

A Survey on E-complaints: The Case of Turkish Airlines

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ABSTRACT

Handling of complaints in airline companies that consider customer satisfaction has a significant impact on customer retention. Customer complaints provide great opportunities for detecting and eliminating weaknesses, and for preventing similar problems. Thus, airline companies should pay attention to customer complaints in order to improve themselves, increase their profits and to ensure their continuity. Within this context, the online complaints submitted between February 2018 and February 2019 regarding Turkish Airlines to the most-visited customer complaint website in Turkey, 'www.sikayetvar.com', were reviewed in this study, and it was aimed to determine the most common subjects of complaint. The complaints were evaluated through one of the qualitative research methods, content analysis. The complaints were categorized, and the most common subjects of customer complaints were determined. This study aims to reveal the types of weaknesses in services delivered by Turkish Airlines Company. The most common subjects of complaint were found to be about damaged and lost luggage, Turkish Airlines loyalty card; Miles and Smiles card, delays and ticket refunds. At the end of this study, suggestions were made for Turkish Airlines and the relevant literature.

1. Introduction

Commercial businesses should develop new strategies by prioritizing customer expectations in both production, sales and marketing processes in order to fulfil their prospective targets and to survive in an increasingly competitive environment. It is seen that the enterprises that increase customer satisfaction by planning the production and marketing process with a customer focus and reduce their complaints are more preferred by consumers.

Increasing product range and options for customers also make things difficult for businesses in terms of stepping forward and satisfying the customers. Customer satisfaction minimizes customer complaints and increases revenues, customer retention and more frequent and repeated customer visits to the enterprise (Alabay, 2012). Accurate and efficient customer complaint management is important for preventing future customer turnover. As such, literature suggests that approximately 96 per cent of unsatisfied customers would not complain and many of these customers leave the company to try other alternatives (Alabay, 2012; Barış, 2006). Within this context, considering the fact that only four per cent of unsatisfied customers states their grievances to the companies, it would be to the point that the incoming complaints should be considered 25 times more than the actual number of complaints (Alabay, 2012).

Domestic and international travels have become a common activity for modern people. The primary drivers for travelling are the needs to escape from the daily routine,

workplace as well as social needs such as meeting other people, experiencing something unique or unusual. Whether they travel for vacation or business purposes, arriving at the scheduled destination as quickly as possible is what people want the most in their travel experiences. When it comes to fast transportation, the first mode of transportation that comes to mind is airline transportation. In addition to fast travel, comfortable and safe travel is also effective for passengers in the choice of airline. The needs and demands regarding speed, comfort, and safety bring along some sort of diversification in transportation systems. This diversification also triggers competition between transportation systems, and countries increase their investments in this field in order to increase their competitive capacity (Çırpın, 2016). In recent years, with the effect of globalization, there have been great changes in airline transportation, and there has been an increase in travels both for business and touristic purposes, and this increase leads to a change in the passenger profile in airline transportation. Due to a new market structure and strong competition resulting from changing expectations of the airline passengers regarding service quality, the only way for airline companies to gain competitive advantage is to meet these expectations by understanding this ever-changing market and to ensure customer satisfaction (Okumuş, 2007).

THY, the biggest airline company in Turkey, started its journey in 1933 with five aircrafts, and now it continues to offer service with its fleet including 335 aircrafts (passenger and cargo). Ranked among world's leading airline

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companies with its outstanding growth, THY has made the biggest purchase of aircrafts in the history of Turkish Civil Aviation in 2013. With this initiative, THY aims to increase its upward trend in service quality by maintaining the fleet age within the next couple of years. Considering the current large-scale aircraft orders and the other aircrafts to be chartered/expired, the total number of THY aircrafts, including freighters, is expected to reach 500 by the end of 2023 (Turkish Airlines, 2019).

Owing to its comprehensive flight network, Turkish Airlines flies to 300 destinations throughout the world. Turkish Airlines flies to 120 countries, and this coverage is greater than any other airline in the world. For more than ten years, THY has been showing outstanding growth in passenger capacity. THY carried 10.4M passengers in 2003 and increased this number to 29.1M in 2010, 32.6M in 2011, 39M in 2012, and 48.3M in 2013. Reaching approximately 55M passengers in 2014, this global airline reached 61.2M passengers in 2015 and 62.8M passengers by the end of 2016. THY increased the number of passengers by 9.3% in 2017 compared to the previous year and reached 68.6M passengers (Turkish Airlines, 2019). THY was selected for this study since it is Turkey's biggest airline company with the most flight points that carries the largest number of passengers.

Airline transportation is a significant factor in the development of tourism. While airline transportation ensures that the tourists arrive at their destinations quickly and safely, it also plays a significant role in long-distance international transportation. Airline companies and tourism industry are interrelated. They have a direct influence over each other. Turkish Airlines flies to most destinations in Turkey and is the highest number of passenger-carrying airlines. Tourism is an important industry that increases the foreign exchange reserves, decreases unemployment rate, and that paves the way for completing and fixing all sorts of infrastructure and superstructure problems and many other deficiencies. Relying heavily on the human factor, the tourism industry can also play a significant role in creating new employment opportunities.

The airline industry is strongly competitive, and airline customers are one of the most significant factors in the process of travelling. Besides increasing service quality and ensuring flight safety is also important. Ensuring customer satisfaction is the most important strategy for airline companies. Handling of complaints in airline companies that consider customer satisfaction has a significant impact on customer retention. Favorable use of handling customer complaints in order to improve service quality is widely accepted by the airlines. Customer complaints provide businesses with an opportunity to correct their mistakes, to retain unsatisfied customers and to manipulate the future selections of the customers. The airline companies should meet the expectations of the customers in order to improve their services. If the airline companies take customer complaints as a serious problem, this will increase the possibility of meeting customers' expectations (Khan, 2014). Thus, the airline companies should pay attention to customer complaints in order to improve themselves, increase their profits and to ensure their continuity (İbis, 2016).

This study aims to determine the most complained topics

by reviewing the complaints regarding THY company. The most complained topics are important for THY to determine and eliminate the weaknesses and to improve itself on these areas.

2. Literature Review

When the globalizing world is viewed from an economic point of view, it is observed that the enterprises are struggling to survive in a fierce competition. Companies should give due consideration to customer complaints for a sustainable business. For instance, according to Alabay (2012), customer satisfaction following the delivery of a complaint is as important as customer satisfaction during the purchase of goods or services.

In Köse's (2007) study, it was reported that while developing solution strategies regarding customer complaints, the companies should develop strategies that will also prevent potential future complaints, instead of workarounds. It was also predicted that effective handling of complaints and dealing with the customers will ensure customer loyalty and will increase profitability in the long run. The same also applies to airline companies.

Relevant studies mainly focus on the subjects of airline passenger complaints and the solutions for these complaints. In Güreş, Arslan, and Bakar's (2013) study, the complaints of Turkish passengers, and the efforts of Turkish airline companies for resolving these problems were investigated, and they concluded, according to the results of their survey, that customers mostly complain when they encounter a service failure, and that the companies should create effective complaint management procedures that include simple and direct links to customers' social media channels. Chen and Chang (2005) have divided services offered by airline companies into two groups as ground services and air services and concluded that the passengers have different expectations at different stages. It was reported in this study that air services have more influence on customer satisfaction. Kim and Lee (2009) investigated the relationship between the nationality factor and the complaint behaviors of the passengers. According to the survey study that they conducted with the citizens of four different countries, they concluded that the customer complaints vary depending on the nationality of the passengers. According to another result of this study, the age, educational background, and previous experiences of the participants also influenced the customer complaints.

Britto, Dresner, and Voltes's (2012) investigated the effect of flight delays on both passenger demand and plane ticket prices. They found that the delays reduce the passenger demand and increase plane ticket prices and cause a significant decrease in the welfare of both consumer and producer. In their study conducted in the United States (USA), Halstead, Morash and Özment (1996) found that when airline companies ignore the complaints, these complaints will further complicate the situation and turn into a bigger problem. Their study showed that the complaints are ways of both increasing the service quality and retaining the customers. This study also revealed that companies should pick their employees carefully and should give due importance to employee training. They found that handling customer complaints ensures that the mistakes are

properly detected, and it is also necessary not only to solve the current problems, but also to prevent future customer complaints. Gürsoy, Chen, and Kim (2005) investigated ten airline companies in service in the USA, and they revealed the difficulties that these airline companies face, the strategies to follow, and how they could position themselves in this market. The findings of this study provide significant contributions to the airline companies in order to identify their competitors, strengths and weaknesses and the areas that they need to improve in order to better position themselves in the market.

Bhadra (2009) found the causality relationships between wages, delay levels and the complaints by analyzing total monthly data for domestic lines in the USA and revealed that the complaints are affected by the delay levels. Wittman (2014) found that the customers who are unsatisfied with the services of a certain airline company in the USA could make their claims directly to the airline company, or the US Department of Transportation's (DOT) Aviation Consumer Protection Division that acts on behalf of the federal government. They also found that these complaints are statistically published in the Air Travel Consumer Reports (ATCR) that are periodically published by DOT. Although the most common complaints seem to be about flight cancellations, delays, and problems with luggage, it was observed that the passengers of different airline companies complained to the Department of Transportation at different rates for the same service quality. In other words, a great difference was found between the service quality levels perceived by the passengers of different airline companies and the real service quality levels.

Yücel and Alpay (2017) analyzed 12.349 complaints at www.sikayetvar.com regarding Anadolujet, Atlasjet, Pegasus, Sunexpress, THY, and Onur Air companies between January 1, 2016, and December 31, 2016, and they found that Pegasus was the most complained airline company with 5.318 complaints. Ticket Change/Cancellation Refund ranked first with 652 complaints, and it was followed by Lost/Damaged Luggage and Compensation with 618 complaints. The current study revealed slightly different results: Lost/Damaged Luggage category ranked first with 625 complaints, and Ticket Change/Cancellation category ranked fourth with 227 complaints. In Yücel and Alpay's study, THY ranked second with overall 3.404 complaints and Lost/Damaged Luggage category ranked first among the other categories with 450 complaints.

Dolan, Seo and Kemper's (2019) study revealed that there are possibly some differences between the complaints submitted through social media and the complaints submitted through e-mails or face-to-face complaints. Again, online compliant applications are important since these are visible on public platforms on social media. Sound judgement of these complaints and generating reasonable solutions may turn these disadvantages into major advantages. This study and Dolan, Seo, and Kemper's study share similar findings.

Güngör, Güngör, and Doğan (2018) analyzed the comments on TripAdvisor about THY within the first four months of 2017 and tried to find the matters that were considered satisfactory or unsatisfactory by the passengers. They found that customer satisfaction varies depending on the society where customers live. Within this context, they concluded

that airline companies should increase their service quality and continue to work on it in order to ensure passenger satisfaction.

İbiş and Batman (2016) analyzed the complaints at www.sikayetvar.com regarding airline companies operating in Turkey through content analysis method, and they found that the most common complaints were about the damaged and lost luggage in ground services category; ticket change, cancellation, and return procedures in sales process category; call center problem solving in call center and online services category; and attitudes of flight attendants in-flight services category.

At the end of the analyses of these studies, it was found that there were no sufficient studies regarding the complaints about THY company operating in Turkey, and the complaints about THY company at www.sikayetvar.com website were analyzed through content analysis method. The findings are significant in terms of demonstrating the problems in the services delivered by THY company. The purpose of this study is to emphasize the importance of the complainants on social media in terms of major companies and to make sure that the companies take necessary precautions to prevent these complaints from damaging the company. As a result, the common ground of these previous studies suggests that if airline companies can quickly solve these problems and come up with efficient solutions, these seemingly major crises may be turned into opportunities.

3. Method

The purpose of this study is to analyze the online complaints in the most-visited online complaint website of Turkey, www.sikayetvar.com, regarding THY, and to find out the most common subjects of complaint. www.sikayetvar.com is an online platform where consumers seek for solutions regarding their complaints about various companies and where visitors refer to before buying any products of services and make a decision regarding companies. This website is Turkey's first and largest, unbiased and reliable complaint platform that functions as a bridge between companies and customers and where companies find solutions for complaints in order to win their customers back and protect their brand image. www.sikayetvar.com was selected for this study because the platform has approximately 8.5M visitors per month, 3.5M active members, and it has a clearly defined complaint process. It has a reliable verification system that ensures that complaints are submitted by real people, and companies can answer these complaints. (sikayetvar, 2019). Turkish Airlines has been selected as the "Best Airline in Europe" for six consecutive years by Skytrax and has become one of the most prestigious airline companies in the world. 2015, THY has been selected as the best airline company in four different categories, one of them being the "Best Airline Company in Southern Europe" by Skytrax. This study includes the complaints accessed by browsing the keyword "THY", the abbreviation of Turkish Airlines, between February 2018 and February 2019. The qualitative research method was used, and content analysis was made. The basis of content analysis is to gather similar data within the frame of certain concepts and themes and to interpret them by arranging these data in lay terms (Strauss, 1990). Content analysis enables researchers to systematically

eliminate large amounts of data. It is used as a technique that helps see and identify the focus of individual, group, corporate or social interests. It also allows researchers to make implications that can be verified by using other data collection methods. Its practicability and ease of use with large amounts of data is one of its remarkable features (Stemier, 2001). In this study, the main topics of complaints were determined and 3139 complaints involving these topics and delivered within one year on www.sikayetvar.com were analyzed. The subject of our study consists of the complaints delivered to the website “www.sikayetvar.com”. Since the complaints related to technical malfunctions, connected flights, check-in counters’ being closed before due time, and the planes’ landing in another airport were excluded, the total number of complaints was found to be 2728. Content analysis was conducted on six main categories: luggage, operational services, employees, sales, customer services and flight services. The coding criterion used by İbis and Batman (2016) was adapted to this study.

Luggage category was divided into three sub-categories as the limit, pricing and damaged and lost luggage. Luggage is the general name for suitcases or other bags in which people pack their personal belongings for travelling (Ateş, 2016). In this study, problems regarding oversized baggage fees, unreasonable baggage fees, undelivered luggage, problems with compensations and broken or damaged baggage deliveries were classified within this category.

Flight cancellations and delays sub-categories were added to the operational services category. Operational services are defined as all services provided starting from the arrival of the plane to the airport until the departure (Ateş, 2016). In this study, the complaints regarding the cancelled flights, delays, and problems resulting from delays were analyzed under this category. The sub-categories of disrespectful, impolite, irresponsible, and uninformed employees were put into employees category. The complaints regarding pre-flight employees were analyzed under this category, and the complaints regarding the flight attendants were analyzed under the flight services category. Sales category includes the complaints regarding ticket reservations, sales, cancellations, return and changes submitted through airline companies’ websites, mobile applications, call centers, ticket offices, and the promotions and advertisements that they publish through the channels of visual, audial, written media, internet, and social media. Ticket prices, changes and cancellations, promotions, reservations, and mile programs and miles sub-categories were included in the sales category. In ticket prices category, it was found that customers complain about the expensive and constantly changing ticket prices, excessive change and cancellation fees, and that the refunds are not paid in due time, or they are never refunded at all.

Customer services are the communication channels where passengers can ask their questions and give suggestions 24/7 regarding flights, ticket changes and their travels. Call center and website sub-categories were analyzed under customer services category. It was observed that the problems, such that call centers cannot be reached or cannot solve the problems, have arisen. Flight services cover the entire process starting from passenger’s arrival into plane until landing. Food & beverage services, flight attendants,

and in-flight waiting periods were the sub-categories under this category.

4. Findings

The data obtained through the analysis of online complaints submitted between February 2018 and February 2019 on “sikayetvar.com” regarding THY and the findings obtained through the content analysis are given in Table 1. Each complaint was included only once within the process of content analysis. The complaints which were considered to fall into more than one category were included within the most relevant category.

When the complaints about THY were analyzed, it was observed that the highest number of complaints were about sales with 33%. Sales category was followed by luggage with 28%, operational complaints with 16%, employees with 11%, customer services and flight services with 6%, respectively.

Table 1. Results of content analysis

Main Themes	Sub-Themes	Complaints n	Percentages %
SALES	Ticket Prices	75	33%
	Changes and Cancellations	227	
	Promotion	114	
	Reservation	165	
	Mile Programs - Miles	325	
LUGGAGE	Limit and pricing	125	28%
	Damaged	360	
	Lost	265	
OPERATIONAL	Flight Cancellations	189	16%
	Flight Delays	257	
EMPLOYEES	Disrespectful, Impolite	94	11%
	Negligent, Irresponsible	139	
	Uninformed	75	
CUSTOMER SERVICES	Call Center	135	6%
	Web Site	30	
FLIGHT SERVICES	Food & Beverage	55	6%
	Flight Attendants	53	
	In-Flight Waiting Periods	45	
TOTAL		2728	100%

4.1. Luggage

The airlines have restrictions regarding the maximum weight of passenger luggage. When the passengers exceed these limits, they have to pay an extra fee. Some of these complaints are about these limitations and excessiveness of these extra fees. Sometimes the luggage may get lost or damaged. The airline companies are responsible for the lost and damaged luggage, and they have to compensate for the damages. The complaints include the problems regarding the lost or damaged luggage and the problems regarding compensation. The research shows that 5% of the complaints are about weight-related limitations and pricing, 10% is about lost baggage, and 13% is about damaged baggage. Some examples of the complaints regarding luggage are as follows:

“We boarded on 15.50 Isparta-Istanbul flight on 12.02.2019. we were shocked when we saw our luggage. My brand-new extra-large baggage was torn, and my bright yellow baggage was all black.”

"I received my baggage with a broken (missing) roller after my Singapore-Istanbul flight. I have submitted an online damaged luggage claim on the same day. However, today, I received an e-mail from THY stating that my claim for the damage was declined since I had not made my claim at the airport. But it is clearly stated in their website that I could make an online claim within 1 week, so relying on this, I left the airport without taking down any statements. I kindly request you to take the necessary actions."

4.2. Operational

Airlines may cancel their flights due to various reasons, such as technical problems, meteorological conditions, etc. However, airline companies are responsible for cancelled or delayed flights. The complaints center around the fact that the airline companies fail to consider passenger rights and raise difficulties in the compensation of the damages following the cancelled or delayed flights. The research shows that 7% of the complaints are about flight cancellations, and 9% is about flight delays.

Some of the examples of complaints regarding the sub-themes of the cancelled and delayed flights are as follows:

"I had a flight from Yüksekova to Ankara, but my flight was cancelled. So was my flight to Istanbul. Now the weather is great in Yüksekova, and the visibility range is about 1 km."

"My THY flight from Istanbul to Ankara was cancelled an hour before the scheduled time and we were transferred to 20.20 Anadolu Jet Flight. And this flight was delayed for 2 hours and 10 minutes."

4.3. Employees

Employee quality is critical for airline companies. A warm welcome and straightforward and helpful guidance will result in positive feedback regarding airline employees' quality, and customer satisfaction will be achieved through decent communication. Having qualified employees is a must for airline companies to compete with other airline companies in the international arena, to set their targets and to deliver globally recognized service quality. The findings show that 3% of the complaints are about disrespectful and impolite employees, 5% is about negligent and irresponsible employees, and 3% is about uninformed employees. Some of the examples of the complaints regarding the theme "employees" are as follows:

"THY flight number 1558 was delayed. The employees were extremely negligent, and the passengers were not informed. They even argued with the customers."

"In my experience, THY has failed to meet my expectations. I don't think these impolite and disrespectful people should be employed in such an estimable and long-established company. I was really upset about this, and I hope the necessary actions will be taken immediately."

4.4. Sales

Sales category holds the most complaints in our study. The findings show that 3% of the complaints are about ticket prices, 8% is about ticket changes and cancellations, 4% is about promotions, 4% is about reservations, and 12% is about mile programs and miles. Some examples of the complaints regarding the sales are as follows:

"They stated that I could only receive TRY 279 of my cancelled flight, which was originally TRY 579, and that they will refund to my credit card within 7 business days. However, they now want my feedback even though it's been 8 business days."

"All the information regarding miles are incorrect at Miles and Smiles website; I have warned them so many times, but they did not correct them. Dear authorities of THY, you have been a distinguished company for many years, for God's sake, what happened to you? You are a big failure."

4.5. Customer Services

The findings show that 6% of the complaints are about customer services. This ratio is relatively low compared to the other main themes. It is observed that 5% of the complaints are about call center and 1% of the complaints are about the website. Some examples of the complaints regarding customer services are as follows:

"I filled out a feedback form and waited for a reply. It's been a week, still no reply. I don't even remember how many times I've called the customer services."

"I cannot turn my reservation into tickets at the same price because of the incorrect information given by the customer services. I want you to recover my loss."

4.6. Flight Services

Another category with the lowest rate of complaints compared to other main themes. It is observed that food & beverage services, attitudes of flight attendants, employees' negligence, problems with switching seats, employees' mistakes, and longer in-flight waiting periods become prominent under in-flight services category. Some examples of the complaints regarding flight services are as follows:

"I had a huge piece of metal in my food at 11.45 Istanbul - Moscow flight on 09.01.2019 and it smashed my upper and lower canine teeth!"

"THY (Anadolu Jet) flight attendants do not wear gloves during food & beverage service. They put their fingers and fingernails in the cups, but they wear gloves when they are picking up trash. Nonsense!"

5. Conclusions and Suggestions

In this study, the complaints regarding THY on www.sikayetvar.com website were analyzed, and content analysis was conducted on six main categories: luggage, operational services, employees, sales, customer services, and flight services. The most common subjects of complaint were

found to be about damaged and lost luggage, Miles and Smiles card, delays and ticket refunds.

The results of this study share similarity with those of some other studies in the literature. Within this context, it was observed in İbiş and Batman's (2016) study on airline companies operating in Turkey that most common complaints were about damaged and lost luggage, ticket change, cancellation and return procedures; call center problem solving and attitudes of flight attendants. The results of this study correspond with that of İbiş and Batman (2016). Wittman's (2014) study on the data of the US Department of Transportation shows that the complaints mostly center on flight cancellations and delays, and luggage problems. This study also shows that the complaints about delays and luggage problems are very common. Britto, Dresner and Voltes's (2012) concluded that delays reduce passenger satisfaction and affect plane ticket prices. This study also shows that delays have a negative impact on customers, and they eventually turn into complaints. Güreş, Arslan and Bakar (2013) concluded that Turkish passengers flying with Turkish airline file complaints when they encounter a service failure. We also concluded in our study that the majority of the complaints are filed as a result of service failures. These two studies have common conclusions.

Barghi and Satı (2017) investigated the customer satisfaction of THY passengers regarding luggage services, and the factors affecting customer satisfaction were determined. The customers were most satisfied with the customer services and least satisfied with the damaged baggage and compensation for the damage. These two studies have common conclusions. Efficient use of technology, eliminating some of the baggage procedures, saving time, and using customer-oriented systems that are capable of preventing these problems should be given prominence. Luggage services should become the channels that offer quick solutions for the benefit of the passengers. Thus, welcoming and helpful employees' customer satisfaction levels will surely.

In their study, Yücel and Alpay (2017) performed necessary analyses to find out whether the complaints delivered through social media channels about airline companies were considered as sources of information and found out the most common customer complaints and how these complaints were handled by the companies, since these findings share similarities with the results of this study.

Halstead, Morash and Özment (1996) found that when airline companies ignore complaints, these complaints will further complicate the situation and turn into a bigger problem. They also revealed that replying to customer complaints ensures that mistakes are properly detected, and it is also necessary not only to solve the current problems, but also to prevent future customer complaints. This study and our study have similar findings.

In the study, it was seen that 6% of the total complaints of THY were about customer services and flight services. THY added Japanese, French, Italian, Spanish, Portuguese, Korean, Chinese and Russian along with Turkish, English and German to its corporate website and started to offer services to its passengers in their own languages. The number of complaints is actually very low, considering the fact that THY carries approximately 75M passengers annually. THY

has been selected as the "Best Airline Company in Southern Europe" for nine times, as the "Best Airline Company in Europe" for six times and has received the "Best Business Class On-Board Catering" award for three times.

Based on the results of this study, some suggestions were made for THY and the relevant literature. Customer complaints are also opportunities for airline companies. Reviewing and investigating these complaints is critical for airline companies to see the problems and malfunctions in the services they deliver. An airline company may observe its weaknesses and make sure that these weaknesses are eliminated. They may turn a seemingly disadvantageous situation into a major advantage. Thus, the executives should take these customer complaints seriously, show ultimate attention to the solution of these problems, and make sure that the customer is satisfied with the outcome. They should even take the necessary precautions to prevent reoccurrence of these complaints. Complaint management may provide a major added value to the company.

THY should closely view all online complaint websites. The company should commission a department that would properly and efficiently resolve these complaints. The complaints should always be replied. The primary concern of this department should be analyzing incoming complaints, determining the most common topics of complaints and informing the related departments and executives. The employees of this department should go through a proper training program. Considering the fact that the complaints may have a negative impact on brand image and profitability, immediate and effective solutions should be provided for the submitted complaints as soon as possible. Airline companies may have a competitive advantage if they handle these complaints properly and provide efficient solutions for the benefit of the consumers.

This research was conducted between February 2018 and February 2019 for THY company. The sample in the future studies may be extended, and some other Turkish and foreign airline companies may be compared. Thus, the ratios of the complaints received by different companies in various complaint categories may be compared.

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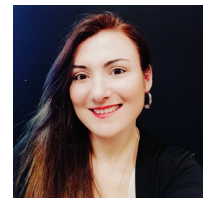
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