his objectives. Research methodology has no unique pattern as various types of research questions could require different types of approaches. Since the researcher had to formulate hypotheses in relation to the research questions, collect data, tests the hypotheses and then interprete the results, the author decided to use the deductive approach because this approach collects quantitative data, applies controls to make sure the data collected is valid by selecting a sufficient and greater sample size collected from a wider scope through surveys with different perceptions. This method is contrary to the qualitative method where information is collected from a few respondents who dish out information through interviews, focus groups.

Descriptive research is used reasons being that the researcher intends to present his results statistically by tabulating to make it easy for the readers to understand. This design is good because it presents data in a meaningful and coherent manner while at same time aiding the researcher to think systematically to improve the instrument of analysis. The data obtained is quantitative in terms of coding, frequencies, mean and standard deviations which are necessary steps in descriptive research. These steps make it easier and convenient for the researcher to assess and collect a larger amount of data easily from a sizeable population in an economical way through questionnaires. Survey methodology enabled the researcher to gather the information needed through a random or representative of samples collected from customers while at same time ensuring that the samples collected meets our resource constraints in respect to allocated time and budget. It should be noted that the selected sampling size will be generalized to the entire population.

The technique used for our research is the 7 likert scaling technique used to obtain participants degree of agreement with a set of 67 questions. The researcher endeavoured that the sample size selected is statistically significant. Looking at the population of Turkish Airlines as a whole in 2014, it stood at 7million passengers. Collecting data from 7million passengers will not only consume time and money but will make the research process of data collection cumbersome and complex. As such, the researcher decided that a sample of 200 was representative of the entire population. 67 closed-ended questions about quality of service, customer satisfaction and passengers profile were formulated and handed to passengers at this Airline to fill. Passengers travelling via the departure terminal were targed given there are more available and stable than passengers at the arrival terminal who might be tired after a long and combasum journey. Questionnaires were prepared in both English made up of 200 copies and distributed. English was preferred because aside it being the language the researcher used to carry out his research; most passengers of the airline understand and speak English than any other language.

IV. Findings And Discussion

When we talk of data analysis we mean converting quantitative data from a collection format into a numeric data base. This can be done by hand or machine. However our case will be done using a machine and SPSS software version 24 to be precise. The collected data goes through editing, coding and analysis processes. Here, we will present our respondent's profile, reliability of alpha Cronbach, correlations analysis, multiple regression analysis and ANOVA.

4.1 Respondents' profile

Table 1: Respondent's Profile

variable	Distribution	Frequency	Percentage
Location where ticket was obtained	Travel agent	39	19.3
	Airport counter	70	34.7
	Ticket office	63	31.2
	Others	28	13.9
	Missing value	2	1.0
Frequency of flying	Monthly	14	6.9

	Every 2-3 months	20	9.9
	Every 4-6 months	40	19.8
	Once a year	121	59.9
	Once every 2-3 years	5	2.5
	Missing value	2	1.0
Number of trips per year	None	16	7.9
	1-3	132	65.3
	More than 3	52	25.7
	Missing value	2	1.0
Purpose of trip	Company business	45	22.3
	Government business	15	7.4
	Family/friends visits	56	27.7
	Tourism	34	16.8
	Studies	42	20.8
	Others	8	4.0
	Missing value	2	1.0
Awareness of airline	Newspapers adverts	10	5.0
	TV/radio commercial	30	14.9
	Travel agent	136	67.3
	Others	24	11.9
	Missing value	2	1.0
Age group	18-29	50	24.8
	30-39	63	31.2
	40-49	29	14.4
	50-59	29	14.4
	60-69	16	7.9
	70+	12	5.9
	Missing value	2	1.0
Sex	Female	96	47.5
	Male	104	51.5
	Missing value	2	1.0
Family income	Below 9999 \$	99	49.0
	100,000-249,999\$	54	26.7
	250,000-499,999\$	29	14.4
	500,000-999,999\$	14	6.9
	1,000,000-1,499,999\$	0	0.0
	1,500,000-1,999,999\$	4	2.0
	2,000,000\$ upwards	0	0.0
	Missing value	2	1.0
Flying class	First class	0	0.0
	Business class	77	38.1
	Economy class	123	60.9
	Missing value	2	1.0

N= 200

Here, each demographic factor will be presented with a table and figure or charts where necessary to explain the results in details for a better understanding.

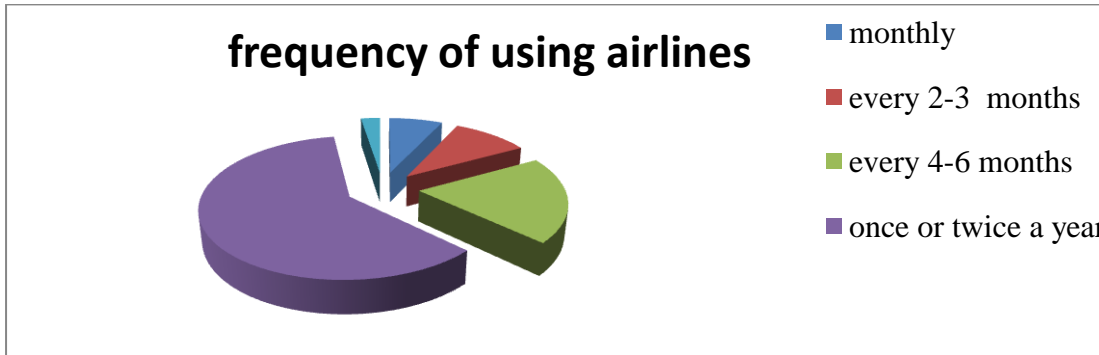
Figure 2 locations where ticket was bought from



Looking at the above figure, we see that 35% of the 200 respondents bought their ticket from the airport, 32%

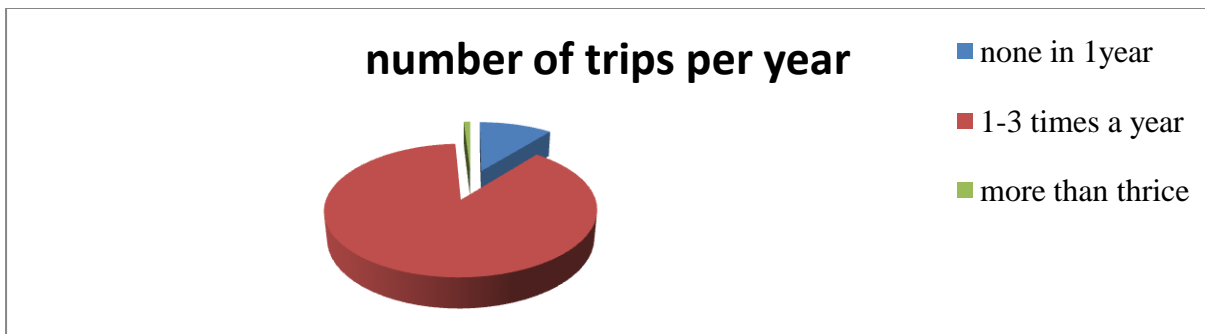
from the airline ticket office, and 19% from the travel agency while 14% of the 200 respondents bought their tickets from elsewhere other than the above mentioned places. It has a mean of 2.4 and a standard deviation of .956.

Figure 3 Frequency of using Airline



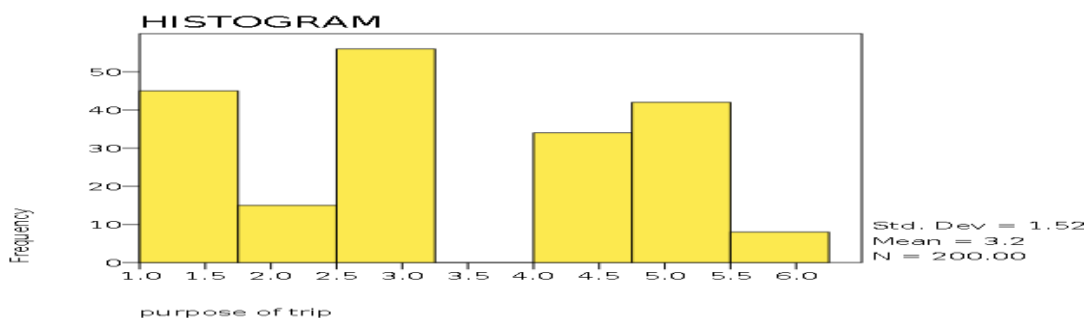
Looking at the above table we see that 6.9% of the respondents travel on a monthly basis shaded in blue, 9.9% on a 2 to 3 months basis shaded in green, 19.8% travel every 4 to 6 months shaded in grey, 59.9% travel once or twice a year shaded in purple, 2.5% every 2 to 3 years shaded in yellow and 2 missing values. It has a mean of 3.42 and a standard deviation of .958 which indicates that the reliability of our data is highly acceptable.

Figure 4 Number of trips per year



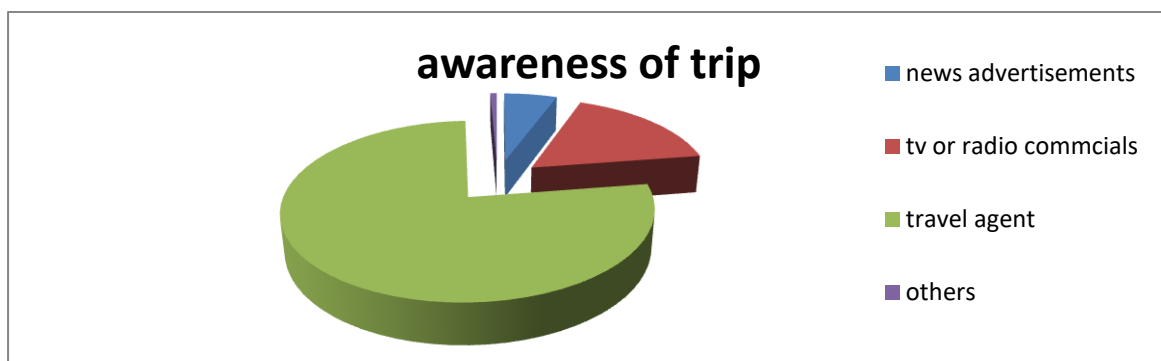
7.9% of the respondents said they haven't travelled in the past 1 year shaded on the above table in yellow, 65.3% answered they have travelled at least 1 to 3 times in a year shaded in green. 25.7% said they have travelled more than 3 times in 1 year shaded in orange while 2 values were missing shaded in blue. Our mean is 2.18 and .556 is the standard deviation.

Figure 5 Purpose of trip



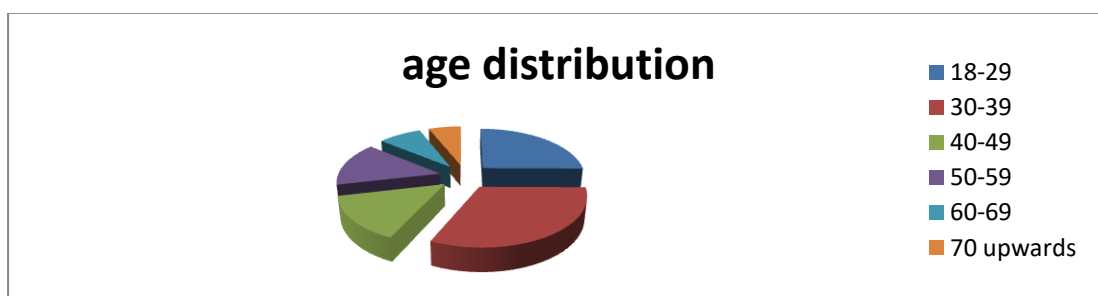
22.3% responded the purpose of their travel was for private business, 7.4% said they travelled for government businesses, 27.7% majority of the respondents who said they travelled for family or friends visits, 16.8% for tourism, 20.8% for studies, and 4.0% for other reasons other than the above stated reasons. 2 values were missing. Mean is 3.19 and standard deviation is 1.52 as indicated on the statistics table.

Figure 6 Awareness of trip



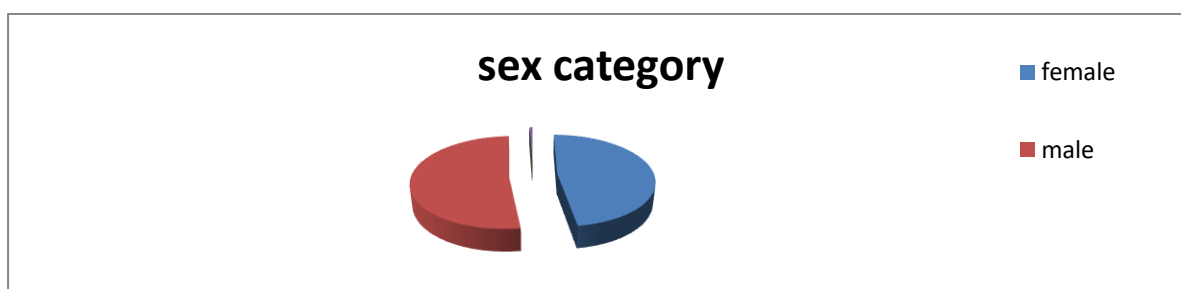
5.0% responded they knew about the airline through news and advertisements, 14.9% through TV or radio commercials, 67.3% more than half the respondents said they knew about the airlines through a travel agent and the remaining 11.9% was through other means and the remaining 1% accounted for the remaining 1%. We have 2.07 mean and .675 standard deviation.

Figure 7 Age Distribution



24.8% of the respondents were between the ages of 18 to 29, 31.2% were between the ages of 30 to 39 years, 14.4% were both between the ages of 40 to 49 years and 50- 59, 7.9% ranges from 60 to 69 and 5.9% were 70 years and above and the remaining 1% for 2 missing values. 2.69 for mean and 1.522 standard deviation.

Figure 8 Sex Category



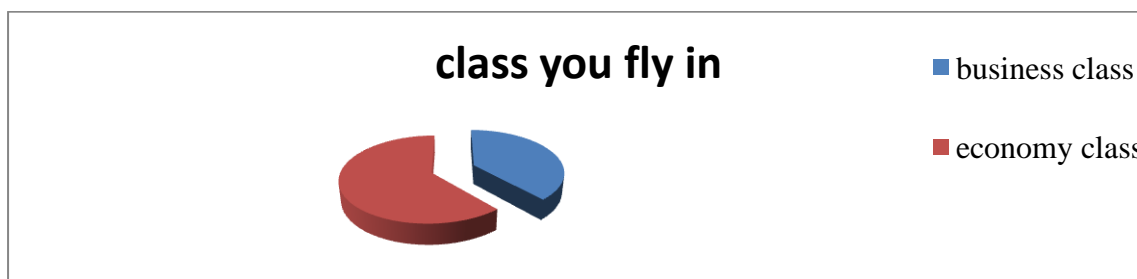
47.5% of the respondents were females and 51.5% were males as illustrated on the figure below with a mean of 1.52 and .501 for standard deviation.

Figure 9 Monthly Income



Looking at the above figure we see that 49.0% of the respondents earn between 100,000-249,999 \$ shaded in blue, 26.7% earn between 250,000-499,999\$ shaded in red, 14.4% earn 500,000-999,999\$ monthly shaded in army green color, 6.9% earn 1,000,000-1,499,999\$ shaded in purple, no body earned between 1,500,000-1,999,999\$ and 2.1% earned 2,000,000\$ upwards. There were 2 missing values making 1.0%. Standard deviation was 1.11 and mean was 1.9.

Figure 10 Class you fly in



Looking at the above figure we see that out of the 200 respondents 38.1% of them fly with first class while 60.9% of the passengers fly with economy class. It is important to note here that Turkish Airlines does not offer first class seats. They only have business class and economy class. It has a mean of 1.6 and a standard deviation of .49.

4.1 RELIABILITY

Talking about reliability we analyzed our data using Cronbach Alpha (α) used for internal consistency with an acceptable Alpha level of $>.60$. Going by the rules of Cronbach Alpha, 0.5 (α) is unacceptable, 0.6, 0.7 acceptable, 0.8 good and 0.9 excellent.

Table 2 Reliability Statistics and test.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.809	.820	67

Going by our results we have an alpha α of .809 for our overall scale thus indicating consistency and stability suitable for analysis as well as void of measurement errors.

4.2 RESULTS

H 1: Online services offered by Turkish Airlines have a significant relationship with customer satisfaction.

Table 3 Model summary Analysis for Hypothesis 1

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.050 ^a	.003	-.013	.91234	.003	.165	3	196	.920	2.149

- a. Predictors: (Constant), accessibility of flight reservations on airlines website, airlines flexibility in changing flight reservations, employees response to customer calls for reservation
- b. Dependent Variable: services overall are great

Table 3.1 Multiple Regression Analysis for Hypothesis 1

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	4.802	.837		5.740	.000
employees response to customer calls for reservation	.018	.064	.020	.275	.783
airlines flexibility in changing flight reservations	-.025	.034	-.052	-.729	.467
accessibility of flight reservations on airlines website	-.002	.041	-.003	-.044	.965

Looking at our above table, we see that our Durban Watson is 2.149 as it is it a good sign. This shows that our findings about the existing relationship between online services and customer satisfaction are void of auto-correlation error. The overall regression model was insignificant as Adjusted R square= -1.3, F (3,196) = 16.5, p>0.05 thus the P value is insignificant. The three items presented under this dimension had no correlation and significance level with customer satisfaction.. B values for our online services which are .018 for employees’ response to customer calls, -.025 for airlines flexibility in changing flights and -.002 for accessibility of flight reservations on airlines website shows these items have no predictive powers. As such, hypothesis 1 is thus rejected.

H 2: Airport services offered by Turkish Airlines have a significant relationship with customer satisfaction.

Table 4 Model Summary Analysis for Hypothesis 2

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.202 ^a	.041	-.010	.91116	.041	.801	10	189	.628	2.182
a. Predictors: (Constant), most flights are direct flights, quickness of baggage handling, employees concerns when there are flight delays, efficiency of check in procedures, helpfulness of ground staff, efficiency of security procedures for both goods and passengers, courteousness of employees , reliability of flight schedules, convenience of flight schedules, punctuality of flight departure time										
b. Dependent Variable: services overall are great										

The results shows no relationship between airport services and customer satisfaction except for a few items which showed a correlation like baggage handling and efficiency of check-in. Other factors seemed to have had no significance to the passengers. This explains why our Adjusted Value is negative showing that only -1% of the dependable variables is explained by the online independable variables. The reason only two of the 10 items had a relationship with customer satisfaction. With a significant level of .628, this hypothesis is rejected.

Table 4.1 Multiple Regression Analysis for Hypothesis 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.588	.769		5.968	.000
helpfulness of ground staff	.041	.043	.068	.932	.353
courteousness of employees	.053	.054	.071	.975	.331
employees concerns when there are flight delays	.008	.044	.013	.175	.861
efficiency of check in procedures	.106	.069	.111	1.533	.127
quickness of baggage handling	.085	.056	.132	1.502	.135
punctuality of flight departure time	-.013	.044	-.026	-.290	.772
efficiency of security procedures for both goods and passengers	-.019	.058	-.025	-.321	.748
reliability of flight schedules	-.018	.060	-.026	-.308	.759
convenience of flight schedules	.026	.059	.038	.441	.659
most flights are direct flights	-.024	.045	-.042	-.530	.597

H3= Onboard services offered at the Turkish Airlines has a positive relationship with customer satisfaction.

Table 5 Multiple Regression Analysis for Hypothesis 3

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.531	.640		3.954	.000
cabin crew behavior to passengers onboard	.196	.069	.292	2.824	.005
cabin crew master more than one language	-.071	.084	-.125	-.854	.394
cabin crew are versed with different cultures	-.157	.092	-.285	-1.702	.090
cabin crew have smart appearance	.237	.121	.256	1.962	.051
cabin announcements are clear	.101	.048	.164	2.115	.036
good onboard services are offered for children	-.053	.043	-.095	-1.236	.218
onboard smoking policies are strict and respected	.031	.041	.056	.746	.457
good quality meal is provided	-.061	.058	-.104	-1.058	.291
food quantity is sufficient	.119	.058	.207	2.064	.040
menu is available	-.026	.037	-.053	-.712	.477
interior of aircraft is clean	.062	.057	.083	1.099	.273
inflight entertainment is great	.023	.057	.031	.405	.686
aircraft seats are very comfortable	.185	.054	.253	3.416	.001

Table 5.1 Model Summary Analysis for Hypothesis 3

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change	Durbin-Watson
					R Square Change	F Change	df1	df2		
1	.449 ^a	.202	.146	.83769	.202	3.621	13	186	.000	2.182

a. Predictors: (Constant), aircraft seats are very comfortable, cabin crew behavior to passengers onboard, good quality meal is provided, interior of aircraft is clean, good onboard services are offered for children, cabin announcements are clear, onboard smoking policies are strict and respected, menu is available, inflight entertainment is great, cabin crew have smart appearance, food quantity is sufficient, cabin crew master more than one language, cabin crew are versed with different cultures

b. Dependent Variable: services overall are great

This model summary shows a significant relationship between onboard services and customer satisfaction significant at the levels (2 tailed) $0 < 0.05$ and $0 < 0.01$ with 14.6% of the dependable variables being accounted for by the above mentioned items. This shows many passengers are concerned with onboard services showing a significant correlation between these items and customer satisfaction. With this significant relationship level, hypothesis 3 is thus accepted.

H4= Customer expectations at the Turkish Airlines has a positive relationship with customer satisfaction

Table 6 Model Summary Analysis for Hypothesis 14

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Sig. F Change	Durbin-Watson
					R Square Change	F Change	df1	df2		
1	.594 ^a	.352	.339	.73695	.352	26.538	4	195	.000	2.119

a. Predictors: (Constant), better than other airlines i have used, experiences with airport services impressive, impressive experience with onboard services, best experience and feeling after using the airline

b. Dependent Variable: services overall are great

This table shows a Durbin Watson of 2.048 showing it has no auto-correlation problem of error term. The constant shows the items mentioned in this dimension show there is a significant relationship existing between customer expectation and customer satisfaction as a significant regression equation was found $F(3,196) = 28.023, p = .000$ with an Adjusted R^2 of 28.9% As such, this hypothesis is accepted. Overall impression of both services a significant predictor while overall impression of airport services and onboard services were non significant predictors.

Table 6 1 Multiple Regression Analysis for Hypothesis 4

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	3.296	.317		10.409	.000
overall impression about airport services	-.054	.068	-.080	-.790	.431
overall impression about onboard services	.125	.102	.158	1.230	.220
overall impression of both services	.393	.078	.468	5.054	.000

Table 7 Model Summary Analysis for Hypothesis 5

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.594 ^a	.352	.339	.73695	.352	26.538	4	195	.000	2.119

a. Predictors: (Constant), better than other airlines i have used, experiences with airport services impressive, impressive experience with onboard services, best experience and feeling after using the airline
 b. Dependent Variable: services overall are great

Table 7 1Multiple Regression Analysis for Hypothesis 5

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.612	.350		7.473	.000
experiences with airport services impressive	.295	.053	.339	5.589	.000
impressive experience with onboard services	.070	.040	.114	1.770	.078
best experience and feeling after using the airline	.109	.047	.174	2.326	.021
better than other airlines i have used	.122	.047	.198	2.585	.010

There is greater significance at levels $0 < 0.01$ as all items proved to be correlated to customer services. As such, this hypothesis is considered accepted as it meets the criterion for positive relationship between customer experience and customer satisfaction. Adjusted R Square shows that 33.9% of the dependent variables is explained by customer experience independent variables. The t values shows constants for this model had predictive powers as the values showed a significant level of relationship except for the variable impressive experience with onboard services. Hypothesis five is accepted.

H6= Customer satisfaction by Turkish Airlines passengers has a significant effect on their behavioral intentions.

Table 8 Model Summary Analysis for Hypothesis 6

Model Summary^b

Mod el	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin-Watson
						F Change	df1	df2		
1	.481 ^a	.231	.190	.77625	.231	5.652	10	188	.000	2.280

a. Predictors: (Constant), loyal customer, different feeling if this airline is used again, preferable airline, switch to another airline in case of problems encountered, this airline remains my preference despite price increase, complain to external agencies incase of any issues, complain to airline employees incase of any issues, recommend the airline to others, first choice to buy ticket, buy ticket from any airline with attractive prices
 b. Dependent Variable: services overall are great

Table 8.1 Multiple Regression Analysis for Hypothesis 6

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.198	.475		10.932	.000
first choice to buy ticket	.087	.048	.170	1.819	.070
different feeling if airline is used again	-.016	.051	-.030	-.310	.757
recommend the airline to others	.007	.058	.011	.123	.902
buy ticket from any airline with attractive prices	.042	.044	.092	.956	.340
this airline remains preference despite price increase	-.041	.033	-.092	-1.244	.215
switch to another airline in case of problems encountered	.004	.035	.009	.121	.904
complain to airline employees incase of any issues	.098	.037	.214	2.635	.009
complain to external agencies incase of any issues	-.057	.032	-.131	-1.807	.072
preferable airline	.037	.030	.081	1.248	.213
loyal customer	.004	.034	.008	.114	.909

The results show there is a great significance between customer satisfaction and customer behavior as the above table shows there is correlation between these items. This means satisfaction determines and influences future purchase significant at levels $0 < 0.01$ with 19% of dependable variables accounted for by customer behavior. This item is thus accepted.

Table 9 Hypothesis summary

hypothesis	Results
H 1: online services offered by Turkish Airlines have a significant relationship with customer satisfaction.	Rejected
H 2: Airport services offered by Turkish Airlines have a significant relationship with customer satisfaction.	Rejected
H3= Onboard services offered at the Turkish Airlines has a positive relationship with customer satisfaction.	Accepted
H4= Customer expectations at the Turkish Airlines has a positive relationship with customer satisfaction	Accepted
H5= Customer experience at the Turkish Airlines has a relationship with customer satisfaction.	Accepted
H6= Customer satisfaction by Turkish Airlines passengers has a significant effect on their behavioral intentions.	Accepted

IV. Conclusion

The purpose of our research was to find out how the quality of customer service affected the customers. Be it in a negative or positive way. Our aim was to determine if there was any significant relationship existing between the quality of customer service and customer satisfaction. To determine this, the researcher had to do his research and ensure he followed the best research methods to obtain desirable results. The research went through a thorough research process in which the objectives, aim, significance, purpose of study and hypotheses were clearly stated. The purpose of this study was to study how the quality of service affects customer perception in Turkish airlines and determine which of these factors were of importance to them.

Looking at our analysis and results of our hypothesis, the first two hypothesis on customer satisfaction being significant to the quality of online and airport service we offered at this airline were rejected given that our results showed non significant levels with these predictive factors. The last four hypothesis of the six were accepted as they were in conformity with the aim of our results. Our results showed that onboard services, customer expectations, customer experiences and future customer behavioral intentions were of great importance to the Turkish Airlines customers where onboard services like comfortability of seats, onboard hostesses approach towards them, food, games, newness of planes while airport services that were of importance to them was effectiveness of check in process and baggage handling. To a greater extent, we saw a significant level of satisfaction not dissatisfaction from the customers. This shows the Airlines service quality is good. Notwithstanding, a lot still needs to be done by the airline to maximize customer satisfaction and why not become the best airline in the world as their sustainable plan for 2021 shows. The airline offers great services the reason for the past five years they have remained at the top as the best Airlines in Europe. The following chapter 6 which is our last chapter will be recommendations for the airlines.

Talking about recommendations, the first thing I will recommend Turkish Airlines to be time conscious. During data collection, many respondents lamented on the airlines not being punctual on flight departure time and the unapologetic nature of the staff for the delay. If it is due to airport congestion, I will suggest check in time starts 3 hours to the takeoff time to enable efficient baggage handling. This will enable baggage to into the plain on time so that passengers will also board on time and flights take off on time. Passengers complained of checking in on time but sitting for hours at the lounge to board in. The second thing I will recommend this airline to do is reduce the cost of penalty for passengers who miss their flights. Many passengers also complained that the Airline taxed them almost same amount of money they initially paid for their flights. They said they found this money too much for penalty for having missed their flight calling on the airlines to be considerate. It is therefore advisable the airline looks into this and considers the plight of their customers if they want their customers satisfied.

Another thing I will recommend the airline to do is to have baggage limit. If not passengers should be notified during checking in that their baggage cannot get into the plain that day be informed at the check in counter that they won't be able to collect their bags upon arrival. Passengers laid serious complain that they are never informed their baggage will not arrive upon their arrival. They are only fine out upon arrival at their destinations. Some of the luggage takes days to arrive causing a lot of inconveniences on the part of the passengers. If Turkish Airlines consider their passengers as important, it will be advised the passengers are informed right at the check in desk or better still put baggage limit. Nevertheless, Turkish Airlines is one of the best in Europe and the world at large looking at its records for the best 5 years having collected awards conservatively as the best Airlines, best business class and lounge in Europe organized by Skytrax. Despite all these the Airlines still hasn't attained its objectives. The airline hopes to attain its objectives by 2021. In order to attain these objectives, we will advise the airlines to implement the above mentioned recommendations, and success would be at their door steps. This airlines goes to all 6 continents and land in more than 190 countries with the airline landing in more than one airport in these countries. They have a wide market and can create a niche themselves.

Referencing

- [1]. Aaker, D.A., Kumar, V. & Day, G.S. (1998). *Marketing Research*. 6thed. New York. Wiley.
- [2]. Alotaibi, M.M. (2014). Evaluation of "AIRQUAL" Scale for Measuring Airline Service Quality and its Effects on Customer satisfaction and Loyalty: School of Aerospace, Transport and Manufacturing Centre for Air Transport Management. Ph.D. Cranfield University.
- [3]. Bhattacharjee, A. (2012). *Social Science Research: Principles, Methods, and Practices*. Ph.D. 2nd ed. University of Florida Tampa, USA.
- [4]. Bhatti, M.N., Qureshi, M.I. & Zaman, K. (2010). *Future of Air Travel Industry: Relation of Growth and Consumer Satisfaction*. Department of Management Sciences, COMSATS Institute of Information Technology, Abbottabad, Pakistan.
- [5]. Carrie, W. (March, 2007). *Research Methods: Journal of Business & Economic Research*. Vol.5. Number 3.
- [6]. Cohen, L., Manion, L. & Morrison, K. (2007). *Research Methods in Education*. 6th ed. London & New York. Routledge, Taylor and Francis Group.
- [7]. Coung, N.T.K. (2011). *Improving Customer Satisfaction: Case of Tiger Airways*. Degree Program in International Business, International Marketing Management. Savonia University of Applied Sciences.
- [8]. Ellis, H.D. (June, 1972). *Adaptation-Level Theory and Context Effects on Sensory Judgments: Perception or Response?*. Department of Psychology. University of Aberdeen, Scotland.
- [9]. Greener, S. (2008). *Business Research Methods*. Ventus Publishing ApS.
- [10]. Greenwald, A. G. & Ronis, D.L. (1978). *Twenty years of Cognitive Dissonance: Case Study of the Evolution of a Theory*. Ohio State University. *Psychological Review*. Vol. 85. No. 1.
- [11]. Hague, P. (1988). *B2B International. A Practical Guide to Market Research*. Guildford, U.K. Grosvenor House.
- [12]. Harmon-Jones, E. (2012). *Cognitive Dissonance Theory*. In: V.S. Ramachandran (ed). *The Encyclopedia of Human Behavior*, Vol. 1.
- [13]. Houseman, R. C. (April, 1987). *A New Perspective on Equity Theory: The Equity Sensitivity Construct*. *The Academy of Management Review*. Vol.12. No. 2.
- [14]. Jin-Woo, P., Rodger, R. & Cheng-Lung, W. (May, 2005). *Investigating the Effects of Airline Service Quality on Airline Image and Passengers Future Behavioral Intentions: Findings from Australian international air passengers*: *The Journal of Tourism Studies*. Vol. 16, No. 1.
- [15]. Isac, F.L. & Rusu, S. (2014). *Theories of Consumer's Satisfaction and Operationalization of the Expectation Disconfirmation Paradigm*. *Annals of the "Constantin Brancusi"*. University of Targu Jiu, Economy series, Issue 2.
- [16]. Kathari, C.R. (2004). *Research Methodology: Methods & Techniques*. 2ed. New Delhi. New Age International.
- [17]. Khatib, F.S. (1998). *An Investigation of Airline Service Quality, Passenger Satisfaction and Loyalty: The Case of Royal Jordanian Airline*. Ph.D. Sheffield University Management School.
- [18]. Khraim, H.S. (2013). *Airline Image and Service Quality Effects on Travelling Customers' Behavioral Intentions in Jordan*. *European Journal on Business and Management*. Vol.5. No 22.
- [19]. Kumar, R. (2011). *Research Methodology: A step-by-step guide for beginners*. 3rd ed. London. SAGE Publications Ltd.
- [20]. Kurniawan, B. (2010). *Factors Affecting Customer Satisfaction in Purchase Decision on Ticket Online: A Case Study in Air Asia*. Master's Degree in Management. Faculty of Economics and Social Science. State Islamic University Syarif Hidayatullah. Jakarta.
- [21]. Lindberg, M. & Löfgren, J. (2009). *Service Quality and Customer Preferences: A study of international service quality in the airline industry*. Bachelor Degree. Umea School of Business.

- [22]. Malhotra, K.N., Baalbaki, B.I., Bechwati, N.N. (2013). *Marketing Research*. England. Pearson.
- [23]. Manani, T.O., Nyaoga, R.M., Bosire, R.M., Ombati, T.O. & Kongere, T.O. (2013). Service Quality and Customer Satisfaction at Kenya Airlines Ltd. *European Journal of Business and Management*. Vol.5. No.22.
- [24]. Nonis, C. A., Sian, L.P., Wang, T.I. & Li, W.C. (2014). Factors That Influence Customer Satisfaction And Behavioral Intentions In Airline Industry. Bachelor of International Business. Department of International Business. Faculty of Accounting and Management. UniversitiTankuAdulRahman.
- [25]. Okeudo, G. & Chikwendu, D.U. (July, 2013). Effects of Airline Service Quality on Airline Image and Passengers' Loyalty: Findings from Arik Air Nigeria Passengers. *Journal of Hospitality and Management Tourism*. Vol. 4. No. 2.
- [26]. Oyewole, P., Sankaran, M. & Choudhury, P. (2007). Marketing Airline Services in Malaysia: a Consumer Satisfaction Orientation Approach. *Innovative Marketing*. Vol. 3. Issue 1.
- [27]. Rafati, D. & Shokrollahi, P. (2011) "The Impact of Expectation & Perception on Customer Satisfaction in Airline Industry (A Case of Mahan Air)". Master's Degree. Sharif University of Technology International Campus.
- [28]. Saunders, M., Lewis, P. & Thornhill, A. (2009). *Research Methods for Business Students*. 5thed. Harlow, England. FT Prentice Hall, Pearson Education.
- [29]. Shukla, L. (March-April, 2013). A Case Study on Customer Acquisition and Retention on Airline Service Industry. *IOSR Journal of Business and Management*. (IOSR-JBM). Vol.9. Issue 9.
- [30]. Tolpa, E. (2012). Measuring Customer Expectations of Service Quality: Case Airline Industry. Department of Information and Service Economy. Master's thesis. Aalto University School of Economics.
- [31]. Williman, N. (2011). *Research Methods: The Basics*. London and New York. Routledge.