



A Study on Customer Satisfaction and Service Quality of Indigo

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Abstract-- This study examines customer satisfaction and loyalty towards IndiGo services with special focus on service quality, pricing perception, and customer experience. The research aims to analyze customer satisfaction levels, identify gaps between customer expectations and actual services, and evaluate the impact of pricing on customer perception and loyalty. Primary data were collected from 59 respondents through a structured questionnaire, and statistical tools such as percentage analysis, correlation analysis, and Chi-square test were used for interpretation.

The findings reveal that most respondents are satisfied with IndiGo's check-in process, staff professionalism, cleanliness, and baggage handling services. However, pricing and additional charges were identified as major service gaps affecting customer perception. Correlation analysis showed a strong positive relationship between customer satisfaction and customer loyalty, while the Chi-square test confirmed a significant association between satisfaction and future travel preference.

The study concludes that customer satisfaction plays a major role in building loyalty towards IndiGo services. Improving pricing transparency, maintaining consistent service quality, and enhancing customer experience can further strengthen customer retention and competitive advantage in the airline industry.

Keywords--Customer Satisfaction, Service Quality, Low-Cost Carrier, IndiGo, Customer Loyalty.

I. INTRODUCTION

The aviation industry in India has experienced significant growth over the past decade, driven by increasing demand for affordable and accessible air travel. The emergence of low-cost carriers has played a major role in transforming the industry by making flying more economical for a larger segment of the population. Among these, IndiGo has emerged as the leading airline in India, known for its efficiency, punctuality, and competitive pricing. IndiGo was established in 2006 and operates under a Low-Cost Carrier (LCC) model. The airline focuses on minimizing operational costs while maximizing efficiency through strategies such as using a standardized fleet, ensuring quick turnaround time, and maintaining high aircraft utilization. This model enables IndiGo to offer affordable fares and attract price-sensitive customers.

In today's competitive aviation market, customer satisfaction has become a key factor for success. Passengers expect not only low ticket prices but also high-quality service, including punctual flights, professional staff behavior, efficient baggage handling, and smooth customer support services. Meeting these expectations is essential for building customer loyalty and maintaining a strong market position.

However, there is a constant challenge in balancing cost efficiency with service quality. While IndiGo excels in operational performance and pricing strategy, there is a need to evaluate whether the service quality meets customer expectations. Therefore, this study aims to analyze customer satisfaction and service quality of IndiGo and to understand how these factors influence customer perception and loyalty.

II. STATEMENT OF THE PROBLEM

The rapid growth of the aviation industry in India, particularly with the expansion of low-cost carriers like IndiGo, has significantly increased accessibility to air travel. IndiGo operates on a Low-Cost Carrier (LCC) model, which focuses on minimizing operational costs, offering affordable ticket pricing, and maintaining high aircraft utilization and efficiency.

However, this cost-focused strategy creates a critical challenge. While reducing costs is essential for maintaining competitive pricing, delivering high-quality service requires substantial investment in areas such as staff training, customer support systems, baggage handling, and infrastructure. This results in a conflict between cost efficiency and customer satisfaction.

At the same time, customer expectations in the aviation industry are continuously rising. Passengers expect not only low fares but also high standards of service, including punctuality, professional staff behavior, smooth baggage handling, transparent communication, and efficient handling of refunds and complaints.

Despite IndiGo's strong reputation for affordability and on-time performance, there are concerns regarding service quality and post-purchase experiences. Any gap between customer expectations and actual service delivery can lead to dissatisfaction, reduced loyalty, and negative word-of-mouth.



International Journal of Recent Development in Engineering and Technology
Website: www.ijrdet.com (ISSN 2347-6435 (Online) Volume 15, Issue 05, May 2026)

Therefore, the key problem addressed in this study is: “How can IndiGo effectively balance its low-cost operational strategy with increasing customer expectations to ensure high levels of customer satisfaction and loyalty?”

III. REVIEW OF LITERATURE

The concept of customer satisfaction and loyalty has been widely studied across various industries, including aviation and service sectors. Several researchers have emphasized the importance of service quality, trust, and perceived value in influencing customer behavior.

Frederick Reichheld and Phil Schefter (2000) highlighted that customer loyalty is driven more by trust and consistent service quality than by pricing alone. Their study emphasized that loyal customers contribute significantly to long-term profitability through repeat usage and positive word-of-mouth.

Amith Parasuraman, Valarie Zeithaml, and Arvind Malhotra (2005) introduced the concept of electronic service quality (E-S-QUAL), identifying key dimensions such as efficiency, reliability, responsiveness, and fulfillment. Their findings suggest that higher service quality leads to increased customer satisfaction and retention.

Eugene Anderson and Srinivasan Srinivasan (2003) argued that customer satisfaction alone is not sufficient to ensure loyalty. Instead, perceived value and customer experience play a crucial role in influencing repeat behavior.

Hyun Kim, Bum Jin, and Jill Swinney (2009) emphasized that perceived value, trust, and security significantly impact customer repurchase intentions. Their research indicates that customers are more likely to remain loyal when they feel secure and receive value for money.

Lloyd Harris and Mark Goode (2004) found that service quality directly influences trust, which in turn affects customer loyalty. Their study highlights that reliable and consistent service builds long-term relationships with customers.

Oliver (1999) proposed the four-stage loyalty model (cognitive, affective, conative, and action loyalty). The study explains that customer loyalty develops gradually through positive experiences and satisfaction, leading to long-term commitment.

Gefen (2000) emphasized the role of trust in online environments, stating that trust significantly influences customer intentions and repeat behavior. The study concluded that higher trust leads to increased customer loyalty.

Bhattacharjee (2001) applied the Expectation-Confirmation Theory (ECT) and found that customer satisfaction is influenced by the confirmation of expectations, which directly impacts continued usage and loyalty.

Flavián, Guinaliú, and Gurrea (2006) studied website usability and found that factors such as ease of navigation, design, and information clarity improve customer satisfaction and strengthen loyalty.

Chiu, Lin, Sun, and Hsu (2009) highlighted that service quality, perceived value, and customer experience significantly influence repurchase intentions. The study concluded that emotional and experiential factors also play a major role in building loyalty.

Overall, the literature suggests that:

- Service quality is a key determinant of customer satisfaction.
- Customer satisfaction positively influences customer loyalty.
- Trust and perceived value are critical for retention.
- Pricing alone cannot ensure long-term customer loyalty.

IV. OBJECTIVES OF THE STUDY

- To analyze customer satisfaction towards IndiGo services.
- To identify gaps between expectations and actual service.
- To evaluate the impact of pricing on customer perception and loyalty.

V. SCOPE OF THE STUDY

- The study focuses on customers of IndiGo to analyze their satisfaction and perception of service quality.
- It evaluates key factors such as pricing, punctuality, staff behavior, and overall travel experience.
- The study is based on primary data collected from 100 respondents using a structured questionnaire.
- The findings provide insights and suggestions for improving customer satisfaction and service quality.

VI. RESEARCH METHODOLOGY

1. *Research Design*

The study adopts a descriptive research design, as it focuses on analyzing customer opinions, perceptions, and satisfaction levels without manipulating any variables.

2. Sample Size

The study is conducted with a sample size of 59 respondents, representing customers who have used IndiGo airline services.

3. Sampling Technique

A convenience sampling method is used, where respondents are selected based on their availability and willingness to participate.

4. Data Collection Method

- Primary Data: Collected through a structured questionnaire consisting of multiple-choice and Likert-scale questions.
- Secondary Data: Collected from articles, journals, websites, and the IndiGo PPT.

5. Tools for Analysis

The collected data is analyzed using the following statistical tools:

- Percentage analysis
- Correlation analysis
- Chi-square test

6. Data Interpretation

The collected data is classified, tabulated, and interpreted to understand customer satisfaction levels and identify key factors influencing customer perception and loyalty.

VII. DATA ANALYSIS AND INTERPRETATION

TABLE I: GENDER DISTRIBUTION OF RESPONDENTS (N=59)

GENDER	NUMBER OF RESPONDENTS	PERCENTAGE
Male	23	37.9%
Female	36	62.1%
TOTAL	59	100%

Interpretation:

The majority of respondents (62.1%) are female, while 37.9% are male. This indicates that female respondents form a larger portion of the sample, which may influence overall perception towards IndiGo services.

TABLE II: FREQUENCY OF TRAVEL

FREQUENCY	NUMBER OF RESPONDENTS	PERCENTAGE
Frequently	7	11%
Occasionally	19	32.2%
Rarely	33	55.9%
TOTAL	59	100%

Interpretation:

The majority of respondents (55.9%) travel rarely, followed by 32.2% who travel occasionally. Only 11.9% travel frequently. This indicates that most customers are not frequent flyers, which may affect their expectations and experience levels.

TABLE III: SATISFACTION LEVEL WITH INDIGO'S PUNCTUALITY (N=59)

RATING LEVEL	NUMBER OF RESPONDENTS	PERCENTAGE
1	3	5.1%
2	6	10.2%
3	23	39%
4	16	27.1%
5	10	16.7%
6	1	1.7%
TOTAL	59	100%

Interpretation:

The majority of respondents (39%) rated punctuality as average 5.1%, followed by 27.1% respondents rating it good. This indicates that customers perceive IndiGo's punctuality as satisfactory, but there is scope for improvement.

TABLE IV: SATISFACTION WITH CHECK-IN AND BOARDING PROCESS (N=59)

RESPONSE CATEGORY	NUMBER OF RESPONDENTS	PERCENTAGE(%)
Very Satisfied	8	13.8%
Satisfied	31	53.4%
Neutral	17	29.3%
Dissatisfied	2	3.5%
TOTAL	100%	100%

Interpretation:

A majority of respondents (67.2%) are satisfied with the check-in and boarding process. However, a significant portion (29.3%) remains neutral, indicating scope for improving efficiency and customer experience.

TABLE V: RELIABILITY OF BAGGAGE HANDLING (N=59)

RESPONSE CATEGORY	NUMBER OF RESPONDENTS	PERCENTAGE(%)
Very Reliable	8	13.6%
Reliable	29	49.2%
Average	19	32.2%
Unreliable	3	5%
Very Unreliable	0	0%
TOTAL	59	100%

Interpretation:

Most respondents (62.8%) find baggage handling reliable. However, 32.2% rated it as average, indicating that improvement is needed in baggage handling services.

TABLE VI: BEHAVIOR AND PROFESSIONALISM OF INDIGO STAFF (N=59)

RESPONSE CATEGORY	NUMBER OF RESPONDENTS	PERCENTAGE
Excellent	14	23.7%
Good	31	52.5%
Average	13	22%
Poor	1	1.7%
Very Poor	0	0%
TOTAL	59	100%

Interpretation:

The majority of respondents (52.5%) rated staff behavior as good, followed by 23.7% rating it excellent. This indicates that IndiGo staff are perceived as professional and courteous, contributing positively to customer satisfaction.

TABLE VII: SATISFACTION WITH AIRCRAFT CLEANLINESS (N=59)

RESPONSE CATEGORY	NUMBER OF RESPONDENTS	PERCENTAGE
Very Satisfied	14	24.6%
Satisfied	29	50.9%
Neutral	15	22.8%
Dissatisfied	1	1.7%
Very Dissatisfied	0	0%
TOTAL	57	100%

Interpretation:

Most respondents (50.9%) are satisfied with aircraft cleanliness, indicating that IndiGo maintains good hygiene standards. However, a small number of neutral responses suggests minor scope for improvement.

TABLE VIII: BIGGEST GAP IN SERVICE (N=59)

FACTOR	NUMBER OF RESPONDENTS	PERCENTAGE(%)
Pricing	26	42.1%
Staff Behavior	9	15.8%
Cleanliness	9	15.8%
Customer Support	8	14%
Punctuality	6	10.5%
Others	1	1.8%
TOTAL	59	100%

Interpretation:

Pricing is identified as the biggest gap by most respondents (42.1%), indicating that customers feel ticket pricing or additional costs need improvement.

TABLE IX: EXPECTED LEVEL OF SERVICE FROM INDIGO (N=59)

RESPONSE CATEGORY	NUMBER OF RESPONDENTS	PERCENTAGE (%)
Yes	44	74.6%
No	14	23.7%
Others	1	1.7%
TOTAL	59	100%

Interpretation:

A large majority (44 respondents) 74.6% feel that IndiGo meets their service expectations, indicating overall positive customer perception.

TABLE X: SERVICE CONSISTENCY OF INDIGO (N=59)

RESPONSE CATEGORY	NUMBER OF RESPONDENTS	PERCENTAGE (%)
Strongly Agree	6	10.3%
Agree	27	46.6%
Neutral	23	39.7%
Disagree	1	1.7%
Strongly Disagree	2	1.7%
TOTAL	59	100%

Interpretation:

Most respondents (46.6%) agree that IndiGo provides consistent service quality. However, a significant number (39.7%) are neutral, indicating that consistency may vary across experiences.

TABLE XI: EXPECTATION FULFILLMENT (N=59)

RESPONSE CATEGORY	NUMBER OF RESPONDENTS	PERCENTAGE (%)
Always	15	25.9%
Often	19	31%
Sometimes	22	37.9%
Rarely	2	3.4%
Never	1	1.7%
TOTAL	59	100%

Interpretation:

Most respondents (37.9%) feel that IndiGo meets expectations only sometimes, suggesting inconsistency in service delivery.

TABLE XII: REASONABLENESS OF ADDITIONAL CHARGES (N=59)

RESPONSE CATEGORY	NUMBER OF RESPONDENTS	PERCENTAGE (%)
Yes	26	43.9%
No	10	15.8%
Maybe	23	40.4%
TOTAL	59	100%

Interpretation:

While 43.9% respondents feel additional charges are reasonable, a large number (40.4%) are uncertain, indicating mixed perception about pricing.

TABLE XIII: AFFORDABILITY OF INDIGO TICKET PRICES (N=59)

RESPONSE CATEGORY	NUMBER OF RESPONDENTS	PERCENTAGE (%)
Very Affordable	11	18.6%
Affordable	23	39%
Neutral	15	25.4%
Expensive	5	8.5%
Very Expensive	4	6.8%
Very Difficult	1	1.7%
TOTAL	59	100%

Interpretation:

Most respondents (39%) consider IndiGo's pricing affordable, while a significant number (15) remain neutral. A smaller group perceives prices as expensive, indicating mixed opinions on pricing strategy.

TABLE XIV: PRICING COMPARISON WITH OTHER AIRLINES (N=59)

RESPONSE CATEGORY	NUMBER OF RESPONDENTS	PERCENTAGE (%)
Much Lower	8	13.8%
Slightly Lower	16	27.6%
Similar	23	39.7%
Slightly Higher	5	8.6%
Much Higher	7	10.3%
TOTAL;	59	100%

Interpretation:

Most respondents (39.7%) feel that IndiGo's pricing is similar to other airlines, while some perceive it as slightly lower. This indicates competitive pricing in the market.

Correlation Analysis

Customer Satisfaction vs. Customer Loyalty

Null Hypothesis (H₀): There is no significant relationship between customer satisfaction and customer loyalty.

Alternative Hypothesis (H₁): There is a significant relationship between customer satisfaction and customer loyalty.

TABLE XV. CUSTOMER SATISFACTION VS. CUSTOMER LOYALTY

Variables	Customer Satisfaction	Customer Loyalty
Customer Satisfaction	Pearson Correlation	1
	Sig. (2-tailed)	
	N	59
Customer Loyalty	Pearson Correlation	.741**
	Sig. (2-tailed)	0
	N	59

** Correlation is significant at the 0.01 level (2-tailed).

Interpretation

The Pearson correlation coefficient between customer satisfaction and customer loyalty is 0.741, indicating a strong positive relationship between the two variables. The significance value ($p = 0.000$) is less than 0.01, which shows that the relationship is statistically significant. Hence, the null hypothesis is rejected and the alternative hypothesis is accepted. It is concluded that higher customer satisfaction leads to stronger customer loyalty towards IndiGo services.

TABLE XVI: FUTURE TRAVEL PREFERENCE (CUSTOMER LOYALTY)

RESPONSE CATEGORY	NUMBER OF RESPONDENTS	PERCENTAGE
Definitely Yes	20	33.9%
Probably Yes	22	37.3%
Not Sure	15	25.4%
Probably No	1	2%
Definitely No	1	1.4%
TOTAL	59	100%

Interpretation:

The data shows a positive customer response, with 37.3% selecting “Probably Yes” and 33.9% choosing “Definitely Yes,” indicating high customer acceptance and satisfaction. Around 25.4% of respondents remain unsure, showing the need for improved service quality and customer engagement. Only a small percentage expressed negative opinions, suggesting that overall customer perception is favorable.

Chi-Square Test Of Independence

Customer Satisfaction vs. Customer Loyalty

Null Hypothesis (H₀): There is no significant association between customer satisfaction and customer loyalty.

Alternative Hypothesis (H₁): There is a significant association between customer satisfaction and customer loyalty.

TABLE XVII. CUSTOMER SATISFACTION VS. CUSTOMER LOYALTY

Customer Satisfaction	Loyal	Not Loyal	Total
Satisfied	28	7	35
Neutral	10	5	15
Dissatisfied	3	6	9
Total	41	18	59

Calculated Value

$$\chi^2 = 8.42$$

Critical Value

$$\chi^2 (df = 2, \alpha = 0.05) = 5.99$$

Decision

Since the calculated χ^2 value (8.42) is greater than the critical value (5.99), the null hypothesis is rejected.

Interpretation

There is a significant association between customer satisfaction and customer loyalty. Customers who are more satisfied with IndiGo services are more likely to remain loyal to the airline.

VIII. FINDINGS OF THE STUDY

1. The majority of respondents (62.1%) are female, indicating higher participation of female passengers in the study.
2. Most respondents (55.9%) travel rarely, while only a small percentage are frequent flyers, showing that occasional travelers form the major customer segment.
3. IndiGo’s punctuality is generally rated as satisfactory, with 39% of respondents giving an average rating and 27.1% rating it positively.
4. A majority of respondents (67.2%) are satisfied with the check-in and boarding process, indicating efficient operational management.
5. Most respondents (62.8%) consider IndiGo’s baggage handling services reliable, though some customers still perceive room for improvement.
6. Staff behavior and professionalism received positive feedback, with 52.5% rating it good and 23.7% rating it excellent.

7. Aircraft cleanliness is viewed positively, with more than half of respondents satisfied with hygiene and cleanliness standards.
 8. Pricing was identified as the biggest service gap by 42.1% of respondents, showing customer concern regarding ticket pricing and additional charges.
 9. A large majority (74.6%) believe that IndiGo meets their expected level of service, indicating overall positive perception.
 10. Nearly half of the respondents (46.6%) agree that IndiGo maintains consistent service quality, although many remain neutral regarding consistency.
 11. Most respondents (37.9%) stated that IndiGo fulfills their expectations only “sometimes,” indicating inconsistency in service delivery.
 12. Customer opinions on additional charges are mixed, with 43.9% considering them reasonable and 40.4% remaining uncertain.
 13. Most respondents (39%) perceive IndiGo ticket prices as affordable, while some still consider them expensive.
 14. A majority of respondents feel IndiGo’s pricing is similar or slightly lower than competing airlines, showing competitive market pricing.
 15. Correlation analysis revealed a strong positive relationship ($r = 0.741$) between customer satisfaction and customer loyalty, indicating that satisfied customers are more likely to remain loyal.
 16. The Chi-square test confirmed a significant association between customer satisfaction and customer loyalty, proving that customer satisfaction strongly influences future travel preference.
 17. Most respondents expressed positive intention toward future travel with IndiGo, with 71.2% selecting “Definitely Yes” or “Probably Yes.”
5. The airline can strengthen baggage handling systems to reduce delays, mishandling, and customer inconvenience.
 6. Customer engagement initiatives such as personalized communication, feedback systems, and loyalty programs should be expanded to improve long-term relationships.
 7. Since many respondents remain neutral about certain services, IndiGo should focus on exceeding customer expectations through enhanced in-flight and ground support services.
 8. The company should continue training employees in customer service skills to maintain professionalism and positive passenger interactions.
 9. IndiGo should regularly collect customer feedback and use data analytics to identify service gaps and improve operational efficiency.
 10. Promotional campaigns emphasizing affordability, punctuality, and service quality can help strengthen IndiGo’s competitive advantage in the airline industry.

IX. SUGGESTIONS OF THE STUDY

1. IndiGo should improve pricing transparency by clearly communicating additional charges and reducing hidden costs to improve customer perception.
2. The airline can introduce more flexible fare options, discounts, and loyalty rewards to increase customer retention and satisfaction.
3. Service consistency should be enhanced across all flights to ensure customers receive uniform experiences every time they travel.
4. IndiGo should focus on improving punctuality further, as many respondents rated it only average.

X. CONCLUSION

The study on customer satisfaction towards IndiGo services reveals that the airline has established a generally positive image among passengers through reliable services, professional staff behavior, efficient check-in procedures, and affordable pricing. Most respondents expressed satisfaction with key service aspects such as cleanliness, baggage handling, and overall customer experience.

However, the study also identified certain service gaps, particularly related to pricing perceptions, additional charges, and consistency in service delivery. Although customers perceive IndiGo as affordable and competitive compared to other airlines, many respondents remain neutral regarding expectation fulfillment and service consistency, indicating opportunities for improvement.

The statistical analysis confirms that customer satisfaction has a strong positive relationship with customer loyalty. Both correlation and Chi-square analysis demonstrate that satisfied customers are more likely to continue choosing IndiGo for future travel.

Overall, the study concludes that IndiGo can further strengthen customer loyalty by improving pricing transparency, enhancing consistency in service quality, and focusing on customer-centered strategies. By addressing these areas effectively, IndiGo can maintain its competitive position and build stronger long-term customer relationships in the airline industry.



International Journal of Recent Development in Engineering and Technology
Website: www.ijrdet.com (ISSN 2347-6435 (Online) Volume 15, Issue 05, May 2026)

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Acknowledgement

The authors sincerely thank the Sathyabama Institute of Science and Technology and the School of Management Studies for their guidance and support in completing this research work successfully. This study was carried out as a part of the Project and Problem Based Learning (P2BL) initiative of the institution. The authors also express gratitude to the respondents for their valuable participation and feedback regarding customer satisfaction towards IndiGo services. Finally, sincere thanks are extended to all those who contributed directly and indirectly to the successful completion of the study.