

# The Rule of Distinct Services of Transport Companies in Customers Satisfaction: A Case Study from Royal Jordanian Airlines

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**Abstract**— This study aims to explore the extent of offering distinctive services by the Royal Jordanian Airlines transport company to the travelers on its aircraft. The study relied on data collected from the company's profile and website. And through the benchmarking between the services of Royal Jordanian Airlines with some international airlines companies, and the services standardized by the International Air Transport Association, the results showed: Royal Jordanian Airline Provides pre-flight services such as; possibility to book by phone or internet with the lowest fare, notify travelers of known delays if any, deliver baggage on time, refund of the ticket to the client in case of his apology for travel. Royal Jordanian pays more attention to the passengers with disabilities and special needs in terms of providing those comfortable seats and equipment that help them to move, in addition to kind treatment and special food. As one of the in-flight services, Royal Jordanian Airlines accepts unaccompanied minors ages 5-14 years with \$100 as an escort service charge per direction. Royal Jordanian Airlines is seeking to improve the quality of food and beverages offered to passengers in terms of taking into account the conditions of diabetes and pressure. Services provided to mitigate passenger inconvenience from cancellations and misconnections are from the post-flight services.

**Keywords**— *Transport facilities, Passenger Services, Customer Service*

## 1. Introduction

Airlines Companies play a vital role in transporting travelers to destinations, in addition, to facilitate the external commerce between states. The aviation industry is witnessing at present a fierce competition due to the economic openness, where one can choose a local airlines company or a foreign one to travel. And especially that we can find in the same country many offices for foreign airlines companies. There is no doubt in that what encourages the traveler to choose the company is not only the ticket price, but there are other important factors from the point of view of the traveler have a critical role in his choice. Some customers care in adherence at the time of departure, others care in the seat comfortable, quality of food meals, amusement tools, TV, magazines and etc., safety, and so on. This study aims to explore and discuss the services provided by Royal Jordanian, pre traveling, during traveling, and after arrival.

### 1.1. Problem Statement and Questions

Response to the increased competition among airlines, the emphases on improving the quality of services provided to passengers has become vital. In this regard [1] pointed out that the quality of pre-flight, in-flight and post-flight services influence positively the customer satisfaction and loyalty, in addition to the quality of food, and allowing the passenger to carry the extra luggage of free. Accordingly, the problem of this study formulated in the following statement: "What are the advantages of the services offered by Royal Jordanian Airlines?" In order to identify the advantages of these services, the answers to the

following questions are useful: Does the company offer integrated services for to the passengers? What are the pre-flight, in-flight and post-flight services offered to the passengers? And do these services have a contribution to the increase of passenger's number?

## 1.2 Significance of this study

The individual when thinking about traveling finds in front of him a number of airlines either local or foreign, therefore he will be in confusion towards choosing the company that he will prefer to travel on its aircraft. It is most likely that he will choose the airline that offers integrated services including pre-flight, in-flight and post-flight. Such information can be accessed by the traveler through friends and relatives who have previous experiences with this airline, or by reviewing the company online profile. That is because the traveling itself is available in an aviation company, but the excellent services are not available in all aviation companies. Therefore, the importance of this study lies in its attempt to evaluate the services provided by the Royal Jordanian in the light of the services standards mentioned in the literature.

## 2. Literature review

### 2.1 Theoretical Framework

The Civil airlines play a significant role in facilitating and speed up multiple purposes, where the literature indicates that the first air trip was in 1927 from New York to Paris [2] The use of civil aviation has led to a rapid transition from one country to another or even from continent to another. After travelling from one country to another, takes days and sometimes weeks, thanks to flying it became by hours in the past when the airline industry was owned by governments, and the number of companies was limited, the traveler was the one who goes to the company [1] but now, as competition intensifies, airlines became increasingly seeking to attract the customer through providing good services to satisfy him and other stakeholders, especially the employees, based on the philosophy that a satisfied employee makes a satisfied customer [3]. In this regard, [4] pointed out that providing excellent services to the passengers contributes heavily in

achieving customer satisfaction, which considered one of the greatest assets for the aviation company in the competitive environment in this age. The customers' expectations mostly come out from their experience, especially those services that available on-board [5]. Ref. [6] Suggested that the most important services in the eyes of the customer is using modern planes that ensure a trip safety, also offering foods and beverages, appealing for a customer during the trip.

Marketing Science tells that repeat purchase of a brand expresses the customer loyalty. However, in service businesses, service quality aims to measure organizational performance along transactional dimensions. While in services [13] pointed out that mutual relational benefits measure the intangible aspects of relationships, over and above the core elements of the service.

From the point of view of the researcher, when the customer repeats of using the service provided by the same firm, the transactional benefit for them as follows:

<u>The Firm</u>	<u>The customer</u>
Cash increase	Getting and using good service.
Sales volume increase	

While the relational benefits (intangible) may be as follows:

<u>The Firm</u>	<u>The customer</u>
- Loyal customer	- Enjoyment in using the service
- Sustainable transactions	- Reputable firm
- Word of mouth marketing	- Honest treatment

The statement above is consistent with what was stated by [7] who added to these benefits. The increase of commitment enhances the sales of the firm towards the customer.

## 2.2 *Previous Studies*

Through the review of relevant literature, the researcher found many studies related to the services received by users of civil aviation, both those are provided before traveling, on board or after arrival. However, most of these studies date back to fairly old dates, i.e. before 2010, as well as a limited number of recent studies that the researcher deliberately mentioned in this study.

Study of [8], under the title: "Passengers' Perceptions of Airline Lounges: Importance of Attributes That Determine Usage and Service Quality Measurement." This study aimed to investigate the impact of service quality provided in airline lounges on the passengers' use of these services. The airline lounges services may be pre-flight or during the flight in the case of very long trips that requires transit waiting in an airport. The study has been conducted by an online survey on the users of airline lounge at the Incheon International Airport in South Korea. The result showed that the general atmosphere of the lounge, and the quality of food and beverage, and the availability of personal facilities such as clean baths, are the main attributes of the airline lounge from the passengers' perspective.

A study of [9], under the title: "The Effect of Airline Service Quality on Passengers' Behavioral Intentions Using SERVQUAL Scores: A Taiwan Case Study" [12]. The study aimed to improve the understanding of air passengers' decision-making processes by testing a conceptual model that considers service value, airline service quality, satisfaction, perceived sacrifice, and behavioral intentions. The study was conducted on a sample of 602 Passengers, through using the structural equation modeling (SEM), and the importance-performance analysis (IPA). The results showed that the service value has a great impact on the behavioral intention, and the responsiveness is the most important airline service quality attribute in Passengers.

Study of [1], under the title: "The Influence of Airline Service Quality on Passenger Satisfaction and Loyalty: The Case of Uganda Airline Industry."

This study aimed to examine the influence of airline service quality on passenger satisfaction and loyalty. The study was conducted on a sample of 303 passengers on international flights using Entebbe International Airport through a questionnaire distributed to them to collect the needed data. Data statistical analysis showed the following results.

- The qualities of pre-flight, in-flight and post-flight services have a statistically significant effect on passenger satisfaction.
- Passenger satisfaction as a moderating variable also had a positive effect on passenger loyalty.
- The passenger satisfaction factors differ from the passengers' perspectives; some of them nominated off board facilities, others, onboard, others the quality of food and beverages, while others wanted more extra luggage.

A Study of [4], under the title: "A Study on Service quality and Passenger Satisfaction on Indian Airlines." The study aimed to examine the fundamental forces of service quality that impact on the passengers' satisfaction in aircraft transport. The study was conducted on a sample of 270 respondents in order to determine which dimensions have a positive influence on service quality, and which dimensions have the most and least important impact on service quality in international air travel from the passengers' point of view. The results showed that the most important dimensions that related to the, food provided, seat comfort, safety, and digital services during in-flight.

**Table 1: Services Provided by Royal Jordanian Airlines to the Passengers Compared by international airlines**

<b>IATA: Passenger Services</b>	<b>R. J. Customer Service Plan</b>
<p>Removed the Medical Information Form (MEDIF) and Frequent</p> <p>Travelers Medical Clearance (FREMEC) from the Resolution, and replaced these with a reference to the forms in the IATA Medical Manual, to ensure users access the latest versions.</p> <p>Removed specific references to electronic ticketing processes, reflecting the fact that all ticketing processes are now electronic by default.</p> <p>Removed Lowest Combination Unpublished Fare and Free Sectors on Accompanied Infant's Fare examples as these are no longer used in the industry.</p> <p>Amended Resolution to describe the processes by which this document may continue to be used as a Boarding Pass or Support Document.</p> <p>Added procedures to describe the validations that must occur when tickets issued following enhanced distribution transactions are displayed by an agent. Amended processes involving the use of the Fare Calculation and Fare Calculation Mode Indicator data elements to identify enhanced distribution transactions.</p> <p>Added data elements to ticketing messages to support the exchange of Carrier Fare Family Name, No Show indicator, and elements required to distinguish Exchange / Reissue transactions.</p> <p>Added procedures for setting or deleting a No Show Indicator.</p> <p>Added new Attachment D describing the use of new data elements to distinguish Exchange and Reissue transactions.</p> <p>Amended Reason for Issuance Codes for use on EMDs.</p> <p>Added procedures confirm that the use of neutral documents to fulfill enhanced distribution transactions must be a bilateral agreement.</p> <p>Added paragraph to support the ground handler including a Billing Airline Accounting Code when sending a Change of Status Message</p> <p>With the Operating Carrier.</p> <p>Added procedures for setting or deleting a No Show Indicator.</p> <p>Renamed Resolution from 725a to 725, to align the EMD Resolution numbering scheme to that of the Ticket Resolutions, for clarity.</p> <p>Clarified that the Bankers Selling Rate is being used for Refund calculations.</p> <p>Added examples for fee calculation entries in codeshare scenarios.</p> <p>Added clarification that EMDs issued for fees filed as 'noninterlineable' may be issued by a</p>	<p>Royal Jordanian Airlines is committed to providing the highest quality of customer care and service. In an effort to keep our commitment, Royal Jordanian has established the following Customer Service Plan, which outlines Royal Jordanian's policies and procedures for providing our customers with the utmost care.</p> <p>This Customer Service Plan is separate from and not a part of Royal Jordanian's Contract of Carriage.</p> <p><b>Offer the Lowest Fare Available:</b></p> <p>Through its telephone reservations systems, website (rj.com), at airports and through city ticket offices, Royal Jordanian will offer the lowest fare available for its flights based on the date, route and Class of Service requested. In the event that the lowest available fare is offered by any other entity other than Royal Jordanian, Royal Jordanian will disclose that information upon request on its website, ticket counter or through its call center.</p> <p><b>Notify Customers of Known Delays:</b></p> <p>Royal Jordanian will make every effort to notify customers of known delays, cancellations or diversions within 30 minutes of Royal Jordanian becoming aware of the change in the status of a flight. Royal Jordanian will provide information relating to delays, cancellations or diversions in Royal Jordanian's boarding gate area, on Royal Jordanian's website (rj.com), via Royal Jordanian's telephone reservation system upon inquiry by any person, and through Royal Jordanian's flight notification systems, if applicable.</p> <p><b>Deliver Baggage on Time:</b></p> <p>It is Royal Jordanian's intention to deliver baggage on time; however, in the event that Royal Jordanian is unable to do so, Royal Jordanian will make every reasonable effort to return mishandled baggage within twenty-four (24) hours. Royal Jordanian will compensate you for reasonable expenses incurred as a result of mishandled baggage for domestic flights and as required by applicable international agreements for international flights. Royal Jordanian will reimburse you for any fee charged to transport your bag.</p> <p><b>Holding or Canceling reservations:</b></p> <p>Reservations made on rj.com or through the Royal Jordanian call center may be held at the quoted fare without payment or canceled without penalty, for at least 24 hours after the reservations are made if the reservation is made more than one week from the date of purchase by calling Royal Jordanian's call center at +96265100000.</p> <p><b>Providing Prompt Refunds:</b></p> <p>Royal Jordanian will issue refunds for eligible domestic and international tickets within seven (7) business days after receiving a complete refund request for credit card purchases, and within twenty (20) business days after receiving a complete refund request for purchases made by cash or check, including any fees for optional services if you were unable to use the services due to an over sale situation or flight cancellation.</p> <p><b>Properly Accommodate Passengers with Disabilities and Special Needs:</b></p> <p>Royal Jordanian is dedicated to providing safe, convenient and reliable travel to all individuals. All Royal Jordanian employees are trained to comply with the Air Carrier Access Act (14 CFR Part 382). In accordance with the Air Carrier Access Act, Royal Jordanian will not discriminate against any disabled individual. Employees who interact with disabled passengers will exhibit kindness, awareness and respect. Royal Jordanian has designated Complaint Resolution Officials at every airport to answer questions.</p> <p>For more information, please click <a href="#">here</a> for disabled passengers needing assistance.</p>

<p>carrier other than the fee-owning carrier for baggage fees only.</p> <p>Added clarity to the paragraph describing the use of EMD-S groups.</p> <p>Added procedures to describe the validations that must occur when EMDs issued following enhanced distribution transactions are displayed by an agent. Amended processes involving the use of the Fare Calculation and Fare Calculation Mode Indicator data elements in enhanced distribution transactions.</p> <p>Added clarity to the paragraph describing the use of EMD-S groups.</p> <p>Added paragraphs to allow an EMD that has been exchanged by an airline following original issuance by an agent to be subsequently displayed, exchanged/reissued or refunded by the original agent or an accredited branch location, when authorized by that airline.</p> <p>Added procedures confirm that the use of neutral EMDs to fulfill enhanced distribution transactions must be a bilateral agreement.</p> <p>Added new Attachment D describing the use of new data elements to distinguish Exchange and Reissue transactions.</p> <p>Added paragraph allowing the ground handler to reject control of a value coupon if the form of payment type is invalid.</p> <p>Added paragraph to support the ground handler including a Billing Airline Accounting Code when sending a Change of Status Message</p> <p>With the Operating Carrier.</p> <p>Editorial changes to remove notes about delayed effectiveness dates, which have already passed.</p> <p>Updated terminology to align with tariff resolutions.</p> <p>Added provision to allow the PIR reference to be sent rather than a full copy of the PIR to support a recharge of costs incurred.</p> <p>Updates to resolution text to provide more clarity.</p> <p>Added definition and formatting changes to enhance clarity.</p> <p>Added acquisition of bag from passenger and delivery of bag between members as minimum-recorded tracking points.</p> <p>Added example of mileage calculation into Baggage Claims and Proration section.</p> <p>Added clarification as to timeframes for claim correspondence.</p> <p>New resolution.</p> <p>Updated definitions around validating carriers and ticket validation to align with electronic processes.</p> <p>Updated tariff definitions to align with changes to tariff Resolutions.</p>	<p><b>To meet the needs of our disabled customers, Royal Jordanian will provide services and equipment for disabled individuals upon request, including:</b></p> <p>Assistance with boarding and deplaning and the use of ground wheelchairs, onboard wheelchairs, and ramp or mechanical lifts;</p> <p>Providing lifts, ramps or aisle chairs to assist the disabled passenger where loading bridges are not available;</p> <p>Onboard assistance with seating as part of the boarding and deplaning process, storing and retrieving of carry-on items, and dining preparation such as opening packages or identifying food;</p> <p>Providing telecommunication devices for the deaf (available toll-free (TDD) 24 hours per day, seven days per week); and</p> <p>Permit accompanying service animals in the cabin free of charge.</p> <p><b>Children Traveling Alone:</b></p> <p>Royal Jordanian accepts unaccompanied minors ages five (5) through fourteen (14) years on nonstop flights only. An escort service charge of \$100 per direction applies to all unaccompanied minors on Royal Jordanian flights. Minors ages 15 through 17 years are accepted without restrictions. Children 15 years of age and older are not subject to the unaccompanied minor policies, however, they can be made an unaccompanied minor at the parent's discretion by paying the \$100 escort fee. When the escort fee is paid, all unaccompanied minor policies and procedures will be followed.</p> <p><b>Meet Essential Needs During Lengthy Tarmac Delays:</b></p> <p>Royal Jordanian never intends to cause undue stress or harm to our customers. However, due to unforeseen circumstances, there may be times when a flight is delayed on the tarmac for a long period of time. In the event that such a delay occurs, Royal Jordanian maintains contingency plans and policies to accommodate customers. For further information, please see Royal Jordanian's Tarmac Delay Contingency Plan.</p> <p><b>Handling Bumped Passengers:</b></p> <p>In the rare occasion that Royal Jordanian has oversold a flight and were unable to accommodate a customer with a confirmed reservation, Royal Jordanian will treat our customer with fairness and consistency. To that end, Royal Jordanian will provide information at airports, that contain our boarding priority rules and Royal Jordanian's policies and procedures for handling situations when all ticketed customers cannot be accommodated on a flight, including:</p> <p>Notifying passengers of overbooked flights through Royal Jordanian's customer service representatives.</p> <p>Requesting volunteers for denied boarding before using any other boarding priority.</p> <p>Offering a transportation credit if a customer voluntarily gives up their seat.</p> <p>Providing reasonable compensation, hotel accommodations or re-booking if a customer is involuntarily bumped from their seat.</p> <p><b>Disclosing Cancellation Policies, Frequent Flyer Rules, Aircraft Seating Configuration, and Lavatory Availability</b></p> <p>Royal Jordanian provides customers with timely and complete information on its website (rj.com) and upon request by calling its customer service center.</p> <p><b>Notifying Passengers in a Timely Manner of Changes in their Travel Itineraries</b></p> <p>Royal Jordanian will attempt to contact you, via contact information provided in your reservation, about changes in your travel itinerary when the event is known at least one hour before departure.</p> <p><b>Ensuring Responsiveness to Consumer Problems:</b></p> <p>We will acknowledge receipt of written customer complaints within 30 days and will send a substantive response within 60 days of receiving the complaint. For</p>
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<p>Correction to character length of Reason for issuance subcode.</p> <p>Added note around the use of Baggage Tag Details in PNL/ADL messages.</p> <p>Added details around the use of remarks element for Reason for Travel.</p> <p>Updated governing resolutions.</p> <p>Editorial changes to capitalize data elements for clarity.</p> <p>Removed references to rescinded Resolution.</p> <p>Added data element for Globally Unique Identifier, and description of use.</p> <p>Added data elements related to Unique Identifier, and updated message examples.</p> <p>Added details on the use of a physical switch that activates the listening mode.</p> <p>Updated details on the machine-readable area, information area and routing area on electronic baggage tag.</p> <p>Recommends that members adopt the use of beacon technology as described in the joint ACI/IATA Airport Terminal Beacons Recommended Practice.</p>	<p>information about filing a complaint, call +962 6 5100000 or contact <a href="mailto:ibesupport@rj.com">ibesupport@rj.com</a>.</p> <p><b>Services Provided to Mitigate Passenger Inconvenience from Cancellations and Misconnections:</b></p> <p>When a Royal Jordanian flight on which the passenger is being transported is canceled or causes a passenger to miss a connection, due to reasons within Royal Jordanian's control, creating an overnight stay for the customer, Royal Jordanian will provide: (1) hotel accommodations for one night, excluding room service, alcohol, or movies, laundry or other hotel services; and (2) ground transportation (if not provided by the hotel).</p> <p>Passengers who are delayed without baggage will be reimbursed upon presentation of receipts for reasonable incidentals, such as toiletries, needed until they are reunited with their baggage.</p> <p>Royal Jordanian will not provide hotel accommodations when a flight is canceled or causes a missed connection due to circumstances beyond our control, including but not limited to, whether or Air Traffic Control related delays or cancellations. Royal Jordanian will also not provide hotel accommodations in the following circumstances:</p> <p>A passenger's trip is interrupted at a city which is his/her origin point, point of scheduled temporary stay or his/her permanent domicile; or When the destination designated on the passenger's ticket, and the flight on which the passenger is being transported, is diverted to another city or airport in the same metropolitan area due to weather or other causes beyond Royal Jordanian's control.</p> <p>In cases where Royal Jordanian does not provide one night's lodging, Royal Jordanian will provide passengers a list of hotels/motels, which offer a discounted rate when flight(s) are canceled.</p>
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### 3. Methodology

This qualitative study requires the adoption of case study approach because its population consists of a single organization (Royal Jordanian Airlines). In this regard, Ref. [2] pointed out that if the research belongs to a single entity, with a sample of a single research community, it will be more appropriate to conduct a case study. The needed data to conduct this study is available on the Royal Jordanian Airlines profile on the internet, in addition to the annual report and some related articles published in the local daily newspapers.

Therefore, the researcher expects in case of conducting interviews that the answers of the company officers will be: you can use the internet to get data realism. In this regard, Ref. [10] pointed out that access to data from the website of an institution under study can be considered as an interview with the members of senior management because these data are usually issued mostly under their supervision. In addition, to inquire about any information the company's website is available, which called by [11] as a mediated interview. Figure No. 1 below shows the website of Royal Jordanian Airlines. This qualitative study requires the adoption of case study approach

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#### 4. Discussions

The study aimed to improve the understanding of air passengers' decision-making processes by testing a conceptual model that considers service value, airline service quality, satisfaction, perceived sacrifice, and behavioral intentions. The study was conducted on a sample of 602 Passengers, through using the structural equation modeling (SEM), and the importance-performance analysis (IPA) [15]. The results showed that the service value has a great impact on the behavioral intention, and the responsiveness is the most important airline service quality attribute in Passengers [16].

The main findings of this study are:

1.1. - Royal Jordanian Airline Provides pre-flight services such as; possibility to book by phone or internet with the lowest fare, notify travelers of known delays if any, deliver baggage on time, refund of the ticket to the client in case of his apology for travel.

1.2. - Royal Jordanian pays more attention to the passengers with disabilities and special needs in terms of providing them with comfortable seats and equipment that help them to move, in addition to kind treatment and special food.

1.3. - As one of the in-flight services, royal Jordanian Airlines accepts unaccompanied minors ages 5-14 years with \$100 as an escort service charge per direction.

1.4. - Royal Jordanian Airlines is seeking to improve the quality of food and beverages offered to passengers in terms of taking into account the conditions of diabetes and pressure.

1.5. - Services provided to mitigate passenger inconvenience from cancellations and misconnections are from the post-flight services.

- Royal Jordanian Airlines is attempting seriously to offer integrating services to the passengers.

Marketing Science tells that repeat purchase of a brand expresses the customer loyalty. However, in service businesses, service quality aims to measure organizational performance along transactional dimensions [17]. While in services, Ref. [13] pointed out that mutual relational benefits measure the intangible aspects of relationships, over and above the core elements of the service.

#### 5. Conclusion

This study was steered to recognize how distinct services provided by transport company's effects their customer's satisfaction. The current study enhances literature on transport industry through the extensive literature review. The aim of every organization is to enhance the performance of the company this can only be possible when customers are satisfied. Various organizations has adopted numerous strategies and approaches for customers satisfaction but the due to high competition it can be only possible when company provide distinct services like insurance, pre-travel booking and etc. the aim of this study is to compare these distinct services with other airline companies. The finding of this study revealed that Royal Jordanian Airlines is providing some distinct services that are better than other services in the Jordan. For future research, there is need to involve the real customers, so the next study should be conducted as empirical evidence.

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