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Airline Service Delays And The Impact On Customer Perceptions, Switching Intentions And Negative Word Of Mouth

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ABSTRACT

This research examines the influence of service delay on negative emotions and its result on switching plans and negative word of mouth as customer behavior. The survey was conducted on customers who have undergone delays in LCC airlines in Indonesia. The respondents' total number was 384, and the questionnaire responses were analyzed using SEM and mediation testing. As a result, this study accepts all the hypotheses that service delay affects anger and worry, and its impact on switching intention behavior and negative word of mouth. This research provides insight into how airlines can manage and improve their service policies to minimize service delays.

INTRODUCTION

Indonesia is an archipelagic country with heavy air traffic, which impacts the operational performance of airlines. During 2018, INACA (2018) recorded that the operational performance of flights in Indonesia increased from the previous year. However, for the low-cost carrier (LCC) based flight operator category, it was still low. Stasher (2019) research assesses that Soekarno-Hatta Airport has the highest number of flight delays in the world, which is more than 15 minutes.

Service delays and flight canceling are bad experiences for customers'. They react negatively and angrily to flight delays (Jiang, Li, Huang, & Scott, 2020). They feel that their time is being wasted and cannot accept this delay (Casado Diaz Ana & Mas Ruiz Francisco, 2002). This condition causes customers' to have negative perceptions of airline services' quality (Chow, 2014) and impact dissatisfaction and negative behavioral intentions (Van Vaerenbergh, Orsingher, Vermeir, & Larivière, 2014). We conclude that flight delays harm service quality, negative emotions, and anger. Their negative behavior can be in the form of negative responses and looking for airlines that provide flight timelines.

Several types of research on service failures and service delays have been conducted in the airline business. (Casado Diaz Ana & Mas Ruiz Francisco, 2002; N.-Y. Kim & Park, 2016; Nikbin, Hyun, Baharun, & Tabavar, 2015), but limited research to explore negative emotional responses correlated with flight delay encounters. (N.-Y. Kim & Park, 2016). Worry and anger often arise during flight delays (Bonifield & Cole, 2007; Casado Diaz Ana & Mas Ruiz Francisco, 2002; Gelbrich, 2010). In effect, they intend to switch and spread negative news over unpleasant experiences (Jiang et al., 2020; N.-Y. Kim & Park, 2016). If not managed properly, these negative emotions can drive the flight crew's injury or violate aviation safety guidance (Jiang et al., 2020). Hence, it is essential to learn how worry and anger arise from flight delays and how they affect customer behavior (Harrison-Walker, 2019; Tahanisaz & shokuhyar, 2020; Watson & Spence Mark, 2007). An understanding of how and why negative emotions are generated, as well as the impact of these emotions on customer behavior, is needed to design better experiences (Ma, Gao, Scott, & Ding, 2013).

Specifically, this research aims to analyze the influence of service delays on negative word-of-mouth and switching intention by negative emotional reactions, i.e., anger and worry as mediation. This research's primary contribution is to recommend a model for understanding the result of service delays on the LCC flight in Indonesia, focusing on the forms of anger and worry resulting from service delays.

LITERATURE REVIEW

This research illustrates service delays as the number of times customers sacrifice to arrange for a flight due to delays on the airline's part, either due to operational or weather factors. However, we ignore the weather factor in this study. From the customer side, who receives service directly, waiting is an intrinsic part of the service experience. (van Riel Allard, Semeijn, Ribbink, & Bomert-Peters, 2012). Usually, customers' do not want to wait to receive a service (Tom & Lucey, 1995) because it can result in negative emotional responses such as anger, worry, frustration, and neglect behavior (Dube-Rioux, Schmitt, & Leclerc, 1989). Therefore, airlines are trying to reduce customers' saturation by providing additional services such as snacks and drinks and providing certainty about flight times to feel comfortable while waiting. Oliver (1980) describes that satisfaction with remaining time is a post-experience evaluation, a cognitive and affective aspect. Cognitive aspects relate to customers' perceptions of reasonable and acceptable waiting times (Durrande-Moreau & Usunier, 1999). At the same time, the affective aspect indicates emotional responses to waiting time such as apathy, disappointment, anger, or stress (Hui & Tse, 1996; Taylor, 1994), which tends to

occur because they perceive waiting as a waste of time, unproductive, or pointless (van Riel Allard et al., 2012).

Researchers in consumer behavior have recently realized that variables related to emotions play a significant role in consumer behavior (N.-Y. Kim & Park, 2016). Associated with customers' negative emotions, anger, and dilemma due to service delays significantly affect evaluating service quality (Taylor, 1994). It includes customers' attitude in giving negative responses to other people or online media to switch. Emotional responses are related to determining happiness, criticisms, and word-of-mouth (Folkes, 1988), both positively and negatively. Several studies have confirmed that negative emotions can influence switching behavior to affect satisfaction and-or dissatisfaction (Van Vaerenbergh et al., 2014). Waiting time has been explained variously in displeasure, uncertainty, disappointment, anger, and resentment (Karen L, Blaire M, & Richard C, 1991). Many research types have also reported that waiting time is strictly correlated to negative emotions (Baker & Cameron, 1996; Houston, Bettencourt, & Wenger, 1998). Meanwhile, Vo, Xiao, and Ho (2019) confirm that service delays reduce positives word-of-mouth and increase negatives word-of-mouth. Consequently, it is logical to assume that there is value in examining negative emotional dimensions' influence. It leads to the development of customers' behavioral intentions related to the evaluation of customer service.

This study proposes the following hypothesis:

H1a: Service delay positively affect customers' anger

H1b: Service delay positively affect customers' worry

H1c: Service delay positively affect negative word-of-mouth

H1d: Service delay positively affect switching intention

This study defines the anger and worry of customers as emotional reactions that arise due to flight delays. Worry is a response to anxiety and uncertainty due to a cause of unpleasant consumption experiences (Luo & Mattila, 2020; Mattila & Ro, 2008; Menon & Dubé, 2004). In the setting of flight delays, worries are triggered more by the uncertainty of waiting times and the negative consequences of waiting (S. Kim, Miao, & Magnini, 2016). Furthermore, anger defines as an unpleasant consumption experience in multiple settings (Bonifield & Cole, 2007; Casado Diaz Ana & Mas Ruiz Francisco, 2002; Gelbrich, 2010). Prior researchers have observed that anger is the principal emotion when adverse events occur due to controllable personal factors, such as bad management and communication (Kalamas, Laroche, & Makdessian, 2008; N.-Y. Kim & Park, 2016). Different research results were shown by Wen-Hai, Yuan, Liu, and Fang (2019), who found that customers' anger had no significant and positive effect on negative word of mouth.

Worry and anger are distinguished by the dimensions of the flight customers' assessment. Consumer ratings of airlines are very relevant to predict their negative emotions (Watson & Spence Mark, 2007) because adverse issues and experiences usually result in attempts to find the cause (Folkes, 1988; Weiner, 2000). In the context of flight delays, the airline's assessment refers to customers' error due to arriving late, which causes delays. Meanwhile, customers' assessment of an airline occurs when a technical, operational, or cabin crew problem occurs. An assessment of the circumstances in which delays are related to other uncontrollable factors, i.e., acute weather or airport traffic control. Empirically, the relationship between anger and worry is still rare, especially in the setting of flight delays. Specifically, negative customers' emotions have become a special concern for research in the field of customers' behavior because they are closely related to switching behavior and negative responses to service experiences (Harrison-Walker, 2019; Jiang et al., 2020; N.-Y. Kim & Park, 2016; Nikbin et al., 2015).

Therefore, this study proposes the following hypotheses:

H2a: Customers' anger positively affects switching intention

H2b: Customers' anger positively affects negative word of mouth

H3a: Customers' worry positively affects switching intention

H3b: Customers' worry positively affects negative word of mouth.

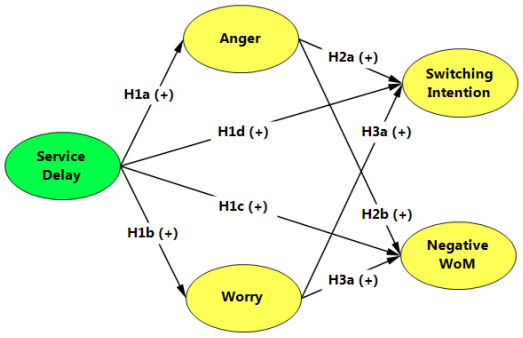

Figure 1. Conceptual Framework

Source: Authors

METHOD

We conducted a questionnaire survey to identify five constructs in the conceptual framework: service delay, the negative emotional customer (anger and worry), negative word-of-mouth, and switching intention (Figure 1). To ensure the level of measurement precision, we adopted several prior studies (Table 1). Service delay, anger, and negative word of mouth we cited N.-Y. Kim and Park (2016) and Jiang et al. (2020), add one interview result indicator. Worry is from the study of Jiang et al. (2020). We cite the switching intention from Nikbin et al. (2015) and Nikbin, Ismail, and Marimuthu (2012). All measurements use a Likert scale with a semantic differential of five points (5 "strongly agree" and 1 "strongly disagree) (Sekaran & Bougie, 2019). We designed a questionnaire using Google Forms with a total of 16 items. The questionnaire that we have designed, we first tested it face to face with 20 participants to ensure that all questions were easy to understand (content validity). As a result, some items are tricky to understand, and we have revised these items.

Tabel 1. Measurement of Variable

Variable	Item
Service Delay	The actual delay time of the airline is longer than expected.
	This airline has a more extended time delay (flight delay) than other airlines.
	The actual delay time of this airline is longer than the predetermined period.
	Feeling the delay time (flight delay) for this airline is very long.
Anger	Feel angry when a flight is delayed.
	Feel annoyed when a flight is delayed.
	Feeling hurt when a flight is delayed.
Worry	Feeling bothered due to flight delays.
	Feeling anxious due to flight delays
	Feeling agitated due to flight delays
Switching Intention	After the flight delay happened, I will intensively look for another airline on time shortly.
	After a flight delay, I will never continue using this airline.
	After flight delays, I decided to do a little more relationship with the airline
Negative Word of Mouth	I will complain to the airline if there is a flight delay.
	I will share negative content to the mass media when there is a flight delay*.
	I will say negative things to the closest person when there is a flight delay.

This study analyzes service delay on negative emotions and its result on switching intention and negative word-of-mouth on LCC airlines in Indonesia. The target population is all flight customers' who have used low-cost airlines (LCC) in Indonesia with infinity to answer the research objectives. Therefore, we exercised a sample using the binominal proportions approach (Lemeshow, Hosmer, Klar, & Lwanga, 1990) with an error margin of 5 percent so that a minimum sample of 384. Our questionnaires distribute to non-random flight customers' from the target population of infinity, namely customers' who have used LCC airlines and have experienced delays with LCC airlines at least two times. To achieve the target sample, we made a filter question, namely, "have you ever had a delay with LCC airlines at least two times? If participants answer *Yes*, they can continue to the question session. If participants answer *No*, they cannot continue to the next questions.

Therefore, the questionnaire distribution technique that we use is purposive sampling.

This study uses multivariate statistics with the verification method. The research data were analyzed using the covariate-based structural equation modeling (CB-SEM) approach with Lisrel 8.7 software (Jöreskog & Sörbom, 1996). We use CB-SEM because we want to confirm the theory from a prior study (Reinartz, Haenlein, & Henseler, 2009) which is implemented in Indonesia's airline industry, especially LCC airlines. Prior researchers tested the airline industry in general (Jiang et al., 2020; N.-Y. Kim & Park, 2016; Nikbin et al., 2015; Nikbin et al., 2012) using CB-SEM, partial least square-structural equation modeling (PLS-SEM), and factor analysis. Before testing and analyzing hypotheses, confirmatory factor analysis (CFA) is essential in confirming a measurement model. Next, we test the structural model to answer the verification hypothesis.

RESULT AND DISCUSSION

The respondents' average age was 18-24 years, with the education level being senior high school and bachelor's. They use LCC airlines for holiday, office tasks, and visiting family. Experience using LCC airlines, an average of 2-4 times in one semester. Most of the consumers use delay insurance services.

We do data cleaning to ensure that the data comes from the target sample. CB-SEM requires normally distributed data. The results of calculating the ratio of skewness and kurtosis, the data is normally distributed because it is in the range point -2 to +2 (Kline, 2015).

First, we ensure the reliability and validity of the latent constructs. Because every latent construct directly points to an indicator, the test we do is first order. Each indicator's loading factor value has a value greater than 0.7, with a range of 0.72 to 0.91, and no indicators are deleted (Table 2). Furthermore, the lowest composite reliability is 0.84, greater than the recommended value of (Hair, William C, Barry J, & Rolph E, 2019; Raykov, 1997). It indicates good reliability. Convergent validity was assessed by examining the average of variance extracted (AVE) of the measure. The result is between 0.63 and 0.76. This value is well over the recommended of 0.5, thus indicating good convergent validity.

Table 2. Confirmatory Factor Analysis and Reliability

Variable	Item	Mean	SLF	CR	AVE
Service Delay	SD1	3.22	0.86	0.93	0.76
	SD2	3.07	0.84		
	SD3	3.13	0.90		
	SD4	3.08	0.88		
GoF service delay: RMSEA=0.000; P-Value=0.737; X^2=0.61					
Anger	A1	3.69	0.82	0.88	0.72
	A2	3.89	0.83		
	A3	3.42	0.89		
Worry	W1	3.16	0.84	0.91	0.76
	W2	3.46	0.89		
	W3	3.28	0.89		
Switching Intention	SI1	2.93	0.91	0.90	0.75
	SI2	3.22	0.85		
	SI3	3.31	0.84		
Negative Word of Mouth	Neg1	3.35	0.74	0.84	0.63
	Neg2	3.05	0.91		
	Neg3	2.99	0.72		
GoF anger, worry, switching intention and negative word of mouth RMSEA=0.047; P-Value=0.001; X^2=71.67; GFI=0.97; AGFI=0.94; NFI=0.99; CFI=0.99					

Source: Data Analysis

In Table 3, the AVE value for all constructs is higher than the correlation of the squared latent constructs with the other constructs (Fornell & Larcker, 1981), indicating that we have good discriminant validity.

Table 3. Correlation Between Constructs

	SD	A	W	SI	Neg
SD	1				
A	0.225	1			
W	0.251	0.450	1		
SI	0.192	0.251	0.254	1	
Neg	0.225	0.292	0.268	0.536	1

The measurement results of confirmatory factor analysis, service delay has a value of RMSEA 0.000, P-value 0.737, and X^2 0.61. From the three test criteria, it is proved that the measurement model is good. Furthermore, anger, worry, switching intention, and negative word of mouth resulted in an RMSEA value of 0.047, GFI = 0.97, AGFI = 0.94, NFI, and CFI = 0.99. The resulting model goodness index value has fulfilled the goodness of the measurement

model. Overall, we conclude that the measurement model fits the criteria for the goodness of the model.

Table 4. GoF Measurement

GoF index	Structural Model	Decision
Absolute		
Chi-square	223.41	Poor
Probability	0.0000	Poor
GFI	0.93	Good
RMSEA	0.067	Good
SRMR	0.036	Good
Normed chi-square	2.691	Good
Incremental		
NFI	0.98	Good
CFI	0.99	Good
RFI	0.97	Good
Parsimony		
AGFI	0.97	Good
PNFI	0.58	Moderate

The goodness of the structural model with CB-SEM must be proven by several criteria the goodness of the model (Table 4). The proposed conceptual model can explain the hypothesis. The calculation results confirm that our research model has met the terms of the model's goodness (absolute, incremental fit, and parsimony). It is evidenced by several criteria we tested (Hair et al., 2019). First, absolute testing results in the value of X^2-*test*=223.41 and X^2 table=105.267. Because the chi-square test value > chi-square table, the chi-square value does not meet the requirements. However, Carmines and McIver (1981) explained that the chi-square test is still acceptable by referring to the degree of freedom value multiplied by two or three, and the result is greater than the value of the chi-square test (249 > 223.41). Furthermore, the P-value is 0.000 < 0.05, so it is declared not good. RMSEA test 0.067 < 0.07 with CFI = 0.99. Normed X^2-*test*=2.69 is smaller than 5. The value of SRMR = 0.036 < 0.08 are acceptable with the CFI value of 0.99 is greater than 0.92. The GFI value of 0.93 is in the range of 0–1. From several absolute measurement criteria, it can be stated that only the P-value is unsatisfactory and the rest has met the requirements. For the incremental fit measure index, all indices are in the range 0 - 1 and close to the value 1 (RFI=0.97; CFI=0.99; NFI=0.98). The parsimony measures are in the range 0 – 1 (AGFI = 0.97; PNFI = 0.58). We conclude that the structural model has met the goodness of the fit model.

After checking the confirmatory factor analysis, we tested the research hypothesis with Lisrel 8.7. Figure 2 presents the structural model testing results, including the path coefficient, T-value, and R-Square. We explained that service delay contributed 31% in explaining passenger anger and 33% in solving passenger concerns. Furthermore, service delay, anger, and worry contributed 35% in explaining switching intention and 43% in explaining the negative word of mouth. The following is a form of structural model equation.

$\text{Anger} = 0.56^*_{\text{S.Delay}}$, Errorvar = 0.56, $R^2 = 0.31$ … (1)

$\text{Worry} = 0.58^*_{\text{S.Delay}}$, Errorvar = 0.59, $R^2 = 0.33$ … (2)

$\text{Switching} = 0.33^*_{\text{Anger}} + 0.20^*_{\text{Worry}} + 0.20^*_{\text{Delay}}$, Errorvar = 0.79, $R^2 = 0.35$ … (3)

$\text{NegWoM} = 0.34^*_{\text{Anger}} + 0.23^*_{\text{Worry}} + 0.23^*_{\text{Delay}}$, Errorvar = 0.59, $R^2 = 0.43$ … (4)

Hypothesis 1a pronounces that service delay has a positive effect on customer anger. Path coefficient $\beta_1 = 0.56$ and T-value 9.78 > 1.96. The coefficient value with a positive and significant direction supports the hypothesis statement. Service delay positively affects customer worry and supports hypothesis 1b, namely, the coefficient value is positive and significant ($\beta_2 = 0.58$; T-value 10.68 > 1.96). Hypothesis 1c is that service delay positively affects negative word-of-mouth is proven to be accepted because the value of the β_3 coefficient is positive (0.23) and significant, with a T-value of 3.24 > 1.96. Furthermore, service delay positively affects switching intention, which also supports hypothesis 1d with a path coefficient value that is positive and significant ($\beta_4 = 0.20$; T-value 3.17 > 1.96).

The estimation results show that hypothesis 2a is accepted; customer anger positively affects switching intention. The path coefficient value indicates is $\beta_5 = 0.33$ and the T-value 5.94> 1.96. Hypothesis 2b pronounces

that customer anger has a positive effect on negative word-of-mouth. Path coefficient is β_6 = 0.34 and T-value 5.42 > 1.96. The coefficient value with a positive and significant direction confirms the statement of hypothesis 2b. Hypothesis 3a, namely that customer worry positively affect switching intention, is proven to be accepted because the coefficient β_7 is positive, 0.20, and significant with a T-value of 3.73> 1.96. Finally, we highlight that customer worry has a positive effect on negative word of mouth is accepted. The path coefficient value evidence is β_7 = 0.23, which is positive and significant because the T-value is 3.80> 1.96. Overall, all the hypotheses we propose are acceptable.

We describe the research results as follows. *First*, waiting time due to service delays can positively affect the development of negative emotions (anger and worry) and the impact on the intention to find and change to airlines that offer on-time flight times and say negative things to others about the late flight experience. In particular, service delays have a significant effect on customer anger. Service delay hurts customer acceptance. When the service delay increases and the tradeoffs for waiting time increase, the customer becomes angry. They assume the flight will be canceled or diverted to the next flight. *Second*, the related negative emotions and behavioral intention; anger positively affects switching intention and negative word-of-mouth. Besides, worry shows an effect on switching intention and negative word-of-mouth. Customers who are always worried about flight delays try not to use airlines that are often late. They also say negative things to other people or their closest families, either directly or by social media. *Third*, service delay has a direct effect on switching intention and negative word-of-mouth. In other words, when the airline announces that the flight will be delayed, the customer cannot accept it and immediately says negative things, both to the airline, close families, and spreading the news by social media. Also, customers will try to find other flights when there is no certainty of

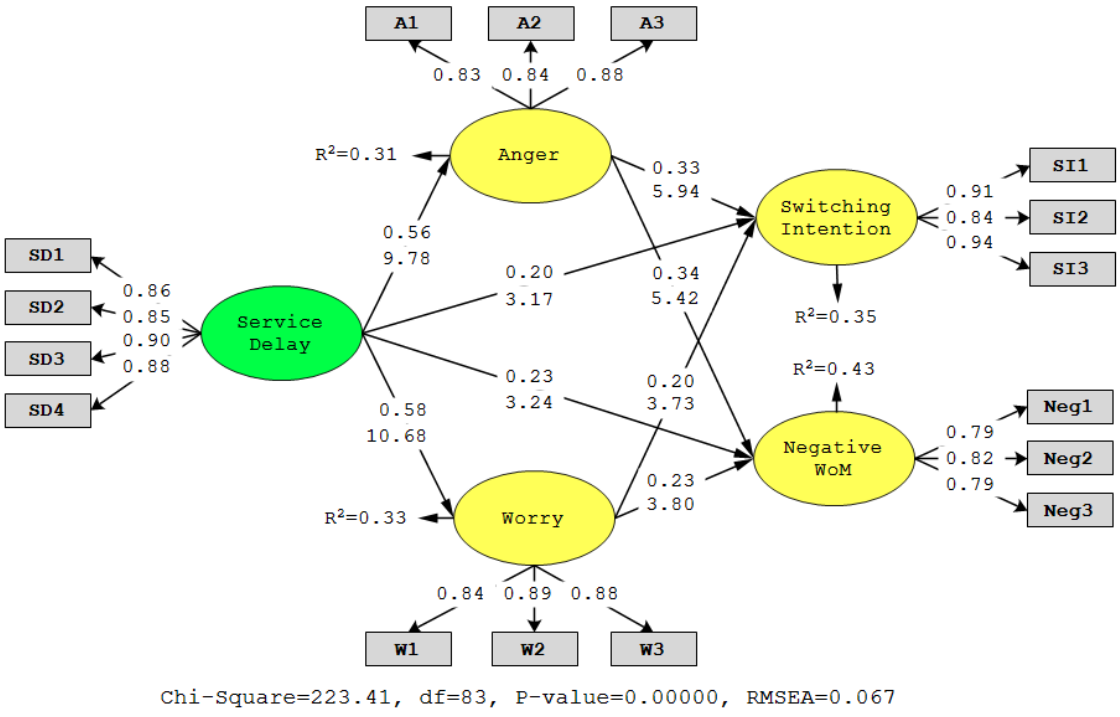

Figure 2. Result of CB-SEM
Source: Lisrel 8.7

departure. In the future, passengers will not use the airline.

Due to air travel and airport operations' weather-dependent characteristics, flight delays may occur at least up to a certain time. Customers usually accept these conditions, but they start complaining and expressing negative emotions if they operationalize. Therefore, airlines have an interest in actively managing service delays and minimizing waiting times proactively. Airlines need to find different strategies to prevent service delays continuously to decrease customers' negative emotions and increase the intention to use airlines and say positive things.

CONCLUSIONS

This study examines the role of service delay in the low-cost airline industry in determining switching intention and negative word of mouth mediated by passengers' negative emotions (anger and worry). As a result, service delay directly affects customers' intention to switch and speaks negatively about the experience they feel. Indirectly, anger and worry as a form of negative emotions in the passengers also affect it. This study's findings are useful in improving the marketing strategy of low-cost airlines, significantly to reduce customer complaints as a result of service delay.

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