



NATIONAL PRODUCTIVITY CENTRE

# REPORT OF CITIZENS' SATISFACTION SURVEY

ON SERVICES PROVIDED BY NIGERIAN AIRLINES



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## FOREWORD

The linkage between innovation, investment in physical capital, enhanced human capital, etc. and economic development cannot be overemphasized as economic growth strategies are largely supported by programmes of investments in all key infrastructural ventures that make for a wholesome society.

Transport systems, being major infrastructure and key players in supporting complex economic and social interactions are not only crucial to the realization of economic growth and development, but are major instigators of such growth and development; thus, major component of economic and societal improvements. Essential to the efficient working of the economy, transport systems bring together inputs used in production and aid interactions between outputs and end-users.

Due to population growth, urbanization and an increase in economic activities, there is rapid growth in demand for efficiency in the different public transport sectors i.e., air, road, rail and water transport; hence the need to assess this key infrastructure sector by sector so as to identify bottle-necks and potential opportunities for improvement.

It is with great pleasure that the National Productivity Centre, in furtherance of her mandate to stimulate and promote productivity in all sectors of the Nigerian economy, presents this comprehensive report detailing the findings of a survey conducted to assess the satisfaction of citizens with the services provided by local airlines in Nigeria.

Measuring local airline services by six (6) key drivers of satisfaction (booking and reservations, punctuality/scheduling, baggage handling, customer service/support, safety and security, inflight services) and recommendations from end-users, our findings offer a nuanced perspective on various aspects of airline services which we consider as invaluable for both airline operators and regulatory bodies, serving as a foundation for informed decision-making, strategic planning and overall improved productivity.

In an era where airline travels play an increasing vital role in facilitating economic growth, ensuring efficiency and quality of their services as part of sub-sectoral productivity stimulation and overall economic improvement is paramount and we believe the findings of this study will assist in the improvement that we so seek.



*Dr. Nasir O. Raji-Mustapha*  
*Director-General*  
*National Productivity Centre.*

## ACKNOWLEDGMENT

I am thankful to God Almighty for His grace and mercy over us; providing us with life and all necessary requirements that aided the successful completion of this work, without which we would have accomplished nothing.

Secondly, I would like to express enormous gratitude to my Director General, Dr. Nasir Raji-Mustapha, and his entire management team for their passion for productivity improvement in Nigeria, and their unwavering support and encouragement through the provision of a stimulating environment and enabling resources that encouraged the attainment of this success. I applaud this laudable leadership style.

To my fellow members of staff in the Productivity Measurement and Index (PMI) department, I appreciate your efforts, hard work and continuous support in the department as a whole and particularly towards the success of this study. In addition, without the total cooperation of all NPC State Coordinators across the country and the support of their staff members, to seeing that survey tools were administered accordingly and retrieved in time, this study would have been near impossible; for this, I say thank you.

Lastly but not in any way least, I would like to express my deepest appreciation to the Nigerian citizens (respondents) who availed our compatriot's courtesy, time and valuable information. Without their willing and honest responses, our efforts would have amounted to nothing. You are our most valuable players and I thank you all.



***Engr. Adejoh, David O.***

*Director/Head*

*Productivity Measurement and Index Department,  
National Productivity Centre.*

## EXECUTIVE SUMMARY

The National Productivity Centre, a parastatal under the Ministry of Labour and Employment, has undertaken a significant initiative aimed at evaluating the satisfaction levels among passengers of Nigerian commercial airlines. Through a comprehensive Citizen Satisfaction Survey, the National Productivity Centre seeks to meticulously assess various aspects of airline services, identify areas for improvement, and contribute to the overarching goal of boosting productivity within the aviation sector. This proactive approach aligns with the National Productivity Centre's mandate to foster productivity and efficiency across diverse sectors of the Nigerian economy. The survey's outcomes are poised to have far-reaching effects on both the aviation industry and the broader economic landscape, fostering growth, attracting investments, and fortifying the nation's standing in the global arena.

In line with her mandate, which is to stimulate socio-economic growth and development through productivity measurement in both public and private sectors of Nigeria's economy, the Centre came up with an initiative to measure citizens' satisfaction with services delivered by the Aviation sector with a fair spread of questionnaires administered across all states of the federation focusing on operational commercial airlines in Nigeria, makes up the sixth of a series of citizens' satisfaction surveys based on their contributions to citizens' welfare. By that, the Centre aims to identify 'pain points' responsible for dissatisfaction and proffering solutions.

Conducting a comprehensive Citizen Satisfaction Survey by the National Productivity Centre (NPC) within the Nigerian aviation sector holds paramount significance for several compelling reasons. This survey stands as a pivotal tool, playing a crucial role in the evaluation and improvement of various aspects of airline services, ultimately contributing to the goal of enhancing productivity within the aviation industry.

Firstly, the commitment to a customer-centric approach is evident in the initiation of the survey. By actively seeking feedback from passengers, the aviation sector demonstrates a dedication to understanding their needs, preferences, and concerns. This customer-focused perspective is indispensable for tailoring services to align

with passenger expectations, thereby enhancing the overall customer experience. The survey facilitates a systematic evaluation of different dimensions of airline services, encompassing booking, punctuality, baggage handling, safety measures, in-flight services, and the overall customer experience. This comprehensive assessment allows airlines to identify both their strengths and weaknesses, enabling them to reinforce successful practices and address areas that require improvement. This iterative process contributes significantly to the continuous enhancement of service quality and delivery.

Understanding the factors that contribute to passenger satisfaction is paramount for airlines seeking to improve their own services. By addressing specific pain points highlighted in the survey, airlines can elevate their service standards, thereby distinguishing themselves in a highly competitive market. Positive feedback from satisfied customers not only enhances the reputation of airlines but also serves as a powerful tool for attracting new customers through word-of-mouth recommendations and positive online assessments and reviews. Moreover, fostering customer loyalty contributes to the long-term success and sustainability of airlines.

The survey's findings hold regulatory implications as well. By identifying areas where airlines may fall short of expectations, the survey assists regulatory bodies in setting and enforcing industry standards. By collaborating with industry stakeholders, regulators can implement necessary changes to ensure compliance with safety and service standards, further enhancing the overall trust and credibility of the aviation sector.

The data collected from the survey was obtained from citizens who have accessed the services rendered by commercial airlines in Nigeria. This data, once collected, becomes a valuable resource for strategic decision-making within the aviation sector. Airlines, airports, and other stakeholders can leverage these insights to prioritize investments, allocate resources effectively, and implement targeted improvements aligned with the evolving needs and preferences of passengers. This data-driven decision-making process enhances the overall efficiency and competitiveness of the aviation industry.

A 5-point Likert scale ranging from strongly satisfied, satisfied, neutral, dissatisfied, and strongly dissatisfied was used in the questionnaire used in data collection. Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data. Descriptive statistics such as frequency tables, and bar charts were used to summarize the perceptions of respondents. The questionnaire was tested for reliability using the Cronbach alpha tool and a pilot study was used for validity.

Findings from this study include:

- The modal age range of the respondents for this survey was 36-44 years which constituted 28.4 percent of the respondents. Most respondents were self-employed, (28.3) percent, then civil servants and private sectors with 23.3 and 17.9 percent respectively.
- Satisfaction levels vary, with Rano Air, ValueJet, and Ibom Air leading in terms of satisfaction with 82.6 percent, 78.2 percent, and 74.8 percent respectively, while Overland, Arik Air, and Green Africa recorded lower satisfaction rates. This report serves as a foundation for further analysis and strategic planning to enhance the commercial airline's efficiency in booking and reservation of tickets.
- Rano Air and Ibom Air received higher satisfaction ratings, indicating that their punctuality and adherence to schedule is positively perceived by the respondents with 73.9 percent and 71.7 percent respectively. Airlines with higher satisfaction levels can use this information to leverage on their competitive advantage and promote their Airlines' punctuality and schedule adherence practices, potentially attracting more customers.
- ValueJet, Ibom Air and Rano Air received higher satisfaction ratings, indicating that their Handling of passenger's baggage are positively perceived by the respondents, standing at 79.2 percent, 78.8 percent and 78.8 percent correspondingly. This survey provides valuable insights into Passengers' perspectives on the baggage handling of domestic airlines.
- ValueJet, Rano Air, and Ibom Air received higher satisfaction ratings with 77.5 percent, 77.3 percent, and 76.4 percent individually, indicating that their customer service and support is completely perceived by the respondents.
- Satisfaction levels vary, with ValueJet, Ibom Air, and Rano Air leading in terms of satisfaction with 81.4 percent, 79.9 percent, and 78.6 percent respectively while United Nigeria, Green Africa, and Max Air are following closely with satisfactory performance in safety and security. This report serves as a foundation for further

analysis and strategic planning to enhance the local commercial airline's efficiency in Safety measures put in place and security.

- Rano Air, Ibom Air, ValueJet and Aero Contractors received higher satisfaction ratings with 84.1 percent, 78.4 percent, 76.6 percent, and 70.5 percent respectively, indicating that their In-flight service is positively perceived by the respondents. Airlines with higher satisfaction levels can use this information to enhance customer retention strategies and emphasize their superior in-flight service in marketing efforts.

The results can guide strategic decisions for airlines to enhance customer satisfaction, loyalty, and overall competitiveness in the airline industry.

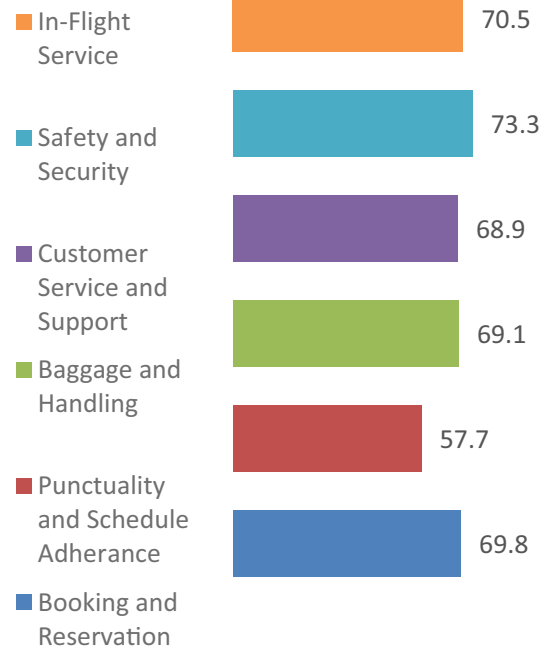
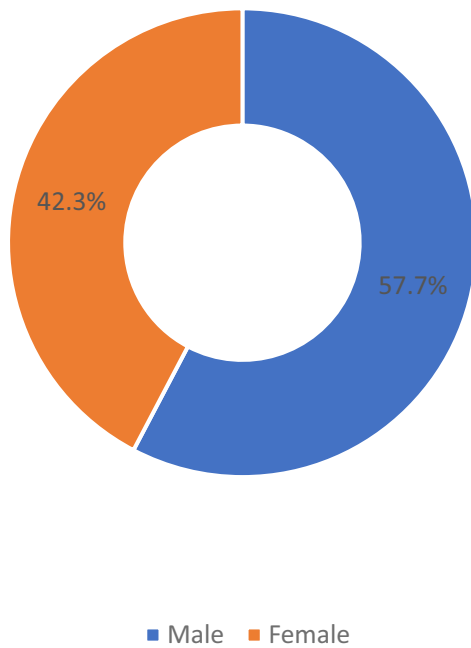
In summary, the Citizen Satisfaction Survey conducted by the National Productivity Centre emerges as a transformative and advisory tool, fostering a customer-centric approach, that will aid in improving service quality, and contributing significantly to the overall productivity and success of the aviation industry in Nigeria.



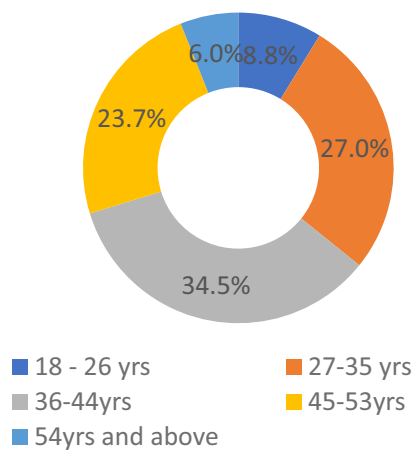
# INFOGRAPHIC

## Aero Contractors

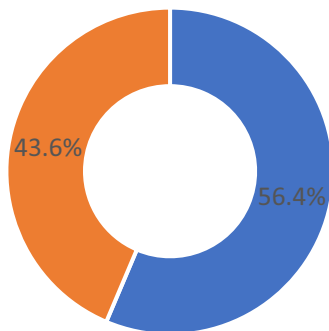
Gender Distribution (%)



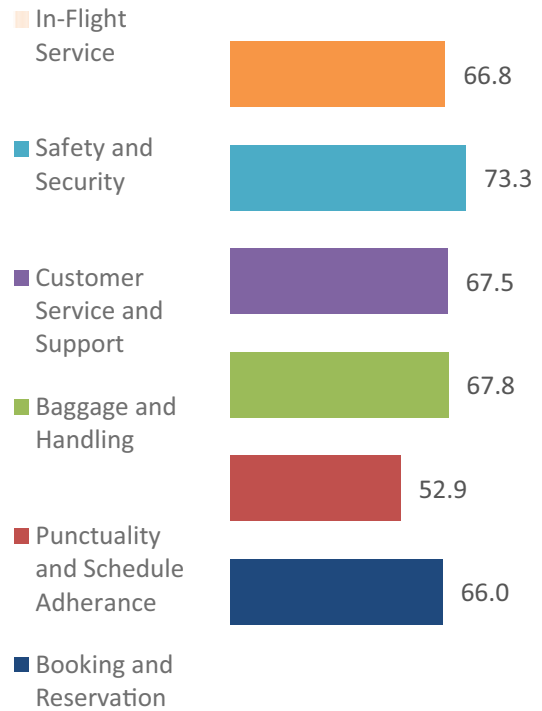
Age Distribution of Respondents (%)



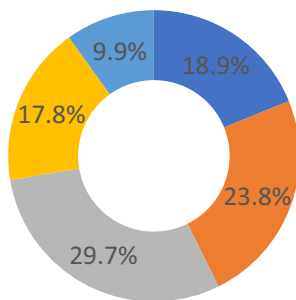
### Gender Distribution (%) AirPeace



■ Male ■ Female

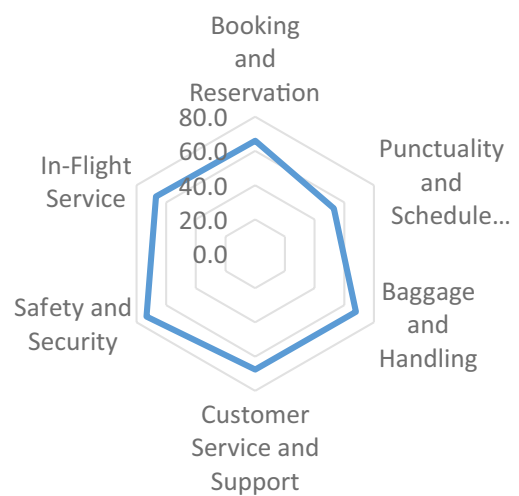


### Age Distribution of Respondents (%) AirPeace

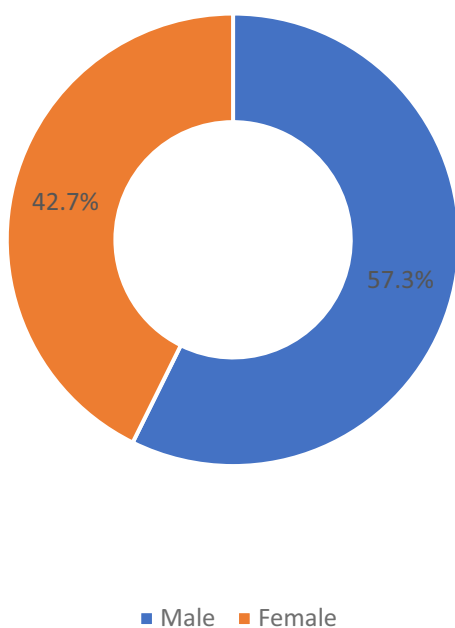


■ 18 - 26 yrs ■ 27-35 yrs  
■ 36-44 yrs ■ 45-53 yrs  
■ 54 yrs and above

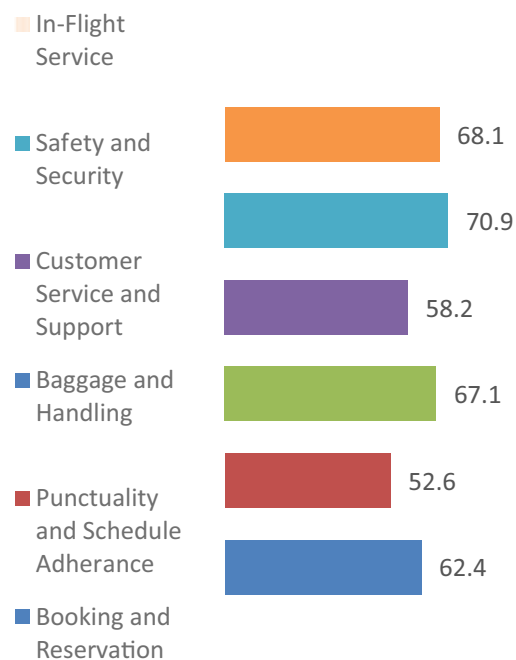
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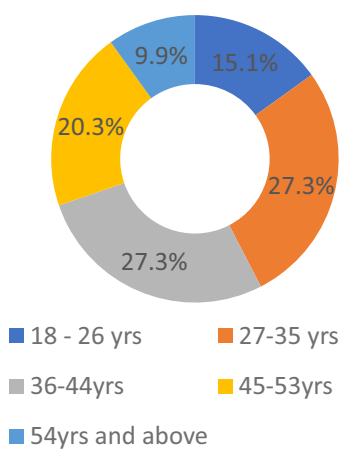
**Gender Distribution (%)**



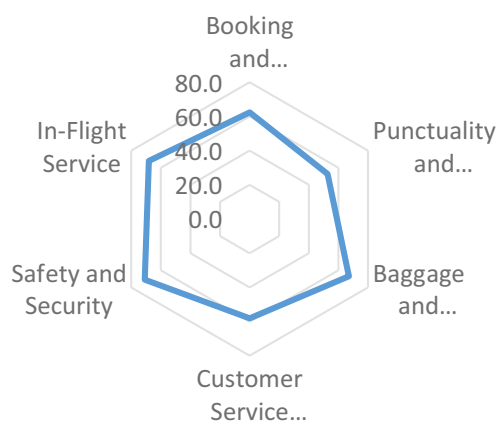
**Citizens Response to The Drivers**



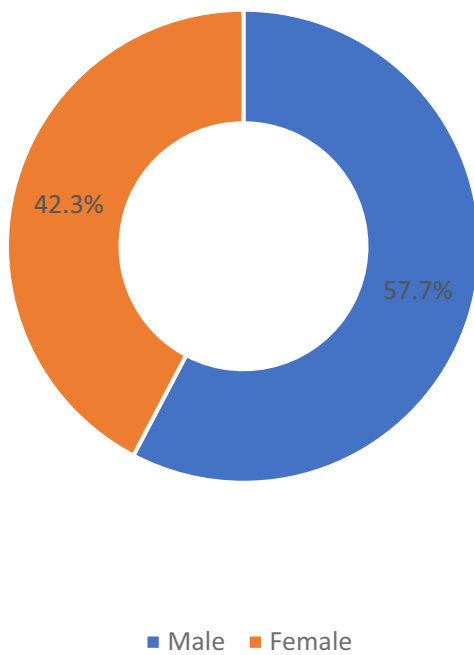
**Age Distribution of Respondents (%)**



**Radar**

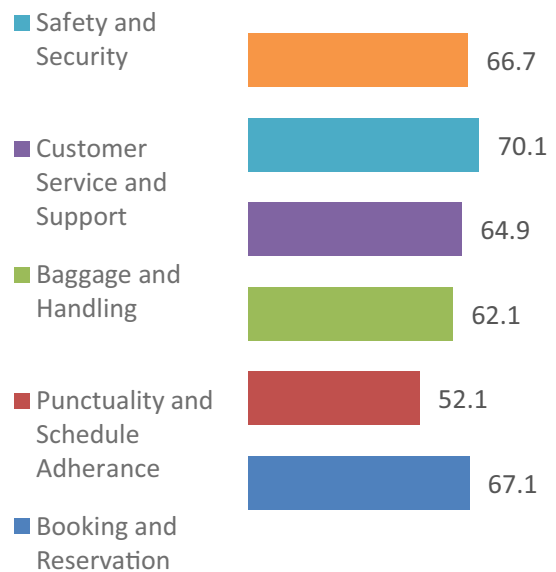


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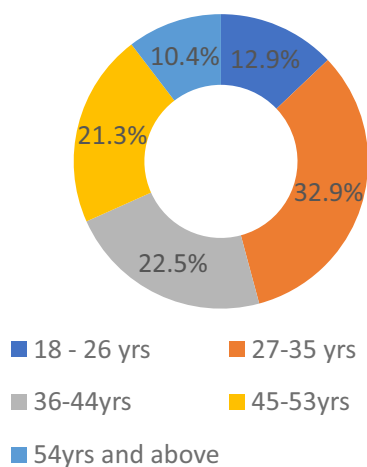


### Citizens Response to The Drivers

■ In-Flight Service



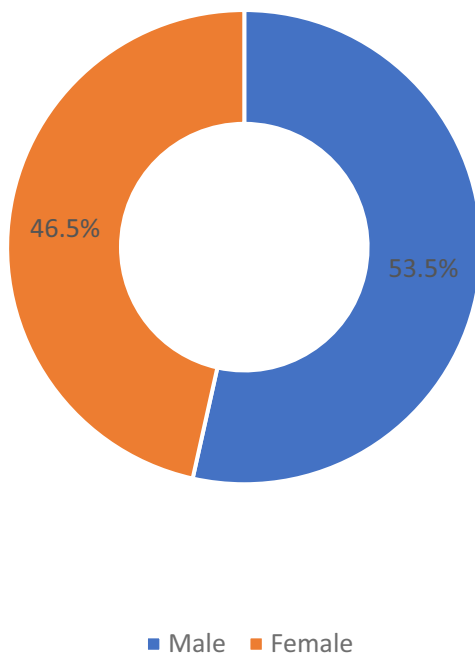
### Age Distribution of Respondents (%)



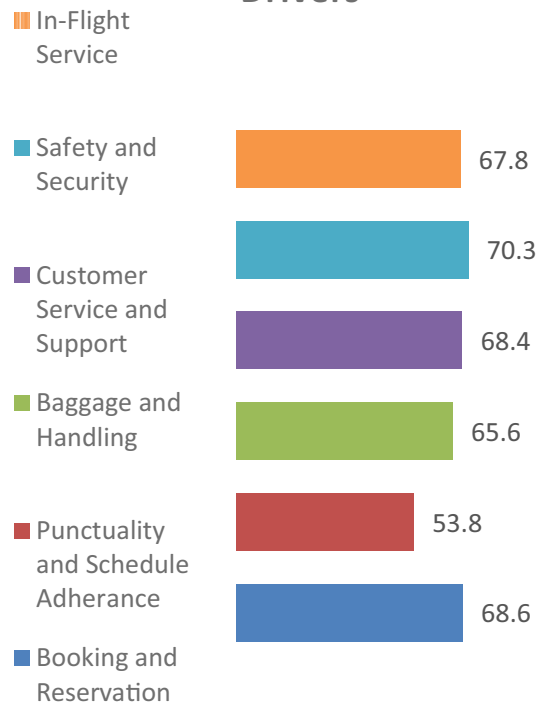
### Radar



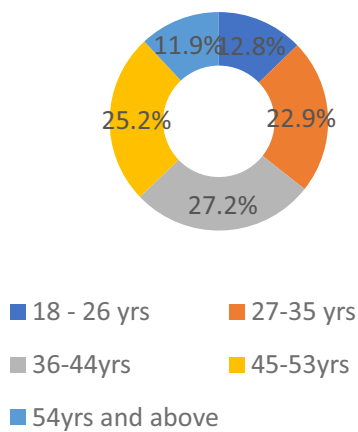
### Gender Distribution (%)



### Citizens Response to The Drivers



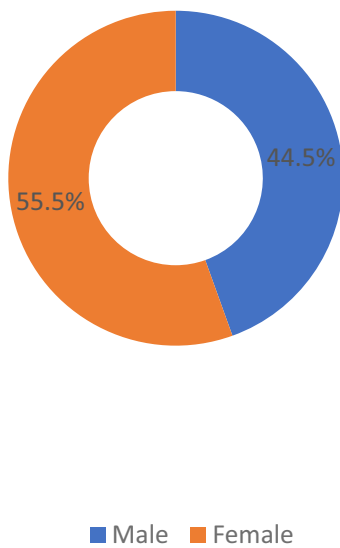
### Age Distribution of Respondents (%)



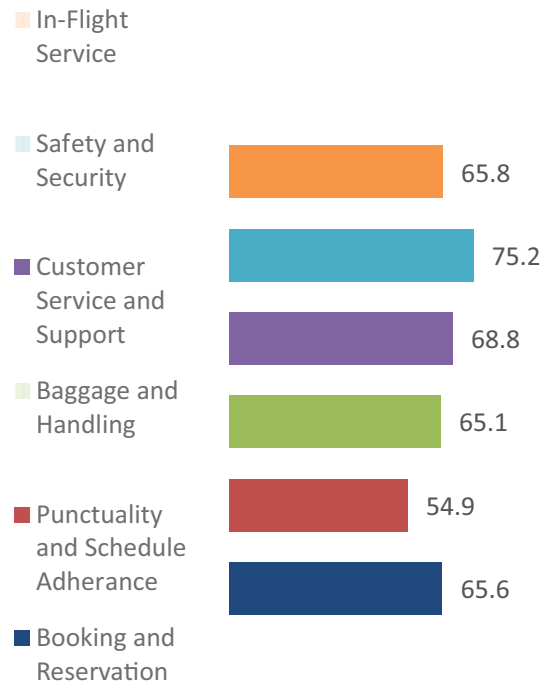
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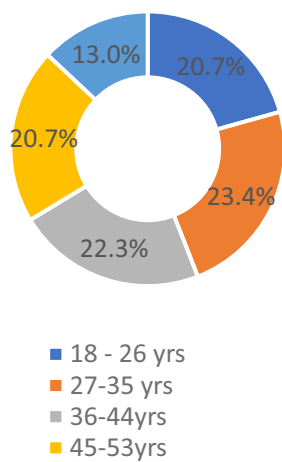
### Gender Distribution (%) Africa



### Citizens Response to The Drivers



### Age Distribution of Respondents (%)

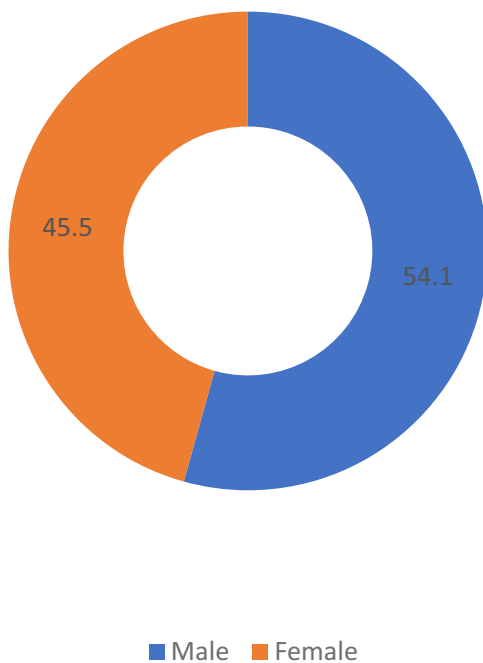


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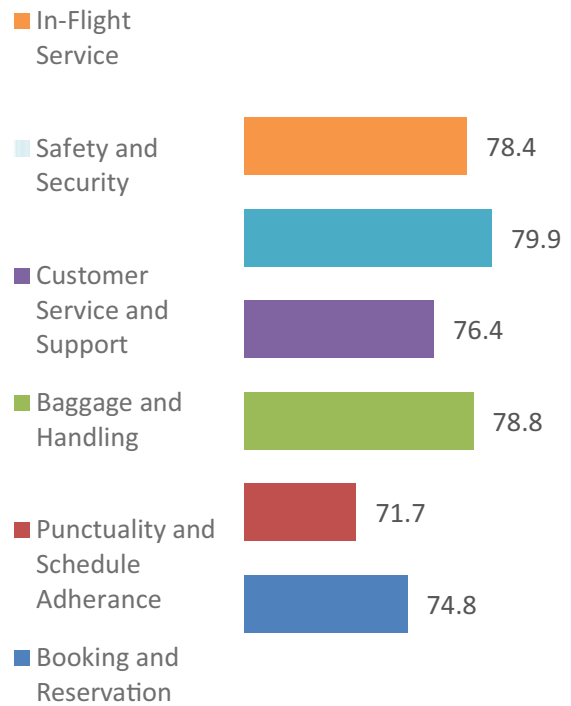




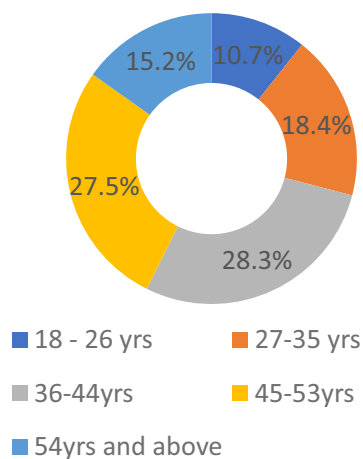
## Gender Distribution (%)



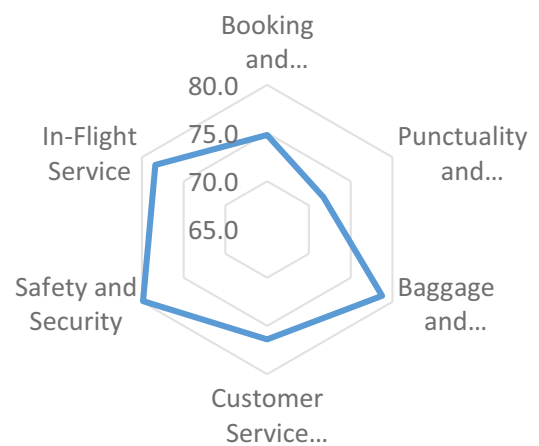
## Citizens Response to The Drivers



## Age Distribution of Respondents (%)

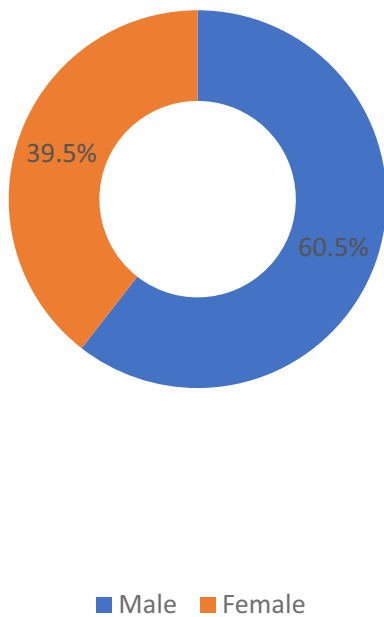


## Rader

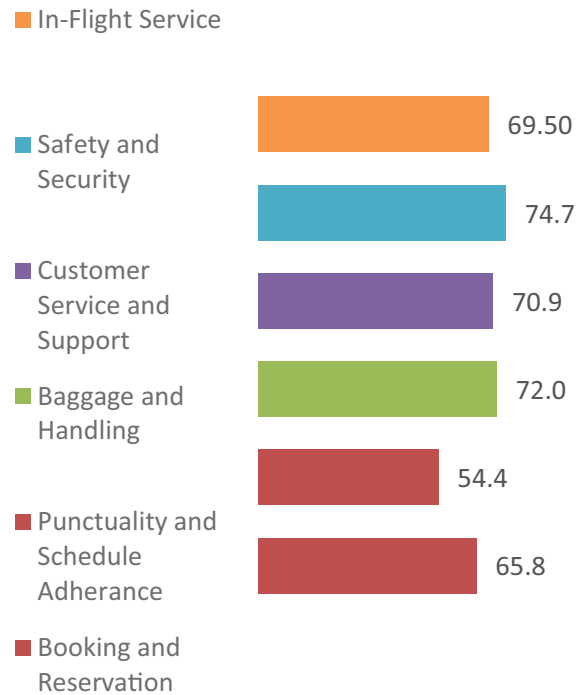




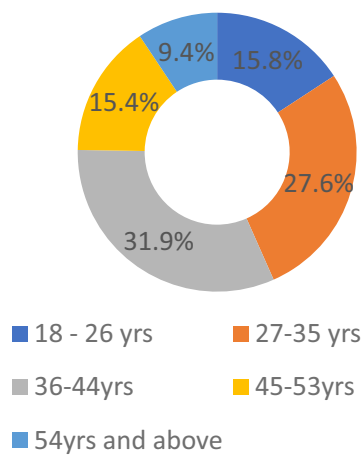
**Gender Distribution (%)**



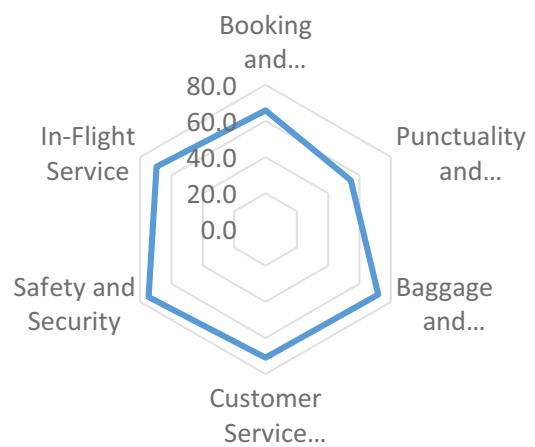
**Citizens Response to The Drivers**



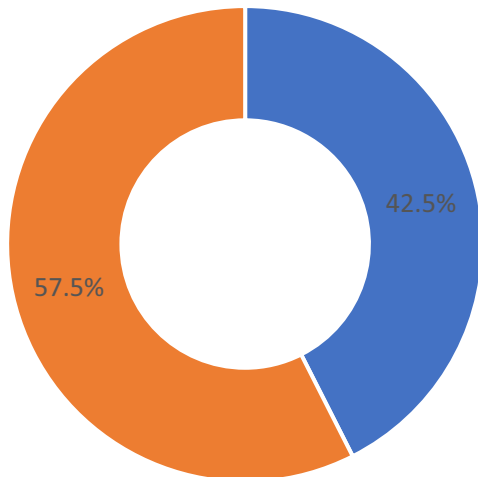
**Age Distribution of Respondents (%)**



**Rader**



### Gender Distribution (%)



■ Male ■ Female

### Citizens Response to The Drivers

■ In-Flight Service

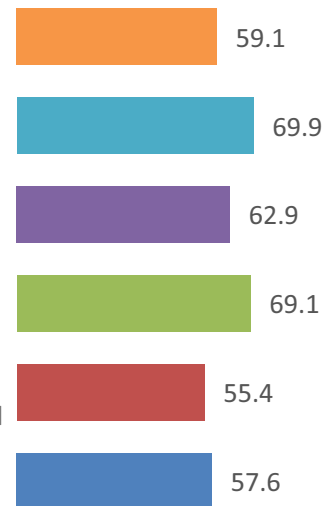
■ Safety and Security

■ Customer Service and Support

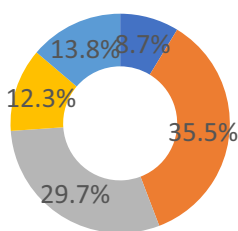
■ Baggage and Handling

■ Punctuality and Schedule Adherence

■ Booking and Reservation

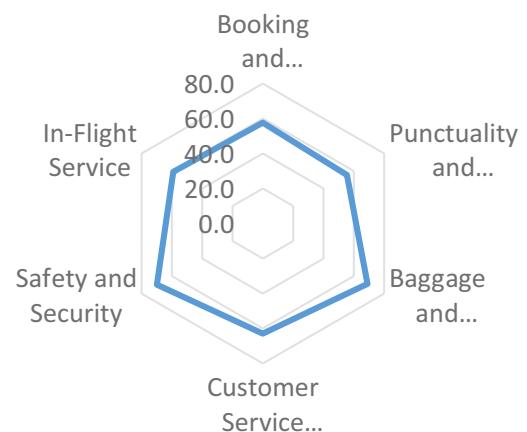


### Age Distribution of Respondents (%)

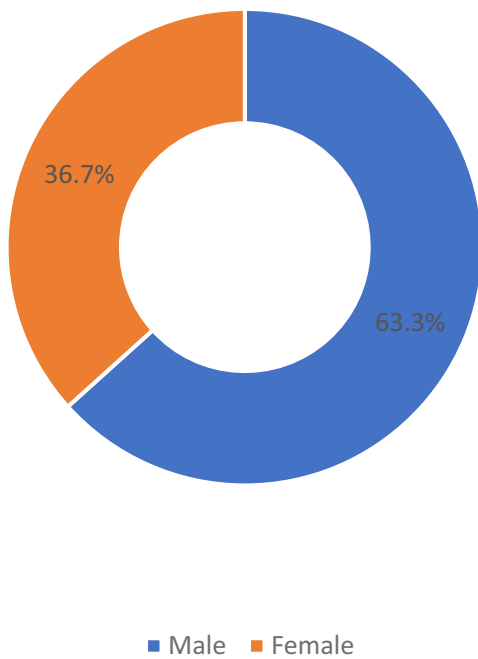


■ 18 - 26 yrs ■ 27-35 yrs  
■ 36-44yrs ■ 45-53yrs  
■ 54yrs and above

### Rader

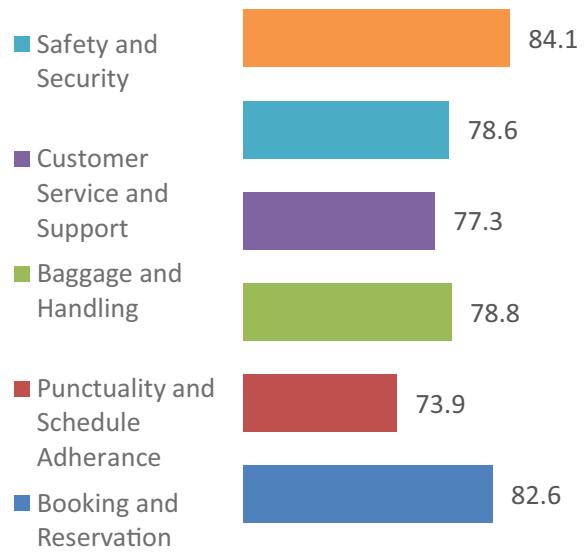


### Gender Distribution (%)

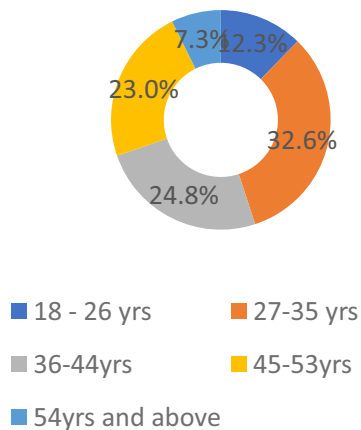


### Citizens Response to The Drivers

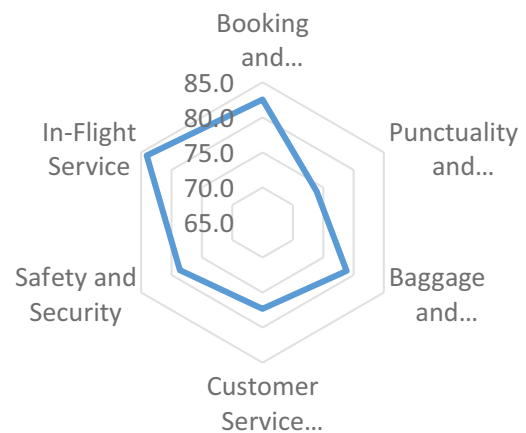
#### In-Flight Service



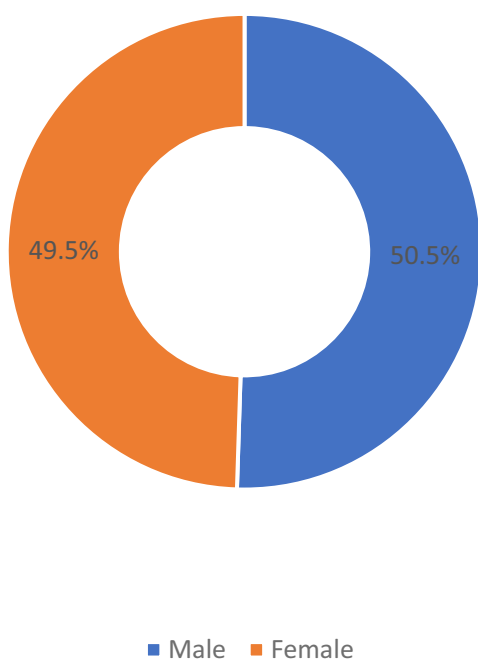
### Age Distribution of Respondents (%)



### Rader

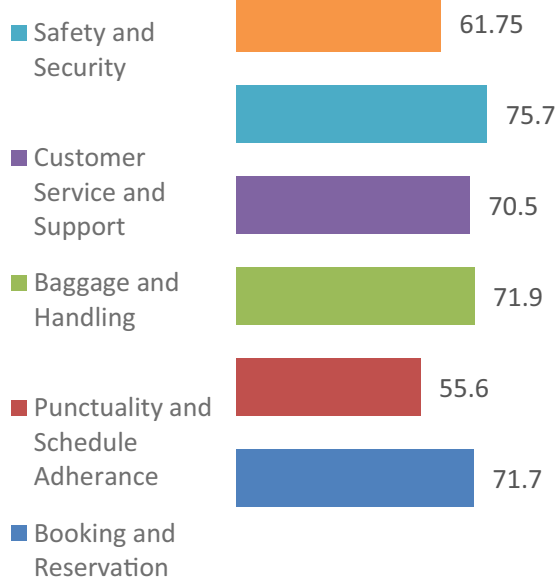


### Gender Distribution (%)

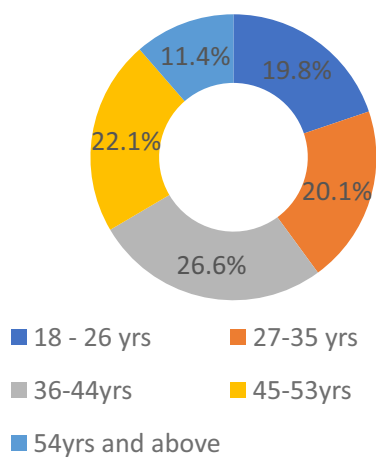


### Citizens Response to The Drivers

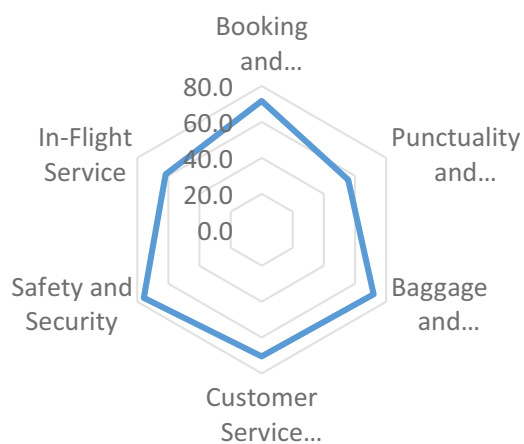
#### In-Flight Service



### Age Distribution of Respondents (%)

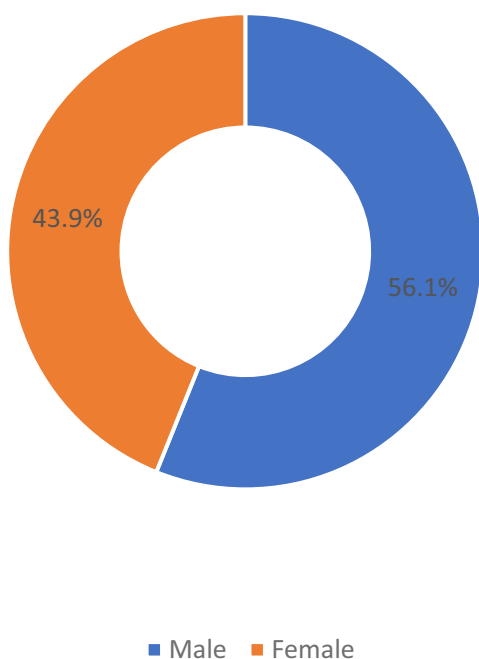


### Rader

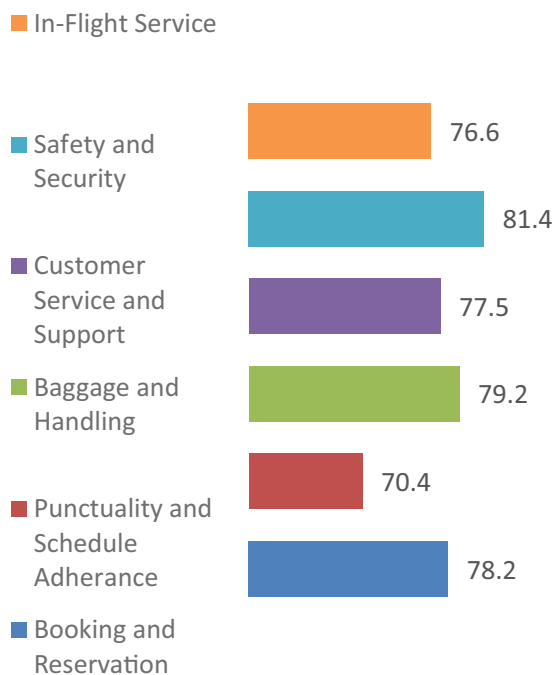




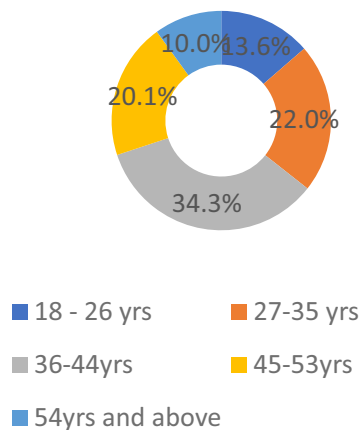
**Gender Distribution (%)**



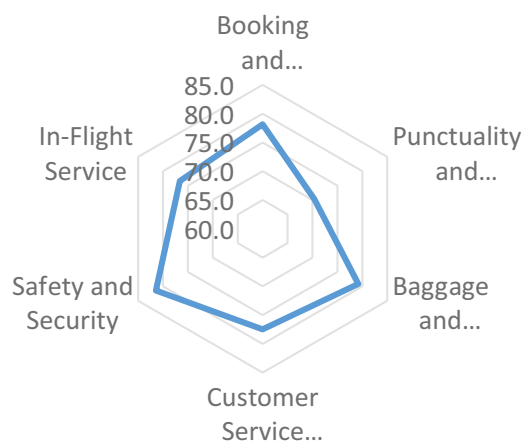
**Citizens Response to The Drivers**



**Age Distribution of Respondents (%)**

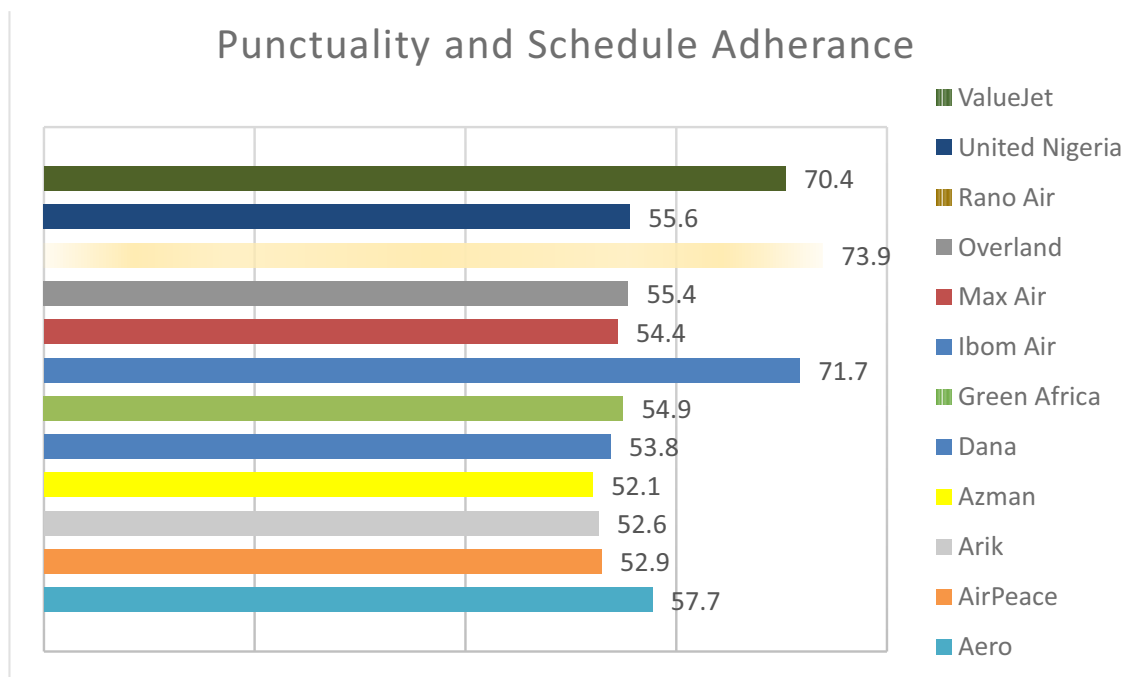
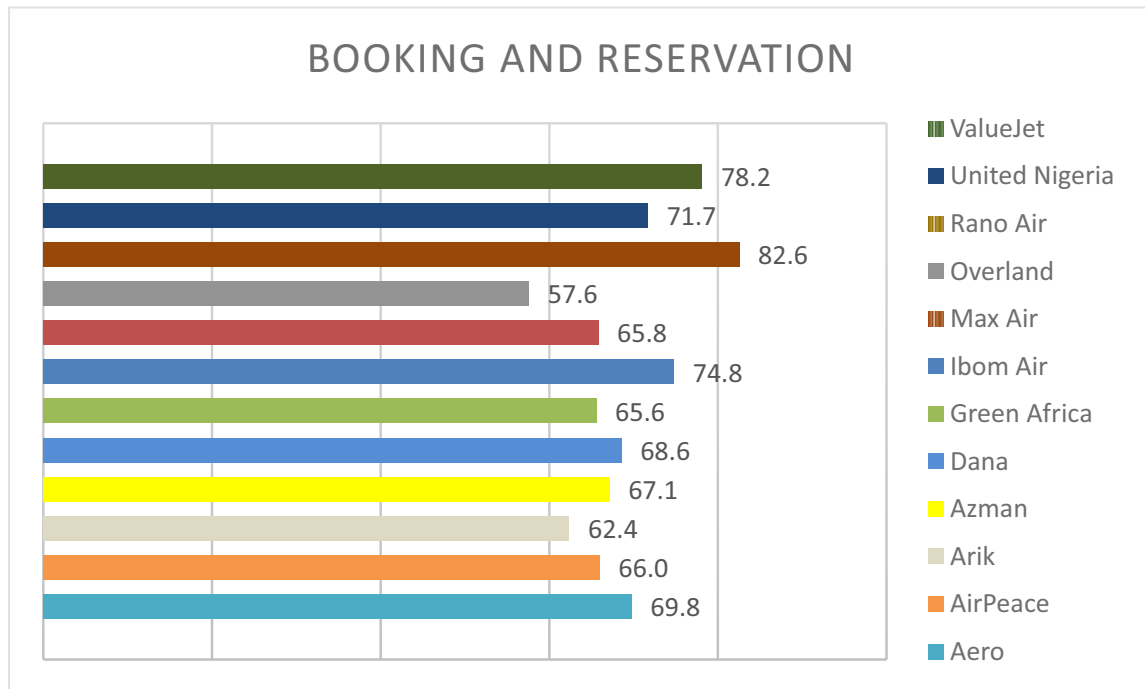


**Rader**

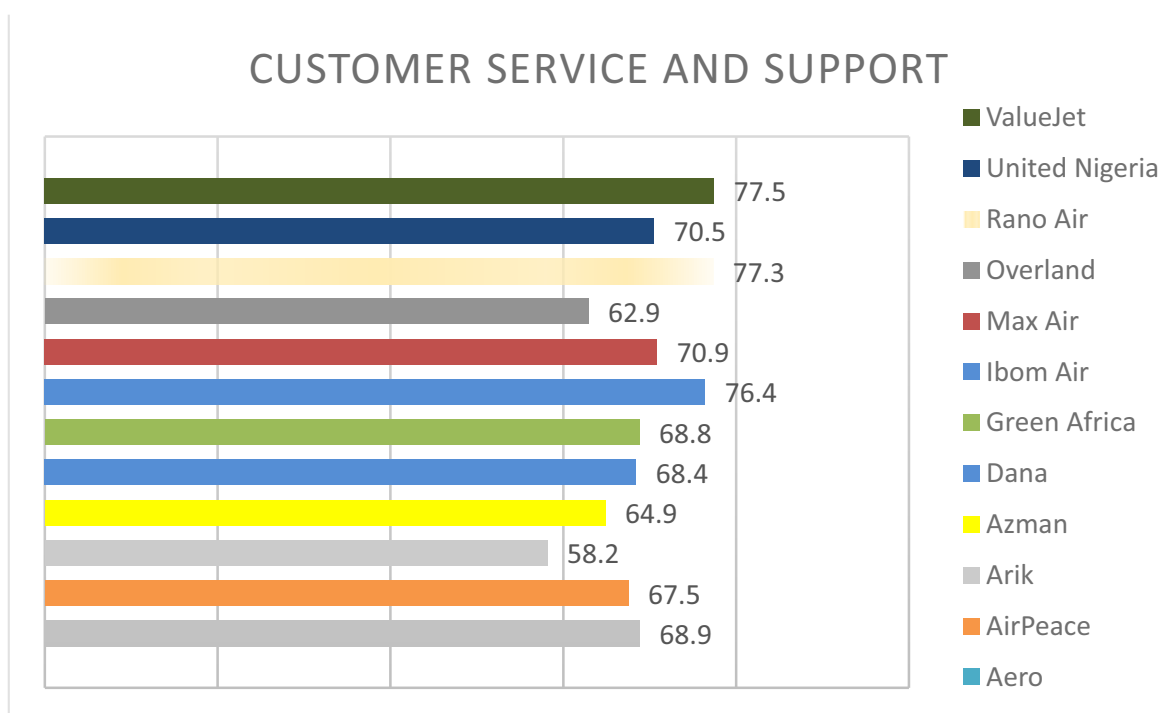
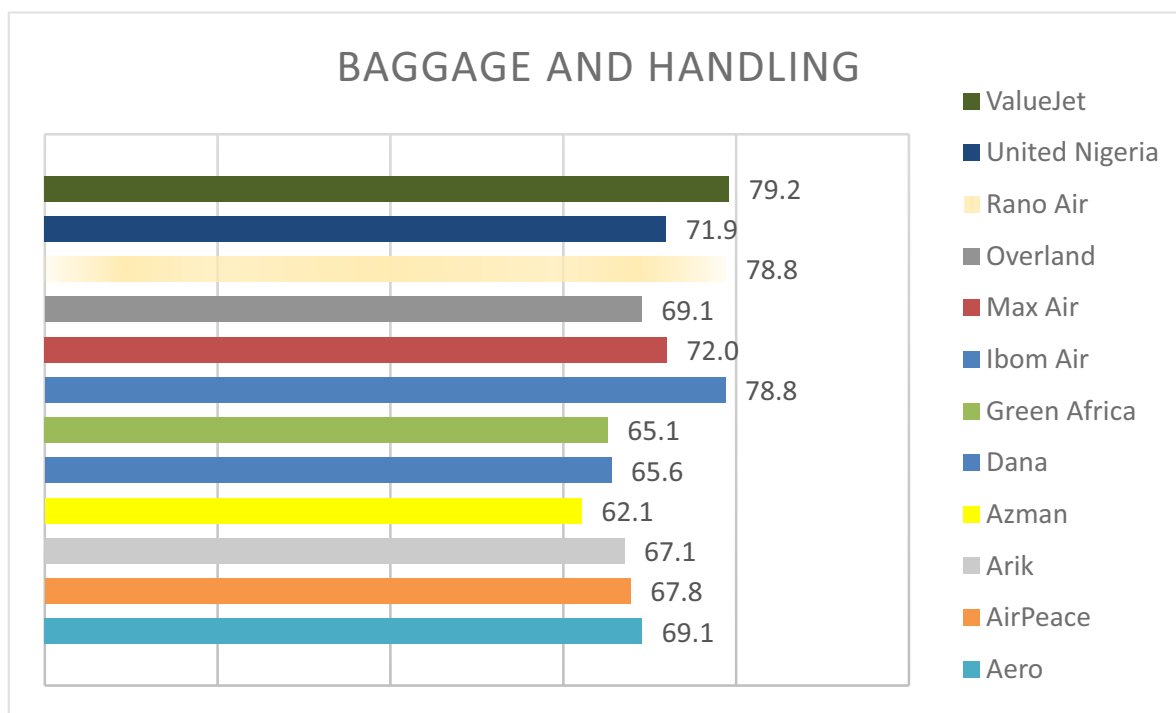




## Airlines Rankings against the Drivers of Satisfaction

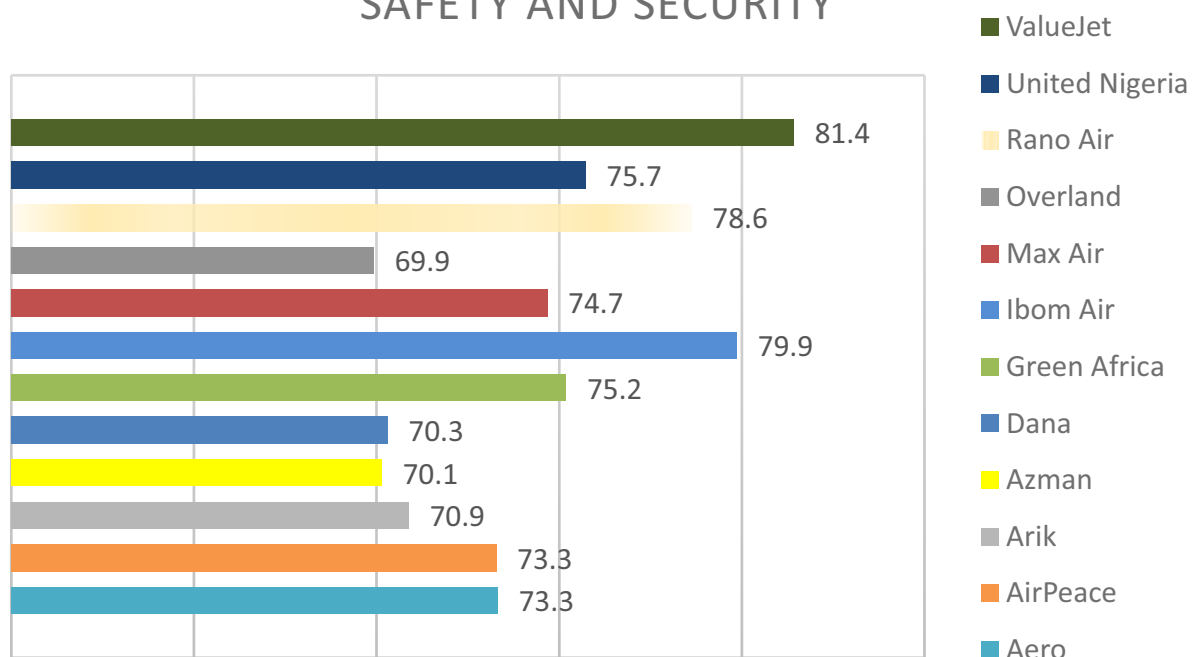


## Airlines Rankings against the Drivers of Satisfaction cont'd

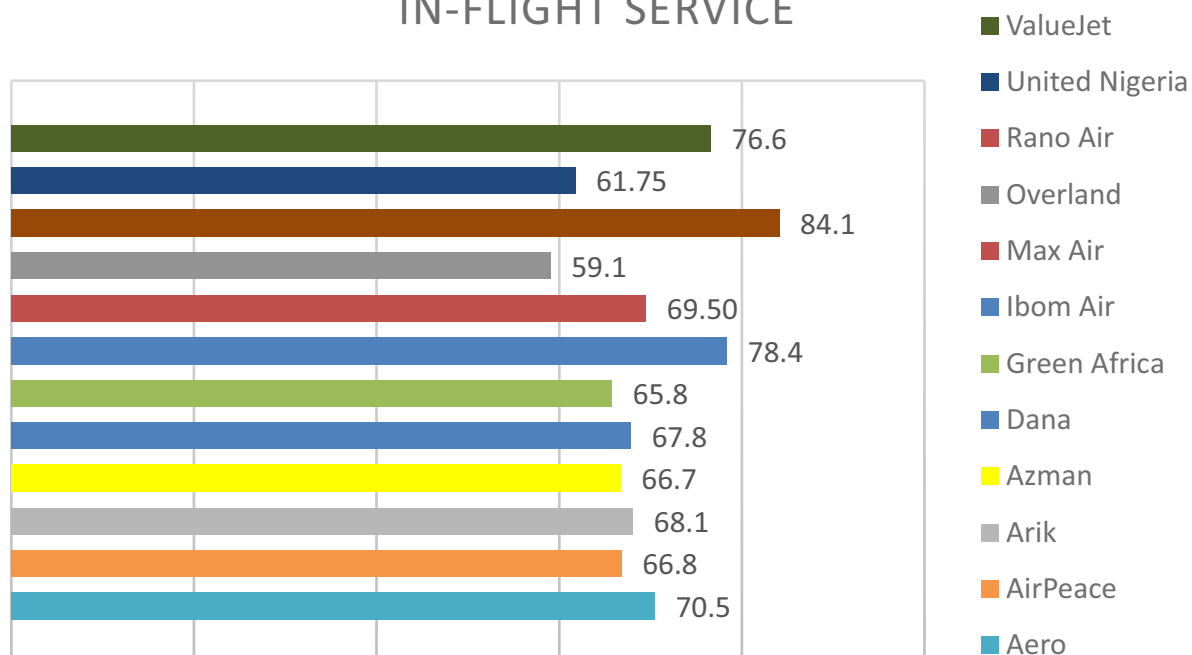


## Airlines Rankings against the Drivers of Satisfaction cont'd

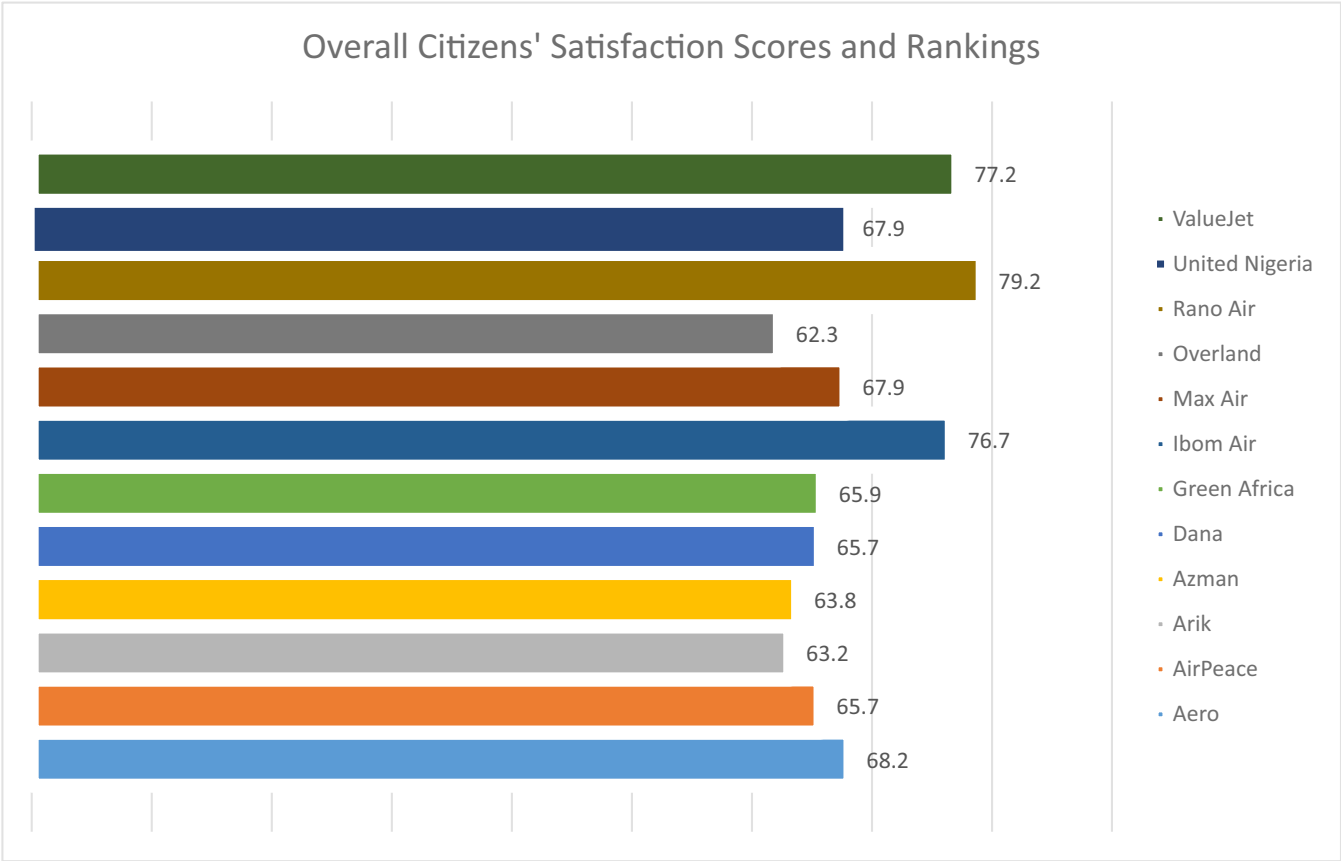
### SAFETY AND SECURITY



### IN-FLIGHT SERVICE



Overall Citizens' Satisfaction Scores and Rankings



## Airlines in the Top 20<sup>th</sup> Percentile Based on Drivers

### Booking And Reservation

S/N	Airline	Score
1	Rano Air	82.6
2	ValueJet	78.2
3	Ibom Air	74.8

### Punctuality and Schedule Adherence

S/N	Airline	Score
1	Rano Air	73.9
2	Ibom Air	71.7
3	Valuejet	70.4

### Baggage Handling

S/N	Airline	Score
1	Valuejet	79.2
2	Ibom Air	78.8
3	Rano Air	78.8

### Customer Service and Support

S/N	Airline	Score
1	Valuejet	77.5
2	Rano Air	77.3
3	Ibom Air	76.4

#### Safety and Security

S/N	Airline	Score
1	Valuejet	81.4
2	Ibom Air	79.9
3	Rano Air	78.6

#### Inflight Services

S/N	Airline	Score
1	Rano Air	84.1
2	Ibom Air	78.4
3	Valuejet	76.6

# C H A P T E R O N E

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## 1.0 Introduction

The Nigerian aviation industry takes flight as a vital engine propelling the nation's economic growth and social development. Boasting a population exceeding 200 million, Nigeria represents a massive air travel market in Africa. While road transportation remains the dominant mode of travel within the country, domestic air travel is experiencing significant growth. Statistics indicate that approximately 8.6 million passengers traveled domestically in Nigeria in 2019 (Statista, 2021), highlighting the increasing demand for efficient and swift air connections within the country. This burgeoning aviation sector plays a crucial role in connecting people, businesses, and fostering economic activity across the nation.

The economic impact of the Nigerian aviation industry is multifaceted. Airlines directly generate revenue through passenger fares and cargo transportation, contributing significantly to the national GDP. This economic impact extends beyond the airlines themselves. The industry stimulates a ripple effect, fostering economic activity in allied sectors that support air travel operations (Federal Airports Authority of Nigeria, 2022). These allied sectors encompass tourism, hospitality, ground handling services, and maintenance, repair, and overhaul (MRO) facilities. A flourishing aviation industry creates employment opportunities in these sectors, contributing to overall economic growth and poverty reduction.

Furthermore, a well-developed aviation industry acts as a magnet for foreign direct investment (FDI). Businesses seeking efficient and reliable air cargo services and connections to global markets are more likely to invest in countries with robust aviation infrastructure (Stephens et al., 2014). Increased FDI brings not only capital but also technology and expertise, further propelling economic development.

Efficient air cargo services also play a vital role in facilitating international trade, allowing Nigerian businesses to export goods more effectively and access a wider range of international markets.

The social development benefits of the Nigerian aviation industry are equally significant. Efficient air travel options connect Nigerians with friends and family residing across vast distances within the country. This fosters stronger social ties and cultural exchange. International connections offered by the aviation sector open doors to educational and business opportunities abroad, empowering Nigerians to pursue their aspirations and contribute to the nation's development upon their return. Additionally, a robust aviation sector strengthens national security by facilitating the swift movement of people and goods for emergency response, disaster relief, and diplomatic activities (Ifeanyi, O., 2010).

The Nigerian aviation industry ascends beyond simply transporting passengers and cargo. It serves as a cornerstone of economic growth, social development, and national security. Passengers are the lifeblood of the Nigerian domestic airline industry. Their satisfaction directly impacts the success of airlines and the overall health of the aviation sector. However, gauging passenger satisfaction can be a complex task. where the National Productivity Center embarked on a comprehensive airline customer satisfaction survey.

Understanding passenger satisfaction levels with local commercial airlines holds immense value. It allows airlines to identify areas where they excel and areas where they fall short. This data is crucial for airlines to make informed decisions regarding service improvements, leading to a more positive and convenient travel experience for passengers. Satisfied passengers are more likely to become loyal customers, recommending airlines to others and contributing to the airline's financial success. Additionally, understanding passenger pain points allows policymakers and regulators to address industry-wide issues and create a more efficient and competitive domestic air travel market. In essence, by prioritizing passenger satisfaction, the National Productivity Center survey aims to hoist the overall experience for Nigerians traveling by air within the country, thereby



nurturing a thriving and customer-centric domestic airline industry.

### **1.1 Objectives of the Study**

The primary objective of this survey, conducted by the National Productivity Center, aims to assess the satisfaction levels of Nigerian citizens concerning the services offered by local commercial airlines. The specific objectives are:

1. To evaluate passenger satisfaction with key aspects of domestic air travel services. This includes Booking and Reservation Process, Punctuality and Schedule Adherence, Baggage Handling, Customer Service and Support, Safety and Security, and Inflight Services.
2. To identify areas for improvement within the Nigerian domestic airline industry: By understanding passenger pain points, the study aims to highlight critical areas where airlines can improve their services and achieve greater customer satisfaction.
3. To provide valuable data for policymakers and stakeholders in the aviation industry: The findings will be used to formulate strategies for improving the overall efficiency and effectiveness of domestic air travel in Nigeria.
4. To contribute to a more competitive and customer-centric aviation industry: By providing insights into passenger preferences, the study can encourage airlines to adopt practices that prioritize customer satisfaction and drive healthy competition within the market.

### **1.2 Scope of Study**

The study's scope focuses on the experiences of Nigerian citizens who have utilized domestic air travel services offered by local commercial airlines within the past two years. The study encompasses a nationwide survey, collecting data from passengers across the six geo-political zones and all the 36 states in Nigeria, by gathering real-time information through online surveys and one-on-one interactions, Effort was made to cover passengers from all the states in each geo-

political zones, demographics and travel frequencies. Finally, while numerous satisfaction factors have been examined in prior research, the selection of factors for this study was guided by its specific objectives and significance.

### **1.3 Research Questions**

Research questions are used to guide investigations. Thus, based on the research objectives, review of literature, the following research questions have been developed, in order to elicit answers:

Question1: What is the socio-demography of citizens using the local commercial airlines services?

Question2: What services are provided by local commercial airlines in Nigeria?

Question 3: What are the citizens' perceptions towards the selected drivers of satisfaction: Booking and Reservation Process, Punctuality and Schedule Adherence, Baggage Handling, Customer Service and Support, Safety and Security, and Inflight Services?

Question 4: How do these airlines stack in terms of their satisfaction levels?

Question 5: What are the pain-points identified by the citizens in the services delivered by the selected airlines?

### **1.4 Significance of the Study**

The National Productivity Center's (NPC) decision to embark on this comprehensive survey regarding passenger satisfaction with domestic commercial airlines reflects a deep understanding of the intricate relationship between customer experience and the overall success of the Nigerian aviation industry. By delving into passenger perceptions and identifying areas for improvement, the study has the potential to serve as a transformative catalyst, propelling the industry towards a future branded by enhanced efficiency, customer-centricity, and robust growth.

The significance of this study spreads to various stakeholders within the industry. Airlines themselves stand to reap significant benefits from the insights

gleaned from the survey data. A clear understanding of passenger satisfaction levels, along with a nuanced identification of areas where service falls short of expectations, will empower airlines to make data-driven decisions regarding service improvements. This, in turn, can lead to a demonstrably more positive and convenient travel experience for passengers. Satisfied passengers are more likely to evolve into loyal customers, not only returning for repeat business but also recommending the airline to others.

This translates directly into increased customer satisfaction, brand loyalty, and ultimately, a significant boost to the airline's financial performance. Furthermore, the study's findings can serve as a valuable diagnostic tool, enabling airlines to pinpoint operational inefficiencies. Armed with this knowledge, airlines can strategically implement measures to improve on-time performance, baggage handling, and overall operational effectiveness. This not only translates into a smoother travel experience for passengers but also leads to cost savings for the airlines themselves.

## C H A P T E R T W O

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### **2.1 Literature Review**

#### **2.1.1 The Nigerian Commercial Airline Industry**

The commercial aviation industry in Nigeria has undergone a transformative journey since its inception, marked by significant developments, challenges, and contributions to the nation's economic and social landscape. This literature review explores the historical evolution of the commercial aviation sector in Nigeria, highlighting its inception, benefits, the establishment of the first commercial airline, and its current state.

#### **2.1.2 Historical Development**

The origins of commercial aviation in Nigeria can be traced back to the early 20th century when the colonial administration introduced air services primarily for mail and cargo transport. However, it was not until after World War II that the industry gained momentum with the emergence of passenger services. The establishment of the West African Airways Corporation (WAAC) in 1946, jointly owned by Nigeria, Ghana, Sierra Leone, and the Gambia, marked a significant milestone in the region's aviation history. This laid the foundation for Nigeria's independent commercial aviation industry (Onyema, 2019). Post-independence, Nigeria Airways emerged as the country's first fully nationalized airline in 1958, facilitating domestic and international connectivity (Nwokorie, 2017).

#### **2.1.3 Inception of the Commercial Aviation Industry**

Nigeria Airways' establishment symbolized Nigeria's commitment to fostering a robust aviation sector, driving economic growth and enhancing national connectivity (Olayinka & Olowokere, 2018). This marked a pivotal moment in the country's aviation history, symbolizing its commitment to fostering a robust aviation sector. Nigeria Airways played a crucial role in connecting major cities within Nigeria and expanding its routes internationally contributing to the nation's socio-economic development (Odujinrin, 2016).

#### **2.1.4 Benefits of Commercial Aviation in Nigeria**

The commercial aviation industry has been a key driver of economic growth and development in Nigeria. It facilitates connectivity, both domestically and

internationally, promoting trade, tourism, and business activities. The industry serves as a catalyst for job creation, skill development, and infrastructure growth (Ogunleye & Adeyinka, 2019), which enhances connectivity, fosters cultural exchange, and promotes national identity (Olayinka & Olowokere, 2018).

### **2.1.5 First Commercial Airline**

Nigeria Airways, established in 1958, holds the distinction of being the first commercial airline in the country. As the national carrier, it played a central role in shaping the aviation landscape, operating a fleet of aircraft and connecting Nigeria with major global destinations. Nigeria Airways was a source of national pride, representing the country's aspirations in the international aviation arena.

### **2.1.6 Current State of the Commercial Aviation Industry**

In recent decades, the commercial aviation industry in Nigeria has undergone substantial changes. The liberalization of the sector led to the emergence of private airlines, fostering competition and innovation (Okolo & Okoli, 2020). Airlines such as Arik Air, Air Peace, and Dana Air have become prominent players, expanding domestic and international routes. The industry's evolution has also seen the rise of low-cost carriers, contributing to increased accessibility for a broader segment of the population.

Despite the growth and diversification, the industry has faced challenges, including infrastructure constraints, regulatory issues, and financial pressures. However, ongoing efforts by the government and stakeholders aim to address these challenges and further enhance the industry's resilience and sustainability (Adefila et al., 2021).

The commercial aviation industry in Nigeria has evolved from its early beginnings with WAAC and Nigeria Airways to a dynamic and diversified sector. The benefits of air travel extend beyond economic contributions to include cultural exchange, enhanced connectivity, and the promotion of national identity. As the industry continues to adapt to global trends and challenges, it remains an integral component of Nigeria's development trajectory, contributing to the nation's connectivity, economic vibrancy, and global presence. The journey from the establishment of the first commercial airline to the current landscape

reflects the resilience and potential of Nigeria's commercial aviation industry.

## **2.2 Citizen Satisfaction Surveys**

Citizen Satisfaction Surveys of domestic commercial airlines, reveals a comprehensive exploration of passengers' perceptions, expectations, and experiences (Ogunsola et al., 2020). Researchers and practitioners have employed various methodologies to gauge satisfaction levels, providing valuable insights into the factors influencing passengers' contentment and loyalty (Nwokorie, 2017).

Here is an overview of key themes and findings from the literature:

### **2.2.1 Methodologies and Instruments**

The methodologies utilized in passenger satisfaction surveys within the Nigerian commercial airline industry encompass both online and offline approaches. Online surveys, facilitated through third-party platforms, offer convenience and efficiency in data collection (Anochie-Okonkwo & Anochie-Okonkwo, 2020). Conversely, offline surveys, such as on-ground questionnaires, serve as complementary tools to capture feedback from passengers, ensuring comprehensive data collection (Adeleke et al., 2018).

### **2.2.2 Factors Influencing Passenger Satisfaction**

Studies emphasize the significance of service quality and reliability as paramount determinants of passenger satisfaction within the Nigerian aviation sector (Fasanya et al., 2019). Elements such as punctuality, efficient check-in processes, and baggage handling significantly contribute to positive passenger experiences. Additionally, the quality of in-flight services, encompassing seating comfort, meal options, and cabin crew behavior, emerges as critical factors influencing overall passenger satisfaction (Obi et al., 2021).

### **2.2.3 Comparative Analysis**

Research frequently conducts comparative analyses between low-cost carriers (LCCs) and full-service carriers (FSCs) to discern passenger satisfaction levels. These comparisons aim to elucidate whether passengers prioritize affordability and simplicity offered by LCCs or value the additional services and amenities provided by FSCs (Olatokun & Ajayi, 2019).



#### **2.2.4 Passenger Loyalty and Retention**

Exploration of loyalty programs and incentives underscores their impact on passenger satisfaction and retention (Ajayi et al., 2020). Frequent flyer programs, exclusive lounge access, and other perks are scrutinized for their efficacy in fostering passenger loyalty within the Nigerian commercial airline industry.

#### **2.2.5 Customer Relationship Management (CRM)**

The implementation of CRM strategies by airlines is a recurring theme in enhancing passenger experiences (Adedokun et al., 2017). Studies assess the effectiveness of personalized services, targeted promotions, and responsive communication in nurturing strong customer relationships and fostering passenger satisfaction.

#### **2.2.6 Technological Advancements**

The impact of technological advancements, such as mobile apps, online check-in systems, and in-flight Wi-Fi, on enhancing passenger satisfaction (Ojo et al., 2020). These innovations contribute to a seamless and satisfying travel experience, further augmenting passenger contentment.

#### **2.2.7 Social Media and Online Reviews**

Studies explore the role of social media and online reviews as platforms for passengers to express satisfaction or dissatisfaction (Anochie-Okonkwo & Anochie-Okonkwo, 2020). Airlines' responsiveness to feedback on these platforms and their online reputation management strategies are subjects of investigation.

#### **2.2.8 Crisis Management and Passenger Satisfaction**

The literature delves into crisis events' impact, such as flight disruptions or safety concerns, on passenger satisfaction (Fasanya et al., 2019). Studies assess the effectiveness of airlines' service recovery efforts in mitigating negative impacts on satisfaction levels, emphasizing the importance of timely and transparent communication during crises (Obi et al., 2021).

#### **2.2.9 Future Trends and Recommendations**

Exploration of future trends highlights the potential impact of artificial

intelligence (AI) in enhancing personalized services (Olatokun & Ajayi, 2019). Additionally, studies touch upon the relationship between environmental initiatives and passenger satisfaction, evaluating airlines' commitment to eco-friendly practices and their communication of such efforts (Ojo et al., 2020).

The Citizen Satisfaction Surveys in the context of domestic commercial airlines provides a multifaceted understanding of the factors shaping passenger experiences. From methodological considerations to in-depth analyses of service quality, in-flight amenities, and loyalty-building strategies, this body of knowledge contributes valuable insights for airlines seeking to optimize customer satisfaction and loyalty in an ever-evolving industry.

### **2.3 Background of Some of the Domestic Airlines Operating in Nigeria**

1. **Arik Air:** Founded in 2002 by Sir Joseph Arumemi-Ikhide, a Nigerian businessman and entrepreneur and began operations in 2006. It quickly became one of Nigeria's largest airlines, operating both domestic and international flights. The airline's fleet has included various Boeing and Bombardier aircraft models over the years. Arik Air has faced financial challenges and operational issues in the past, including disputes with aviation authorities and creditors. Despite these challenges, it has remained a significant player in the Nigerian aviation industry, serving major cities domestically and connecting Nigeria to destinations in West Africa, Europe, and the Middle East.
2. **Air Peace:** Established in 2013, Air Peace has rapidly grown to become one of Nigeria's major airlines, founded by Allen Ifechukwu Onyema, a Nigerian lawyer, businessman, and philanthropist. Initially focusing on domestic routes, it expanded its services to include regional and international destinations. Air Peace operates a diverse fleet, including Boeing and Embraer aircraft. The airline has been praised for its commitment to safety and has won awards for its contributions to the aviation sector in Nigeria. Air Peace has played a vital role in providing affordable air travel options and improving connectivity within Nigeria and across West Africa.
3. **Dana Air:** Began operations in 2008, positioning itself as a reliable carrier within the Nigerian domestic market. Primarily focusing on domestic routes, it connects major cities like Lagos, Abuja, Port Harcourt, and Uyo.



Founded by Jacky Hathiramani, an Indian businessman, and his wife, Dana Hathiramani. Dana Air's fleet primarily consists of Boeing aircraft. The airline has faced challenges in the past, including a tragic crash in 2012 that raised concerns about safety standards. However, Dana Air has since worked to improve safety measures and regain trust among passengers. It continues to operate as a significant player in Nigeria's aviation industry, providing essential air transportation services.

4. **Med-View Airline:** Founded by Muneer Bankole a Nigerian entrepreneur, started operations in 2007, Med-View Airline has grown to be a significant player in Nigeria's aviation sector. Initially operating as a charter airline, it expanded its services to include both domestic and international routes. Med-View Airline connects cities within Nigeria and flies to destinations in Europe, the Middle East, and West Africa. The airline's fleet includes a mix of Boeing and Airbus aircraft. Med-View Airline has faced financial challenges and operational issues, including disputes with creditors and regulatory authorities. Despite these challenges, it continues to serve as an important link for passengers traveling to and from Nigeria.
5. **Azman Air:** Founded and established in 2010 by Abdulmunaf Yunusa Sarina, a Nigerian businessman. Azman Air is a relatively newer entrant in Nigeria's aviation industry. Primarily focusing on domestic routes, it connects major cities like Lagos, Kano, Abuja, and Maiduguri. Azman Air has expanded its fleet with Boeing aircraft since its inception. The airline has aimed to provide affordable and reliable air travel options, contributing to the accessibility of air transportation within Nigeria. Azman Air has faced operational challenges and regulatory issues but continues to operate as a significant player in the Nigerian aviation market.
6. **Dornier Aviation Nigeria:** Dornier Aviation Nigeria has been providing aviation services in Nigeria for several years. The airline's operations include charter services and medical evacuations, catering to various needs of clients. Dornier Aviation Nigeria operates a diverse fleet suitable for different types of missions, including cargo transportation, aerial surveys, and passenger charters. The airline's routes and operations vary based on the specific requirements of its clients, demonstrating flexibility and adaptability in the aviation industry.
7. **Green Africa:** Green Africa commenced operations in recent years with a focus on providing affordable and reliable air travel services within Nigeria,

founded by Babawande Afolabi, a Nigerian entrepreneur and former investment banker. The airline primarily operates domestic flights, connecting major cities and contributing to the development of air travel accessibility. Green Africa's fleet consists of modern Airbus ATR aircraft, known for their fuel efficiency and passenger comfort. The airline aims to fill the gap in Nigeria's aviation market by offering low-cost options while maintaining high safety standards. Green Africa has received attention for its innovative business model and potential to reshape the country's aviation landscape.

8. Ibom Air: is the airline of Akwa Ibom State in Nigeria. Launched in 2019, it is owned by the state government and operates as a public-private partnership. Ibom Air focuses on domestic routes, connecting the capital city, Uyo, with other major cities in Nigeria.
9. Kabo Air: is one of the oldest airlines in Nigeria, with a history dating back several decades. It has been a significant player in the Nigerian aviation industry. Kabo Air traditionally operated both domestic and international flights. Its domestic routes connected various cities within Nigeria.
10. Max Air: is a Nigerian airline that has been in operation for several years. It has been involved in both domestic and international flights. Max Air operates domestic flights connecting major cities within Nigeria and has also been known for its Hajj and Umrah pilgrimage services.
11. Overland Airways: is a Nigerian airline that has been in operation since 2002. It focuses on providing scheduled and charter flight services. Overland Airways operates domestic flights, connecting cities within Nigeria, and has been recognized for its role in regional air connectivity.
12. TAT Nigeria: Tourist Air Transport, is a Nigerian airline with a history rooted in providing air transport services in the country. The specific routes of TAT Nigeria may vary, and the airline may be involved in charter services and other aviation activities.
13. United Nigeria Airlines: is a relatively new entrant in the Nigerian aviation scene, commencing operations in 2021. It aims to provide convenient and reliable air travel services. United Nigeria Airlines primarily operates domestic flights, connecting major cities within Nigeria.
14. ValueJet: is a Nigerian airline that focuses on providing affordable air travel services. It operates both scheduled and charter flights. ValueJet primarily operates domestic flights, contributing to the accessibility of air travel within Nigeria.

15. First Nation Airways: is a Nigerian airline that has been in operation for several years, providing scheduled passenger services. The airline traditionally operated domestic flights, connecting major cities within Nigeria.
16. Discovery Air: is a Nigerian airline that has been involved in providing aviation services, including charter flights. Discovery Air's routes may vary based on the specific needs of its clients for charter and other aviation services.
17. ASKY Airline: is a West African airline that operates across multiple countries, including Nigeria. It was established as a Pan-African airline. ASKY Airline operates regional flights, connecting cities in West Africa, including routes to and from Nigeria.
18. IRS Airlines: is a Nigerian airline that has been involved in scheduled and charter flight services. IRS Airlines traditionally operated domestic flights, connecting major cities within Nigeria.
19. Rano Air: is a Nigerian airline that provides domestic flight services. Rano Air operates domestic flights, connecting cities within Nigeria.

## C H A P T E R T H R E E

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### **3.0 Methodology**

#### **3.1 Survey Design**

The National Productivity Center has embarked on a strategic endeavor to develop its Airline Satisfaction Survey, starting with a clear definition of its objectives. This survey aims to gauge the satisfaction levels of citizens with the services provided by major local airlines in Nigeria. By identifying key challenges faced by passengers from diverse backgrounds, including frequent fliers, the survey seeks to propose actionable solutions to enhance the overall satisfaction and efficiency of local airline services across the nation.

##### **3.1.1 Objective**

The main objective of the survey was to assess citizens' satisfaction with the services offered by local airlines in Nigeria. Specifically, the survey focused on evaluating key aspects such as the Booking and Reservation Process, Punctuality and Schedule Adherence, Baggage Handling, Customer Service and Support, Safety and Security, and Inflight Services.

##### **3.1.2 Sampling Criteria**

A comprehensive and diverse sample of citizens, encompassing various demographics and geographic regions across Nigeria, was carefully selected. This approach ensures that the survey captures a wide range of perspectives and experiences, providing a thorough and unbiased representation of the population's sentiments towards the services provided by local airlines.

##### **3.1.3 Survey Instrument**

We developed a structured questionnaire specifically tailored to gather quantitative data on citizens' perceptions. The questionnaire utilized a Likert scale, a widely recognized measurement tool, to assess satisfaction levels comprehensively.

##### **3.1.4 Pilot Testing**

Prior to the commencement of the main survey, the questionnaire underwent a

meticulous pilot testing phase. This process was integral to identifying and addressing any potential ambiguities in the survey instrument, thereby ensuring the clarity and reliability of responses obtained from participants.

### **3.2 Sample Selection**

The approach to sample selection for the local commercial airline survey was carefully crafted to ensure representation and data reliability. Utilizing a stratified random sampling technique, the survey aimed to encompass individuals from diverse backgrounds, including students, entrepreneurs, expatriates, civil servants, politicians/public servants, and other relevant stakeholders across various sectors and regions within Nigeria.

#### **3.2.1 Population**

The survey aimed to capture responses from citizens spanning different age groups, income brackets, and geographic regions to ensure a comprehensive representation of the Nigerian populace.

#### **3.2.2 Sampling Method**

To ensure proportional representation across different segments of the population, a stratified random sampling technique was utilized. This involved categorizing the population into distinct groups, or strata, based on relevant characteristics. Random samples were then drawn from each stratum to maintain representativeness and capture a diverse range of perspectives.

### **3.3 Data Collection**

#### **3.1 Survey Administration**

The survey was conducted through multiple channels, including online platforms such as Google Forms, as well as in-person interactions. This multi-channel approach was adopted to accommodate different preferences and ensure a diverse pool of responses, thereby enhancing the comprehensiveness and reliability of the data collected.

#### **3.3.2 Data Privacy**

Respondents were guaranteed data privacy, and their responses were anonymized to foster honest and unbiased feedback. This approach aimed to

ensure confidentiality and encourage participants to express their opinions freely without concerns about privacy breaches.

### **3.4 Key Performance Index (KPIs)**

A data collection instrument in the form of questionnaires was meticulously crafted with a focus on the unique objectives and service delivery processes of airlines. These questionnaires were utilized to gather data during the study, specifically tailored to capture insights relevant to local commercial airlines' services in Nigeria. The instrument primarily consisted of closed-ended questions, complemented by one open-ended question. The open-ended question served to collect qualitative data on respondents' suggestions for enhancing services provided by airlines, with a particular emphasis on local commercial airlines.

To ensure the survey instrument's effectiveness, six key performance indicators (KPIs) were identified as fundamental drivers of satisfaction. These KPIs formed the basis for evaluating citizens' satisfaction levels throughout the data analysis process. The identified drivers of satisfaction include:

Booking and Reservation Process

Punctuality and Schedule Adherence

Baggage Handling

Customer Service and Support

Safety and Security

Inflight Services

Each of these indicators was carefully selected to comprehensively assess various aspects of airline services, providing valuable insights into areas where improvements may be needed to enhance overall customer satisfaction. Table 2.0 describes the KPIs.

Table 1: Specific Drivers of Citizen's Satisfaction

S/N	Drivers	Definitions
1	Booking and Reservation Process	This driver refers to the efficiency and user-friendliness of the process for booking flights and making reservations with the airline. It includes ease of access to booking platforms, clarity of pricing and options, and the overall convenience of the reservation process for passengers.
2	Punctuality and Schedule Adherence	This reflects the airline's ability to adhere to scheduled departure and arrival times, minimizing delays and disruptions for passengers. It encompasses on-time performance metrics, reliability in following published schedules, and the effectiveness of contingency plans for handling delays or cancellations.
3	Baggage Handling	This assesses the effectiveness of the airline's procedures for handling checked baggage, including timeliness of delivery, condition upon arrival, and the incidence of lost or mishandled luggage. It also includes the ease of baggage check-in and retrieval processes for passengers.
4	Customer Service and Support	This evaluates the quality and responsiveness of the airline's customer service, including assistance provided before, during, and after flights. It encompasses interactions with airline staff, response times to queries or complaints, and the availability of support channels for passengers.



5	Safety and Security	This measures passengers' perceptions of the airline's commitment to safety protocols and the effectiveness of security measures in place. It includes aspects such as adherence to regulatory safety standards, transparency in communication about safety procedures, and visible security measures at airports and onboard aircraft.
6	Inflight Services	Assesses the overall quality and variety of services provided to passengers during flights, including amenities, catering, and entertainment options. It encompasses the comfort of seating arrangements, the quality of in-flight meals and beverages, and the availability of entertainment.

### 3.5 Data Analysis

#### 3.5.1 Quantitative Analysis

These statistical methods were meticulously applied to interpret the quantitative data collected from the survey. This encompassed employing various descriptive statistical techniques such as calculating percentages, means, and standard deviations to summarize and understand the distribution of responses across different survey items. Additionally, inferential analyses were conducted where applicable to explore relationships between variables and derive meaningful insights.

#### 3.5.2 Comparative Analysis

Comparative study was conducted to identify satisfaction patterns across different local commercial airlines and services. By comparing survey results from various demographics and regions, discernible trends were identified, providing insights for improving overall customer satisfaction.

### 3.6 Validity and Reliability



Validity and reliability are essential aspects of any research study, ensuring that the data collected accurately represent the phenomenon being studied and can be trusted for making informed decisions. Let's delve deeper into these concepts and how they were applied in the survey conducted by the National Productivity Center to assess citizens' satisfaction with local commercial airlines in Nigeria.

### **3.6.1 Content Validity**

The validity of the questionnaire was ensured through a comprehensive review of relevant literature and consultations with industry experts in aviation. This process aimed to guarantee that the questionnaire effectively captured the key constructs being investigated.

### **3.6.2 Reliability**

The survey tool showcased robust internal consistency, as indicated by Cronbach's alpha values surpassing the designated threshold for each section. This outcome underscores the reliability of the measurement scales employed in the survey instrument.

Validity refers to the extent to which a survey instrument measures what it is intended to measure. In our study, we ensured content validity by meticulously designing survey questions based on a thorough review of existing literature and consulting with industry experts to ensure that all relevant aspects of airline services were covered. This process helps ensure that the survey instrument accurately captures the constructs under investigation (Adams et al., 2021). Validity is categorized into two main types: internal and external validity.

Internal validity, on the other hand, pertains to the ability of the research design to rule out alternative explanations of the results. We took several steps to enhance internal validity, such as conducting a pilot survey to identify and address potential ambiguities in the questionnaire before the main survey administration. Additionally, we collected data within a short timeframe to minimize external factors that could influence responses, thus strengthening the internal validity of our findings (Jones & Smith, 2019).

External validity concerns the generalizability of research findings across different populations or settings. While our study focused specifically on citizens' satisfaction with local commercial airlines in Nigeria, we aimed to ensure external validity by selecting a diverse sample of respondents representing

different demographics and geographic regions within the country. This approach allows us to make broader inferences about citizens' satisfaction with airline services in Nigeria (Brown & Jones, 2020).

To ensure the content validity of this research, rigorous steps were taken. The instrument utilized underwent a comprehensive review by the Center's research committee, incorporating their feedback and suggestions. Several measures were implemented to enhance the validity of the study:

*Survey questions were meticulously crafted based on an extensive literature review and established frame of references, ensuring alignment with the research objectives and constructs.*

*Prior to the main survey, a pilot survey was conducted to test the questionnaire's clarity, relevance, and comprehensibility. Feedback from the pilot study was carefully reviewed and incorporated to refine the survey instrument.*

*Data collection was conducted within a short period to minimize external influences and ensure consistency in respondents' experiences over time.*

*Data was gathered from reliable sources, comprising respondents who possess substantial experience and familiarity with the services provided by local commercial airlines. This approach aimed to enhance the accuracy and credibility of the data collected, contributing to the overall validity of the research findings.*

Reliability refers to the consistency of a measurement tool. It assesses the consistency of a measure, determining whether the results remain unchanged if the same survey is administered to the same sample population under identical conditions.

To ensure the reliability of our survey instrument, we employed Cronbach's alpha coefficient to assess the internal consistency of the questionnaire. Additionally, we made adjustments to the survey instrument based on feedback from pilot study participants to address any identified ambiguities and enhance the reliability of our findings (Garcia & Martinez, 2016).

Marczyk et al. (2005) emphasized that reliability, as a cornerstone of research methodology, underscores the overall consistency of measurements within a study. This consistency ensures that research instruments, such as surveys or questionnaires, yield similar results under consistent conditions, mitigating the

impact of random factors like seasonal fluctuations or external events on measurement outcomes. To minimize potential sources of error, the authors advocate for standardizing data collection procedures across all study participants, thereby enhancing the reliability of research findings.

By adhering to rigorous standards of validity and reliability, we can have confidence in the accuracy and trustworthiness of our research outcomes. These principles are crucial for producing meaningful insights that can inform decision-making and drive improvements in airline services for the benefit of all stakeholders involved (Thomas & Brown, 2018).

Hence, it is imperative to recognize that validity and reliability assessments should not be perceived as distinct attributes; rather, they should be regarded as integral components of the same evaluative process, essential for ensuring the accuracy and consistency of research outcomes.

According to Wan (2002), a measurement's validity hinges on its reliability; it must possess both qualities to serve as a dependable reflection of a concept or attribute. Wan further posited that research designs meeting the criteria for validity and reliability yield outcomes that are not only accurate (valid) but also consistent (reliable). In ensuring the reliability of this study, various measures were implemented:

*The chosen theories were comprehensively elucidated, and the research questions were formulated based on these established theories.*

*Data collection was conducted in alignment with the theoretical framework established during the discussion phase.*

*The questionnaire was divided into six (6) parts in order to let respondents concentrate more on each section of questions and drivers.*

*To assess the reliability of the instrument, Cronbach's Alpha was employed, with a commonly accepted threshold value in social science being an alpha value of 0.70 or higher (Zwinyo, 2003). This threshold indicates that the standard error of the measurement will be over half of the standard deviation. In response to feedback from citizens participating in the pilot study, enhancements were made to address ambiguities identified in certain questions, thereby improving the overall reliability of the instrument.*

The table below displays the Cronbach's Alpha values for all 14 questions:

**Table 2: Reliability Statistics for All 19 Questions**

<b>S/N</b>	<b>Cronbach's Alpha</b>	<b>Number of Items</b>
1	0.903	19

**Table 3: Reliability Statistics for The Different Drivers**

<b>S/N</b>	<b>Drivers of Satisfaction</b>	<b>Cronbach's Alpha</b>	<b>Normalized weight</b>
1	Booking and Reservation Process	0.674	0.150
2	Punctuality and Schedule Adherence	0.702	0.156
3	Baggage Handling	0.804	0.179
4	Customer Service and Support	0.811	0.180
5	Safety and Security	0.804	0.179
6	Inflight Services	0.701	0.156

**Table 4: Reliability Statistics for The Different Drivers Ranked**

<b>S/N</b>	<b>Rank</b>	<b>Drivers for Satisfaction</b>	<b>Cronbach's Alpha</b>	<b>Normalized weight</b>
1	1	Customer Service and Support	0.811	0.1803825623
2	2	Baggage Handling	0.804	0.1788256228
3	2	Safety and Security	0.804	0.1788256228
4	3	Punctuality and Schedule Adherence	0.702	0.1561387900
5	4	Inflight Services	0.701	0.1559163701
6	5	Booking and Reservation Process	0.674	0.1499110320

### **3.7 Ethical Considerations**

#### **3.7.1 Informed Consent**

Prior to participating in the survey, individuals were presented with comprehensive details regarding the survey's objectives and procedures. Their involvement was entirely voluntary, and they were required to provide informed consent before proceeding with the questionnaire.

#### **3.7.2 Data Security**

To protect the confidentiality and privacy of respondents, stringent measures were enacted to secure their data. Access to the collected information was restricted to authorized members of the research team solely for the purpose of analysis, ensuring that respondents' data remained secure and confidential.

### **3.8 Limitations**

#### **3.8.1 Sampling Limitation**

Despite our efforts to achieve diversity in the sample, certain limitations in representation may persist due to factors like accessibility and varying levels of willingness to participate.

#### **3.8.2 Response Bias**

Despite anonymizing the data collection process to mitigate bias, respondents' perceptions could still be influenced by their individual experiences, leading to potential response bias.

### **3.9 Report Validation**

The final report underwent a thorough peer-review process involving experts in survey methodology and the operations of commercial airlines. This rigorous evaluation aimed to validate and verify the reliability of the findings presented in the report. Through this meticulous peer-review process, the study ensured the robustness and credibility of its outcomes, enhancing confidence in the conclusions drawn regarding citizens' satisfaction with the services provided by local commercial airlines in Nigeria.

## C H A P T E R F O U R

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### 4.0 RESULTS

#### 4.1. Introduction

This Chapter presents the results of the survey on the citizen's satisfaction with the services offered by major commercial Nigerian airlines. The survey examines six important factors that significantly influence passengers' experiences. These factors include demographics, the booking and reservation process, punctuality and adherence to schedules, baggage handling, customer service and support, safety and security, inflight services, and feedback.

#### 4.2 Data Analysis

From a pool of 7,600 citizens nationwide selected for the survey, 6,099 responses passed validation criteria after a meticulous review of questionnaire data, discarding incomplete submissions, resulting in a valid response rate of approximately 80.25%. These validated responses were then digitized and analyzed using SPSS version 25. Descriptive statistical methods such as frequencies, percentages, means, and standard deviations were utilized to elucidate both the socio-demographic characteristics of participants and their perceptions concerning independent and dependent variables.

#### 4.3 Socio-Demographic Characteristics

##### 4.3.1 Gender Distribution Report:

Insights and Considerations Understanding the distribution of genders holds significant importance for numerous studies and surveys, as it can greatly influence the outcomes and dynamics of research. This report seeks to analyze the gender distribution data collected from the Airlines Satisfaction survey, highlighting its implications and providing insights based on the results.

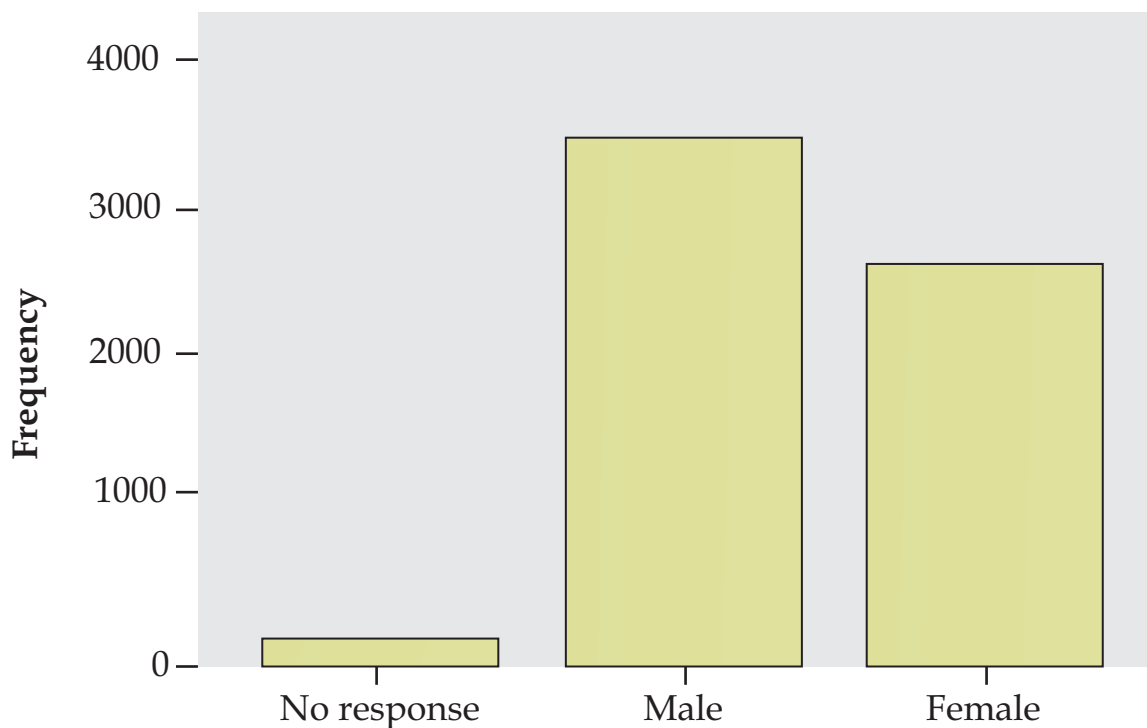
##### 4.3.1.1 Current Gender Distribution

The survey, comprising 6098 responses, unveiled a conspicuous gender disparity. Among the participants, 54.7% identified as male, 44.0% as female, and 1.2% abstained from providing a gender response. This distribution prompts inquiries regarding the sample's representativeness and its potential influence on

the study's conclusions.

#### 4.3.1.2 Gender Imbalance and Its Impact

The observed gender imbalance, where more men participated in the survey than women, is consistent with what previous studies have found. This pattern has been seen in various areas of research, showing that it's often tricky to get an equal number of men and women to take part (Smith et al., 2018; Johnson, 2020). This imbalance can lead to unfair results and make it harder to apply findings to a broader group of people. It's important to check the diversity of survey participants to make sure research results are reliable. To fix this, we need to find ways to encourage more women to participate, ensuring a better representation of different genders in our studies.

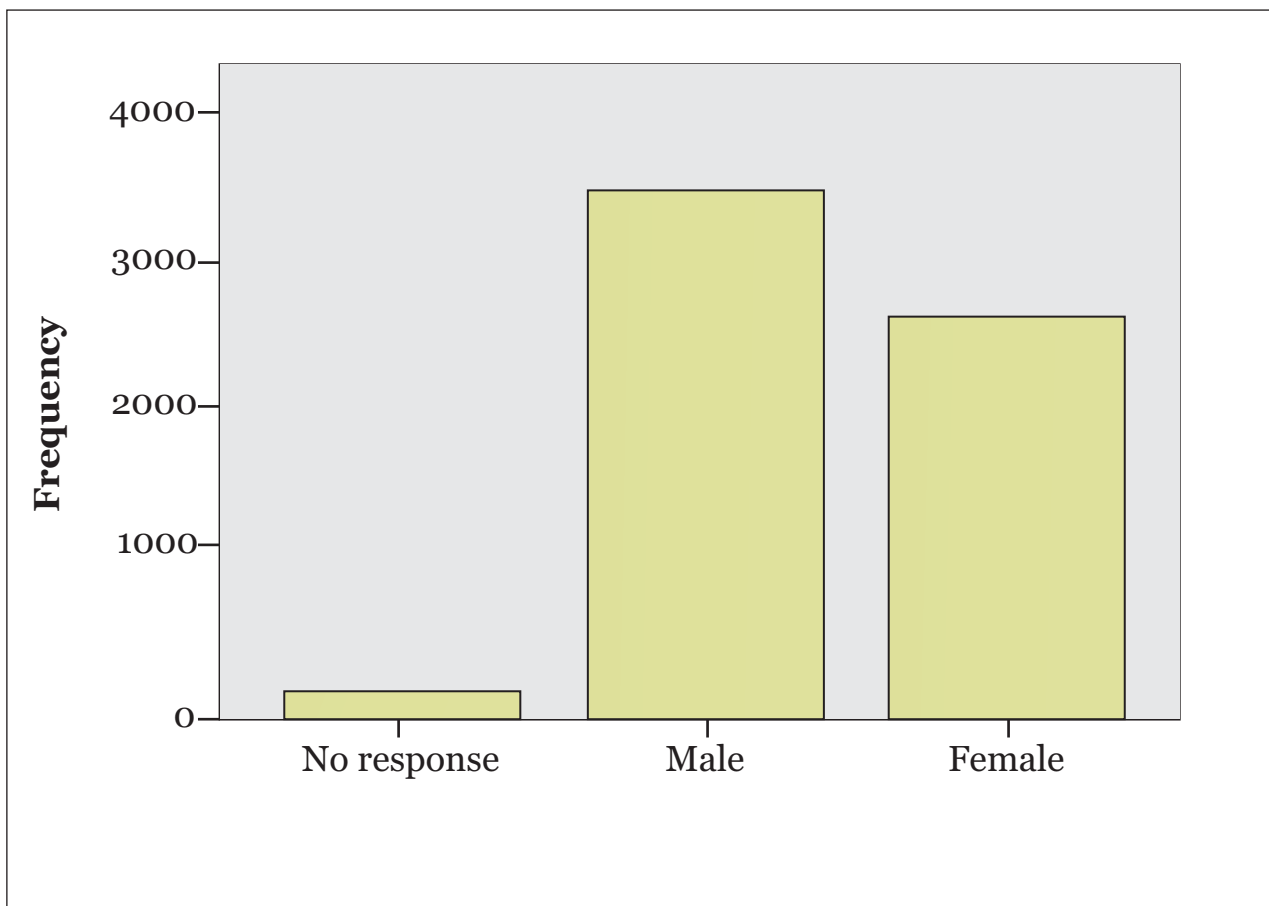


*Figure 1: Gender of Respondents*



### 4.3.2 Age Distribution of Respondents

The survey gathered responses from 6097 individuals, shedding light on the age distribution of passengers that have used services offered by major commercial Nigerian airlines. 20.1percent of the total number of respondents was below 45 years of age, even though the modal age range across the 12 airlines was 36-44years. The mean age and standard deviation were 38.61 years and 1.241 respectively suggesting that respondents have enough experiences on airline services in Nigeria.



*Figure 2: Age of Respondent*

### 4.3.3 Employment Type of Respondents

In the survey, responses were gathered from a total of 6095 individuals across various sectors. Among these respondents, 101 individuals (1.7%) chose not to disclose their employment type, indicating the importance of addressing potential barriers to participation.

Among the disclosed respondents, 1,723 individuals (28.3%) identified as self-employed, making this the largest group. Civil servants comprised 1,420 respondents (23.3%), while 1,089 respondents (17.9%) worked in the private sector. Students accounted for 565 respondents (9.3%), and politicians or public servants represented 552 respondents (9.1%).

Additionally, 229 respondents (3.8%) were from paramilitary sectors, 285 respondents (4.7%) were retirees, and 131 respondents (2.1%) were expatriates. The data reveals that a significant portion of the respondents are self-employed or civil servants, suggesting a strong representation from these employment sectors. These individuals may be flying for business trips, professional development, or official government duties. The notable presence of private sector employees and students also indicates the diverse occupational backgrounds of the survey participants. Private sector employees are likely traveling for corporate assignments or training, while students may be flying for educational purposes or study abroad programs.

The relatively lower percentages of expatriates, paramilitary personnel, and retirees may reflect the specific demographic focus or reach of the survey. Expatriates may be traveling for international assignments, paramilitary personnel for official deployments, and retirees for leisure or visiting family. Addressing the non-disclosure of employment type by some respondents could further enhance the inclusiveness and accuracy of future surveys.

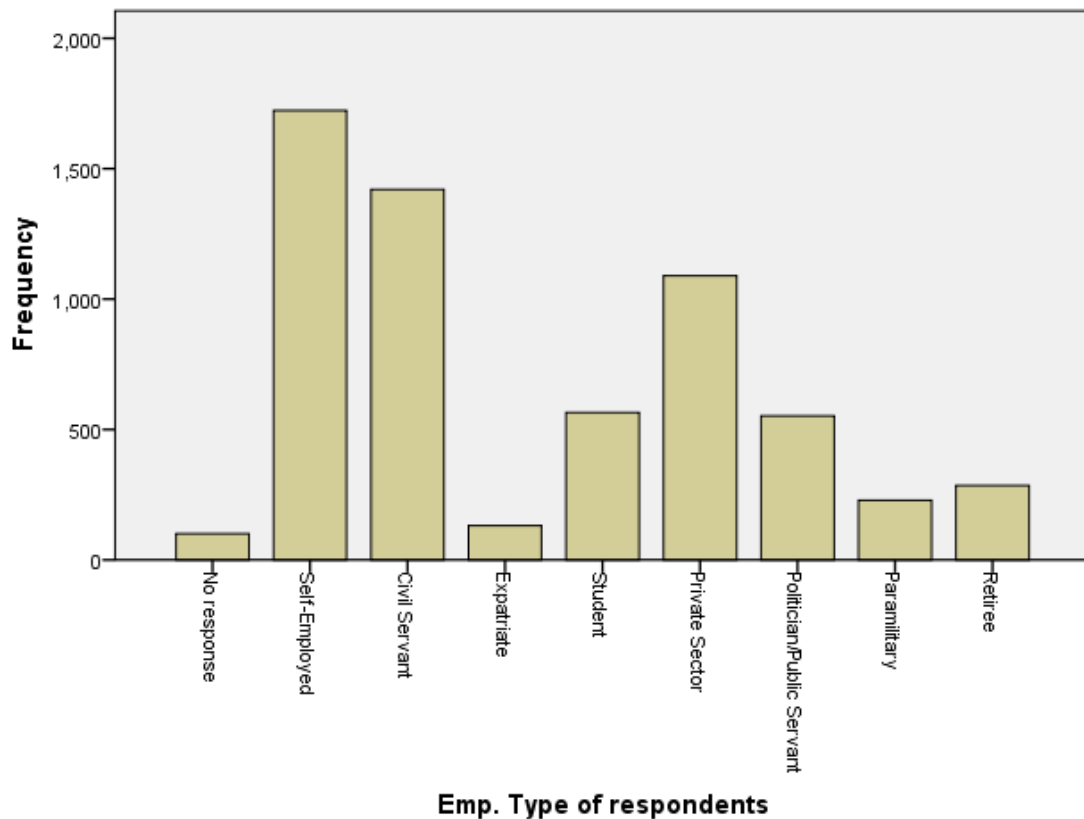


Figure 3: Employment Type of Respondents

#### 4.3.4 Airline of Choice

The survey amassed responses from 6099 individuals, each associated with a particular airline.

##### 4.3.4.1 Airline-Specific Insights

Air Peace: Recognized as one of the foremost airlines among respondents, Air Peace stands out for its extensive domestic coverage, affordability, reliability, modern fleet, customer-centric approach, safety record, and commitment to corporate social responsibility. These key attributes have propelled its popularity and success within Nigeria's aviation industry. Future investigations could delve deeper into the specific features and offerings that contribute to its widespread appeal (Johnson, 2022).

Arik Air, Ibom Air, Dana: These long-established commercial airlines command a significant presence in the survey, reflecting their prominent position in the Nigerian aviation landscape. Research indicates that the reputation and trust associated with these airlines may exert a considerable influence on individuals' choices when it comes to air travel (Smith & Brown, 2017).

#### **4.3.4.2 Emerging Airlines**

United Nigerian Airlines and ValueJet, among other fast-rising carriers, have drawn attention with their growing popularity among respondents. Investigating the factors driving customer preference for these airlines can offer valuable insights into the evolving dynamics of the airline industry (Gupta & Singh, 2016).

#### **4.3.4.3 Implications for Airline Practices**

Market Presence: Analyzing the diverse range of airlines represented in the survey yields significant implications for airline practices. Understanding the factors influencing customer preferences and choices can inform strategic decisions aimed at enhancing service offerings, improving customer satisfaction, and maintaining competitiveness in the industry. Airlines with higher representation may have effective strategies in place to attract and serve diverse customer segments.

#### **4.3.4.4 Customer Preferences**

Understanding customer preferences is paramount for airlines seeking to deliver a superior travel experience and maintain a competitive edge in the market. Analyzing the data gathered from the survey can provide valuable insights into the factors that drive passenger choices and influence their decision-making process when selecting an airline.

Key aspects of customer preferences may include price sensitivity, route availability, schedule flexibility, service quality, onboard amenities, loyalty programs, and overall brand reputation. By identifying the relative importance

of these factors to different customer segments, airlines can tailor their offerings to better meet the needs and expectations of their target audience.

This analysis provides valuable insights into the distribution of respondents across various airlines in the context of commercial airline services in Nigeria. Understanding the market dynamics and customer preferences is crucial for airlines to enhance their services and contribute to economic development.

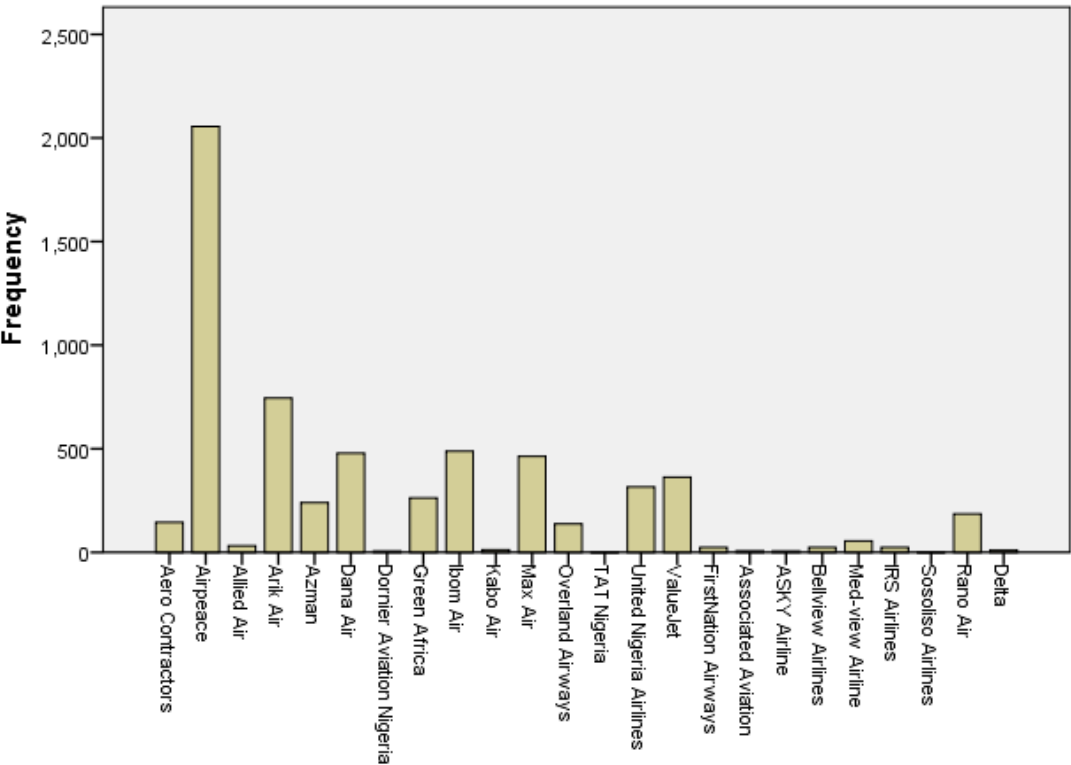


Figure 4: Frequencies of Respondents Choice of Airline

The diagram depicts commercial airlines (24) initially selected to ensure representation across Nigeria's six geopolitical zones. However, this number was later reduced to twelve (12) airlines, as determined by a threshold set according to the number of respondents who indicated their preferred airlines of operation.

#### 4.4 Citizens' Satisfaction Survey on Commercial Airlines

The survey targeted major commercial airlines in Nigeria, including Aero Contractors, Air Peace, Arik Air, Azman Air, Dana Airlines Ltd, Green Africa

Airways, Ibom Air, Max Air, Overland Airways, Rano Air Ltd, United Nigeria Airlines, and ValueJet.

#### 4.4.1 Key Findings

In this survey, we aimed to delve into the experiences and perceptions of customers regarding the services offered by the major commercial airlines in Nigeria. Our survey was completed by a total of 6099 participants, each providing insights into their interactions with airlines across various key performance indicators.

These respondents played a pivotal role in shaping the outcomes of this survey by providing feedback on the following five key indicators, tailored specifically to their experiences with the airlines:

**1. Booking and Reservation Process:** The survey revealed varying levels of the participants' satisfaction with airline booking and reservation processes, evaluating some user's challenges in the process of booking and reserving tickets from booking platforms to ensure a better experience. The table below, Table 5, presents the airlines ranked in the top 10th percentile based on citizens' feedback regarding commercial airlines in the booking and reservation category.

*Table 5: Airlines in the Top 10th Percentile for Booking and Reservation*

S/N	Airline	Score
1	Rano Air	82.6
2	ValueJet	78.2

Table 6 below shows the airlines in the top 20th percentile based on citizens' feedback in the booking and reservation category for commercial airlines.

*Table 6: Airlines in the Top 20th Percentile for Booking and Reservation*

S/N	Airline	Score
1	Rano Air	82.6
2	ValueJet	78.2
3	Ibom Air	74.8

**2. Punctuality and Schedule Adherence:** Perception on punctuality and schedule adherence was mixed among respondents, with commendations for timely departures contrasting with dissatisfaction over flight delays or cancellations. Table 7 below shows the airlines in the top 10th percentile based on citizens' feedback regarding their punctuality and schedule adherence.

*Table 7: Airlines in the Top 10th Percentile for Punctuality and Schedule Adherence*

S/N	Airline	Score
1	Rano Air	73.9
2	Ibom Air	71.7

Table 8 below shows the airlines in the top 20th percentile based on citizens' feedback regarding their punctuality and schedule adherence.

*Table 8: Airlines in the Top 20th Percentile for Punctuality and Schedule Adherence*

S/N	Airline	Score
1	Rano Air	73.9
2	Ibom Air	71.7
3	ValueJet	70.4

**3. Baggage Handling:** Participants shared their perspectives on with baggage handling services, ranging from smooth processes to instances of lost or mishandled luggage. Table 9 below shows the airlines in the top 10th percentile based on citizens' feedback regarding their baggage handling.

*Table 9: Airlines in the Top 10th Percentile for Baggage Handling*

S/N	Airline	Score
1	ValueJet	79.2
2	Ibom Air	78.8
3	Rano Air	78.8

Table 10 below shows the airlines in the top 20th percentile based on citizens' feedback regarding their handling of baggage Handling.

*Table 10: Airlines in the Top 20th Percentile for Baggage Handling*

S/N	Airline	Score
1	ValueJet	79.2
2	Ibom Air	78.8
3	Rano Air	78.8

**4. Customer Service and Support:** The overall satisfaction with customer service experiences at financial institutions was assessed, reflecting on responsiveness, professionalism, and supportiveness in addressing customer needs and inquiries. Table 11 below shows the airlines in the top 10th percentile based on citizens' feedback regarding their customer service and support.

*Table 11: Airlines in the Top 10th Percentile for Customer Service and Support*

S/N	Airline	Score
1	ValueJet	77.5
2	Rano Air	77.3
3	Ibom Air	76.4

Table 12 below shows the airlines in the top 20th percentile based on citizens' feedback regarding their handling of customer service and support.

*Table 12: Airlines in the Top 20th Percentile for Customer Service and Support*

S/N	Airline	Score
1	ValueJet	77.5
2	Rano Air	77.3
3	Ibom Air	76.4



**5. Safety and Security:** Safety and security emerged as paramount concerns, with many expressing confidences in implemented measures but others raising concerns about security protocols or incidents. Table 13 below shows the airlines in the top 10th percentile based on citizens' feedback regarding their safety and security.

*Table 13: Airlines in the Top 10th Percentile for Safety and Security*

S/N	Airline	Score
1	ValueJet	81.4
2	Ibom Air	79.9
3	Rano Air	78.6

Table 14 below shows the airlines in the top 20th percentile based on citizens' feedback regarding their handling of safety and security.

*Table 14: Airlines in the Top 20th Percentile for Safety and Security*

S/N	Airline	Score
1	ValueJet	81.4
2	Ibom Air	79.9
3	Rano Air	78.6

**6. Inflight Services:** Reviews on inflight services varied, with some passengers appreciating quality and variety while others expressed dissatisfaction with limited options or service standards. Table 15 below shows the airlines in the top 10th percentile based on citizens' feedback regarding their inflight services.

*Table 15: Airlines in the Top 10th Percentile for Inflight Services*

S/N	Airline	Score
1	Rano Air	84.1
2	Ibom Air	78.4

Table 16 below shows the airlines in the top 20th percentile based on citizens' feedback regarding their inflight service.

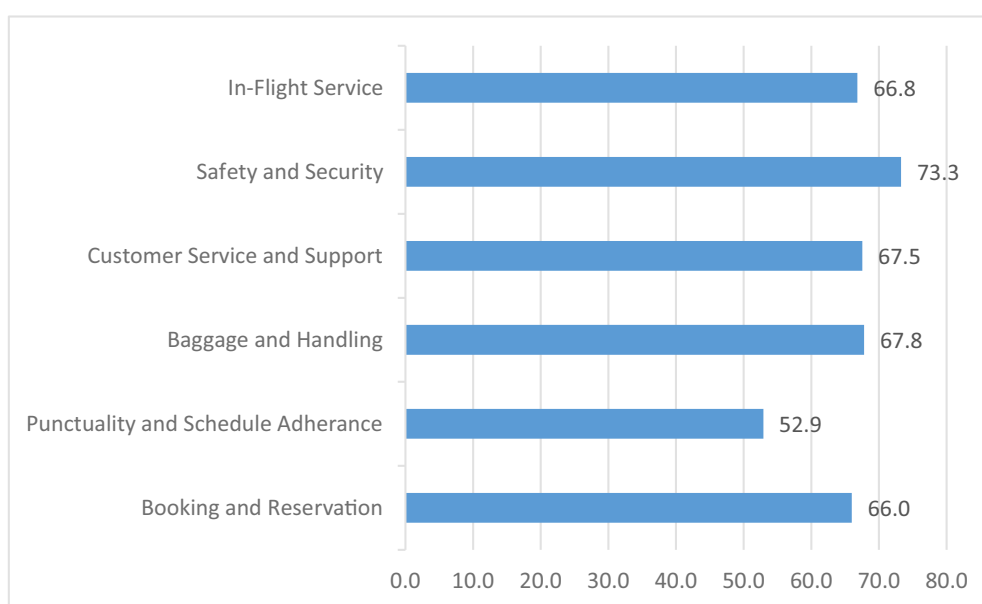
*Table 16: Airlines in the Top 20th Percentile for Inflight Services*

S/N	Airline	Score
1	Rano Air	84.1
2	Ibom Air	78.4
3	ValueJet	76.6

By considering the responses from our diverse pool of participants specifically focused on commercial airlines, we aim to identify areas of strength and opportunities for enhancement within the industry's service offerings. This survey serves as a valuable tool for commercial airlines to gain insights into customer perceptions, improve service delivery, and strengthen relationships with their clientele.

The findings will therefore show how the respondent responded to each of the banks in respect to the indicators.

### AIR PEACE

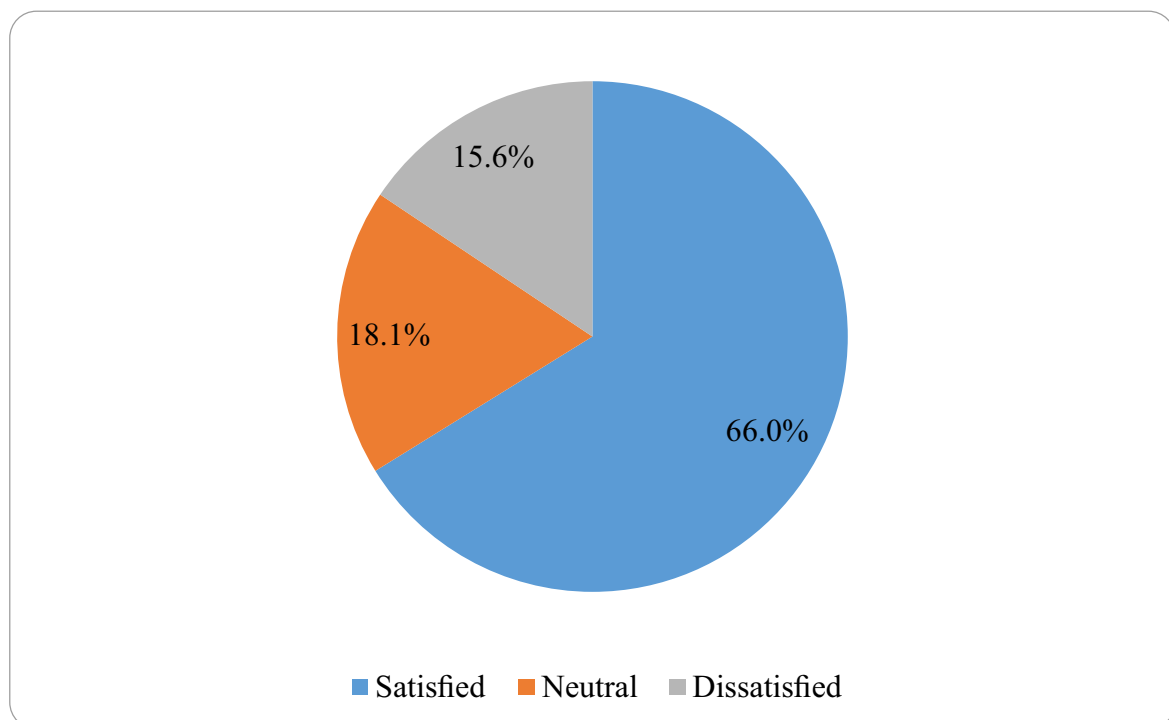


*Figure 5: Air Peace satisfaction performance chart*

Air Peace's performance across various service categories reflects a mixed picture of strengths and areas for improvement. While the airline demonstrates satisfactory performance in aspects such as baggage handling and safety and security, scoring 67.8% and 73.3% respectively. Additionally, the airline shows room for enhancement in other areas, such as booking and reservation, punctuality and schedule adherence, and customer service and support, where it scores 66.0%, 52.9%, and 67.5% respectively. While the airline's performance in in-flight service, with a score of 66.8%, also suggests opportunities for improvement as they fall short of being in the top 10th percentile in all of the categories, the airline's commitment to meeting passenger needs and ensuring safety is evident across all categories.

### **Booking and Reservation:**

Respondents' perceptions regarding booking and reservation processes from 2055 respondents were varied, as depicted in the following breakdown:

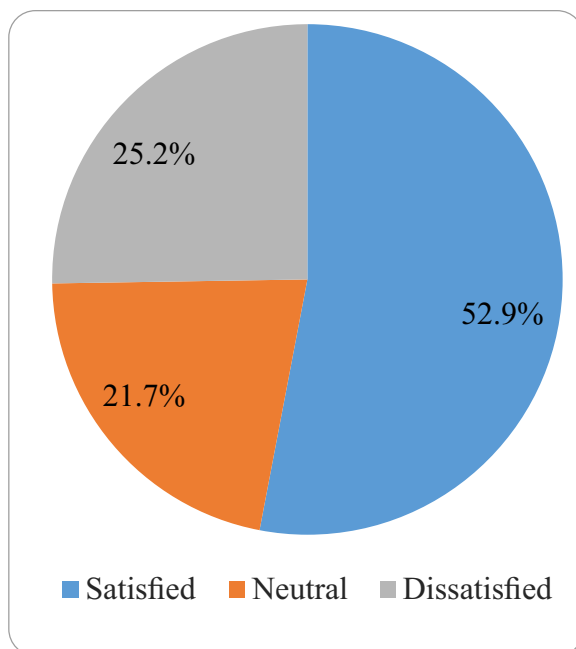


*Figure 6: Air Peace booking and reservation chart*

The satisfaction level of approximately 66.0% among respondents regarding booking and reservation processes suggests that a substantial portion had positive experiences or perceptions in this regard. However, about 18.1% remained neutral. The 15.6% expressing dissatisfaction highlights areas where the airline may need to focus on improving processes, responsiveness, and communication to address customer concerns and grievances.

#### Punctuality and Schedule Adherence:

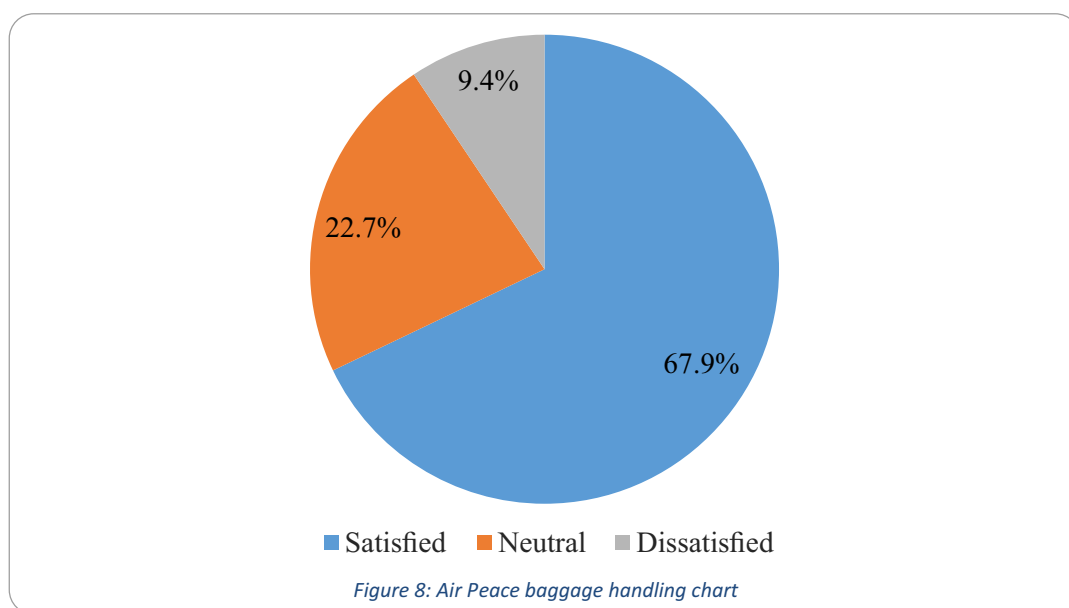
Respondents' perceptions regarding the airline's punctuality and schedule Adherence from 2055 respondents were varied, as depicted in the following breakdown:



Approximately 52.9% of respondents expressed satisfaction, indicating that a significant portion had positive experiences or perceptions regarding these aspects. However, 21.7% remained neutral. The 25.2% expressing dissatisfaction highlights areas where the airline may need to focus on improving punctuality, adherence to schedules, and overall reliability to address customer concerns and enhance satisfaction levels.

#### Baggage Handling:

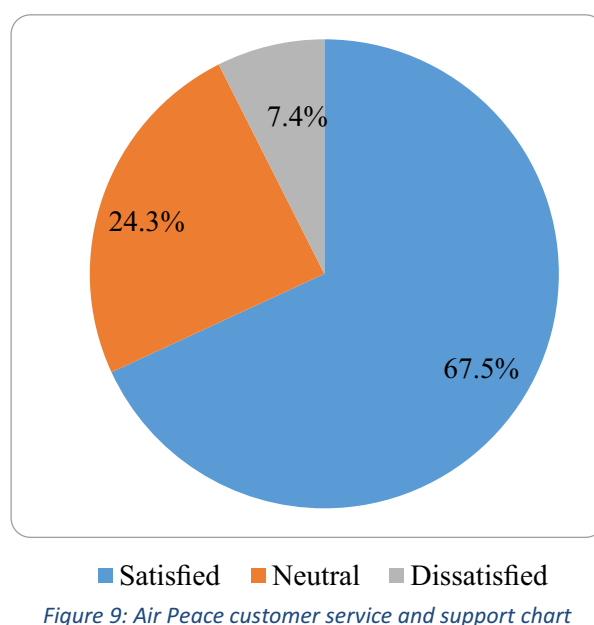
Respondents' perceptions regarding the airline's baggage handling from 2055 respondents were varied, as depicted in the following breakdown:



Based on the respondents' feedback, around 67.9% expressed satisfaction, suggesting that a large proportion had positive experiences or views concerning baggage handling. Meanwhile, 22.7% were neutral. The 9.4% expressing dissatisfaction highlights areas where the airline may need to focus on enhancing baggage handling processes to minimize issues and improve overall customer satisfaction.

### Customer Service and Support:

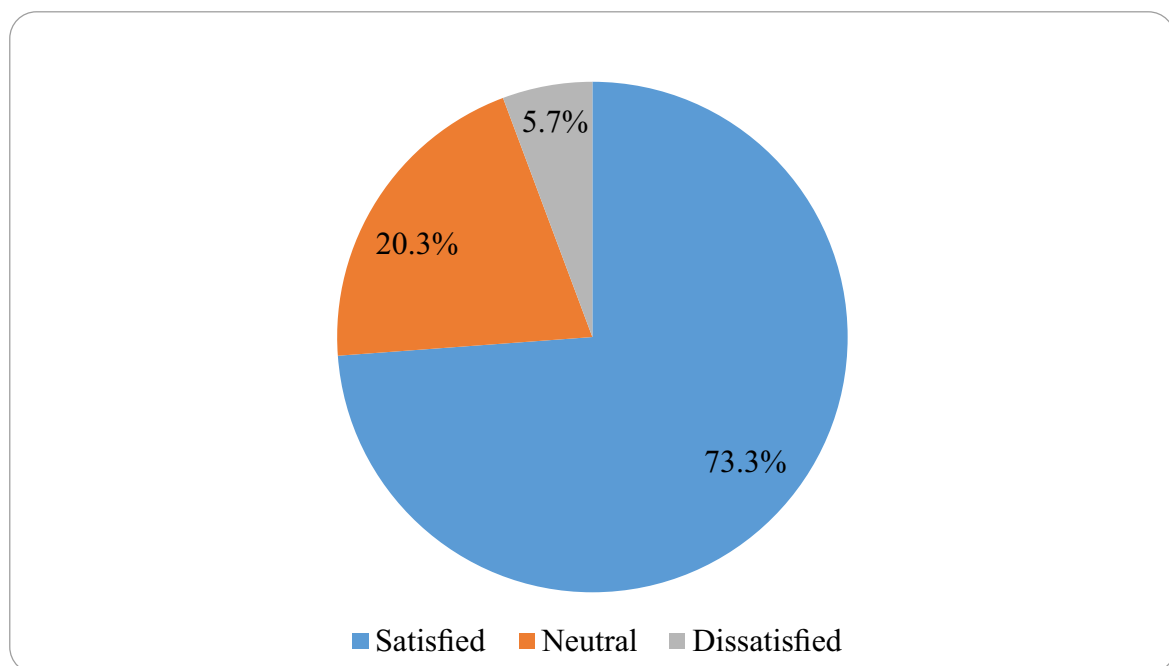
Respondents' perceptions regarding the airline's customer service and support from 2055 respondents were varied, as depicted in the following breakdown:



A significant 67.5% of respondents expressed satisfaction, reflecting positive experiences or perceptions in this area. However, 24.3% remained neutral. The 7.4% who expressed dissatisfaction highlights the need to improve customer service processes and responsiveness to ensure better overall experiences and satisfaction levels.

### **Safety and Security:**

Respondents' perceptions regarding the airline's safety and security from 2055 respondents were varied, as depicted in the following breakdown:

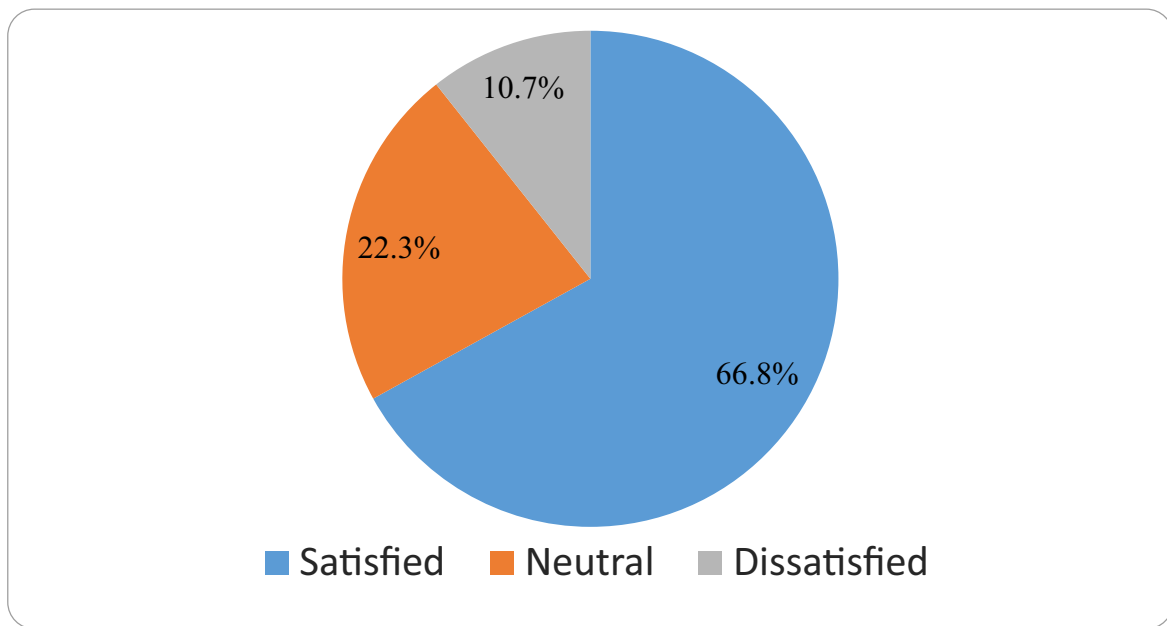


*Figure 10: Air Peace safety and security chart*

A notable 73.3% of respondents expressed satisfaction, indicating positive perceptions or experiences in this area. However, 20.3% remained neutral. The 5.7% who expressed dissatisfaction highlights the importance of continuously improving safety protocols and measures to address any concerns and maintain passenger confidence.

### **Inflight Services:**

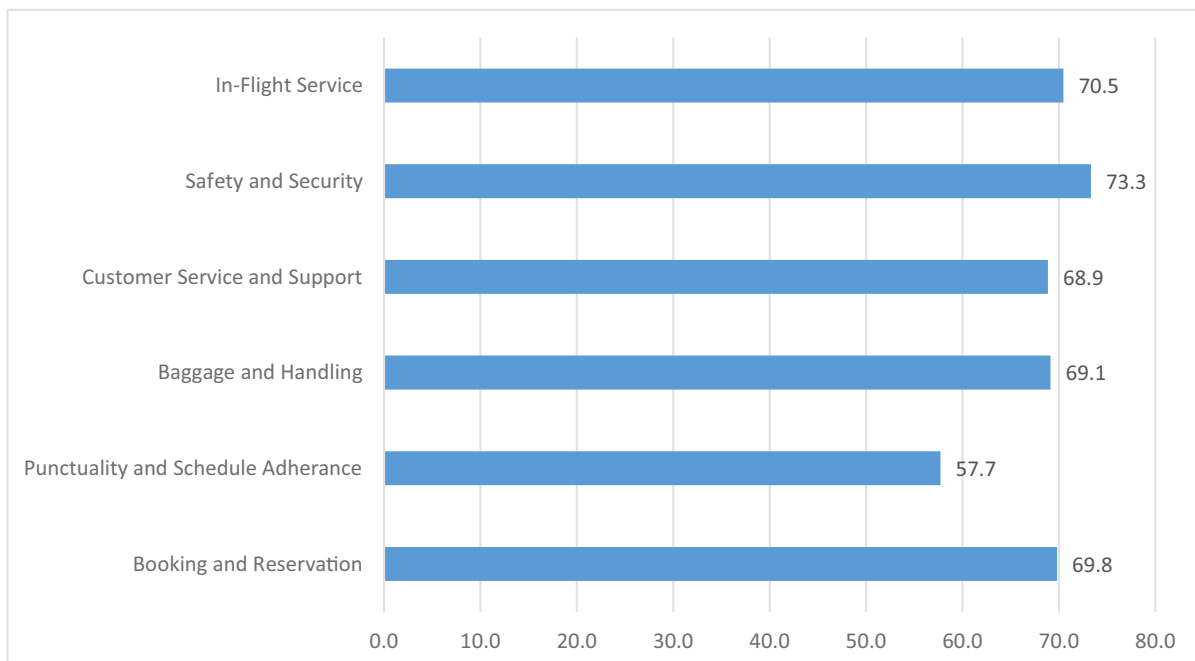
Respondents' perceptions regarding the airline's inflight services from 2055 respondents were varied, as depicted in the following breakdown:



*Figure 11: Air Peace inflight services chart*

Around 66.8% of respondents expressed satisfaction, reflecting positive experiences or perceptions of the services offered during the flight. However, 22.3% remained neutral. The 10.7% who expressed dissatisfaction highlights the need to improve inflight services to ensure a more enjoyable and satisfactory travel experience for passengers.

## AERO CONTRACTORS



*Figure 12: Aero Contractors satisfaction performance chart*

Aero Contractors Airlines demonstrates commendable performance across various service categories, particularly in safety and security (73.3%) and in-flight service (70.5%). However, it falls short of the top 10th percentile benchmarks in punctuality and schedule adherence (57.7%), suggesting areas for improvement in timeliness. Nonetheless, the airline exhibits strength in booking and reservation (69.8%), baggage handling (69.1%), and customer service and support (68.9%), indicating a positive overall passenger experience. Continued efforts to enhance punctuality could further elevate the airline 's competitiveness within the Nigerian aviation sector.

Booking and Reservation: Respondents' perceptions regarding booking and reservation processes from 145 respondents were varied, as depicted in the following breakdown:

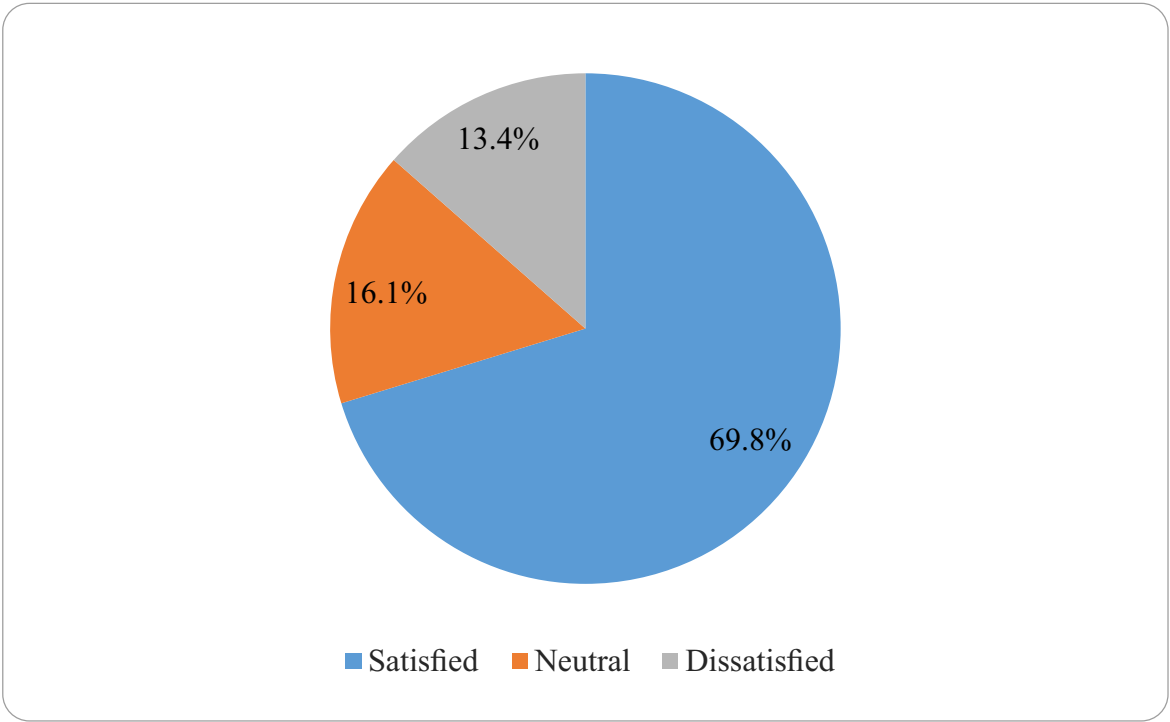


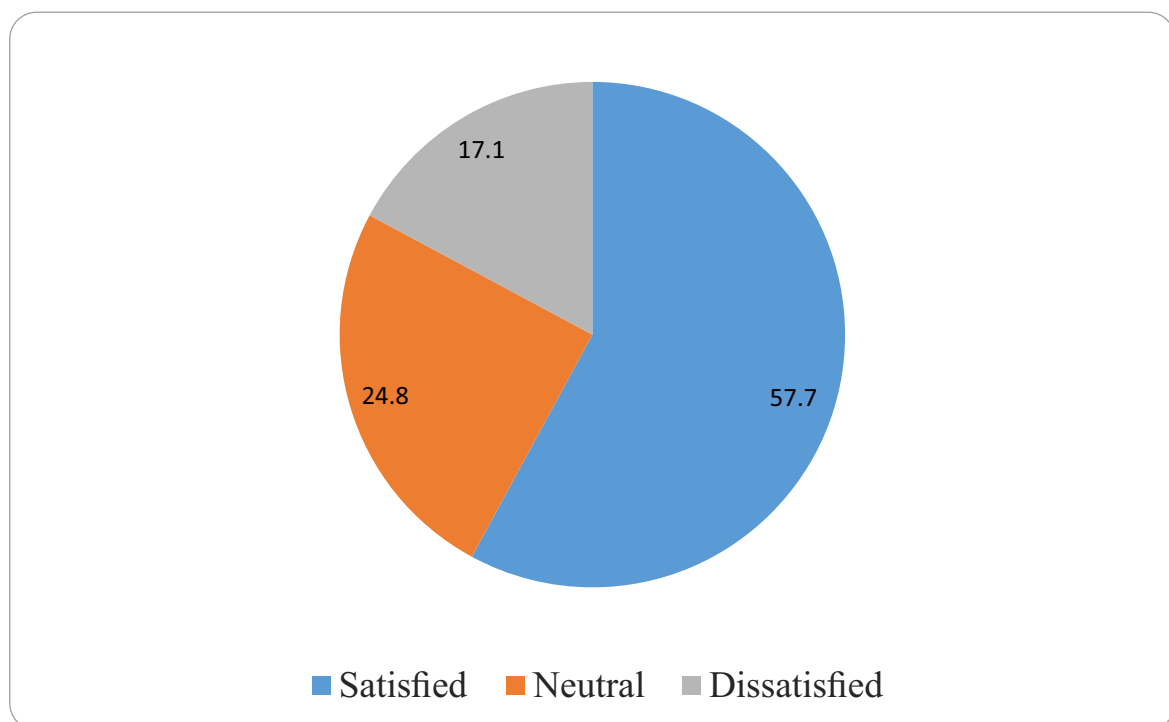
Figure 13: Aero booking and reservation chart



Approximately 69.8% of respondents were satisfied with the booking and reservation processes, indicating that a substantial portion had positive experiences or perceptions in this regard. However, 13.4% expressed dissatisfaction, highlighting areas where airlines may need to improve processes, responsiveness, or communication to address customer concerns and grievances. About 16.1% remained neutral.

### **Punctuality and Schedule Adherence:**

Respondents' perceptions regarding the airline's punctuality and schedule Adherence from 145 respondents were varied, as depicted in the following breakdown:

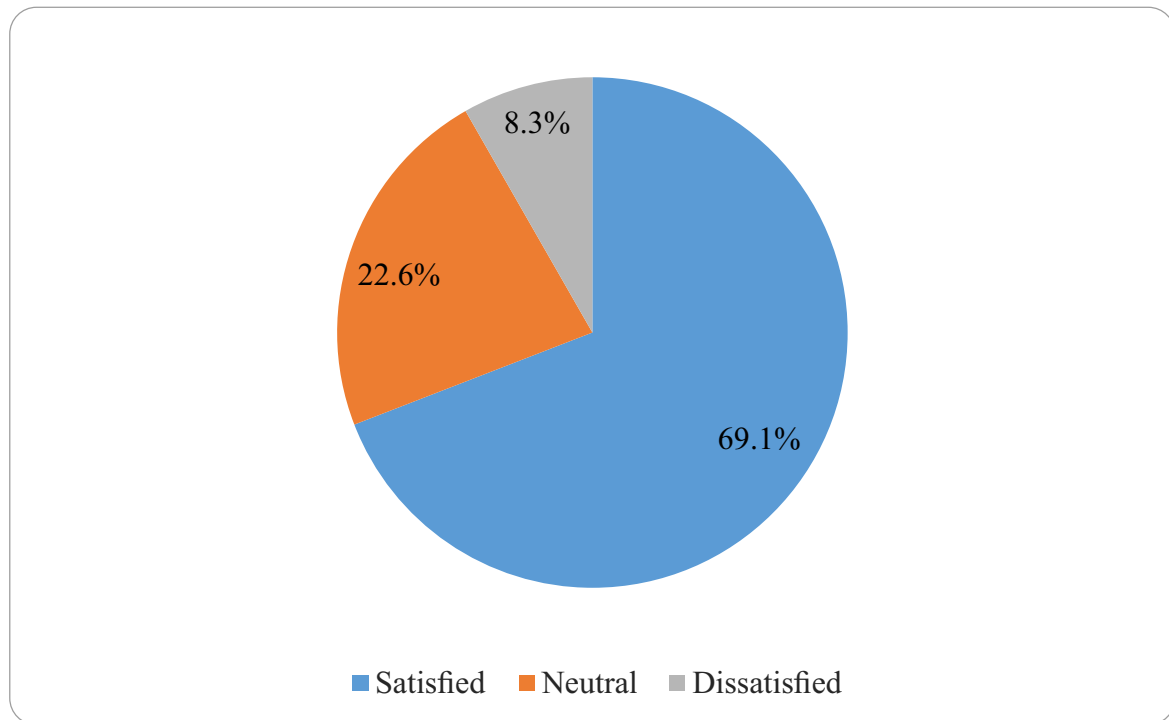


*Figure 14: Aero punctuality and schedule adherence chart*

Approximately 57.7% of respondents expressed satisfaction, suggesting that a majority had positive experiences or perceptions regarding the airline's adherence to schedules. However, 17.1% expressed dissatisfaction, highlighting areas where the airline needs to improve punctuality and schedule adherence to address customer concerns and enhance overall satisfaction levels. About 24.8% of respondents remained neutral.

### Baggage Handling:

Respondents' perceptions regarding the airline's baggage handling from 145 respondents were varied, as depicted in the following breakdown:

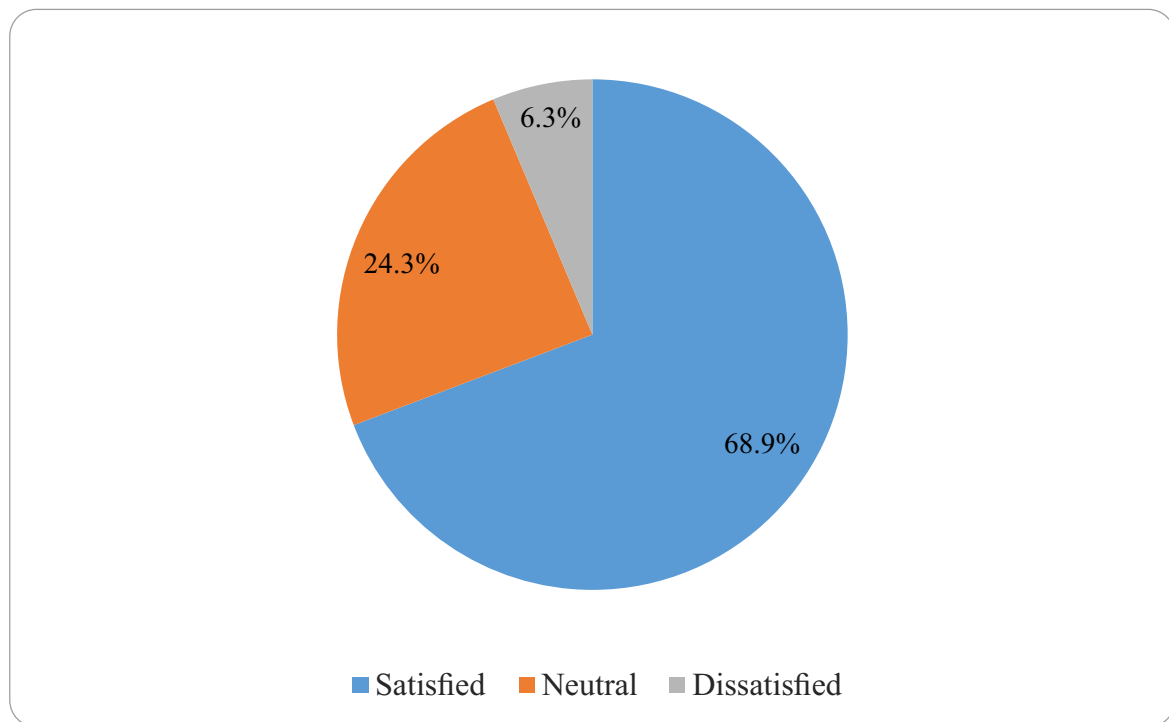


*Figure 15: Aero baggage handling chart*

Around 69.1% of respondents expressed satisfaction, indicating that a majority of the airline's passengers had positive experiences or perceptions regarding luggage handling. However, 8.3% expressed dissatisfaction, highlighting the need for the airline to focus on enhancing baggage handling processes to minimize issues and improve overall customer satisfaction. Meanwhile, 22.6% remained neutral.

### Customer Service and Support:

Respondents' perceptions regarding the airline's customer service and support from 145 respondents were varied, as depicted in the following breakdown:

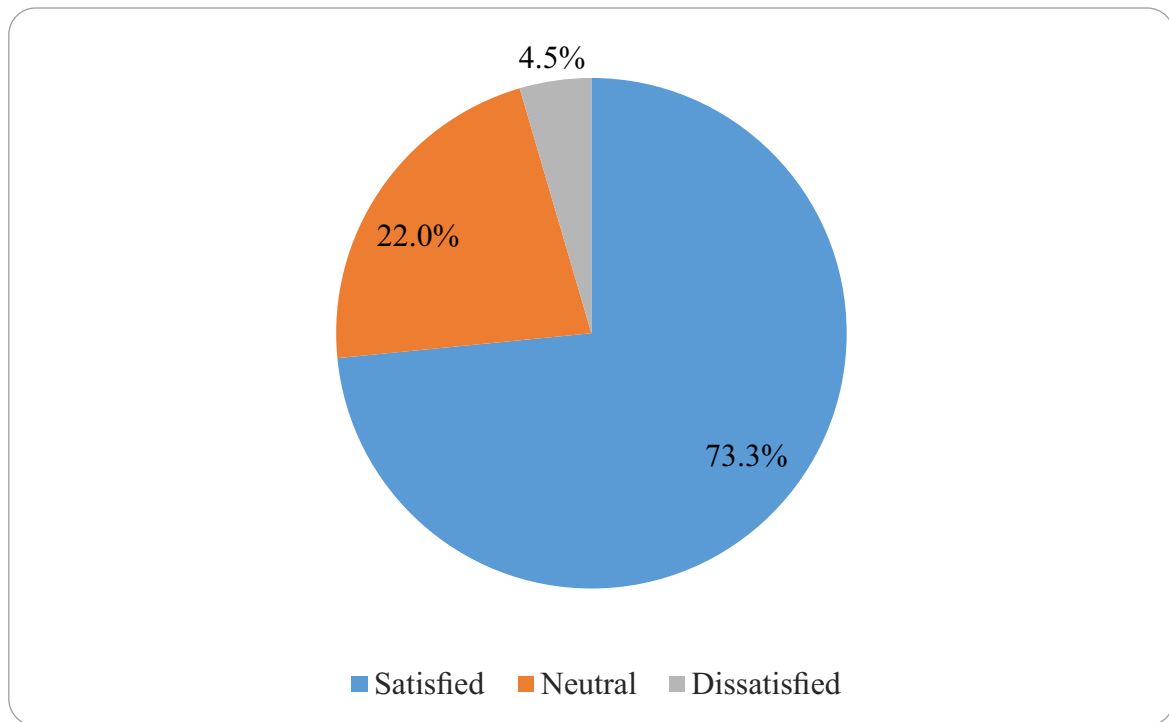


*Figure 16: Aero customer service and support chart*

Perceptions regarding the airline's customer service and support among respondents were diverse. The majority, accounting for 68.9%, expressed satisfaction, indicating positive experiences or perceptions regarding the assistance and support provided by the airline staff. However, a notable portion, comprising 24.3%, remained neutral. In contrast, the minority, representing 6.3%, expressed dissatisfaction, underscoring the importance of enhancing customer service processes and responsiveness to address concerns and improve overall satisfaction levels.

### Safety and Security:

Respondents' perceptions regarding the airline's safety and security from 145 respondents were varied, as depicted in the following breakdown:

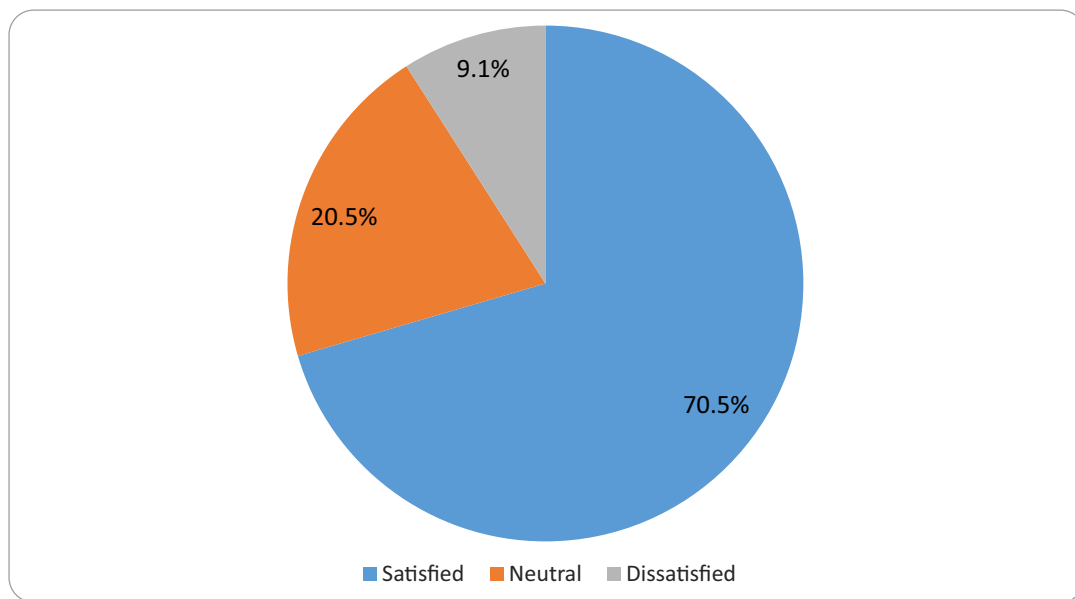


*Figure 17: Aero safety and security chart*

A significant majority, accounting for 73.3%, expressed satisfaction, indicating positive experiences or perceptions regarding safety measures implemented by the airline. However, a notable portion, comprising 22.0%, remained neutral. In contrast, the minority, representing 4.5%, expressed dissatisfaction, underscoring the importance of continuously enhancing safety measures to maintain passenger confidence and ensure a secure travel environment.

### Inflight Services:

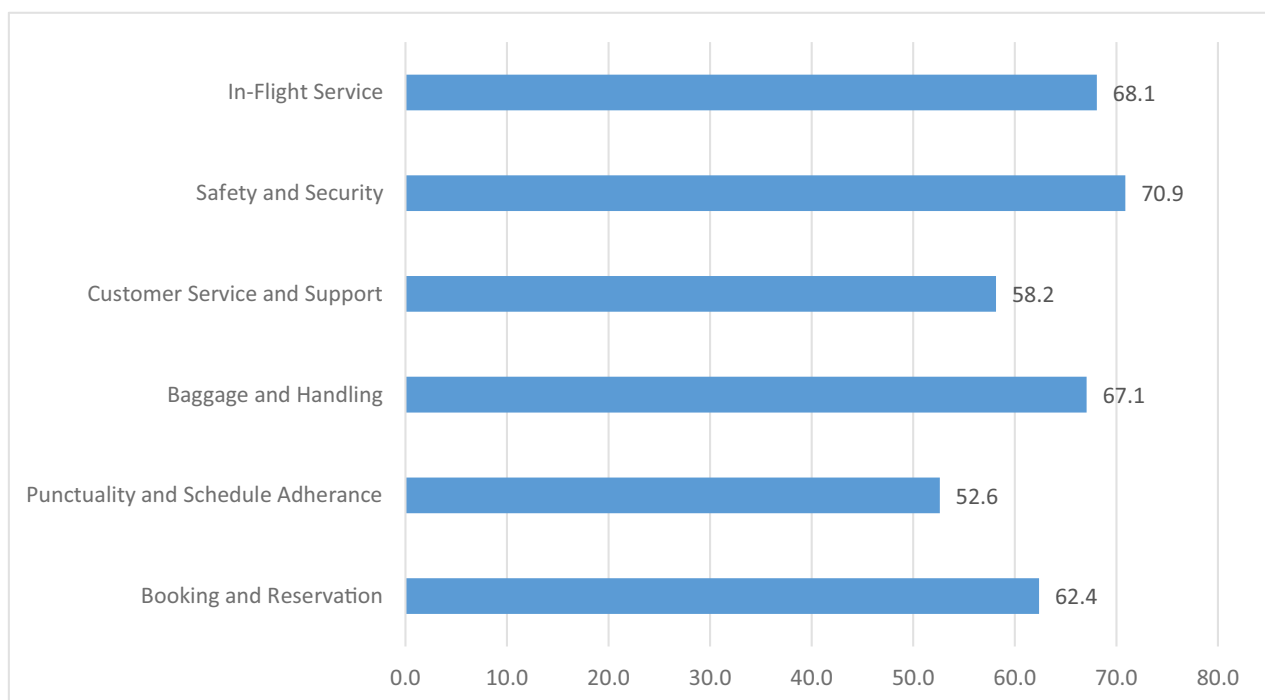
Respondents' perceptions regarding the airline's inflight services from 145 respondents were varied, as depicted in the following breakdown:



*Figure 18: Aero inflight services chart*

A significant majority, comprising 70.5%, expressed satisfaction, indicating positive experiences or perceptions regarding the services provided during the flight. However, a notable portion, accounting for 20.5%, remained neutral. In contrast, a minority, representing 9.1%, expressed dissatisfaction, highlighting the need for the airline to address any shortcomings and enhance inflight services to ensure a more satisfactory travel experience for passengers.

## ARIK AIRLINE

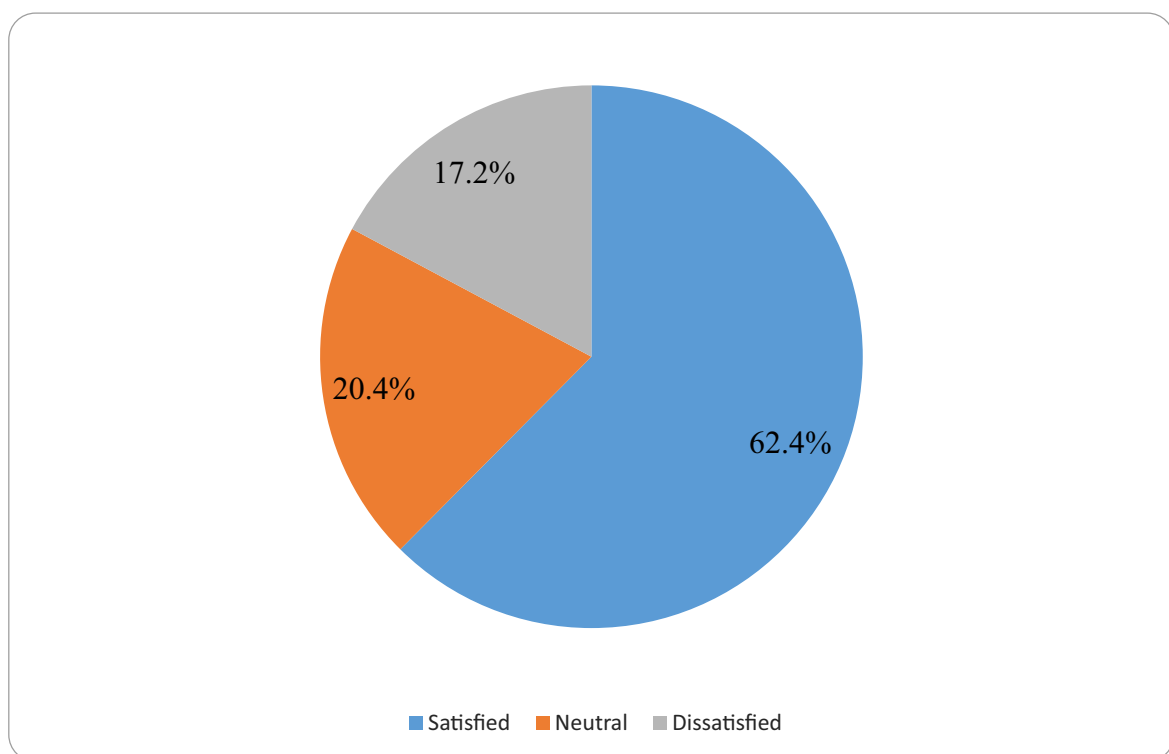


*Figure 19: Arik Air satisfaction performance chart*

Arik Air's performance, as reflected in its scores for various service categories, indicates that it did not fall within the top 10th percentile in any category. While the airline demonstrates satisfactory performance in some areas, such as safety and security (70.9%) and baggage handling (67.1%), its scores for booking and reservation (62.4%), punctuality and schedule adherence (52.6%), customer service and support (58.2%), and in-flight service (68.1%) did not surpass the top 10th percentile values. This suggests that there is room for improvement across multiple aspects of the airline's operations to enhance its overall service quality and competitiveness in the aviation industry.

### **Booking and Reservation:**

Respondents' perceptions regarding booking and reservation processes from 745 respondents were varied, as depicted in the following breakdown:

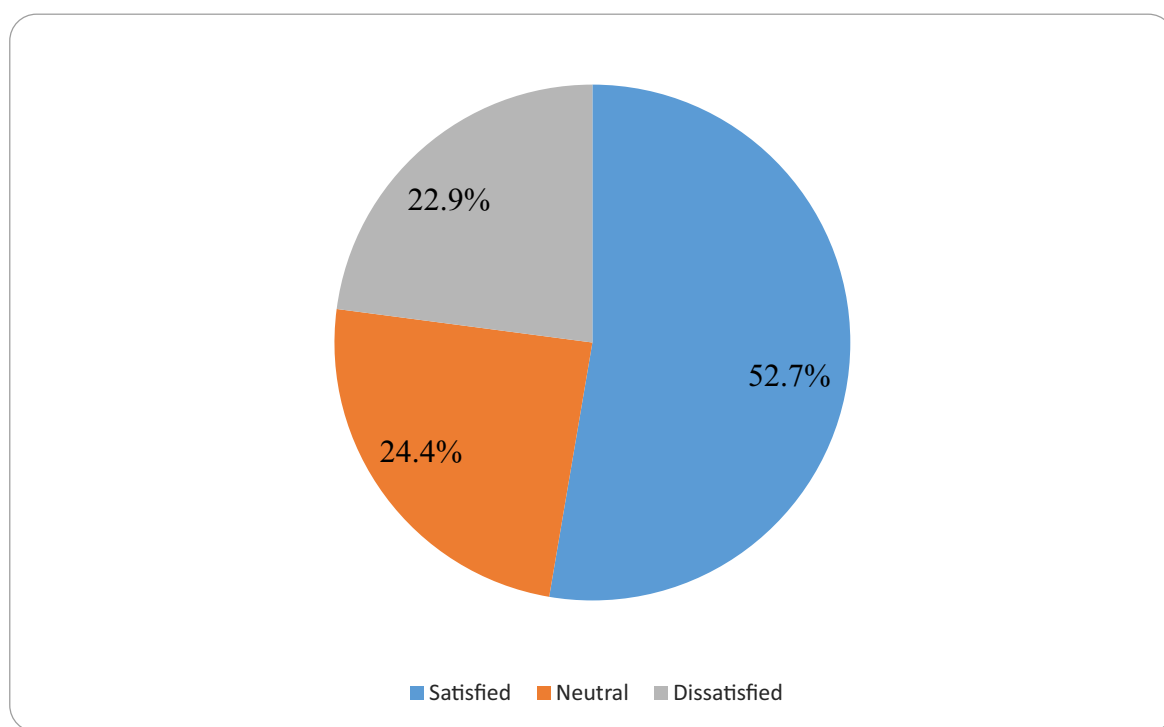


*Figure 20: Arik Air booking and reservation chart*

Perceptions regarding booking and reservation processes from respondents displayed diversity. A notable majority, comprising 62.4%, expressed satisfaction, indicating positive experiences or perceptions regarding the booking and reservation procedures. However, a significant portion, accounting for 20.3%, remained neutral. In contrast, a minority, representing 17.2%, expressed dissatisfaction, underscoring the importance of addressing any issues or inefficiencies in booking and reservation processes to improve overall customer satisfaction.

### **Punctuality and Schedule Adherence:**

Respondents' perceptions regarding the airline's punctuality and schedule Adherence from 745 respondents were varied, as depicted in the following breakdown:



*Figure 21: Arik Air punctuality and schedule adherence chart*

Perceptions regarding the airline's punctuality and schedule adherence from 745 respondents exhibited variability. A notable portion, comprising 52.7%, expressed satisfaction, indicating positive experiences or perceptions regarding the airline's ability to maintain punctuality and adhere to schedules. However, a significant proportion, accounting for 24.4%, remained neutral about Arik Air's flight schedules. In contrast, a minority, representing 22.9%, expressed dissatisfaction, highlighting the need for the airline to focus on improving punctuality and adherence to schedules to address customer concerns and enhance overall satisfaction levels.

### Baggage Handling:

Respondents' perceptions regarding the airline's baggage handling from 745 respondents were varied, as depicted in the following breakdown:

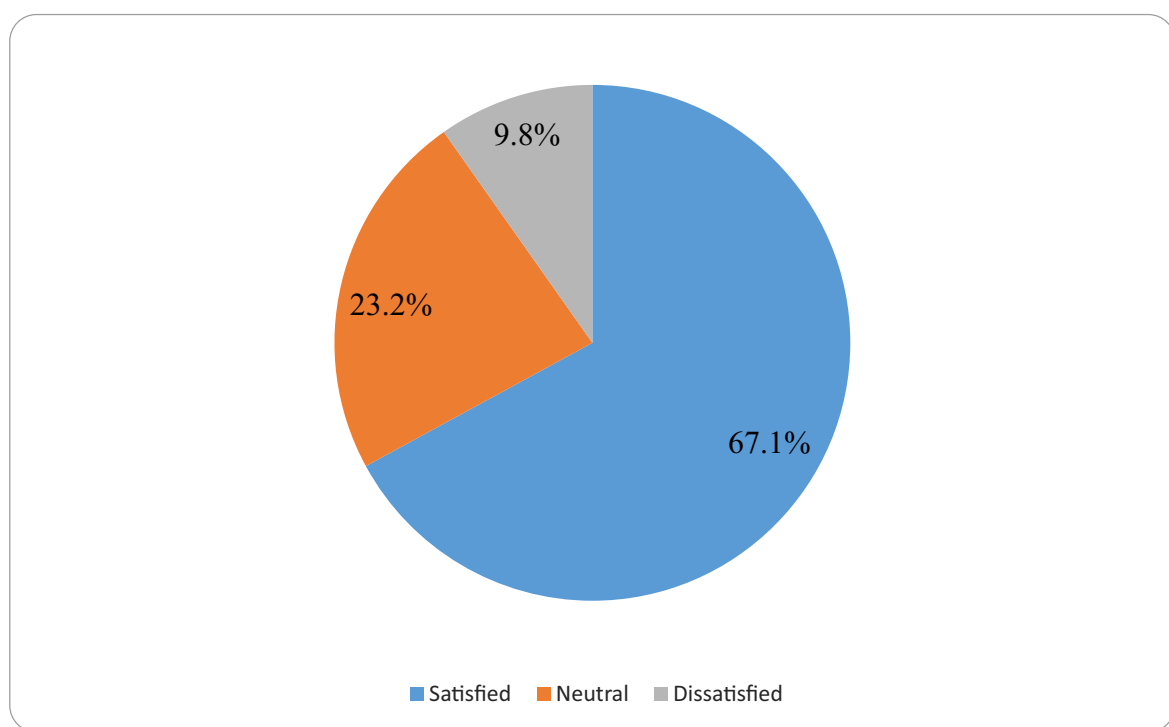


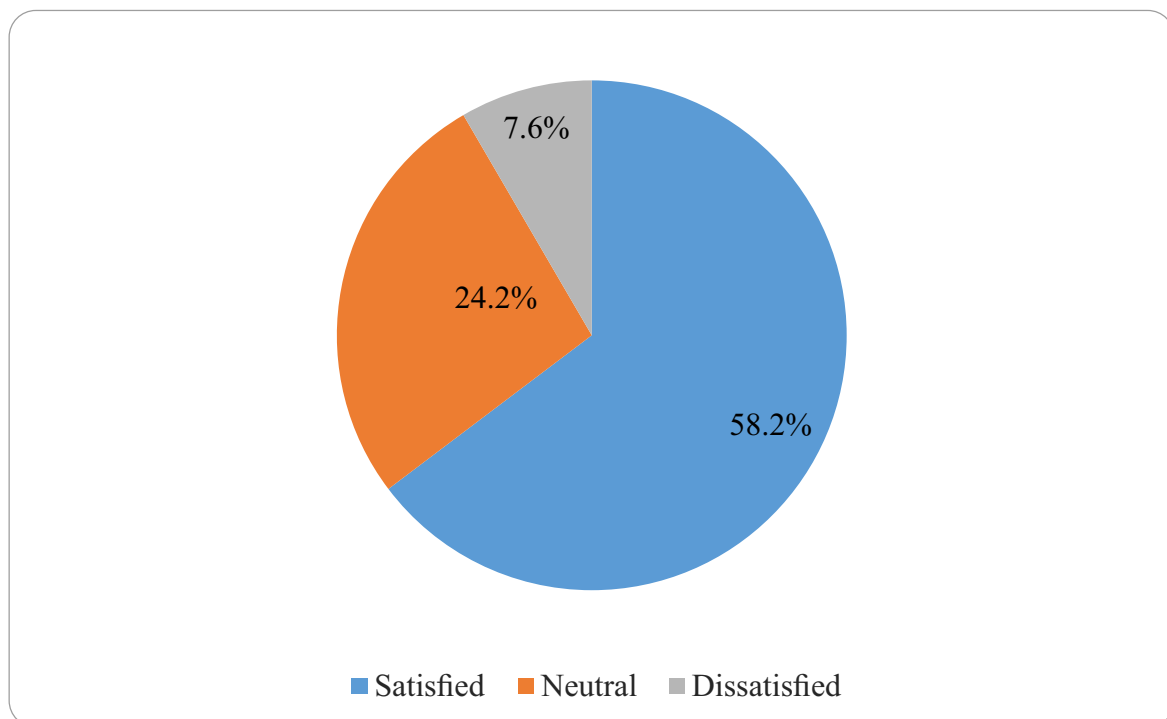
Figure 22: Arik Air baggage handling chart



Approximately 67.1% expressed satisfaction, indicating positive experiences or perceptions regarding the handling of luggage by majority of the airline's passengers. However, 23.2% remained neutral towards the airline's baggage handling. The 9.8% expressing dissatisfaction highlights the need for the airline to focus on enhancing baggage handling processes to minimize issues and improve overall customer satisfaction.

### Customer Service and Support:

Respondents' perceptions regarding the airline's customer service and support from 745 respondents were varied, as depicted in the following breakdown:

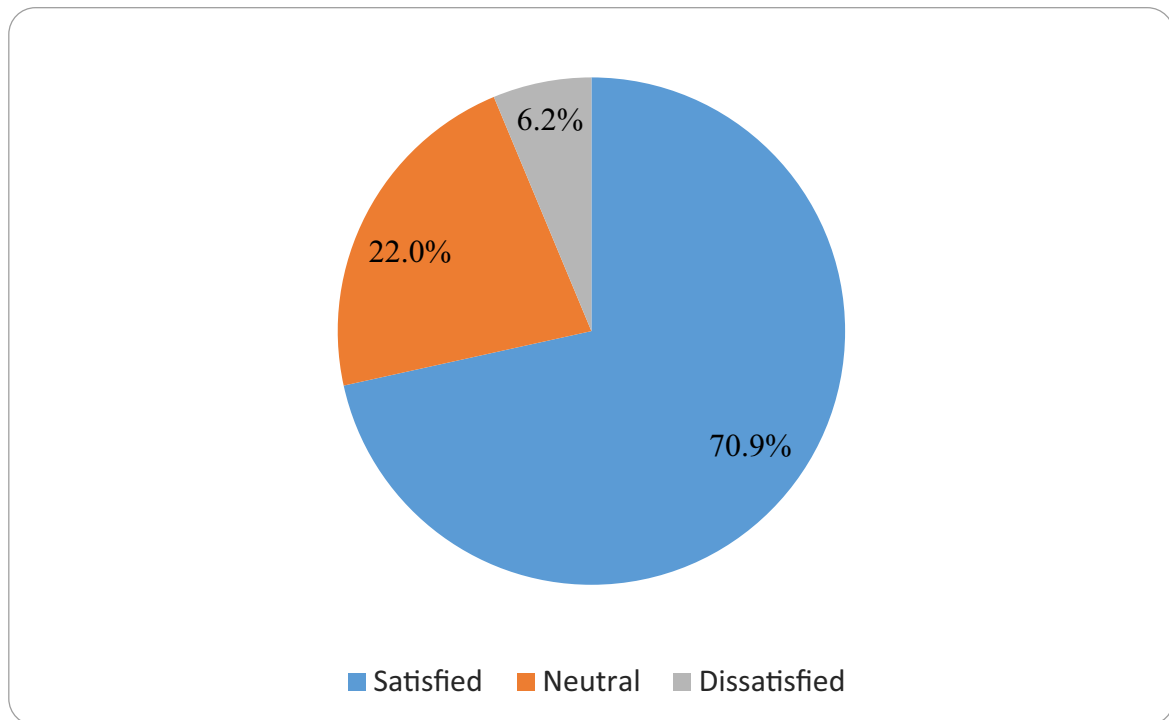


*Figure 23: Arik Air customer service and support chart*

Perceptions regarding the airline's customer service and support among respondents were diverse. The majority, accounting for 58.2%, expressed satisfaction, indicating positive experiences or perceptions regarding the assistance and support provided by the airline staff. However, a notable portion, comprising 24.2%, remained neutral. In contrast, the minority, representing 7.6%, expressed dissatisfaction, underscoring the importance of enhancing customer service processes and responsiveness to address concerns and improve overall satisfaction levels of Arik airline.

### Safety and Security:

Respondents' perceptions regarding the airline's safety and security from 745 respondents were varied, as depicted in the following breakdown:



*Figure 24: Arik Air safety and security chart*

A significant majority, accounting for 70.9%, expressed satisfaction, indicating positive experiences or perceptions regarding safety measures implemented by the airline. However, a notable portion, comprising 22.0%, remained neutral. In contrast, the minority, representing 6.2%, expressed dissatisfaction, underscoring the importance of continuously enhancing safety measures to maintain passenger confidence and ensure a secure travel environment.

### Inflight Services:

Respondents' perceptions regarding the airline's inflight services from 745 respondents were varied, as depicted in the following breakdown:

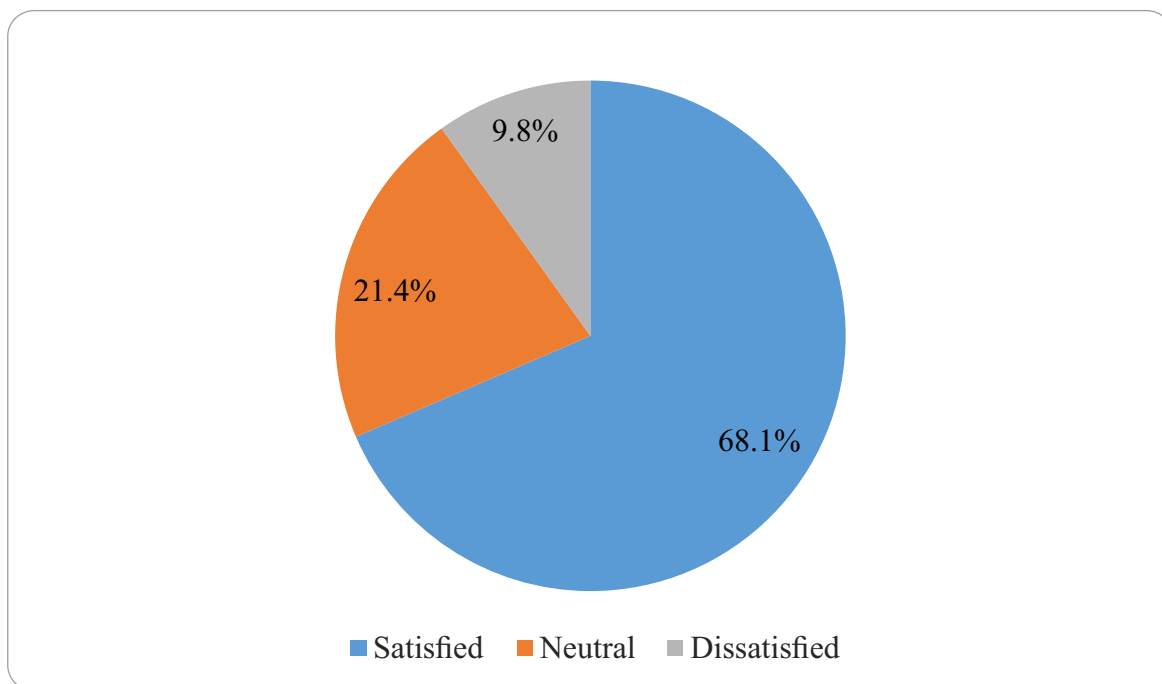


Figure 25: Arik Air inflight services chart

A significant majority, 68.1%, expressed satisfaction, indicating positive experiences or perceptions regarding the inflight services. However, 21.4% remained neutral about the quality of services offered during the flight by the airline. In contrast, 9.8% expressed dissatisfaction, highlighting the need for the airline to address any shortcomings and enhance inflight services to ensure a more satisfactory travel experience for passengers.

## AZMAN AIR

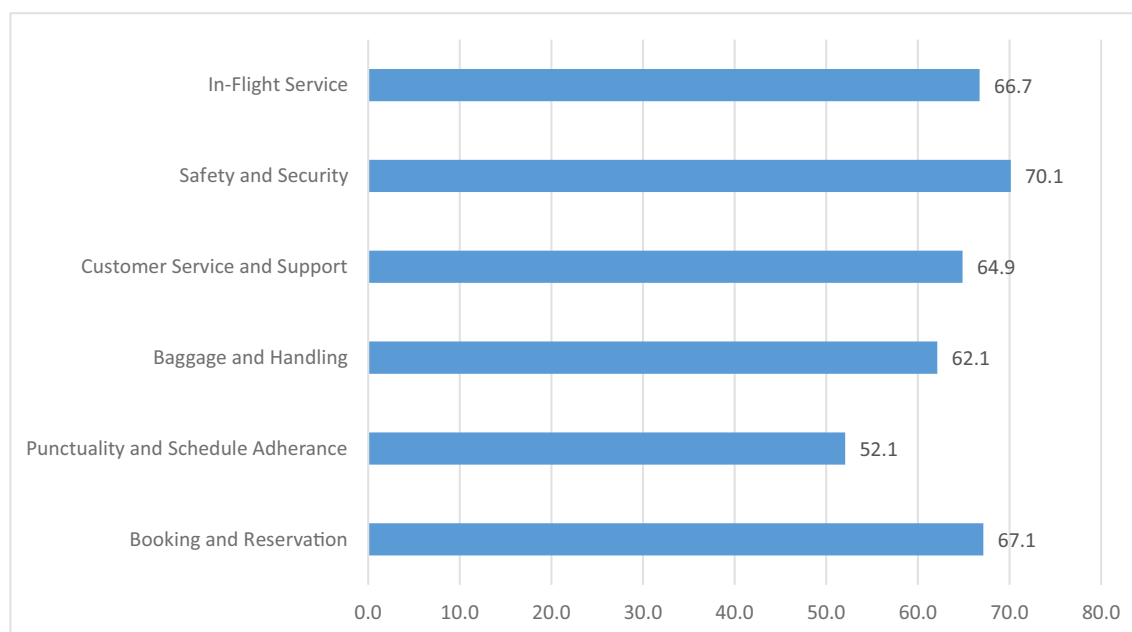
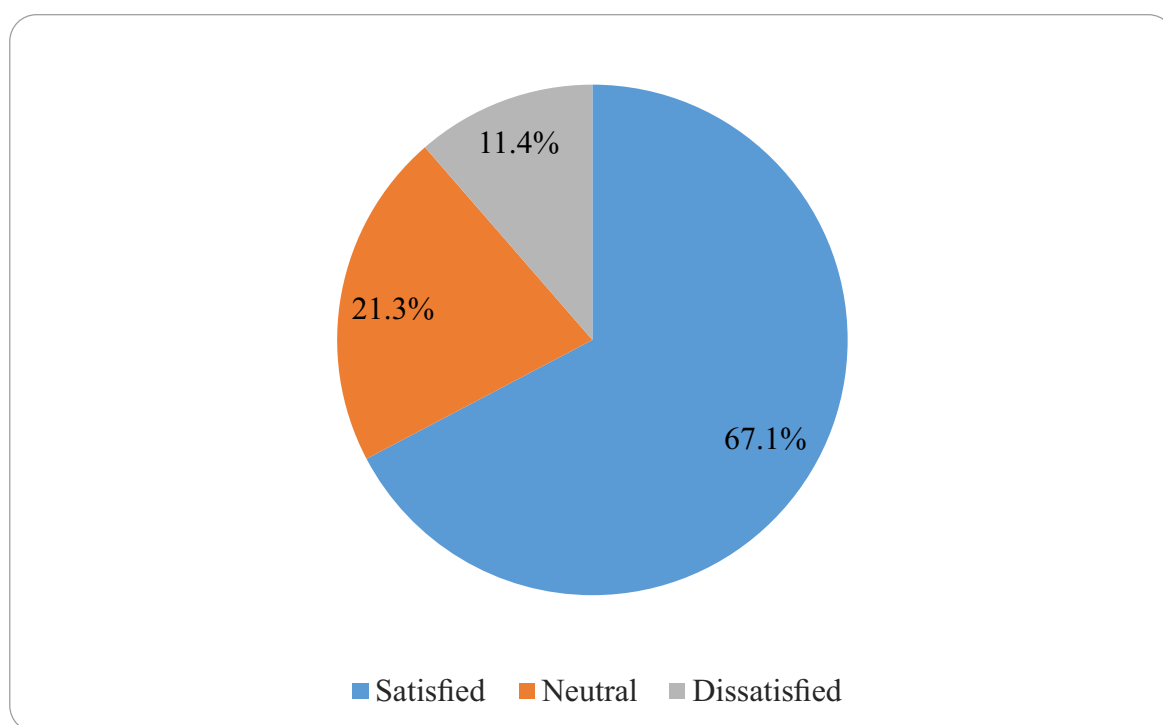


Figure 26: Azman Air satisfaction performance chart

Azman Air's performance, as reflected in its scores for various service categories, indicates that it did not fall within the top 10th percentile in any category. While the airline demonstrates satisfactory performance in some areas, such as safety and security (70.1%) and booking and reservation (67.1%), its scores for punctuality and schedule adherence (52.1%), baggage handling (62.1%), customer service and support (64.9%), and in-flight service (66.7%) did not surpass the top 10th percentile values. This suggests that there is room for improvement across multiple aspects of the airline's operations to enhance its overall service quality and competitiveness in the aviation industry.

### **Booking and Reservation:**

Respondents' perceptions regarding booking and reservation processes from 240 respondents were varied, as depicted in the following breakdown:

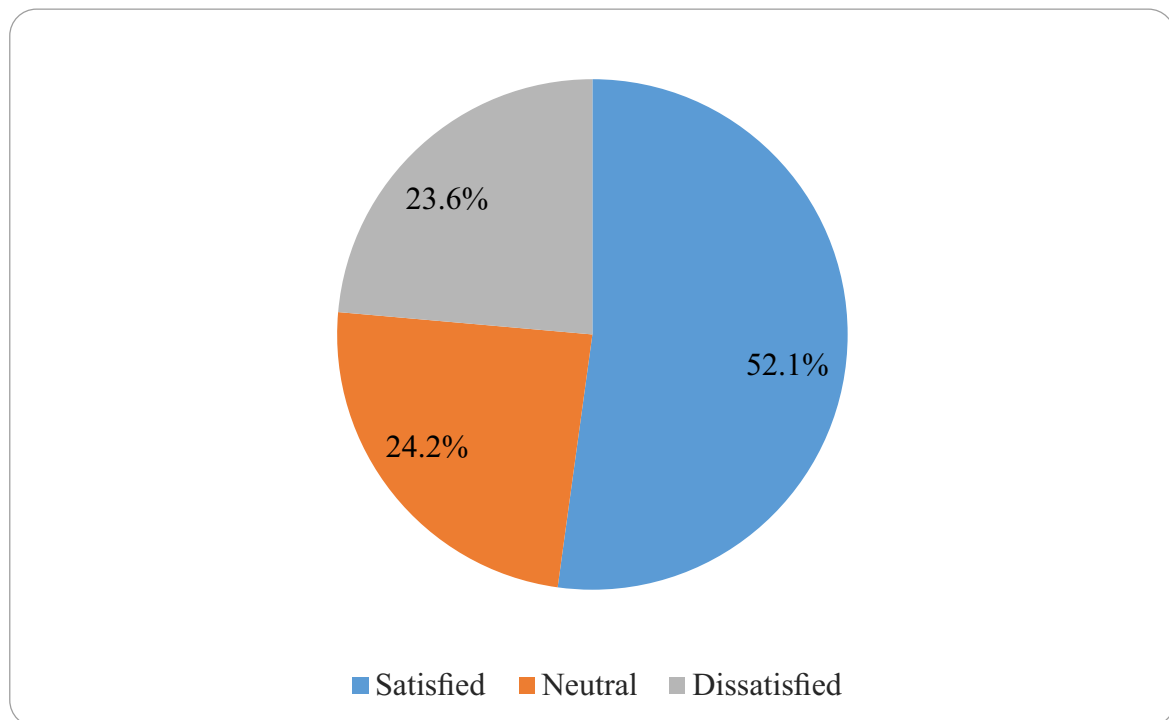


*Figure 27: Azman Air booking and reservation chart*

The satisfaction level of approximately 67.1% among respondents regarding booking and reservation processes suggests a substantial portion had positive experiences or perceptions in this regard. However, about 21.3% remained neutral towards the airline's booking and reservation. The 11.4% expressing dissatisfaction, highlights areas where airlines may need to focus on improving processes, responsiveness, or communication to address customer concerns and grievances.

### **Punctuality and Schedule Adherence:**

Respondents' perceptions regarding the airline's punctuality and schedule Adherence from 240 respondents were varied, as depicted in the following breakdown:

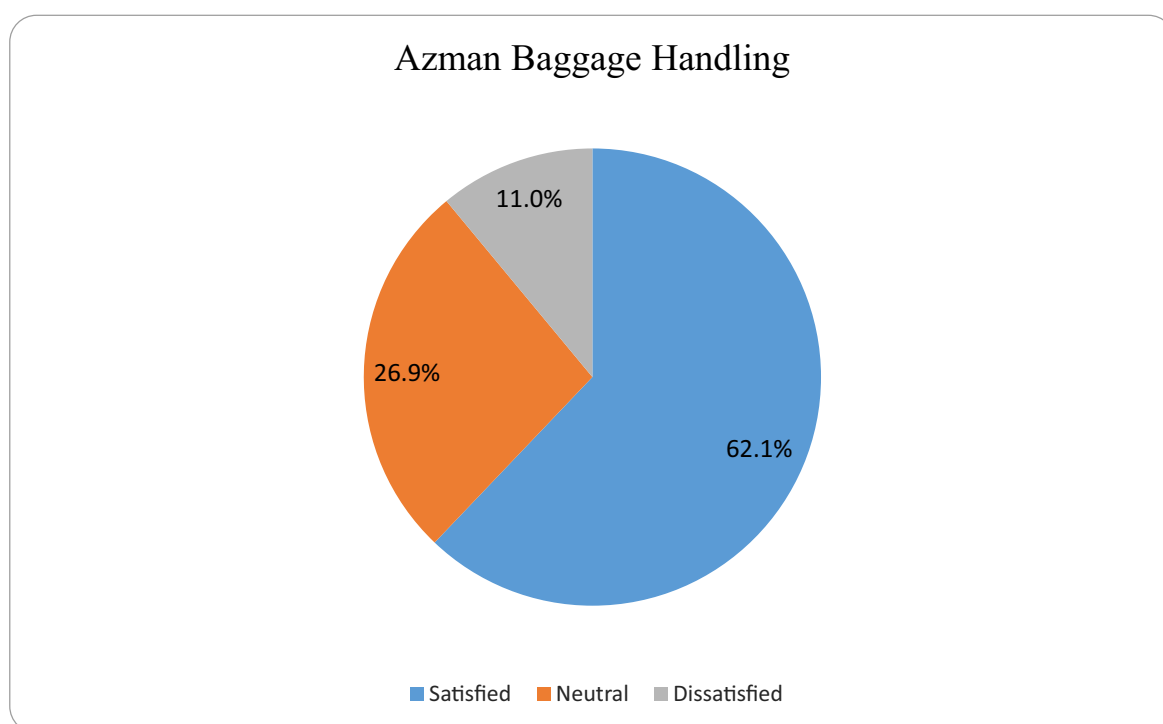


*Figure 28: Azman Air punctuality and schedule adherence chart*

While a significant proportion, accounting for 52.1%, expressed satisfaction the airline’s punctuality and schedule adherence, a notable similarity was observed between the neutral and dissatisfaction categories, with 24.2% remaining neutral and 23.6% expressing dissatisfaction. This alignment suggests potential areas for improvement in meeting customer expectations or enhancing communication about flight schedules. Addressing these concerns could contribute to enhancing overall satisfaction levels and improving the airline's punctuality and schedule adherence.

### Baggage Handling:

Respondents' perceptions regarding the airline’s baggage handling from 240 respondents were varied, as depicted in the following breakdown:



*Figure 29: Azman Air baggage handling chart*

Perceptions regarding Azman airline’s baggage handling from respondents displayed variability. A notable majority, comprising 62.1%, expressed satisfaction, indicating positive experiences or perceptions regarding the airline’s handling of luggage. However, a significant proportion, accounting for 26.9%, remained neutral towards the airline’s baggage handling processes. In contrast, a minority, representing 11.0%, expressed dissatisfaction, highlighting the need for the airline to focus on improving baggage handling procedures to address customer concerns and enhance overall satisfaction levels.

**Customer Service and Support:**

Respondents' perceptions regarding the airline’s customer service and support from 240 respondents were varied, as depicted in the following breakdown:

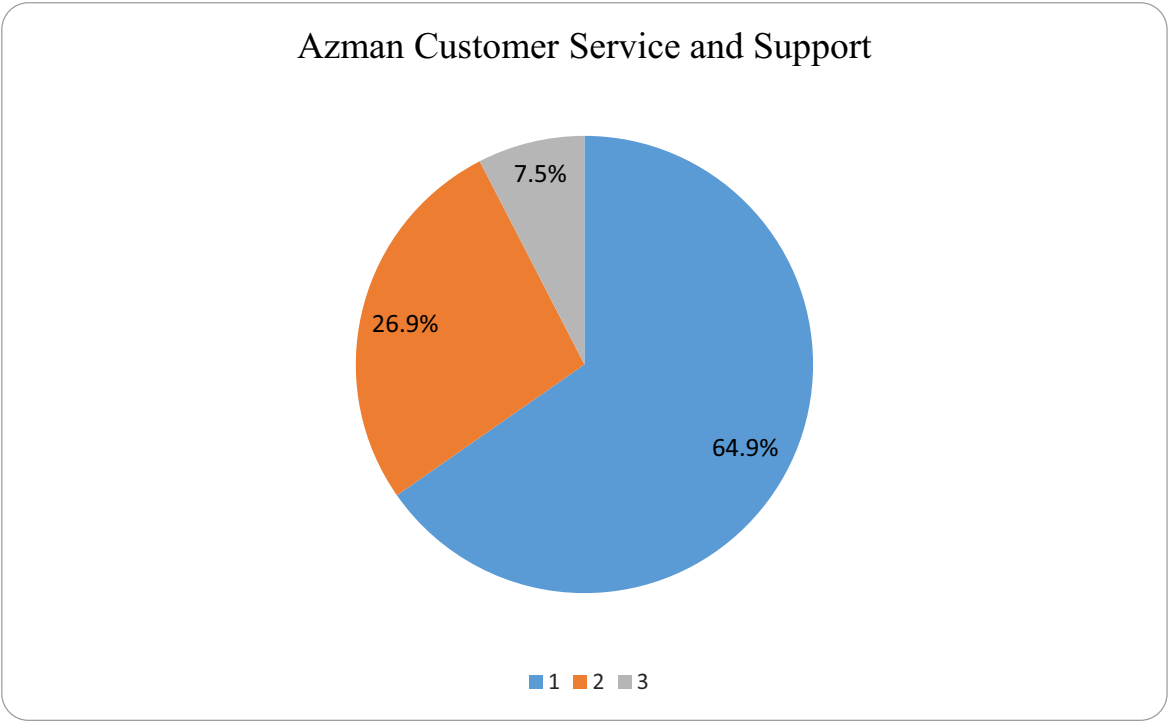
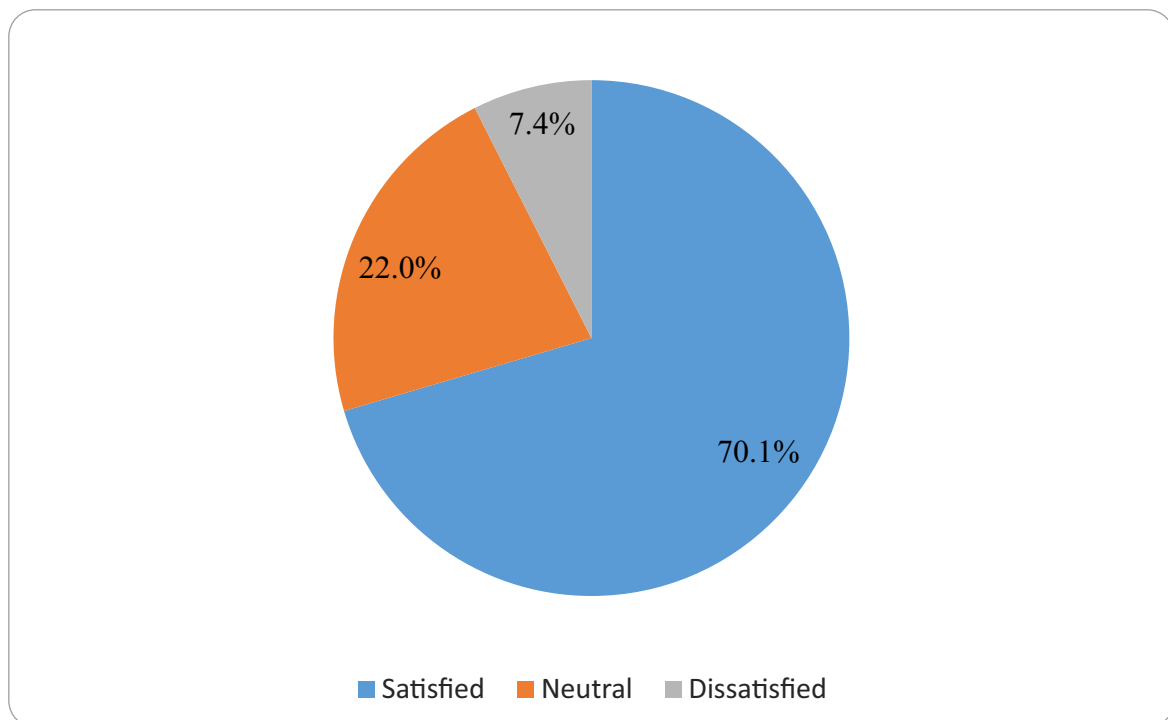


Figure 30: Azman Air customer service and support chart

Perceptions regarding Azman airline's customer service and support from respondents exhibited variability. A notable majority, comprising 64.9%, expressed satisfaction, indicating positive experiences or perceptions regarding the assistance and support provided by the airline staff. However, a significant proportion, accounting for 26.9%, remained neutral. In contrast, a minority, representing 7.5%, expressed dissatisfaction, underscoring the importance of addressing any shortcomings and improving customer service to ensure better overall experiences and satisfaction levels.

### **Safety and Security:**

Respondents' perceptions regarding the airline's safety and security from 240 respondents were varied, as depicted in the following breakdown:



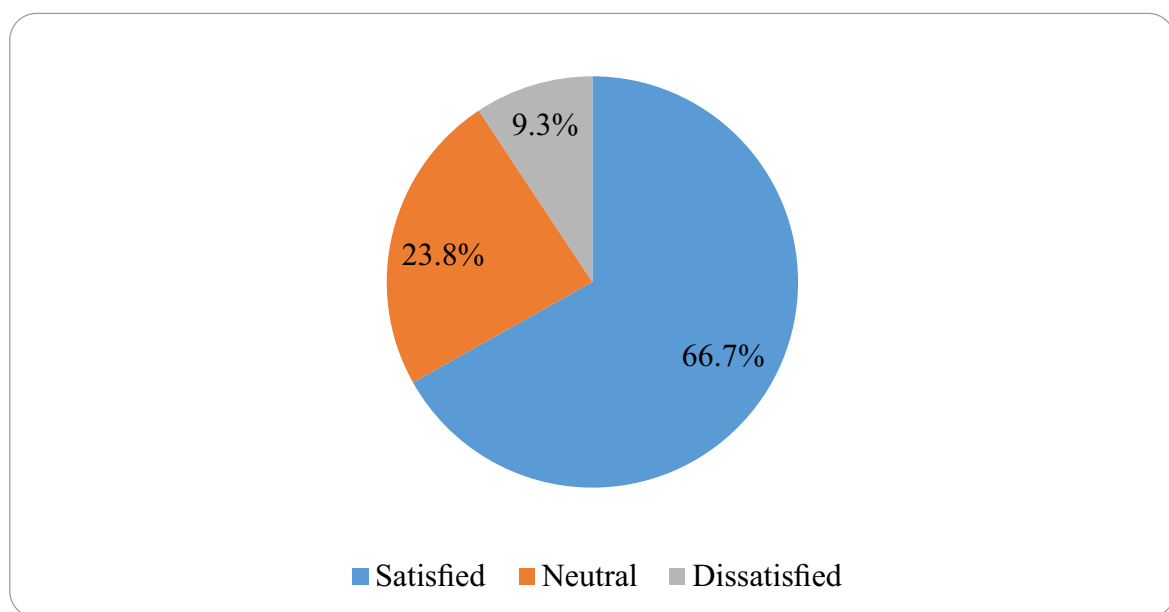
*Figure 31: Azman safety and security chart*



Perceptions regarding Azman airline's safety and security from respondents demonstrated variability. A significant majority, comprising 70.1%, expressed satisfaction, indicating positive experiences or perceptions regarding the safety measures implemented by the airline. However, a notable portion, accounting for 22.0%, remained neutral. In contrast, a minority, representing 7.4%, expressed dissatisfaction, underscoring the importance of continuously enhancing safety measures to maintain passenger confidence and ensure a secure travel environment.

### **Inflight Services:**

Respondents' perceptions regarding the airline's inflight services from 240 respondents were varied, as depicted in the following breakdown:



*Figure 32: Azman inflight services*

A significant majority, comprising 66.7%, expressed satisfaction, indicating positive experiences or perceptions regarding the services provided during the flight. However, a notable portion, accounting for 23.8%, remained neutral. In contrast, a minority, representing 9.3%, expressed dissatisfaction, highlighting the need for the airline to address any shortcomings and enhance Azman airline’s inflight services to ensure a more satisfactory travel experience for passengers.

DANA AIR

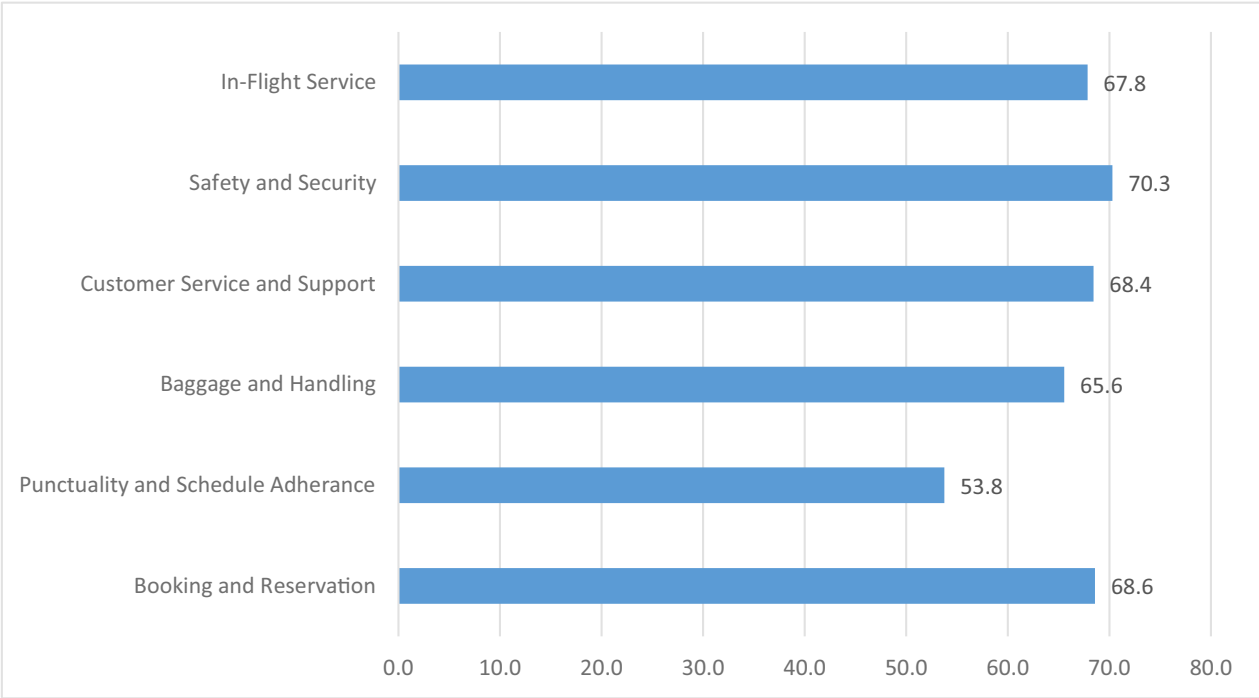
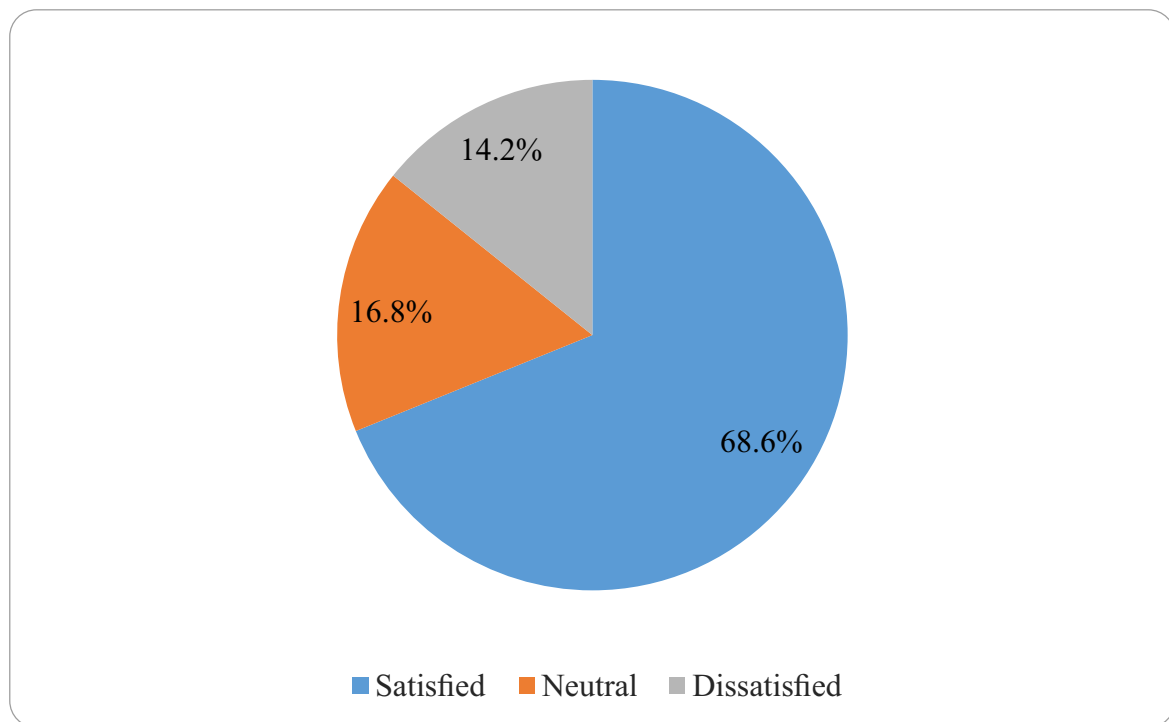


Figure 33: Dana satisfaction performance chart

Dana Air's performance across various service categories indicates that it did not fall within the top 10th percentile in any category. While the airline demonstrates satisfactory performance in aspects such as safety and security (70.3%) and booking and reservation (68.6%), its scores for punctuality and schedule adherence (53.8%), baggage handling (65.6%), customer service and support (68.4%), and in-flight service (67.8%) did not surpass the top 10th percentile values. This suggests that there is potential for the airline to improve its operational efficiency and service quality in order to enhance customer satisfaction and competitiveness in the aviation market.

**Booking and Reservation:**

Respondents' perceptions regarding Dana airline's booking and reservation processes from 479 respondents were varied, as depicted in the following breakdown:

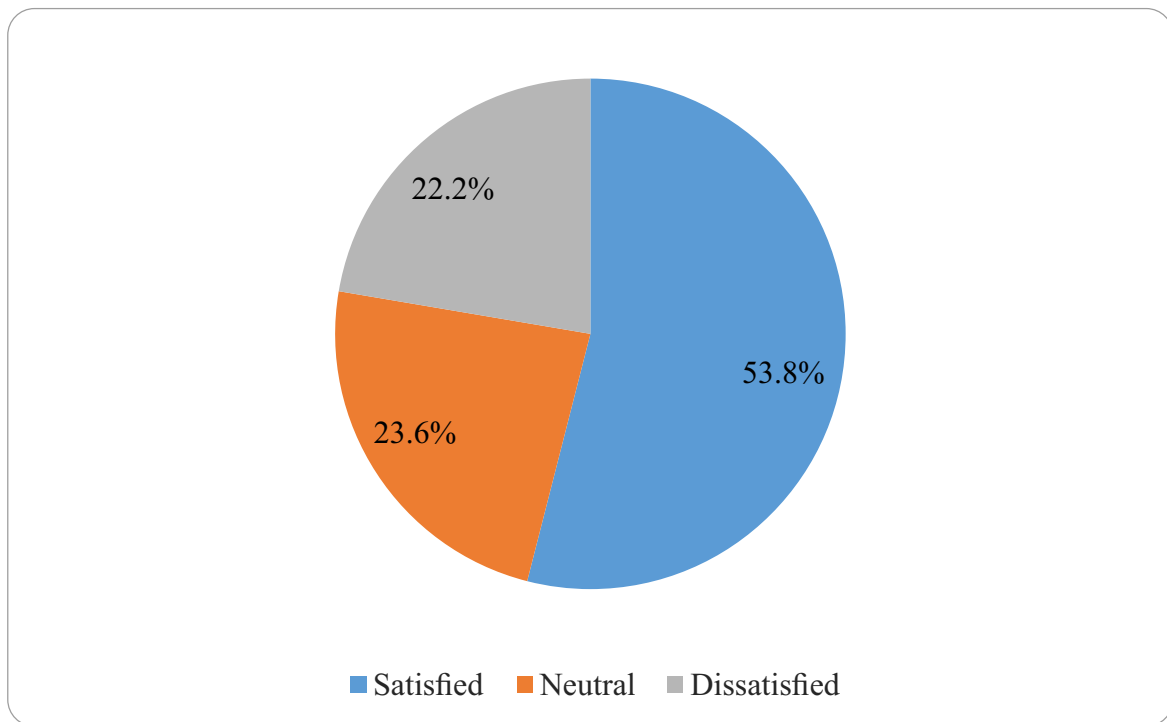


*Figure 34.;; Dana booking and reservation chart*

Perceptions regarding the airline's booking and reservation procedures from respondents varied. A significant majority, accounting for 68.6%, expressed satisfaction, indicating positive experiences with the booking process. However, a notable proportion, 16.8%, remained neutral. Conversely, 14.2% expressed dissatisfaction, highlighting the need for the airline to address any shortcomings in the booking and reservation process to enhance overall customer satisfaction.

#### **Punctuality and Schedule Adherence:**

Respondents' perceptions regarding the airline's punctuality and schedule Adherence from 479 respondents were varied, as depicted in the following breakdown:

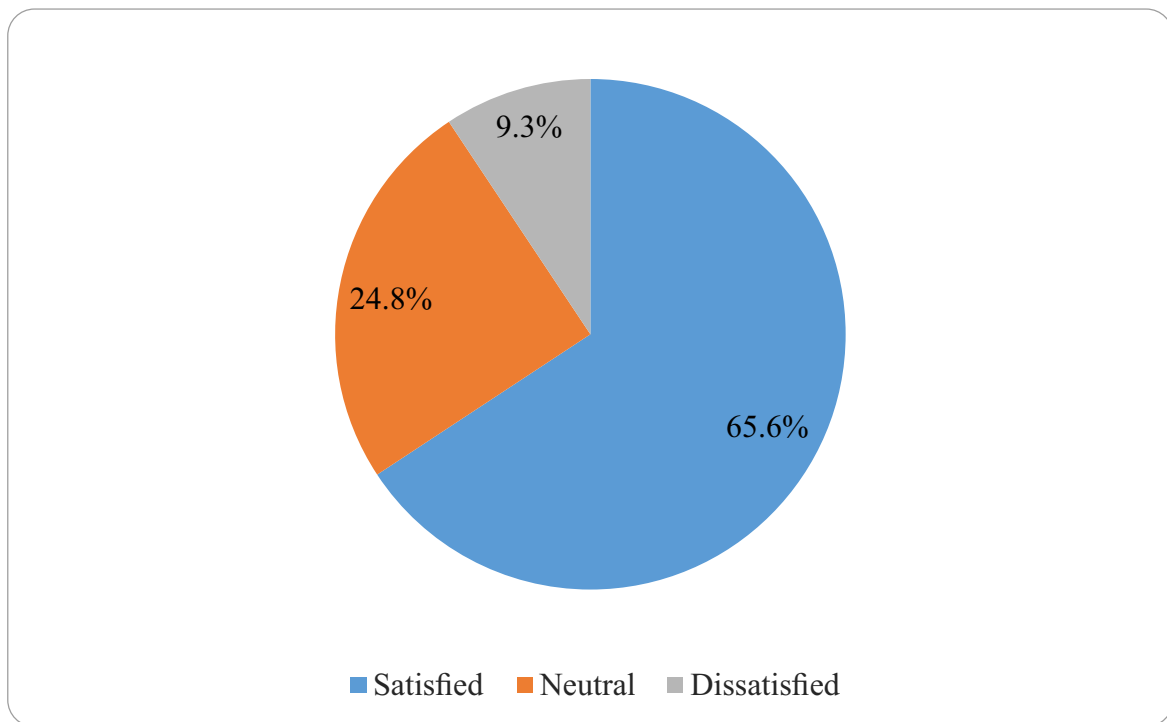


*Figure 35: Dana punctuality and schedule adherence chart*

Perceptions of the airline's punctuality and adherence to schedules varied. A significant 53.8% of respondents expressed satisfaction, indicating positive experiences or perceptions regarding the airline's timeliness. Conversely, 22.2% expressed dissatisfaction, highlighting the need for the airline to address issues related to punctuality and schedule adherence to enhance overall customer satisfaction. Meanwhile, a notable 23.6% remained neutral.

### **Baggage Handling:**

Respondents' perceptions regarding the airline's baggage handling from 479 respondents were varied, as depicted in the following breakdown:

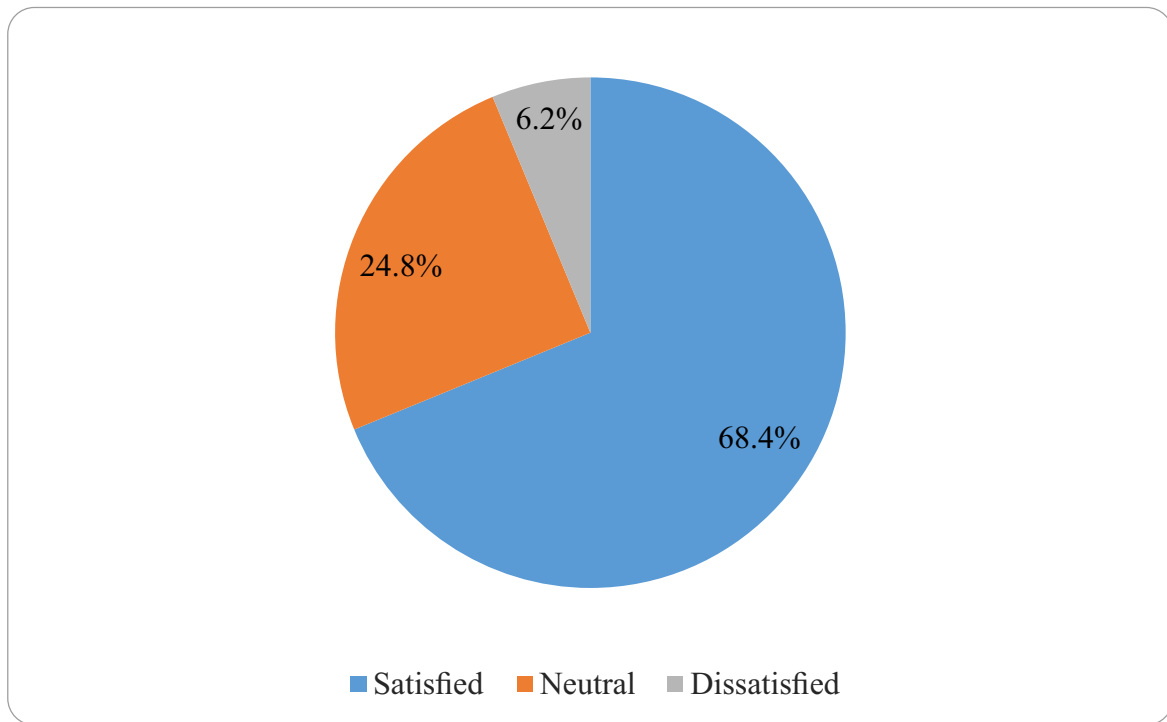


*Figure 36: Dana baggage handling chart*

Perceptions regarding the airline's baggage handling varied. A significant portion, 65.6%, expressed satisfaction, indicating positive experiences or perceptions of the airline's handling of luggage. Conversely, a smaller portion, about 9.3%, expressed dissatisfaction, highlighting the need for the airline to improve baggage handling procedures to address customer concerns and enhance overall satisfaction levels. Meanwhile, a notable 24.8% remained neutral.

#### **Customer Service and Support:**

Respondents' perceptions regarding the airline's customer service and support from 479 respondents were varied, as depicted in the following breakdown:

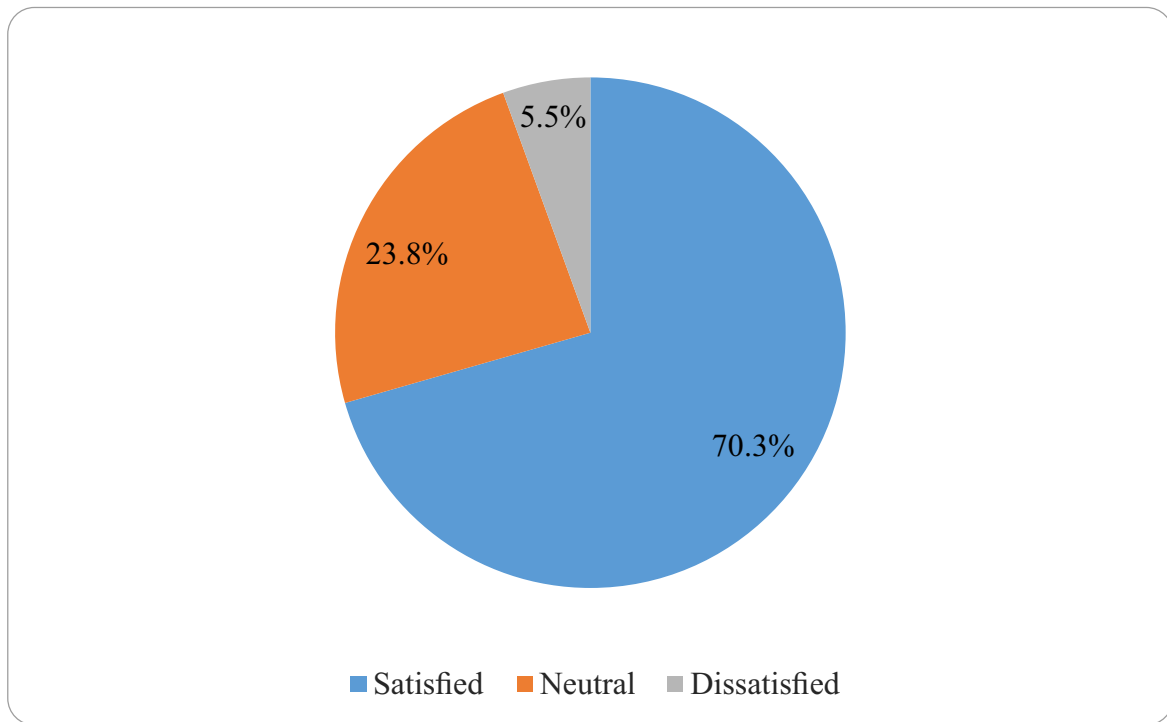


*Figure 37: Dana customer service and support chart*

Perceptions regarding the airline's customer service and support varied among respondents. A significant portion, 68.4%, expressed satisfaction, indicating positive experiences or perceptions of the assistance and support provided by the airline staff. Conversely, a smaller portion, 6.2%, expressed dissatisfaction, underscoring the importance for the airline to address any shortcomings and improve customer service to ensure better overall experiences and satisfaction levels. Meanwhile, a notable 24.8% remained neutral.

### **Safety and Security:**

Respondents' perceptions regarding the airline's safety and security measures from 479 respondents were varied, as depicted in the following breakdown:



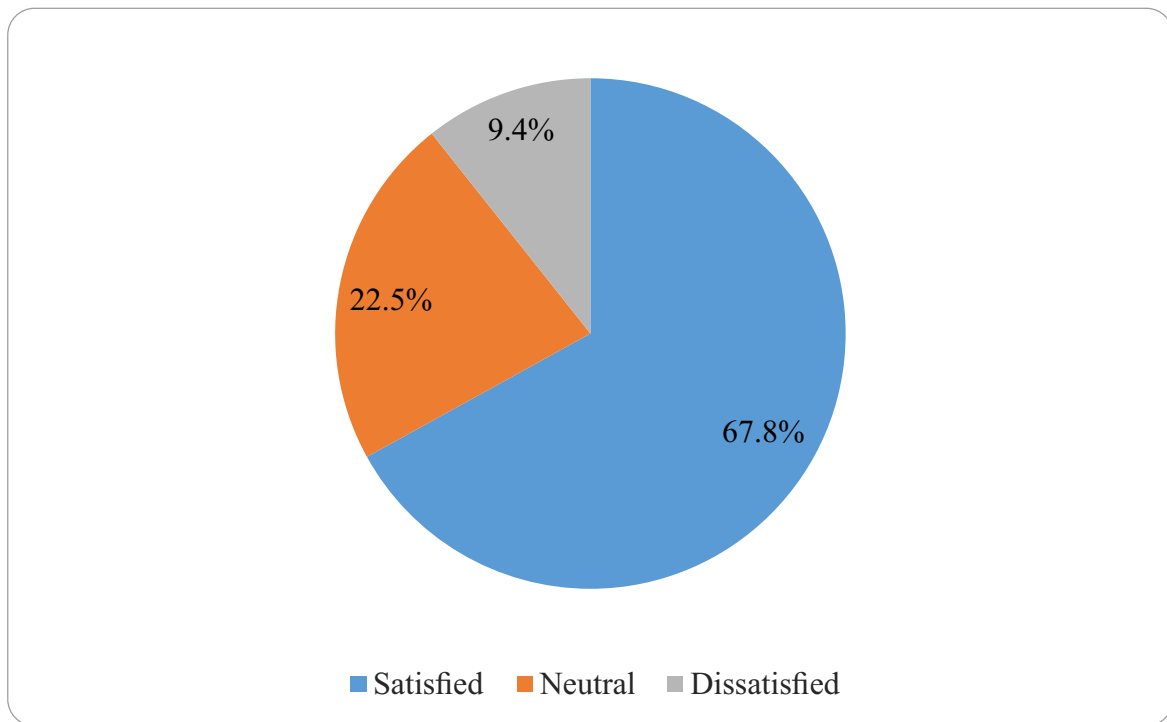
*Figure 38: Dana safety and security chart*

Perceptions regarding Dana Airline's safety and security measures varied among respondents. A significant portion, 70.3%, expressed satisfaction, indicating positive experiences or perceptions of the airline's safety measures. Conversely, a smaller portion, 5.5%, expressed dissatisfaction, highlighting the importance of continuously enhancing safety protocols to maintain passenger confidence and ensure a secure travel environment. Meanwhile, a notable 23.8% remained neutral.

#### **Inflight Services:**

Respondents' perceptions regarding the airline's inflight services from 479 respondents were varied, as depicted in the following breakdown:

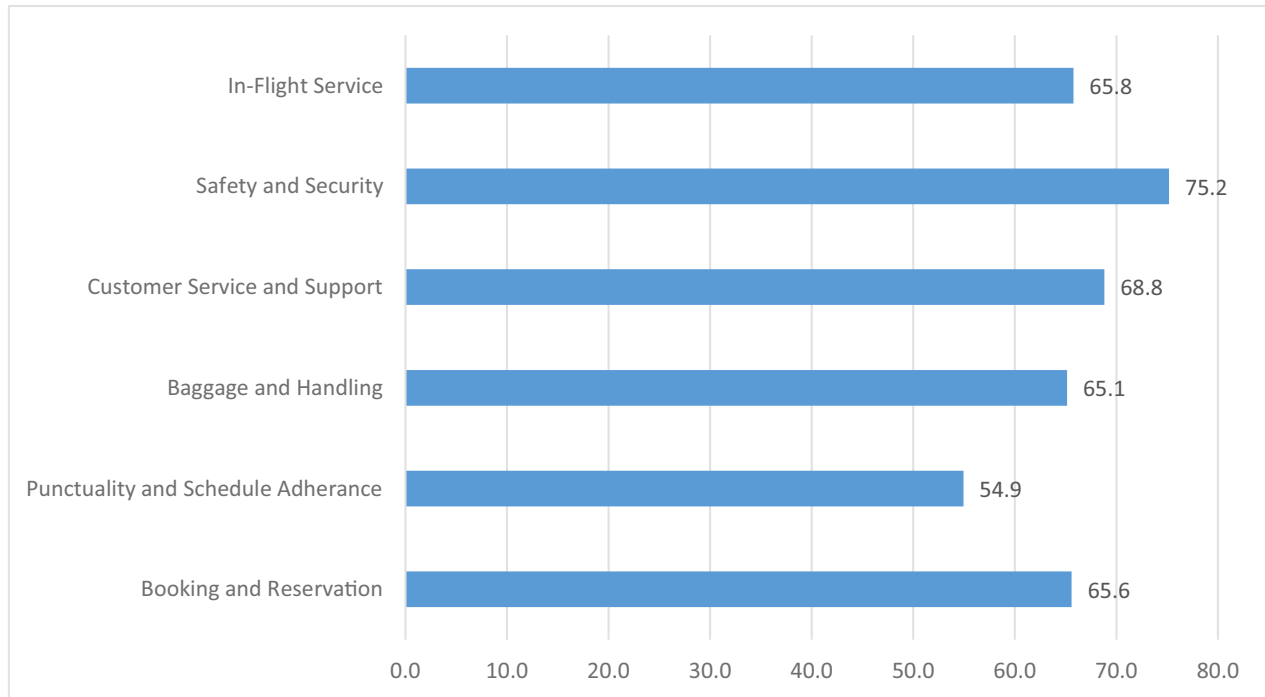




*Figure 39: Dana inflight services chart*

Perceptions of Dana Airline's inflight services among respondents were diverse. A significant portion, 67.8%, expressed satisfaction, indicating positive experiences or perceptions regarding the services provided during the flight. Conversely, a smaller portion, 9.4%, expressed dissatisfaction, highlighting the importance of addressing any issues related to inflight services to enhance overall customer satisfaction. Meanwhile, a notable 22.5% remained neutral.

## GREEN AFRICA AIRWAYS

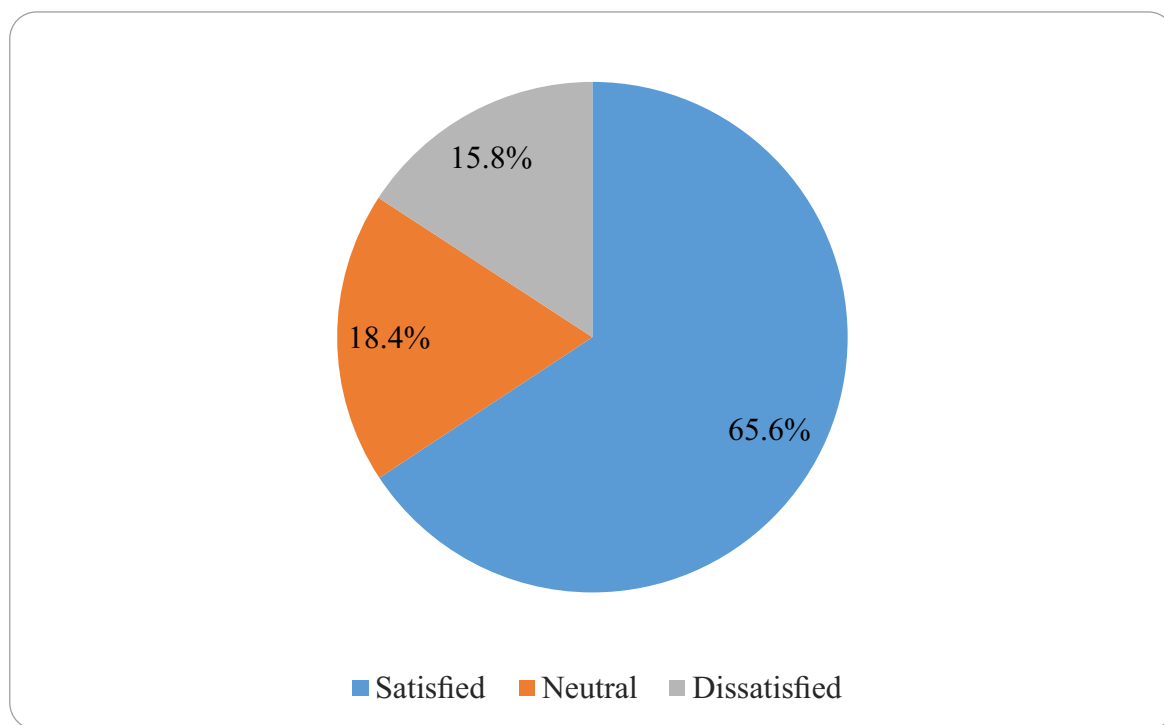


*Figure 40: Green Africa satisfaction performance chart*

Green Africa's performance across various service categories shows that it did not fall within the top 10th percentile in any category. While the airline demonstrates satisfactory performance in aspects such as safety and security (75.2%) and customer service and support (68.8%), its scores for booking and reservation (65.6%), punctuality and schedule adherence (54.9%), baggage handling (65.1%), and in-flight service (65.8%) did not surpass the top 10th percentile values. This indicates areas where the airline could focus on improving its operational efficiency and service quality to better meet customer expectations and enhance its competitiveness in the aviation industry.

### **Booking and Reservation:**

Respondents' perceptions regarding the airline's booking and reservation processes from 263 respondents were varied, as depicted in the following breakdown:

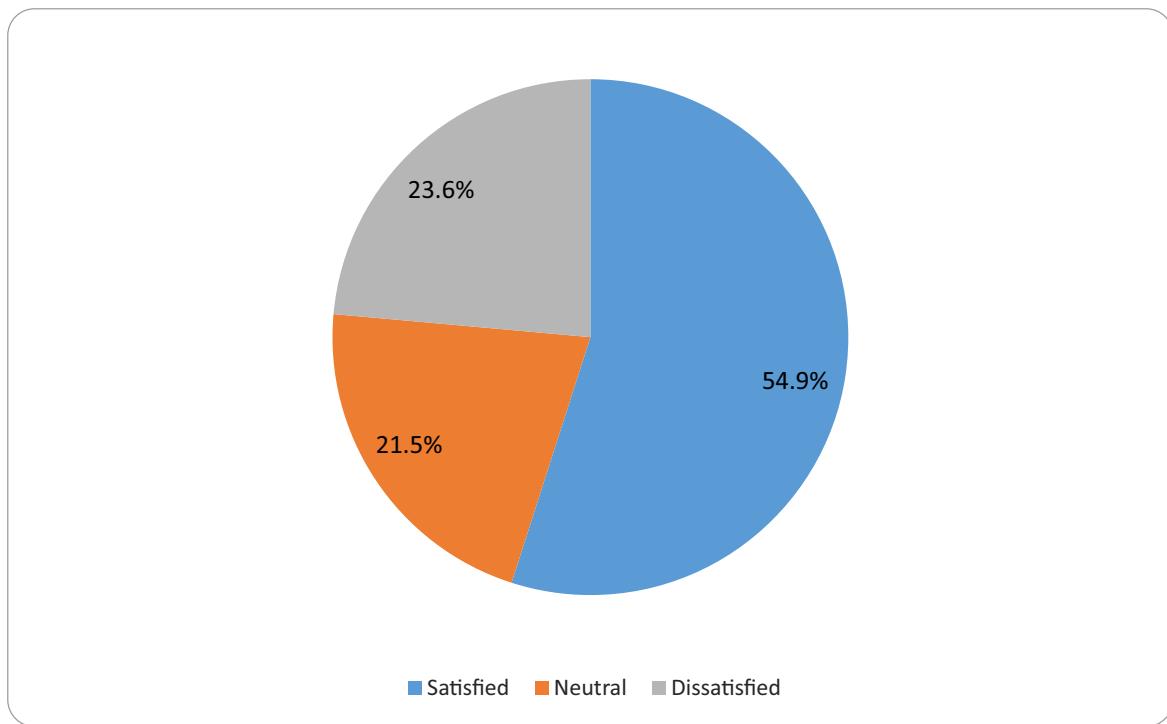


*Figure 41: Green Africa booking and reservation chart*

Perceptions of Green Africa Airline's booking and reservation processes among respondents exhibited variability. A significant proportion, 65.6%, expressed satisfaction, indicating positive experiences or perceptions of the booking and reservation procedures. Conversely, a smaller portion, 15.8%, expressed dissatisfaction, underscoring the importance of addressing any issues or inefficiencies in these processes to improve overall customer satisfaction. Meanwhile, a notable 18.4% remained neutral.

#### **Punctuality and Schedule Adherence:**

Respondents' perceptions regarding the airline's punctuality and schedule Adherence from 263 respondents were varied, as depicted in the following breakdown:

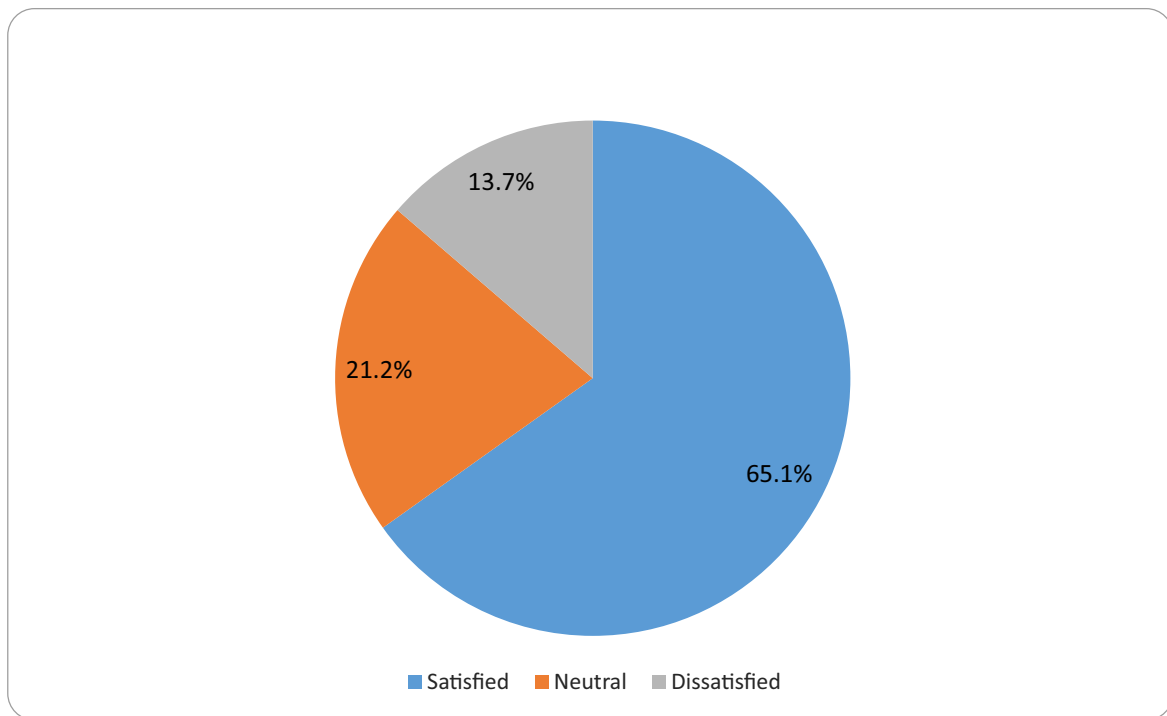


*Figure 42: Green Africa punctuality and schedule chart*

Perceptions of Green Africa Airline's punctuality and schedule adherence among respondents were diverse. A significant proportion, 54.9%, expressed satisfaction, indicating positive experiences or perceptions regarding the airline's timeliness. Conversely, a smaller portion, 23.6%, expressed dissatisfaction, highlighting the importance for the airline to address any issues related to punctuality and schedule adherence to enhance overall customer satisfaction. Meanwhile, a notable 21.5% remained neutral.

### **Baggage Handling:**

Respondents' perceptions regarding the airline's baggage handling from 263 respondents were varied, as depicted in the following breakdown:

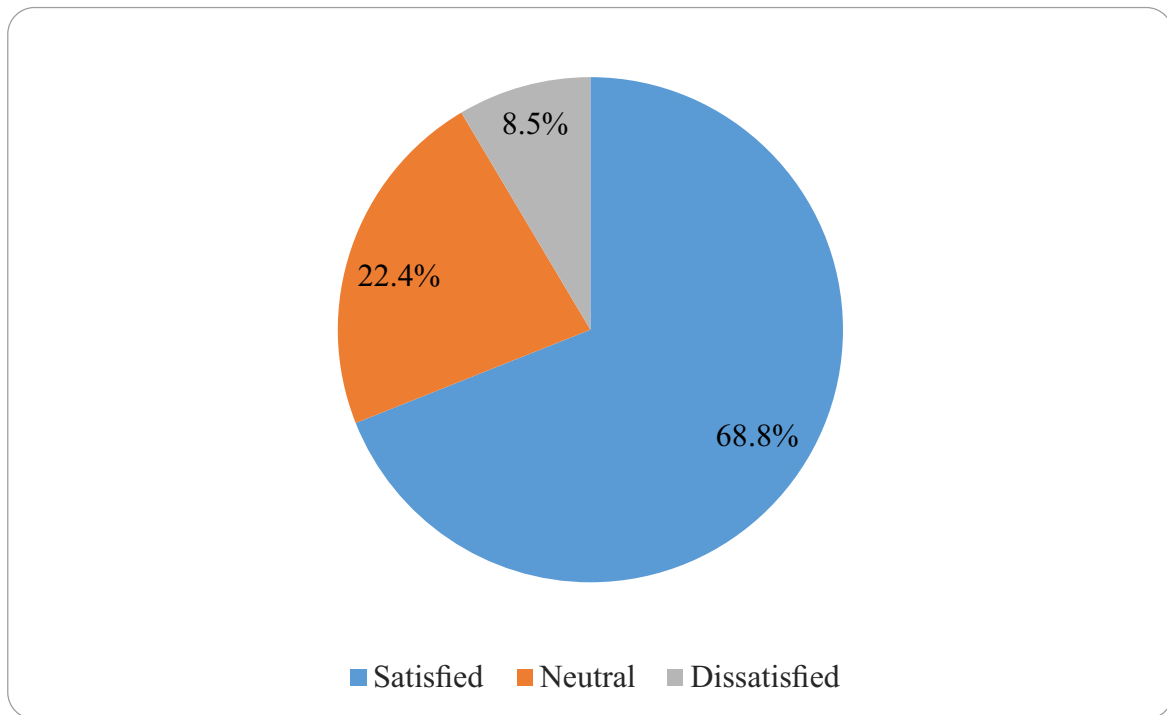


*Figure 43: Green Africa baggage handling chart*

Perceptions of Green Africa Airline's baggage handling among respondents showed a range of views. A significant proportion, 65.1%, expressed satisfaction, indicating positive experiences or perceptions regarding the airline's handling of luggage. Conversely, a smaller portion, 13.7%, expressed dissatisfaction, highlighting the need for the airline to improve baggage handling procedures to address customer concerns and enhance overall satisfaction levels. Meanwhile, a notable 21.2% remained neutral.

#### **Customer Service and Support:**

Respondents' perceptions regarding the airline's customer service and support from 263 respondents were varied, as depicted in the following breakdown:

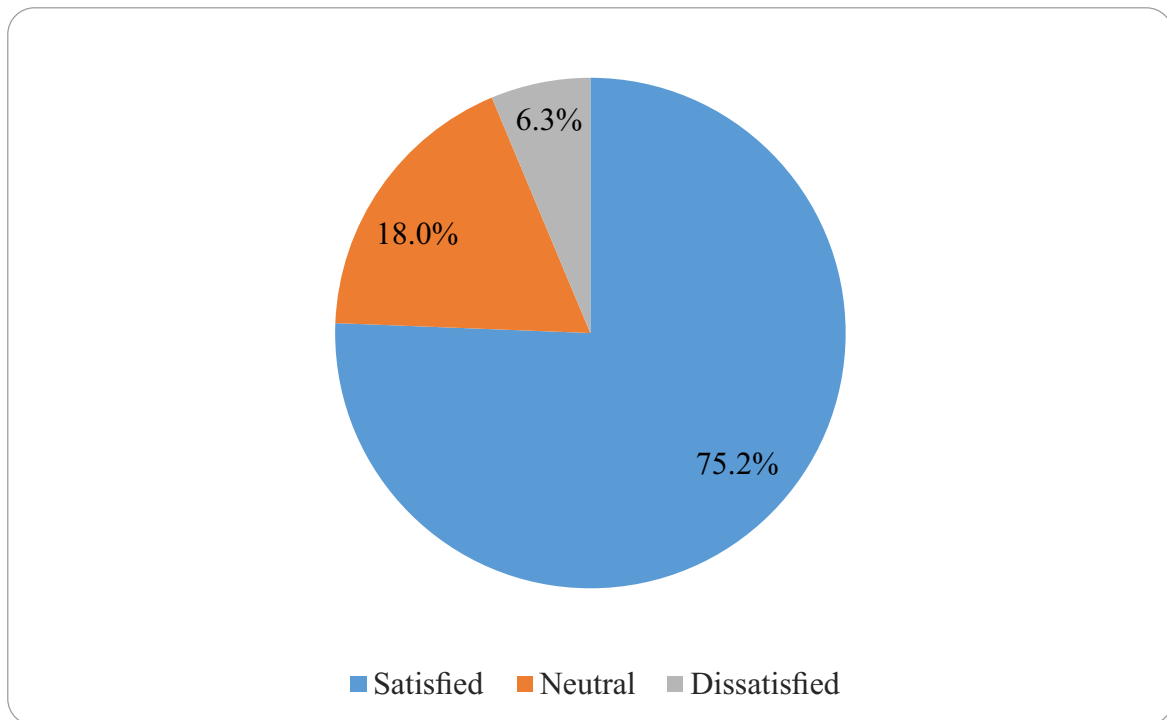


*Figure 44: Green Africa customer service and support chart*

Perceptions of Green Africa Airline's customer service and support among respondents varied. A significant proportion, 68.8%, expressed satisfaction, indicating positive experiences or perceptions of the assistance and support provided by the airline staff. Conversely, a smaller portion, 8.5%, expressed dissatisfaction, underscoring the importance for the airline to address any shortcomings and improve customer service to ensure better overall experiences and satisfaction levels. Meanwhile, a notable 22.4% remained neutral.

### **Safety and Security:**

Respondents' perceptions regarding the airline's safety and security measures from 263 respondents were varied, as depicted in the following breakdown:

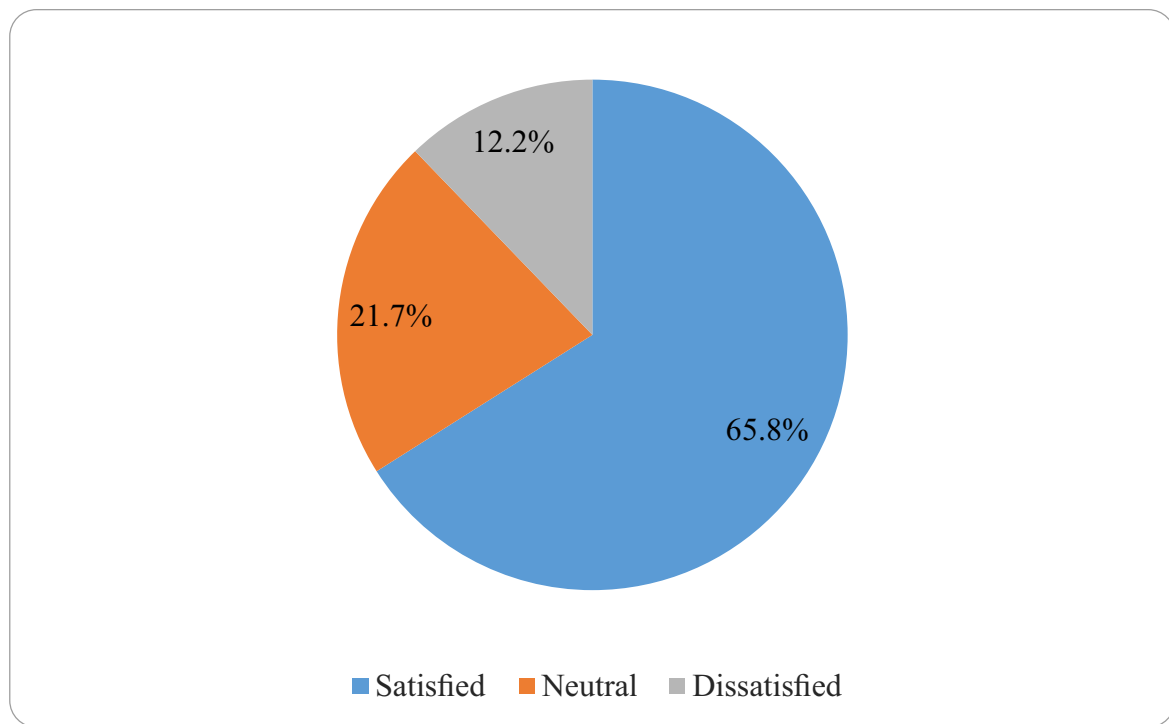


*Figure 45: Green Africa safety and security chart*

Perceptions of Green Africa Airline's safety and security measures among respondents varied. A significant proportion, 75.2%, expressed satisfaction, indicating positive experiences or perceptions of the safety measures implemented by the airline. Conversely, a smaller portion, 6.3%, expressed dissatisfaction, highlighting the importance of continuously enhancing safety measures to maintain passenger confidence and ensure a secure travel environment. Meanwhile, a notable 18.0% remained neutral.

### **Inflight Services:**

Respondents' perceptions regarding the airline's inflight services from 263 respondents were varied, as depicted in the following breakdown:

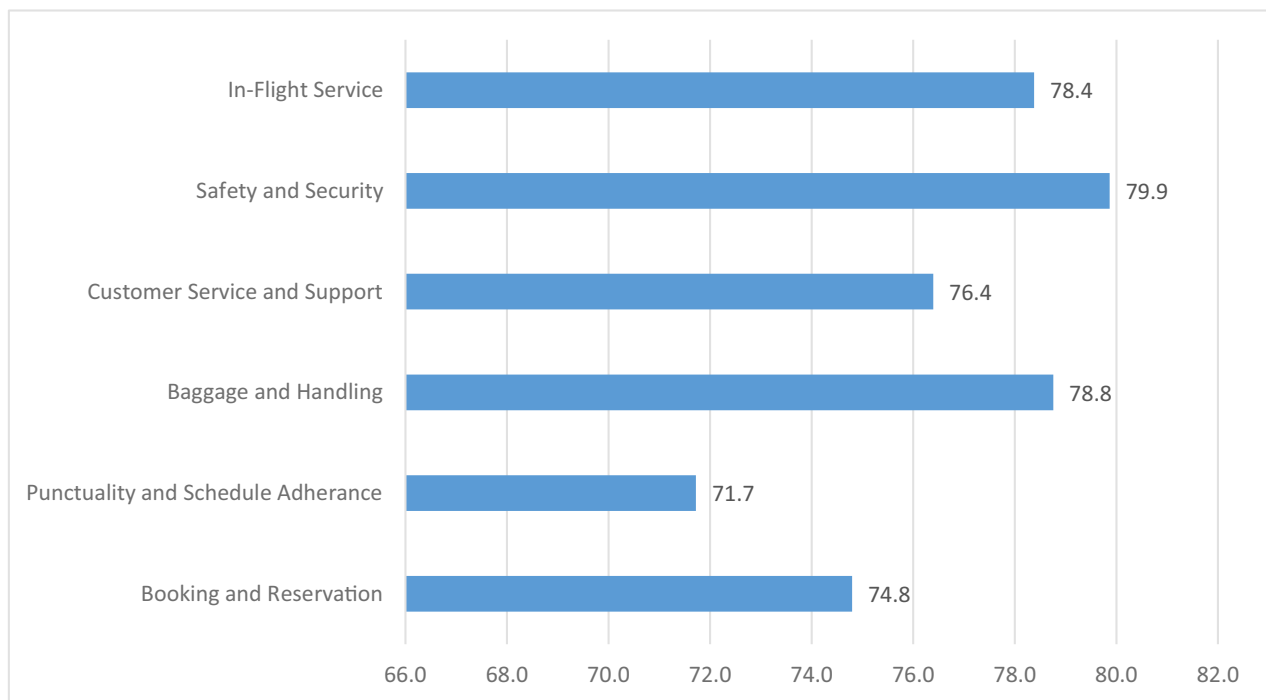


*Figure 46: Green Africa inflight services chart*

Perceptions of Green Africa Airline's inflight services among respondents showed a range of views. A significant proportion, 65.8%, expressed satisfaction, indicating positive experiences or perceptions regarding the services provided during the flight. Conversely, a smaller portion, 12.2%, expressed dissatisfaction, highlighting the need for the airline to address any issues or shortcomings related to inflight services to improve overall customer satisfaction. Meanwhile, a notable 21.7% remained neutral.



## IBOM AIR

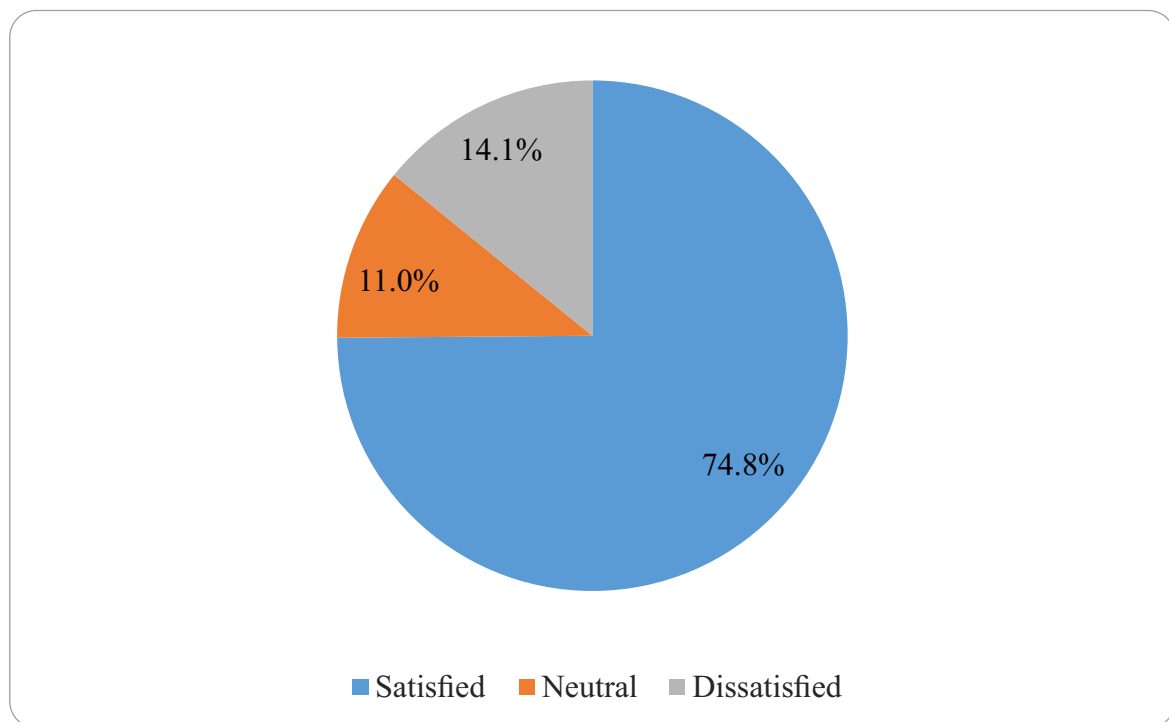


*Figure 47: Ibom Air satisfaction performance chart*

Ibom Air's performance across various service categories demonstrates its strong performance, with most categories surpassing the top 10th percentile values the airline excels particularly in areas such as safety and security (79.9%), baggage handling (78.8%), customer service and support (76.4%), and in-flight service (78.4%). However, its performance in booking and reservation (74.8%) fell slightly below the top 10th percentile. This suggests that while the airline maintains high standards in most areas, there may be opportunities for improvement in its booking and reservation processes to further enhance the overall passenger experience and satisfaction.

### **Booking and Reservation:**

Respondents' perceptions regarding Ibom air's booking and reservation processes from 488 respondents were varied, as depicted in the following breakdown:

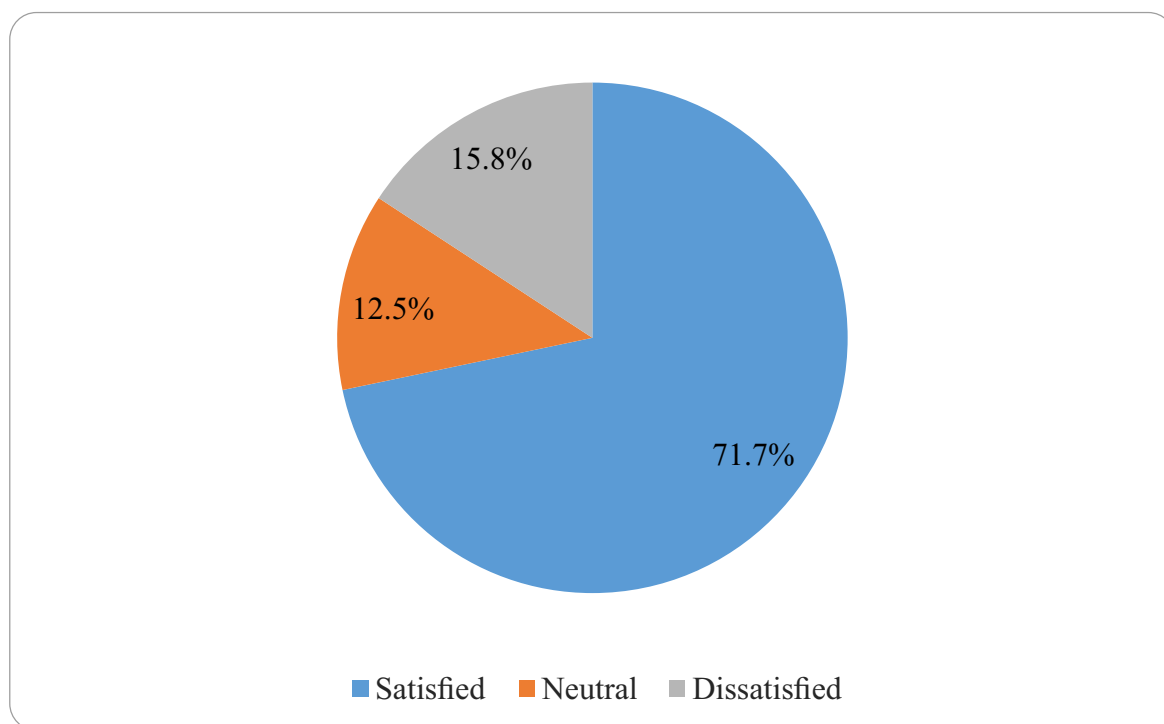


*Figure 48: Ibom Air booking and reservation chart*

Perceptions of Ibom Air's booking and reservation processes among respondents varied. A significant proportion, comprising 74.8%, expressed satisfaction, indicating positive experiences or perceptions regarding the efficiency and effectiveness of the booking and reservation procedures. However, while a smaller portion, accounting for 11.0%, remained neutral, an almost even small proportion, representing 14.1%, expressed dissatisfaction, highlighting the importance the airline to address any issues or concerns related to booking and reservation processes to improve overall customer satisfaction.

#### **Punctuality and Schedule Adherence:**

Respondents' perceptions regarding the airline's punctuality and schedule Adherence from 488 respondents were varied, as depicted in the following breakdown:

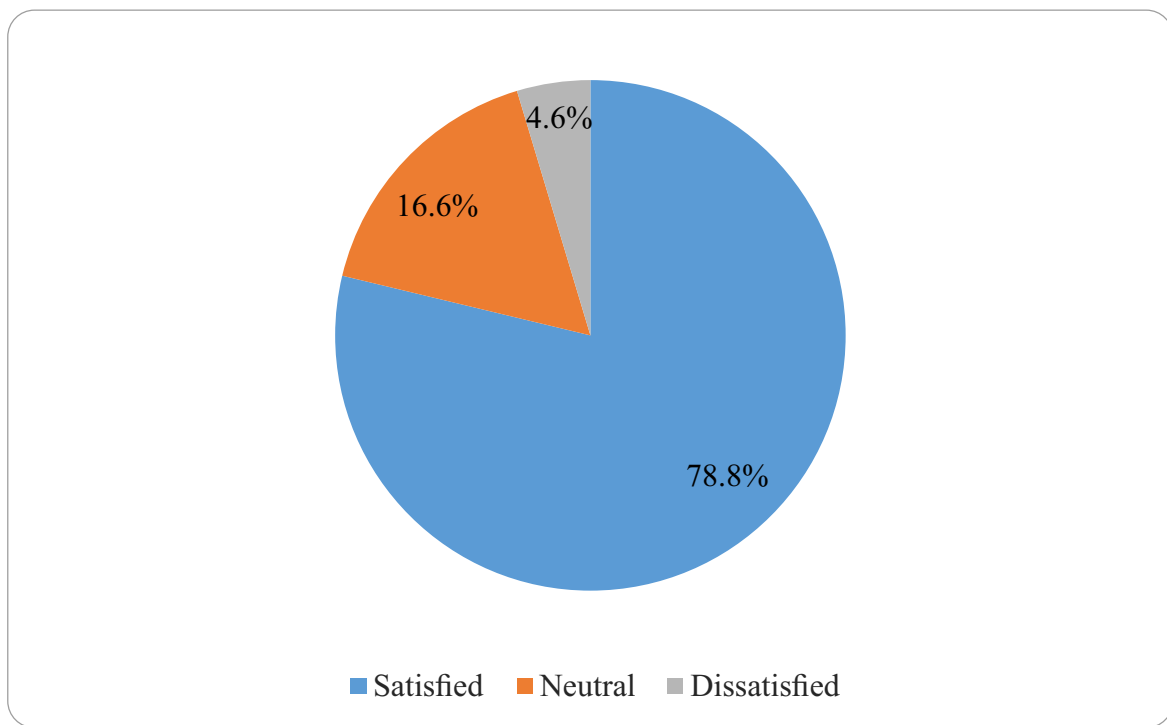


*Figure 49: Ibom Air punctuality and schedule adherence chart*

Perceptions of Ibom Air's punctuality and schedule adherence among respondents were notably positive, with a significant portion, constituting 71.7%, expressing satisfaction. This indicates a substantial majority of respondents had positive experiences or perceptions regarding the airline's ability to adhere to schedules and maintain punctuality. However, a smaller segment, accounting for 12.5%, remained neutral. Furthermore, a notable proportion, representing 15.8%, expressed dissatisfaction, highlighting the importance for the airline to address any issues related to punctuality and schedule adherence to enhance overall customer satisfaction and trust.

### **Baggage Handling:**

Respondents' perceptions regarding the Ibom air's baggage handling from 488 respondents were varied, as depicted in the following breakdown:

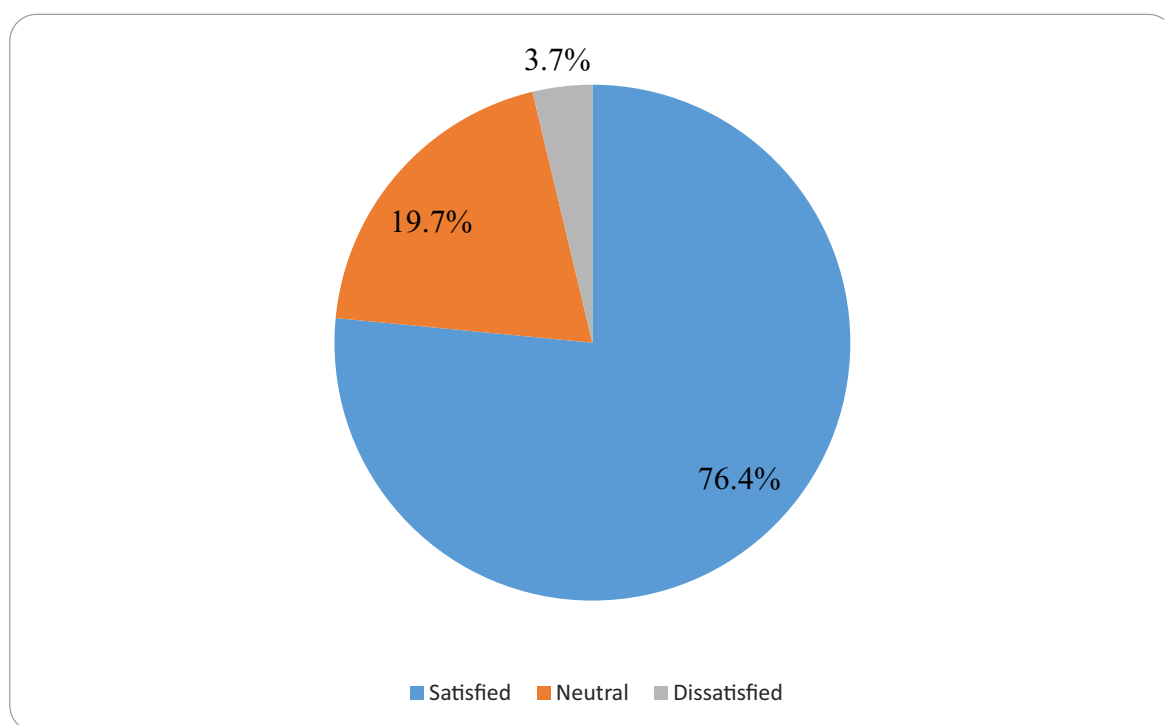


*Figure 50: Ibom Air baggage handling chart*

Perceptions of Ibom Air's baggage handling among respondents were notably positive, with a significant majority, comprising 78.8%, expressing satisfaction. This indicates that the majority of respondents had positive experiences or perceptions regarding the airline's handling of baggage. However, a smaller portion, accounting for 16.6%, remained neutral. Furthermore, a minimal proportion, representing only 4.6%, expressed dissatisfaction, indicating that the airline generally performs well in this aspect but may still benefit from addressing any issues to maintain high levels of customer satisfaction.

#### **Customer Service and Support:**

Respondents' perceptions regarding the Ibom air's customer service and support from 488 respondents were varied, as depicted in the following breakdown:

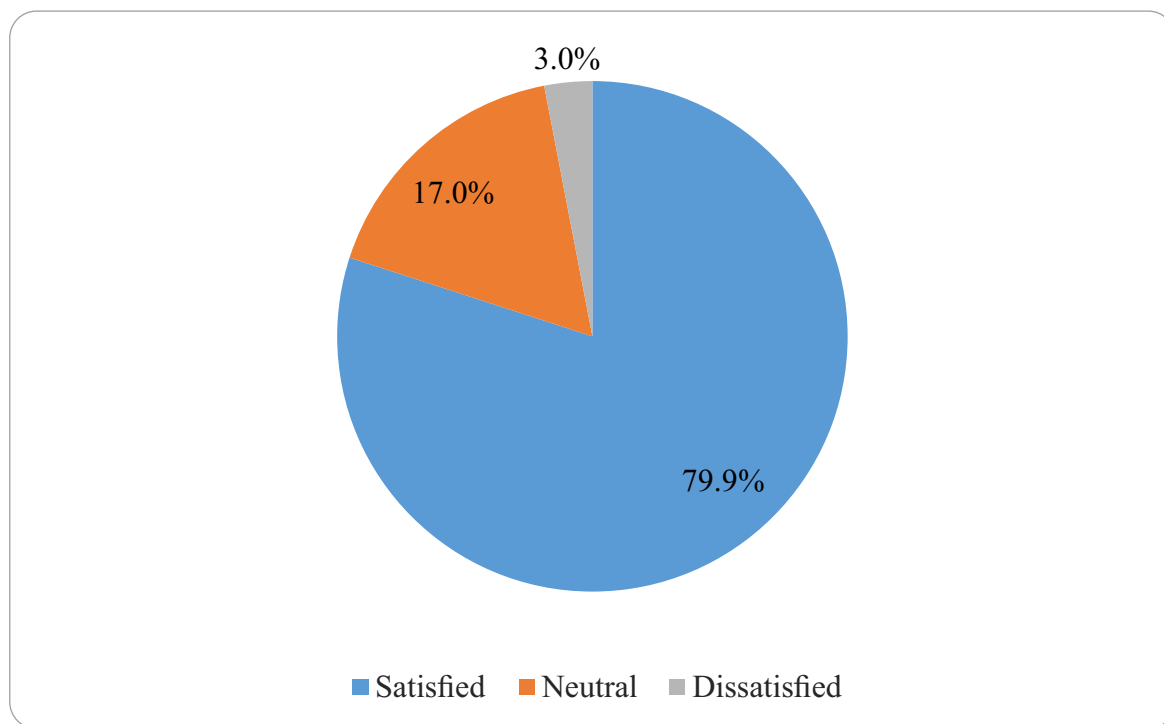


*Figure 51: Ibom Air customer service and support*

Perceptions of Ibom Air's customer service and support among respondents were predominantly positive, with a significant majority, comprising 76.4%, expressing satisfaction. This suggests that the majority of respondents had positive experiences or perceptions regarding the airline's customer service and support. Additionally, a notable portion, accounting for 19.7%, remained neutral. Furthermore, only a minimal proportion, representing 3.7%, expressed dissatisfaction, suggesting that the airline generally performs well in this aspect but may still benefit from addressing any issues to maintain high levels of customer satisfaction.

### **Safety and Security:**

Respondents' perceptions regarding the Ibom air's safety and security measures from 488 respondents were varied, as depicted in the following breakdown:

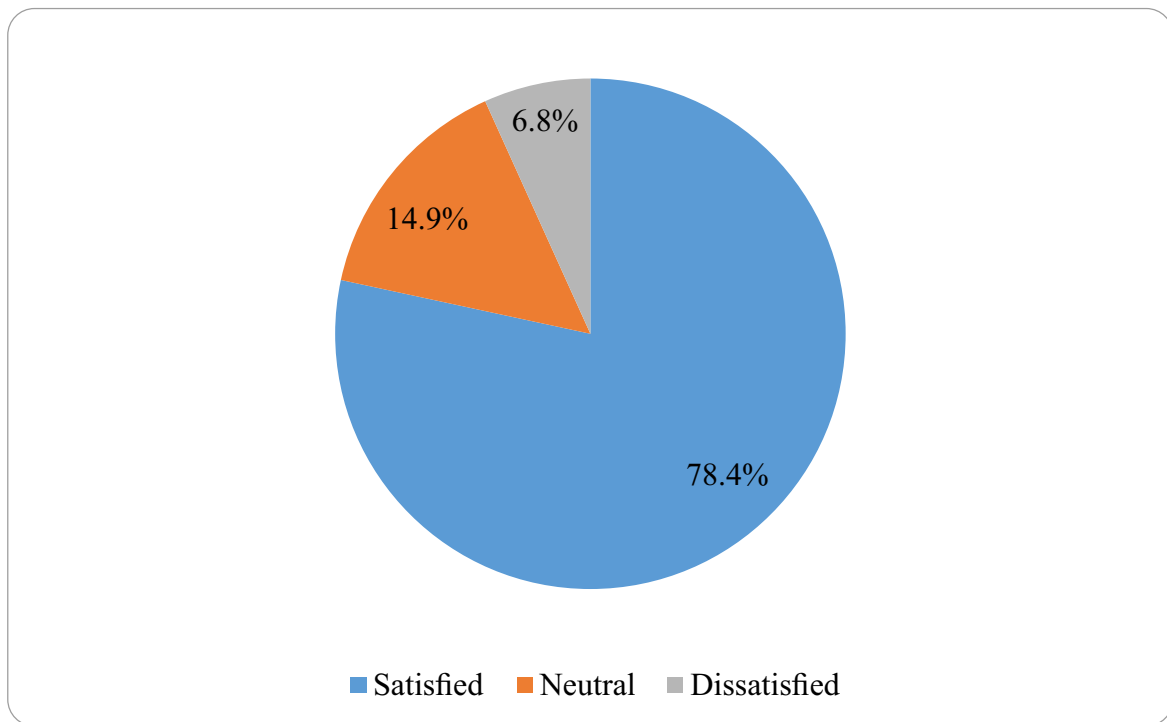


*Figure 52: Ibom Air safety and security chart*

Perceptions of Ibom Air's safety and security measures among respondents were overwhelmingly positive, with a substantial majority, comprising 79.9%, expressing satisfaction. This indicates a high level of confidence and trust in the airline's safety protocols and security measures. Additionally, a notable portion, accounting for 17.0%, remained neutral. Furthermore, only a minimal proportion, representing 3.0%, expressed dissatisfaction, indicating that the airline generally performs well in ensuring the safety and security of its passengers, but ongoing efforts are essential to maintain and further enhance these aspects of service.

### **Inflight Services:**

Respondents' perceptions regarding the Ibom air's inflight services from 488 respondents were varied, as depicted in the following breakdown:



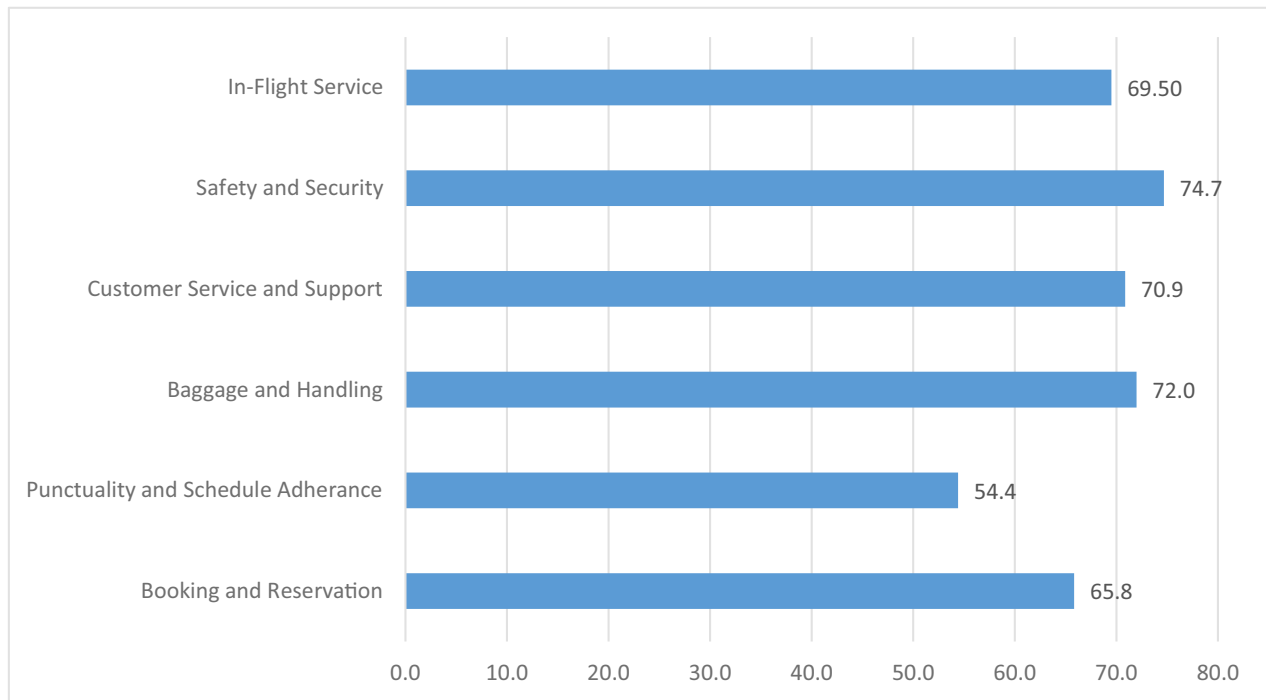
*Figure 53: Ibom Air inflight services chart*

Perceptions of Ibom Air's safety and security measures among respondents were overwhelmingly positive, with a substantial majority, comprising 79.9%, expressing satisfaction. This indicates a high level of confidence and trust in the airline's safety protocols and security measures. Additionally, a notable portion, accounting for 17.0%, remained neutral. Furthermore, only a minimal proportion, representing 3.0%, expressed dissatisfaction, indicating that the airline generally performs well in ensuring the safety and security of its passengers, but ongoing efforts are essential to maintain and further enhance these aspects of service.

### **Inflight Services:**

Respondents' perceptions regarding the Ibom air's inflight services from 488 respondents were varied, as depicted in the following breakdown:

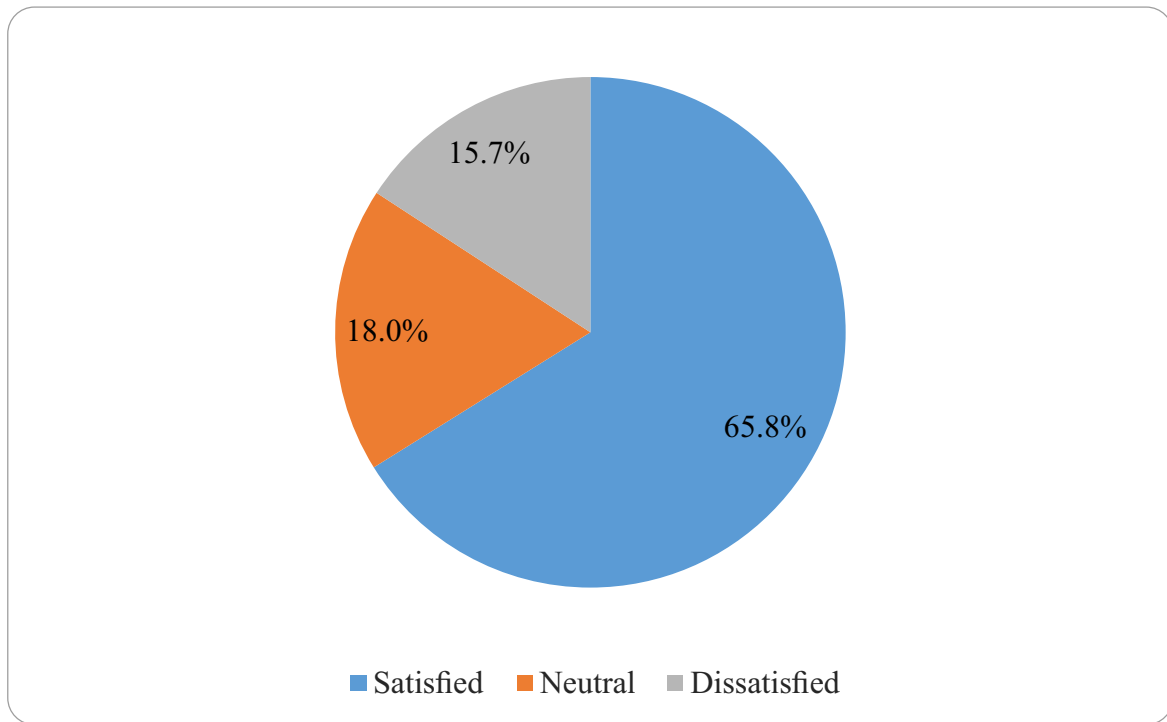
## MAX AIR



*Figure 54: Max Air satisfaction performance chart*

Perceptions of Ibom Air's inflight services among respondents were predominantly positive, with a significant majority, comprising 78.4%, expressing satisfaction. This suggests that the majority of respondents had positive experiences or perceptions regarding the airline's inflight services, such as amenities, comfort, and entertainment options. Additionally, a notable portion, accounting for 14.9%, remained neutral. Furthermore, a relatively small proportion, representing 6.8%, expressed dissatisfaction, suggesting that while the airline generally performs well in this aspect, there may still be opportunities for improvement to ensure consistently high levels of satisfaction among passengers.



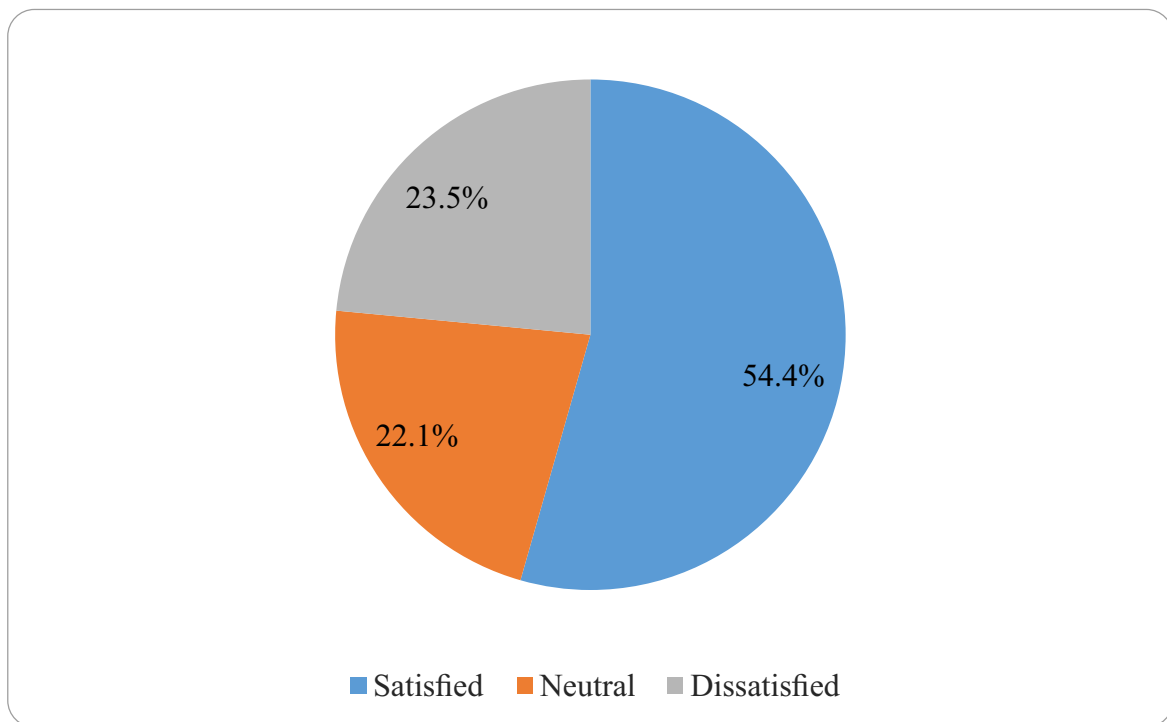


*Figure 55: Max Air booking and reservation chart*

Max Air's performance across various service categories falls below the top 10th percentile benchmarks. While the airline demonstrates satisfactory performance in baggage handling (72.0%) and safety and security (74.7%), its scores for booking and reservation (65.8%), punctuality and schedule adherence (54.4%), customer service and support (70.9%), and in-flight service (69.50%) did not reach the top 10th percentile values. These results indicate areas where the airline could focus on improving its services to meet passenger expectations better and enhance overall customer satisfaction.

### **Booking and Reservation:**

Respondents' perceptions regarding the airline's booking and reservation processes from 464 respondents were varied, as depicted in the following breakdown:

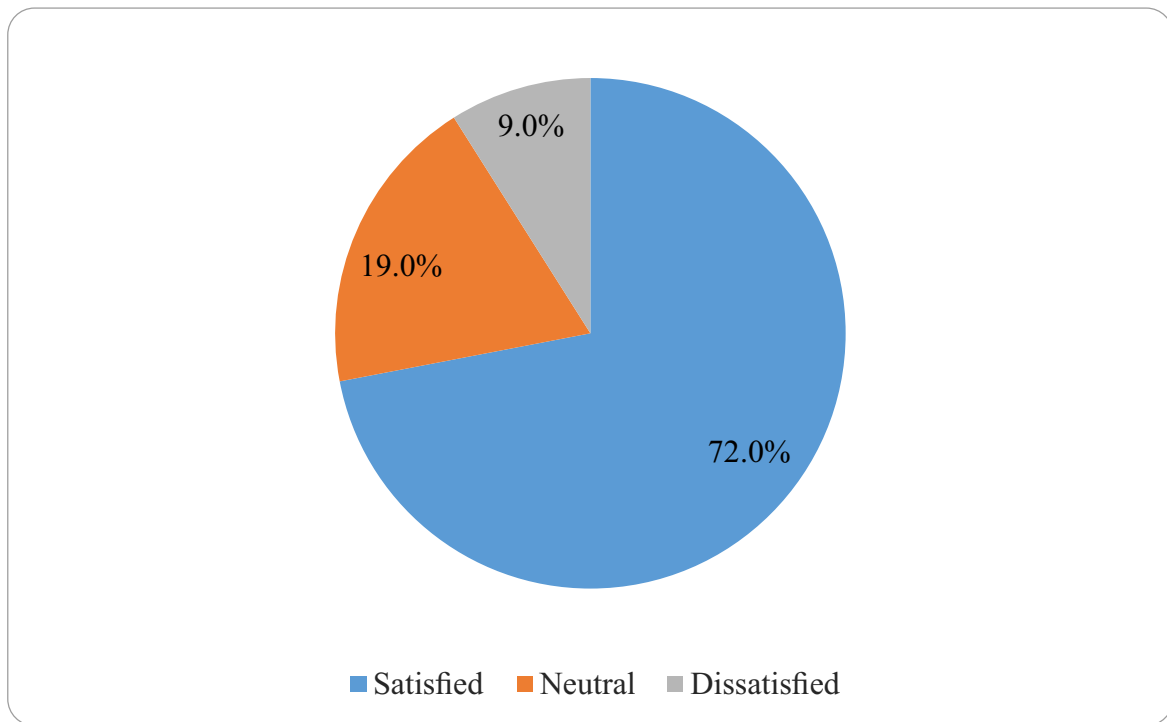


*Figure 56: Max Air punctuality and schedule adherence chart*

Perceptions of Max Air's punctuality and schedule adherence among respondents were diverse, with 54.4% expressing satisfaction. This indicates that a significant portion of respondents had positive experiences or perceptions regarding the airline's ability to adhere to schedules and maintain punctuality. However, a considerable proportion, comprising 22.1%, remained neutral. Additionally, a notable minority, representing 23.5%, expressed dissatisfaction, highlighting areas where the airline may need to address issues or concerns to enhance the overall punctuality and schedule adherence for passengers.

### **Baggage Handling:**

Respondents' perceptions regarding the airline's baggage handling from 464 respondents were varied, as depicted in the following breakdown:

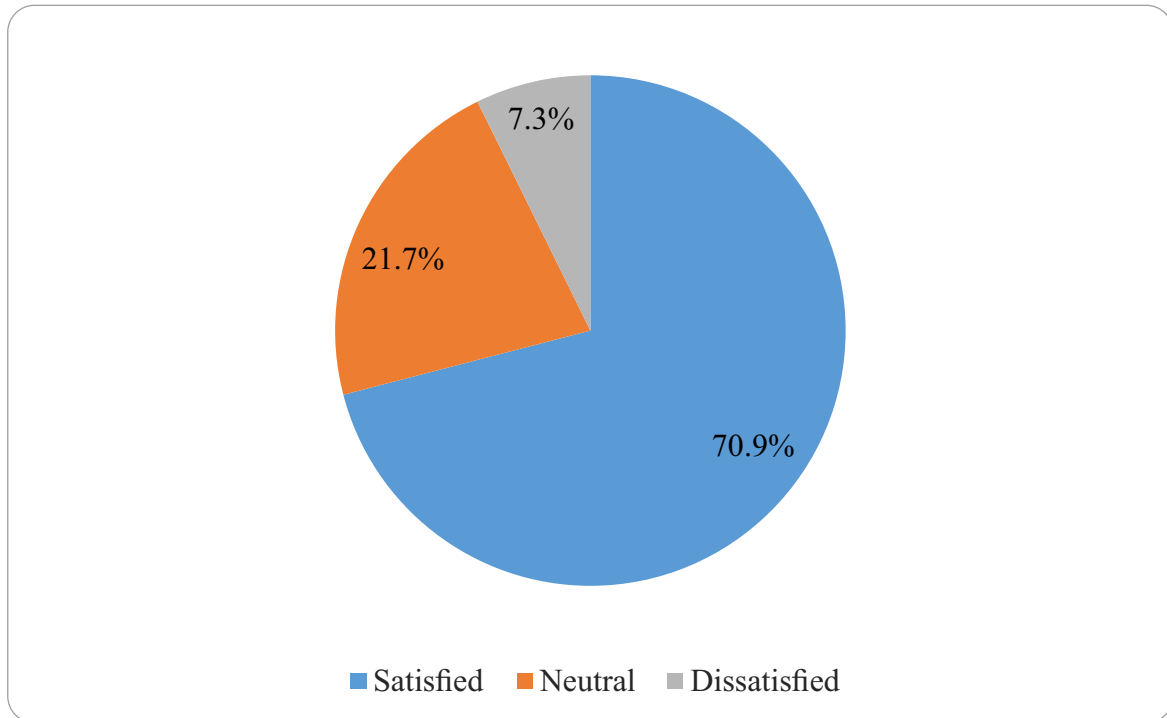


*Figure 57: Max Air baggage handling chart*

Perceptions of Max Air's baggage handling among respondents were diverse, with 72.0% expressing satisfaction. This indicates that a significant portion of respondents had positive experiences or perceptions regarding the airline's handling of baggage. Additionally, 19.0% remained neutral. However, a smaller proportion, comprising 9.0%, expressed dissatisfaction, highlighting areas where the airline may need to address issues or concerns to enhance the overall baggage handling experience for passengers.

#### **Customer Service and Support:**

Respondents' perceptions regarding the airline's customer service and support from 464 respondents were varied, as depicted in the following breakdown:

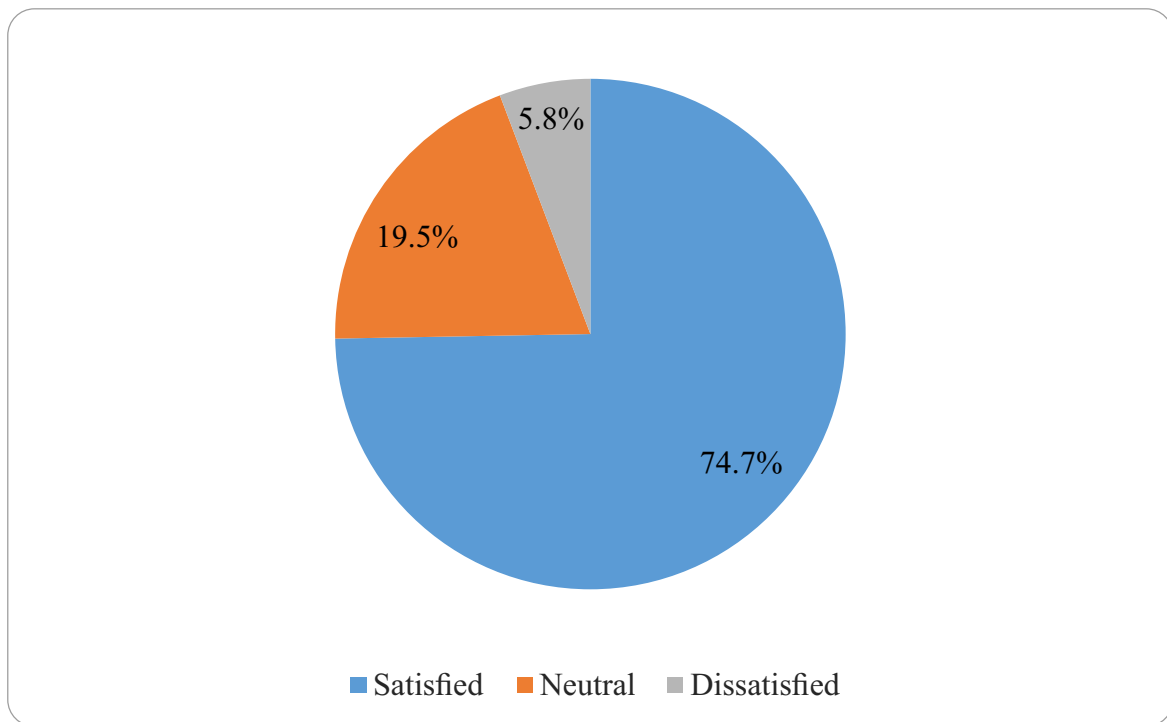


*Figure 58: Max Air customer service and support chart*

Max Air's customer service and support garnered varying perceptions among respondents. A majority, accounting for 70.9%, expressed satisfaction, indicating positive experiences or perceptions concerning the airline's customer service initiatives. Additionally, 21.7% remained neutral. A smaller proportion, constituting 7.3%, expressed dissatisfaction, suggesting areas where the airline may need to focus on enhancing its customer service efforts to address any concerns or grievances among passengers.

### **Safety and Security:**

Respondents' perceptions regarding the Max Air's safety and security measures from 464 respondents were varied, as depicted in the following breakdown:

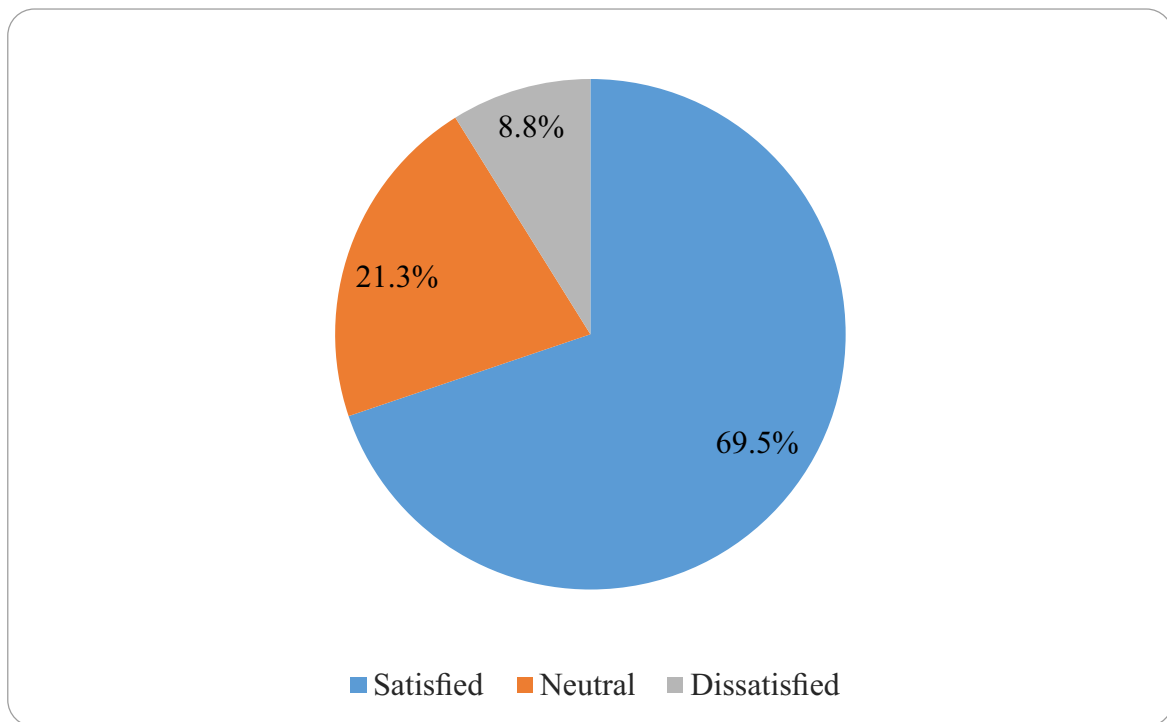


*Figure 59: Max Air safety and security chart*

Max Air's safety and security measures garnered varied perceptions among respondents. A majority, comprising 74.7%, expressed satisfaction, indicating confidence in the airline's safety protocols and security measures. Meanwhile, 19.5% remained neutral. A smaller proportion, constituting 5.8%, expressed dissatisfaction, highlighting areas where the airline may need to focus on enhancing its safety and security procedures to address any concerns or uncertainties among passengers.

### **Inflight Services:**

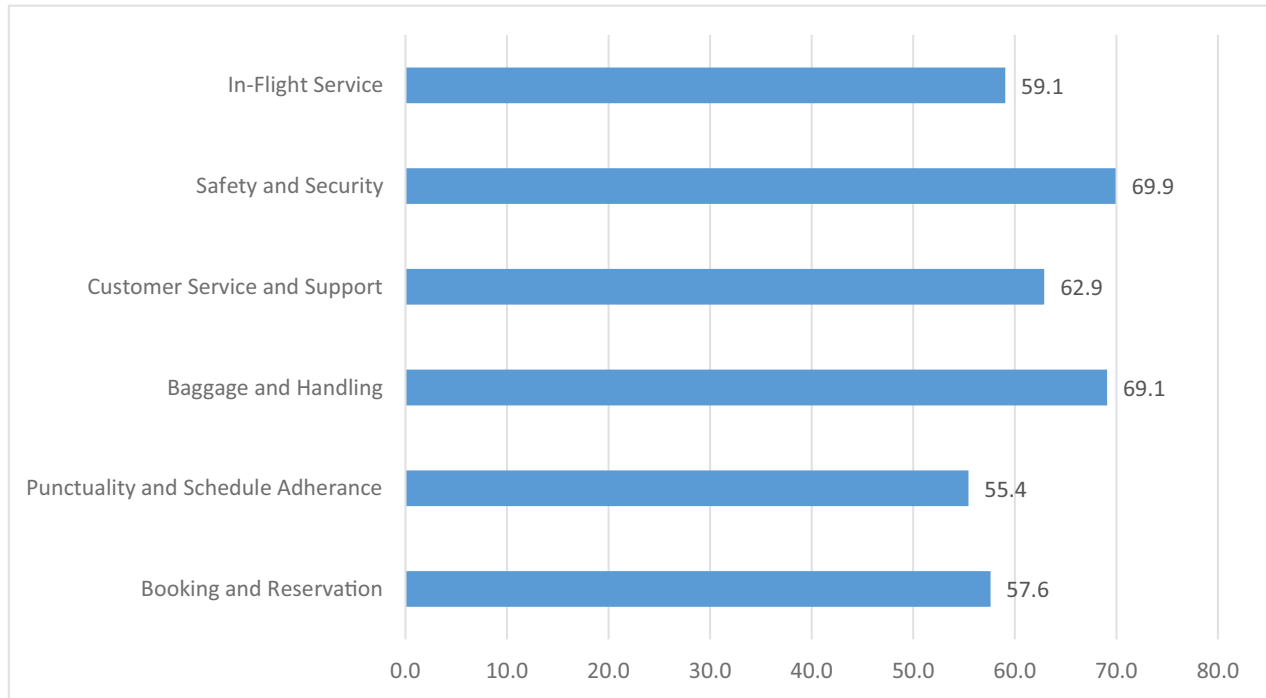
Respondents' perceptions regarding the Max Air's inflight services from 464 respondents were varied, as depicted in the following breakdown:



*Figure 60: Max Air inflight services chart*

Respondents' perceptions of Max Air's inflight services varied among the 464 respondents. The majority, accounting for 69.5%, expressed satisfaction with the inflight offerings, indicating a positive experience with the services provided. Approximately 21.2% of respondents remained neutral. A smaller proportion, representing 8.8% of respondents, expressed dissatisfaction, indicating areas where the airline may need to focus on enhancing the quality or range of inflight services to meet customer expectations and improve overall satisfaction levels.

## OVERLAND AIRWAYS

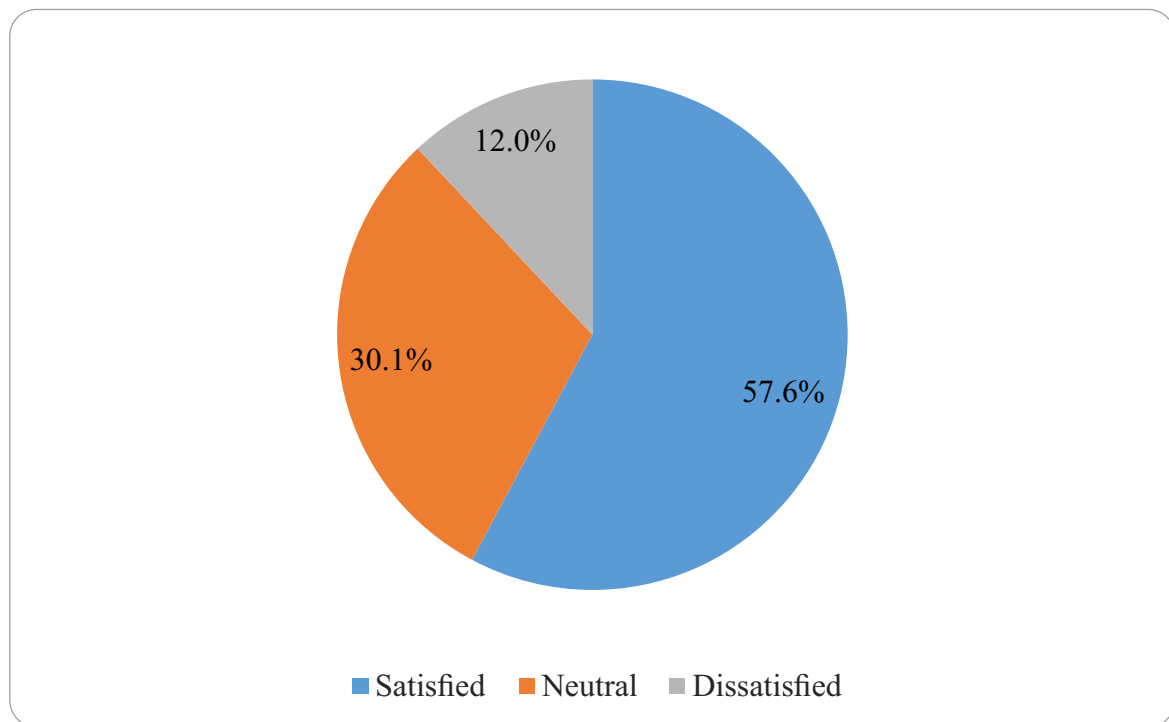


*Figure 61: Overland satisfaction performance chart*

Overland's performance across various service categories shows that the airline's scores are below the top 10th percentile values. While the airline demonstrates satisfactory performance in baggage handling (69.1%) and safety and security (69.9%), its scores for booking and reservation (57.6%), punctuality and schedule adherence (55.4%), customer service and support (62.9%), and in-flight service (59.1%) fall short of the top 10th percentile benchmarks. These findings suggest areas where the airline could focus its efforts to enhance its services and improve overall customer satisfaction.

### **Booking and Reservation:**

Respondents' perceptions regarding Overland's booking and reservation processes from 138 respondents were varied, as depicted in the following breakdown:



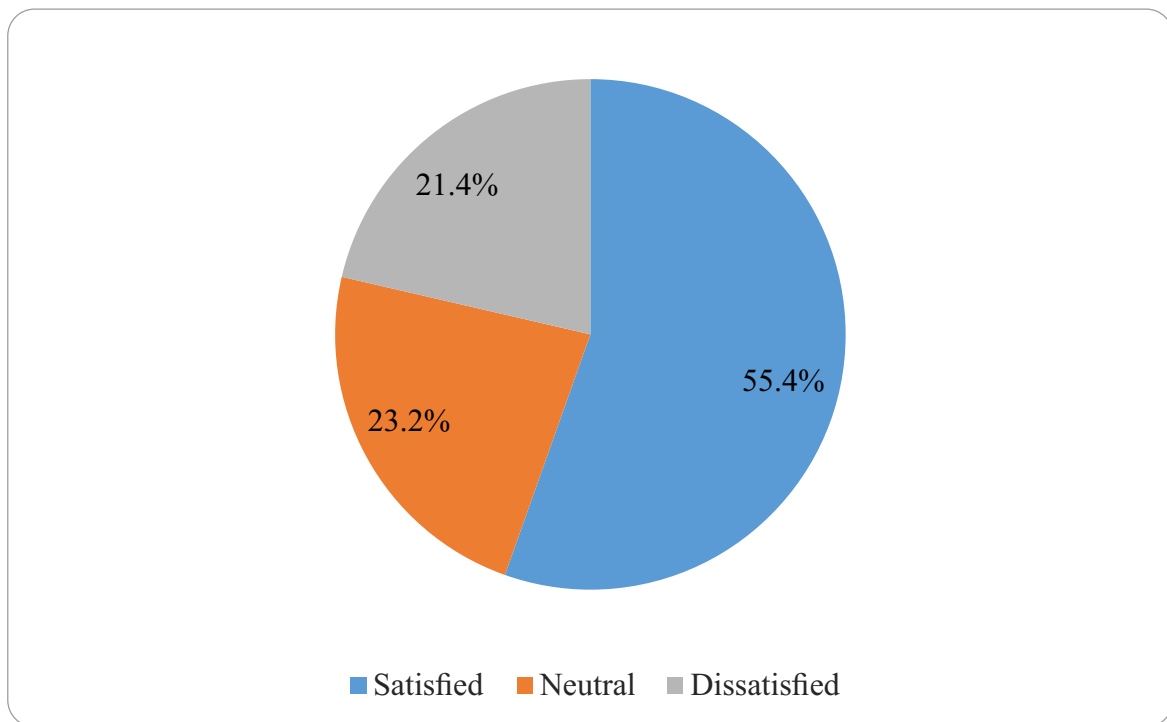
*Figure 62: Overland booking and reservation chart*

Respondents' opinions regarding Overland's booking and reservation processes were diverse among the participants. Approximately 57.6% expressed satisfaction with the booking and reservation procedures, indicating a positive experience overall. A significant portion, around 30.1%, remained neutral. On the other hand, 12.0% of respondents expressed dissatisfaction, highlighting potential areas where the airline could focus on enhancing their booking and reservation processes to improve overall customer satisfaction.

#### **Punctuality and Schedule Adherence:**

Respondents' perceptions regarding the Overland's punctuality and schedule adherence from 138 respondents were varied, as depicted in the following breakdown:



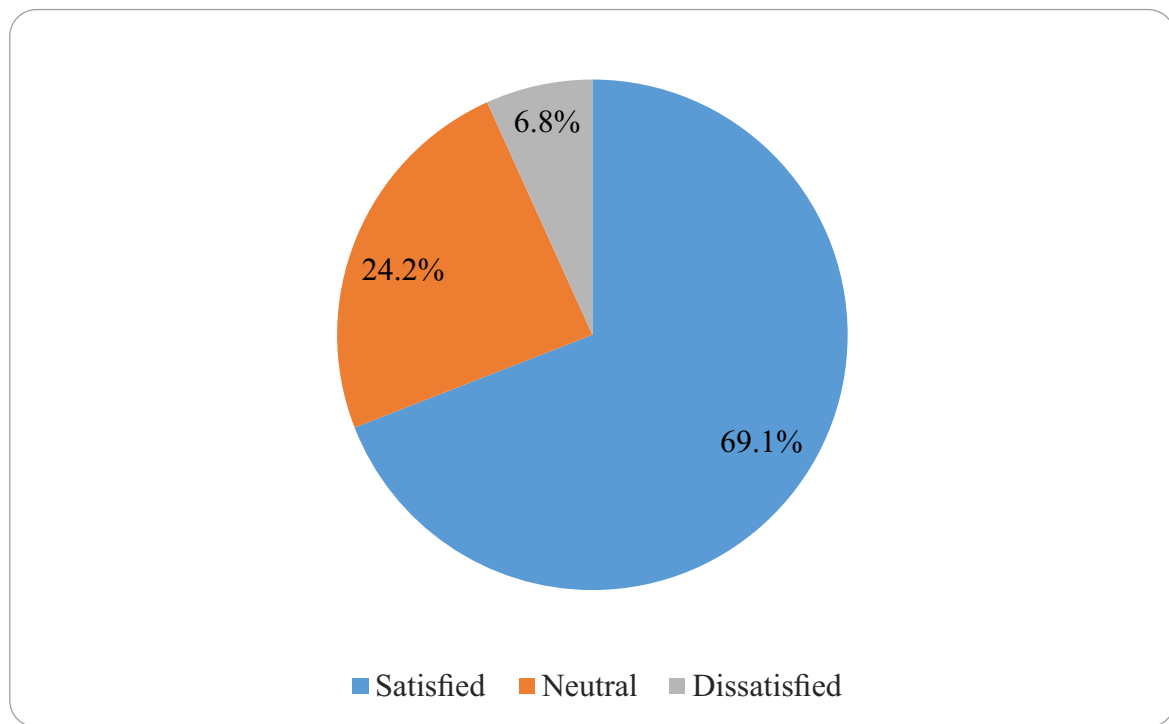


*Figure 63: Overland punctuality and schedule adherence chart*

Opinions on Overland's punctuality and schedule adherence among the respondents were mixed. Approximately 55.4% expressed satisfaction with Overland's punctuality and adherence to schedules, indicating a positive perception overall. However, a notable portion, around 23.2%, remained neutral. Conversely, 21.4% of respondents expressed dissatisfaction, signaling potential areas where Overland could focus on enhancing their punctuality and adherence to schedules to improve overall customer satisfaction and confidence in their services.

### **Baggage Handling:**

Respondents' perceptions regarding the Overland's baggage handling from 138 respondents were varied, as depicted in the following breakdown:

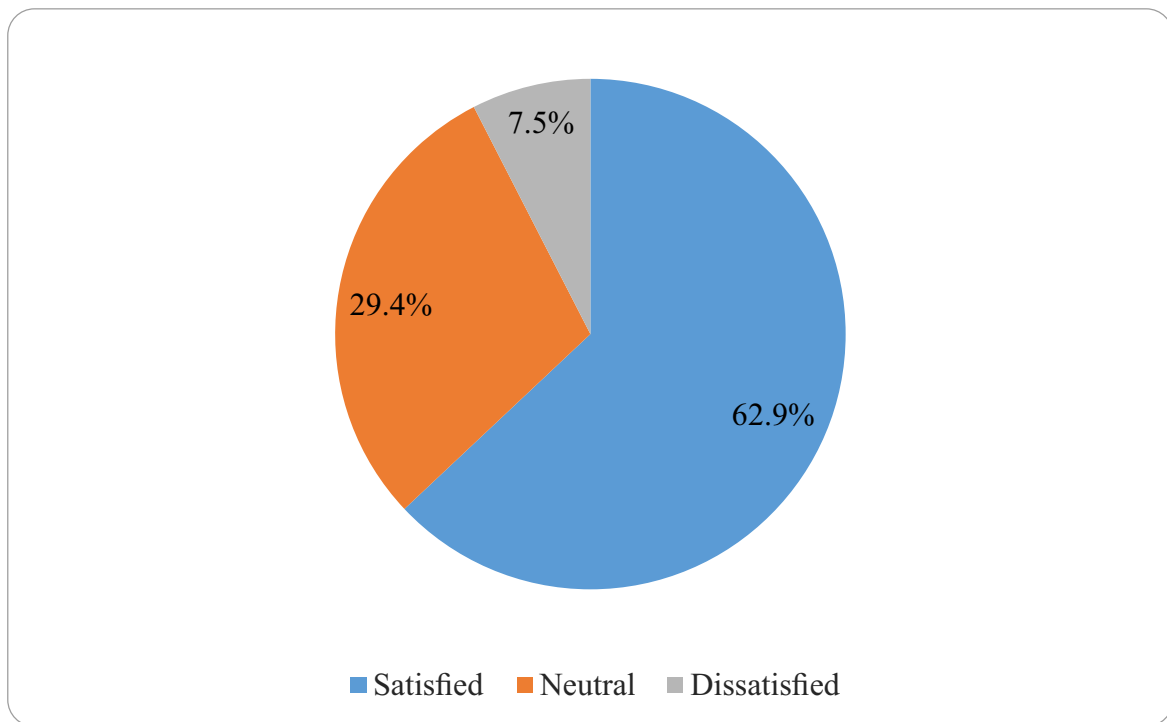


*Figure 64: Overland baggage handling chart*

Feedback on Overland's baggage handling among the respondents was diverse. A significant portion, approximately 69.1%, expressed satisfaction with the airline's baggage handling services, indicating a positive experience overall. However, a notable percentage, around 24.2%, remained neutral. Conversely, a smaller fraction, approximately 6.8%, expressed dissatisfaction, highlighting areas where the airline could focus on improving their baggage handling processes to better meet customer expectations and ensure a smoother travel experience.

#### **Customer Service and Support:**

Respondents' perceptions regarding the Overland's customer service and support from 138 respondents were varied, as depicted in the following breakdown:

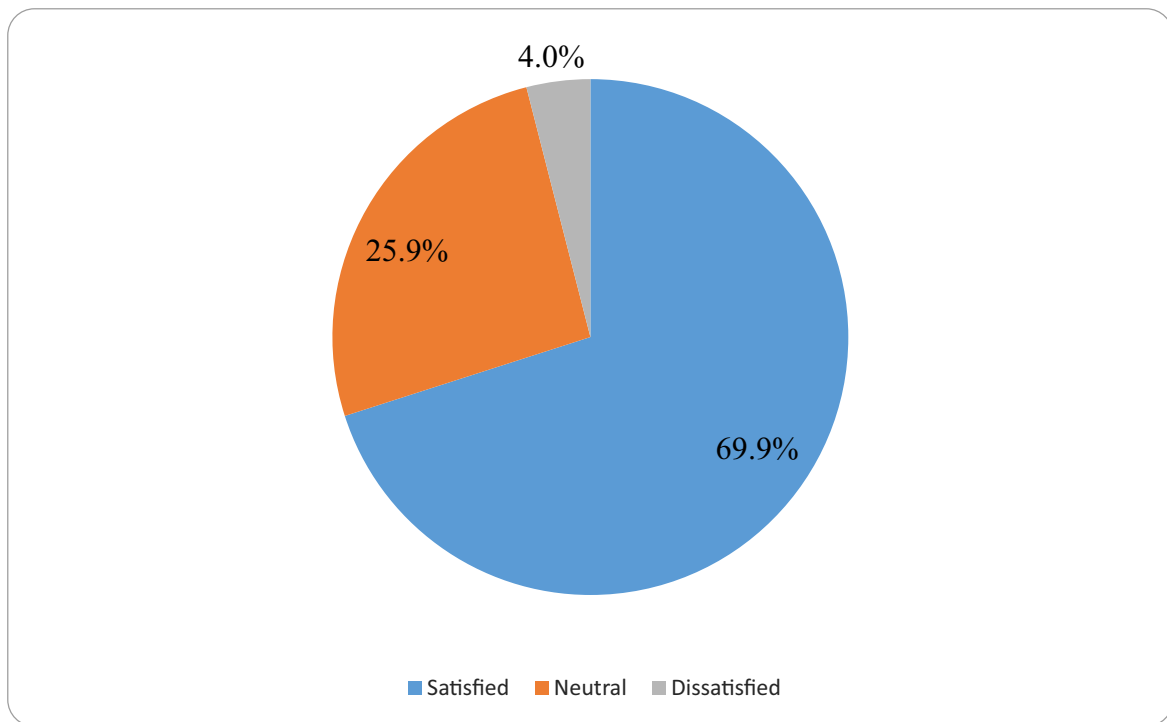


*Figure 65: Overland customer service and support chart*

Feedback on Overland's customer service and support among the respondents revealed varied perceptions. Approximately 62.9% expressed satisfaction with the airline 's customer service and support, indicating a positive overall experience. However, a significant portion, around 29.4%, remained neutral. Conversely, a smaller fraction, approximately 7.5%, expressed dissatisfaction, highlighting potential areas where the airline could focus on improving their customer service practices to address concerns and meet customer needs more effectively.

### **Safety and Security:**

Respondents' perceptions regarding the airline 's safety and security measures from 138 respondents were varied, as depicted in the following breakdown:

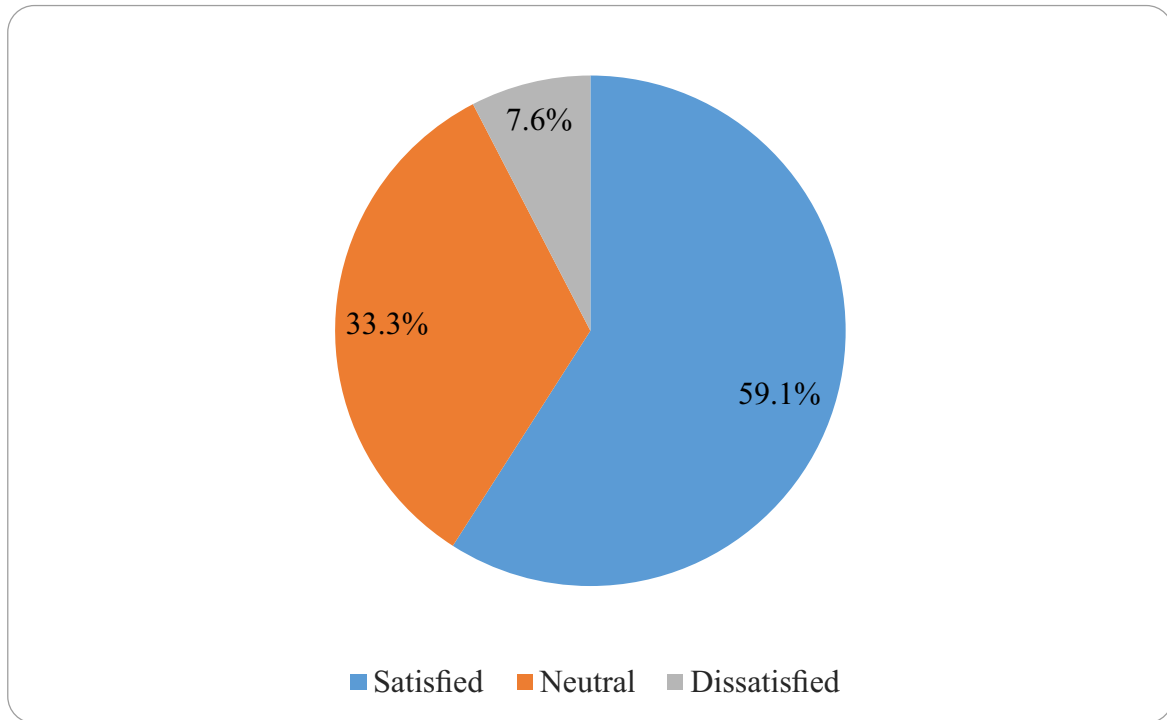


*Figure 66: Overland safety and security chart*

Feedback on Overland's safety and security measures among the respondents displayed diverse perceptions. The majority, around 69.9%, expressed satisfaction with Overland's safety and security measures, indicating confidence in the airline's efforts to ensure passenger safety. Additionally, a notable portion, approximately 25.9%, remained neutral. Conversely, a smaller fraction, approximately 4.0%, expressed dissatisfaction, signaling areas where the airline may need to focus on improving safety protocols or addressing passenger concerns to bolster overall satisfaction and confidence in their services.

### **Inflight Services:**

Respondents' perceptions regarding the Overland's inflight services from 138 respondents were varied, as depicted in the following breakdown:



*Figure 67: Overland inflight services chart*

Feedback on Overland's inflight services among the respondents showed a range of perceptions. A majority, approximately 59.1%, expressed satisfaction with Overland's inflight services, suggesting a generally positive experience among passengers. However, a significant portion, around 33.3%, remained neutral. A smaller fraction, roughly 7.6%, expressed dissatisfaction, highlighting areas where the airline may need to focus on enhancing the quality or range of inflight services to improve overall passenger satisfaction.

# RANO AIR

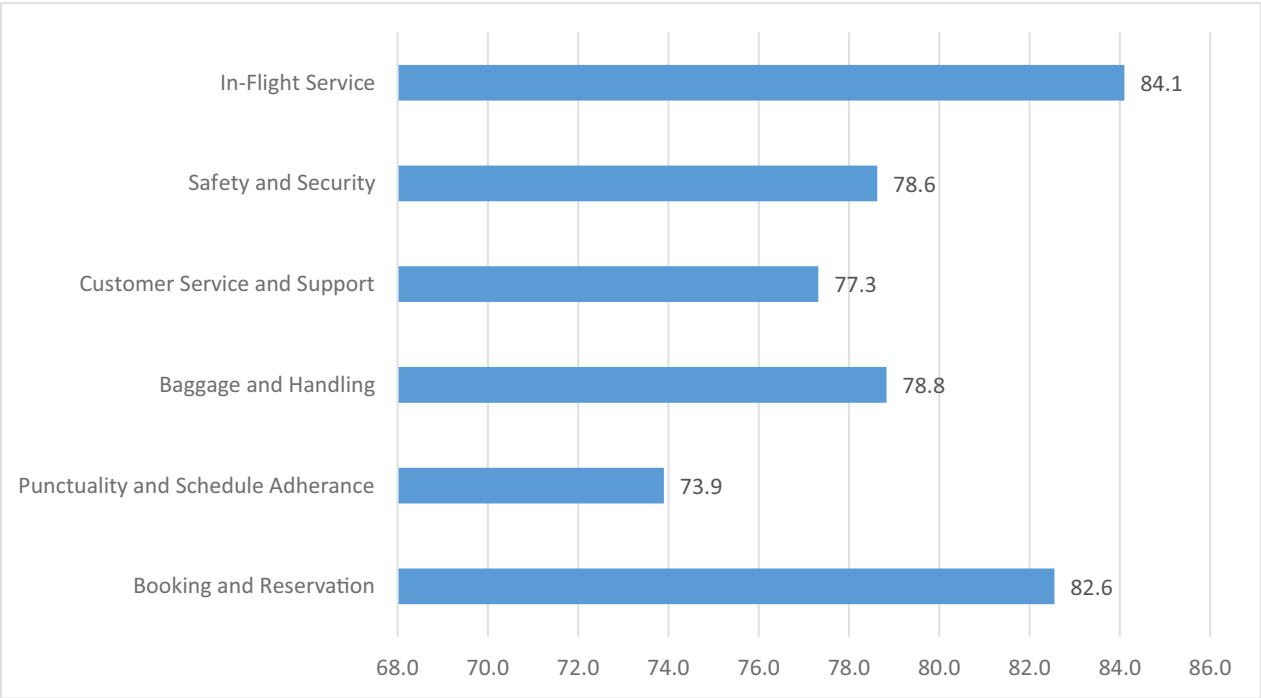
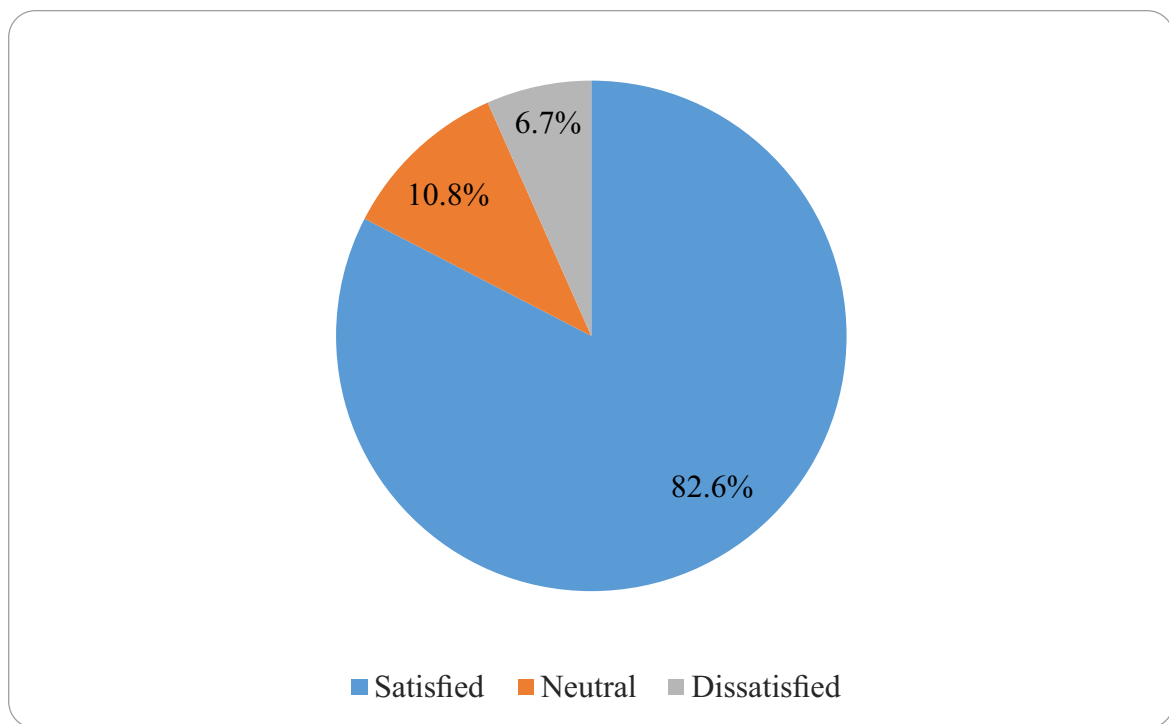


Figure 68: Rano Air satisfaction performance chart

Rano Air's performance across various service categories demonstrates its exceptional performance, with all values falling within the top percentile. Notably, the airline excels in safety and security, scoring 78.6%, surpassing the top 10th percentile. In booking and reservation, the airline achieves an outstanding score of 82.6%, exceeding the top 10th percentile. Additionally, the airline demonstrates commendable performance in punctuality and schedule adherence with a score of 73.9%, also within the top percentile. Furthermore, the airline achieves exceptional scores in baggage handling (78.8%), customer service and support (77.3%), and in-flight services (84.1%). These outstanding scores reflect the airline’s unwavering commitment to delivering exceptional experiences to its passengers across all aspects of its service. Such consistent high-performance positions the airline as a top contender in the aviation industry, reinforcing its reputation as a reliable and customer-focused airline.

**Booking and Reservation:**

Respondents' perceptions regarding Rano Air's booking and reservation processes from 186 respondents were varied, as depicted in the following breakdown:

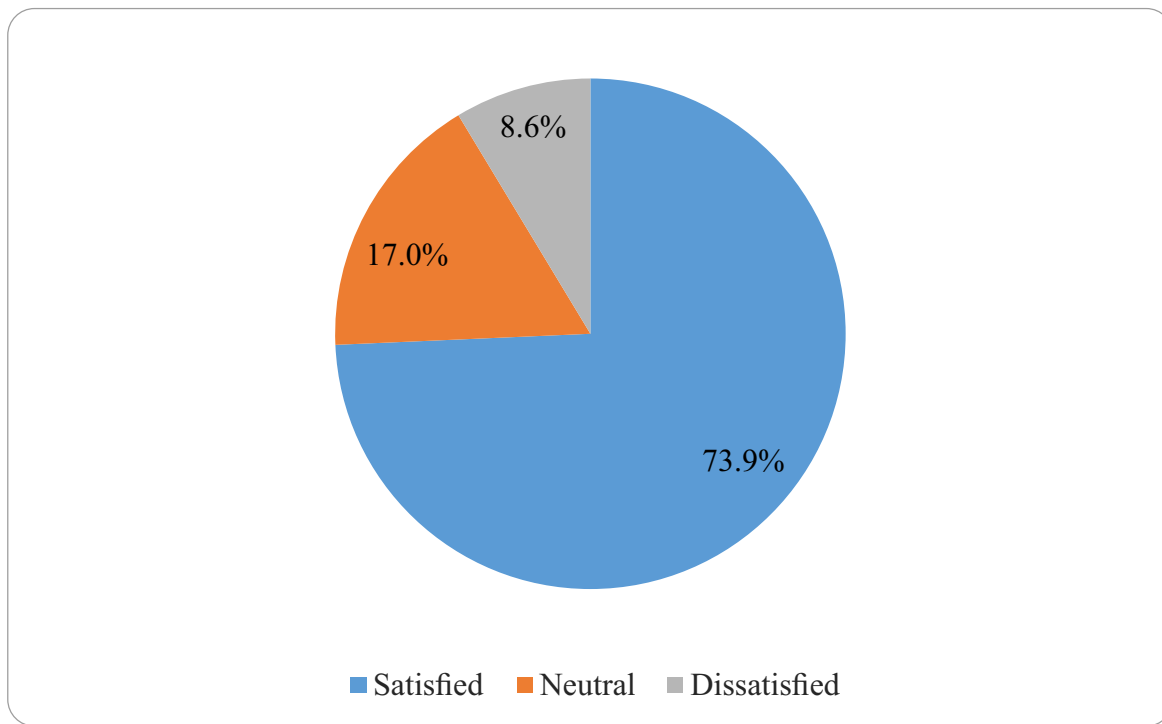


*Figure 69: Rano Air booking and reservation chart*

Feedback on Rano Air's booking and reservation processes from respondents showed diverse perceptions. The majority, approximately 82.6%, expressed satisfaction, indicating a high level of approval for the airline's booking and reservation procedures. A smaller portion, around 10.8%, remained neutral. However, a minority, roughly 6.7%, expressed dissatisfaction, highlighting potential areas for improvement or refinement in the airline's booking and reservation processes to enhance overall customer satisfaction.

#### **Punctuality and Schedule Adherence:**

Respondents' perceptions regarding the airline's punctuality and schedule adherence from 186 respondents were varied, as depicted in the following breakdown:



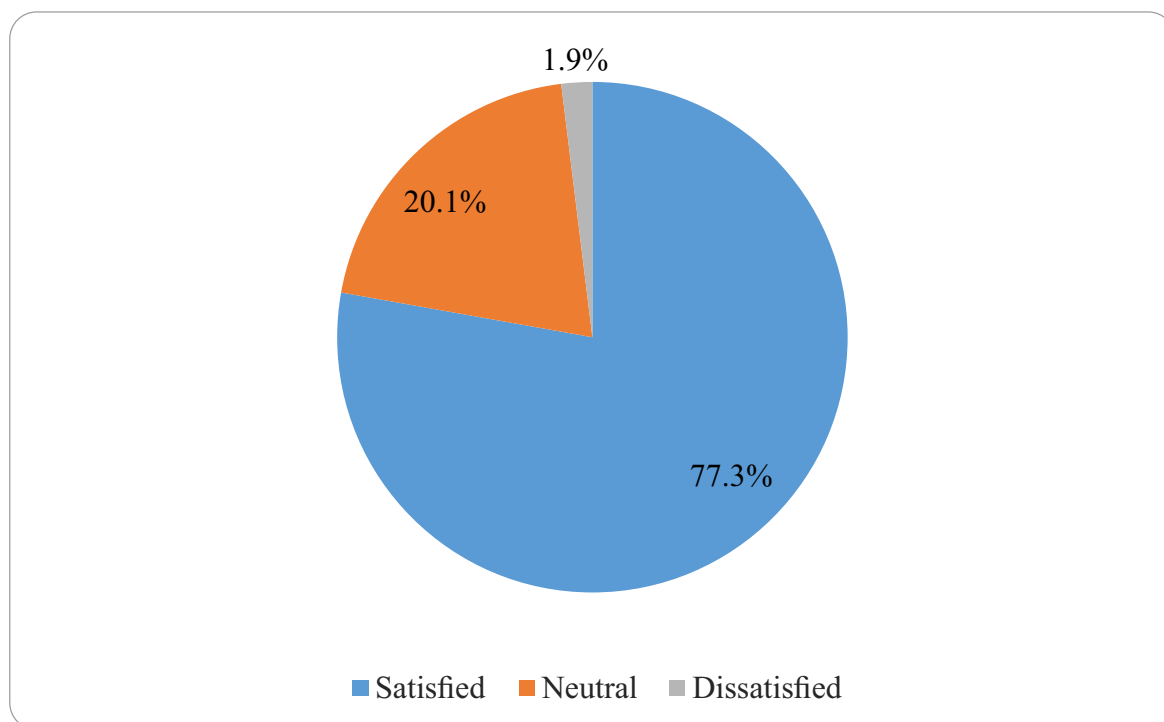
*Figure 70: Rano Air punctuality and schedule adherence chart*

Feedback on Rano Air's punctuality and schedule adherence from respondents reflected varied perceptions. A significant proportion, approximately 73.9%, expressed satisfaction with the airline's punctuality and schedule adherence, indicating a positive experience among a majority of respondents. Around 17.0% remained neutral. However, a minority, comprising roughly 8.6% of respondents, expressed dissatisfaction, highlighting potential areas for improvement in the airline's punctuality and schedule adherence to further enhance customer satisfaction and experience.

### **Baggage Handling:**

Respondents' perceptions regarding the Rano Air's baggage handling from 186 respondents were varied, as depicted in the following breakdown:



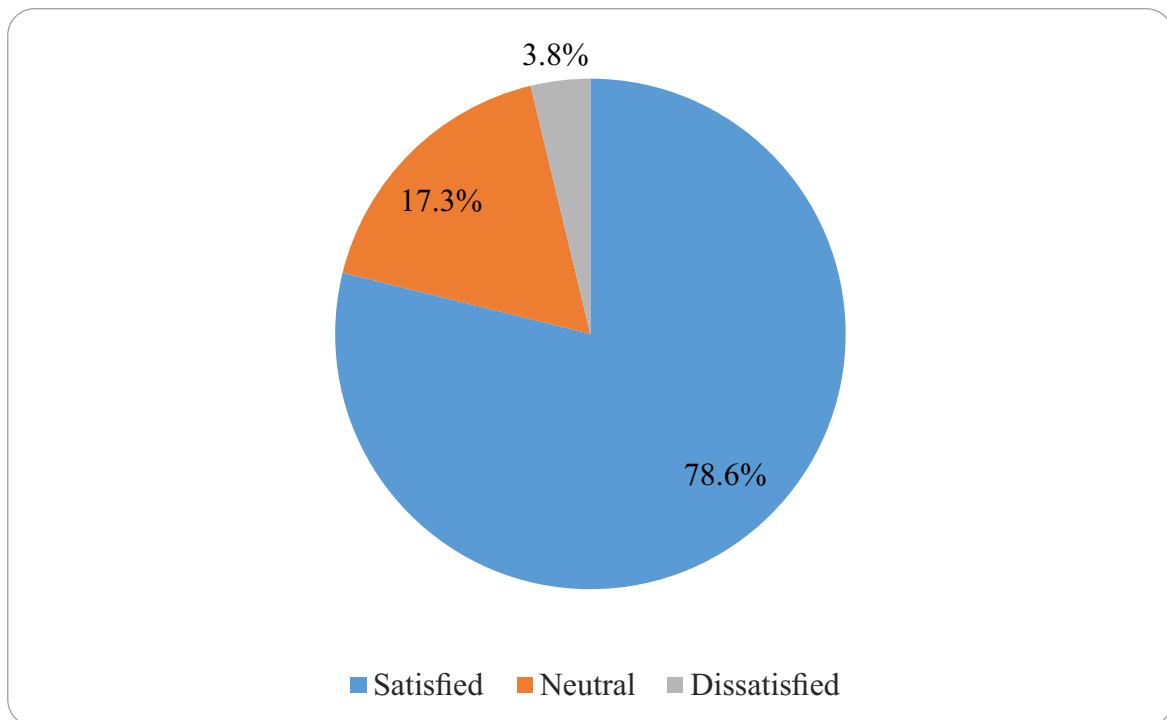


*Figure 72: Rano Air customer service and support chart*

Feedback on Rano Air's baggage handling from respondents exhibited diverse perspectives. A notable majority, comprising approximately 78.8% of respondents, expressed satisfaction with the airline's baggage handling, indicating positive experiences among a significant portion of respondents. Around 17.7% remained neutral. However, a small minority, constituting roughly 3.4% of respondents, expressed dissatisfaction, highlighting potential areas for improvement in the airline's baggage handling to further enhance overall customer satisfaction and experience.

#### **Customer Service and Support:**

Respondents' perceptions regarding the Rano Air's customer service and support from 186 respondents were varied, as depicted in the following breakdown:

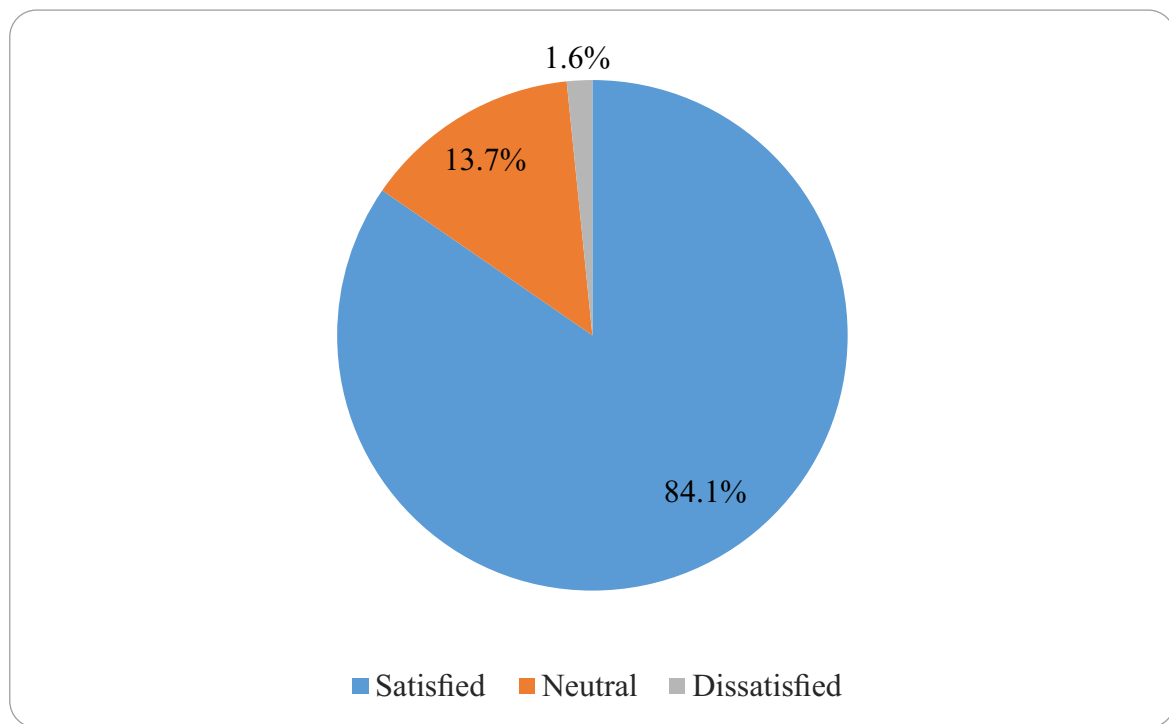


*Figure 73: Rano Air safety and security chart*

The assessment of Rano Air's customer service and support from respondents revealed a range of perspectives. A significant majority, approximately 77.3% of respondents, expressed satisfaction with the airline's customer service and support, indicating positive interactions and experiences with the airline's support staff. Around 20.1% of respondents remained neutral. However, only a small minority, comprising roughly 1.9% of respondents, expressed dissatisfaction, highlighting areas where Rano Air may focus on further improving its customer service and support to maintain high satisfaction levels and enhance overall customer experience.

### **Safety and Security:**

Respondents' perceptions regarding the Rano Air's safety and security measures from 186 respondents were varied, as depicted in the following breakdown:



*Figure 74: Rano Air inflight services chart*

The evaluation of Rano Air's safety and security measures from respondents presented diverse viewpoints. A substantial majority, approximately 78.6% of respondents, indicated satisfaction with the airline's safety and security measures, reflecting confidence in the airline's commitment to passenger well-being and operational safety. Around 17.3% of respondents remained neutral. However, only a small fraction, comprising roughly 3.8% of respondents, expressed dissatisfaction, emphasizing areas where the airline may focus on further enhancing safety protocols and reassuring passengers to maintain high levels of satisfaction and trust.

#### **Inflight Services:**

Respondents' perceptions regarding the Rano Air's inflight services from 186 respondents were varied, as depicted in the following breakdown:

# UNITED NIGERIA AIRLINES

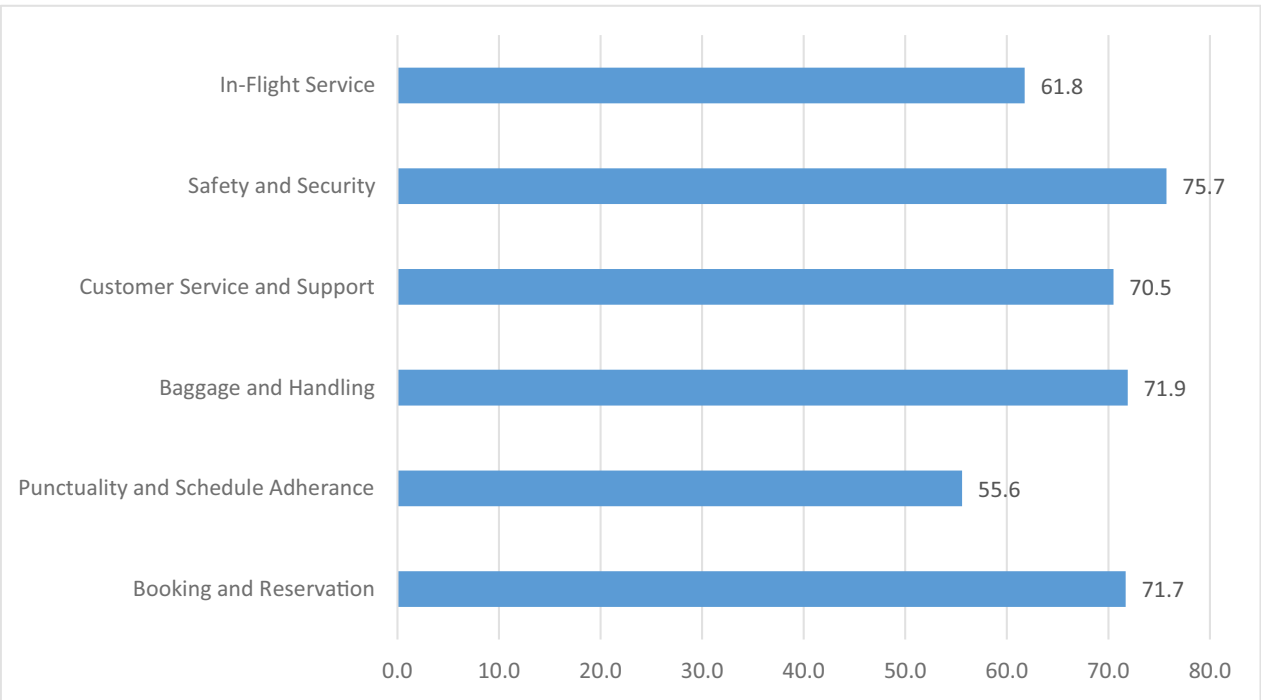
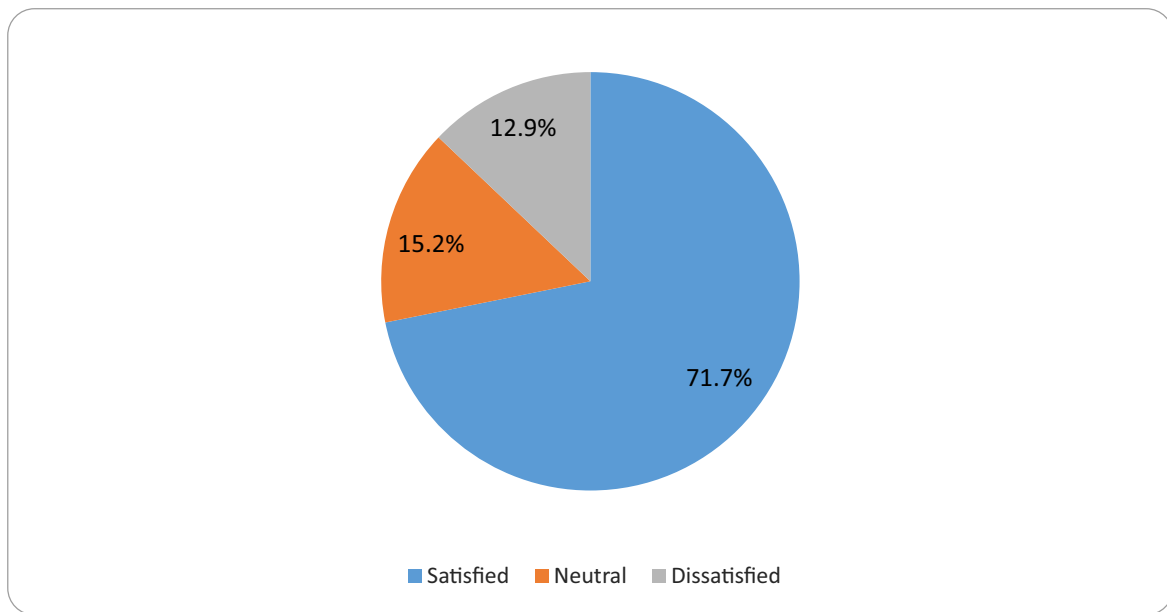


Figure 75: United Nigeria satisfaction performance chart

The evaluation of Rano Air's inflight services from respondents reflected a wide range of perceptions. A significant majority, approximately 84.1% of respondents, expressed satisfaction with the airline's inflight services, indicating positive experiences during their journeys. About 13.7% of respondents remained neutral. However, only a small fraction, comprising roughly 1.6% of respondents, expressed dissatisfaction, suggesting areas where the airline could potentially improve its inflight offerings to enhance customer satisfaction and overall experience further.

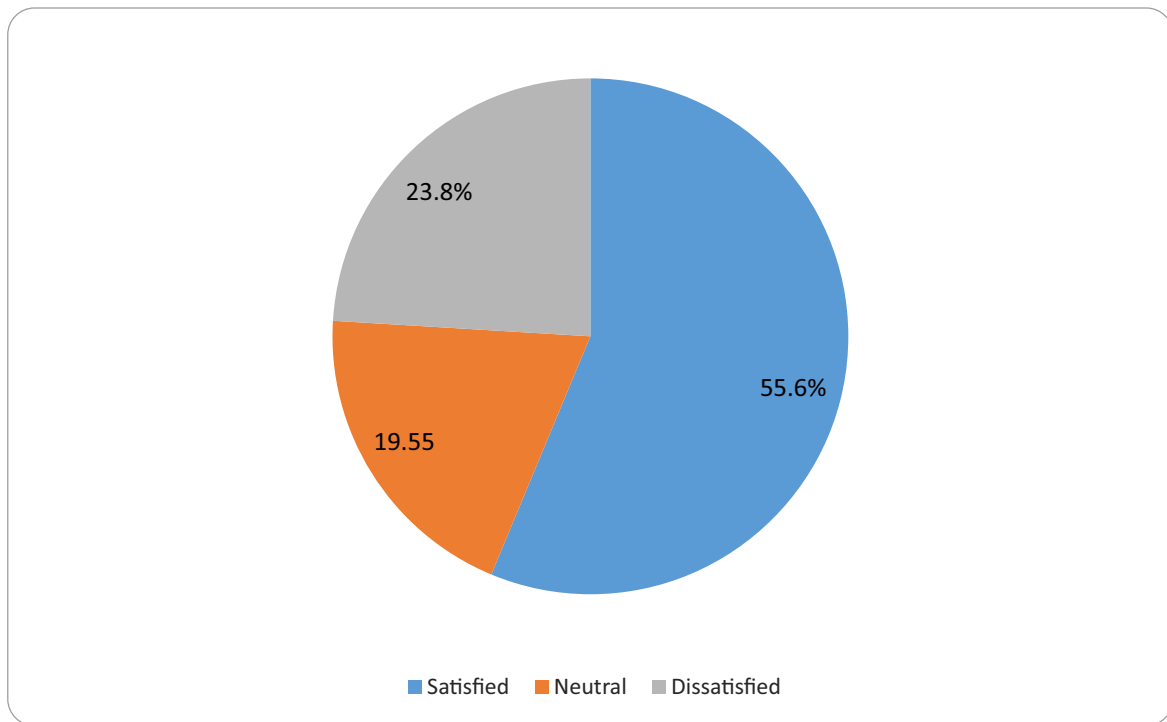


*Figure 76: United Nigeria booking and reservation chart*

For United Nigeria Airlines, while its performance across various service categories demonstrates a commendable effort, none of its values exceed the top 10th percentile benchmarks. The airline exhibits satisfactory performance in safety and security (75.7%), baggage handling (71.9%), and customer service and support (70.5%). However, the airline falls short of meeting the top 10th percentile benchmarks in booking and reservation (71.7%), punctuality and schedule adherence (55.6%), and in-flight service (61.75%). These results highlight areas where the airline could focus its efforts to improve its service quality and strive for excellence across all aspects of its operations.

### **Booking and Reservation:**

Respondents' perceptions regarding the airline's booking and reservation processes from 186 respondents were varied, as depicted in the following breakdown:

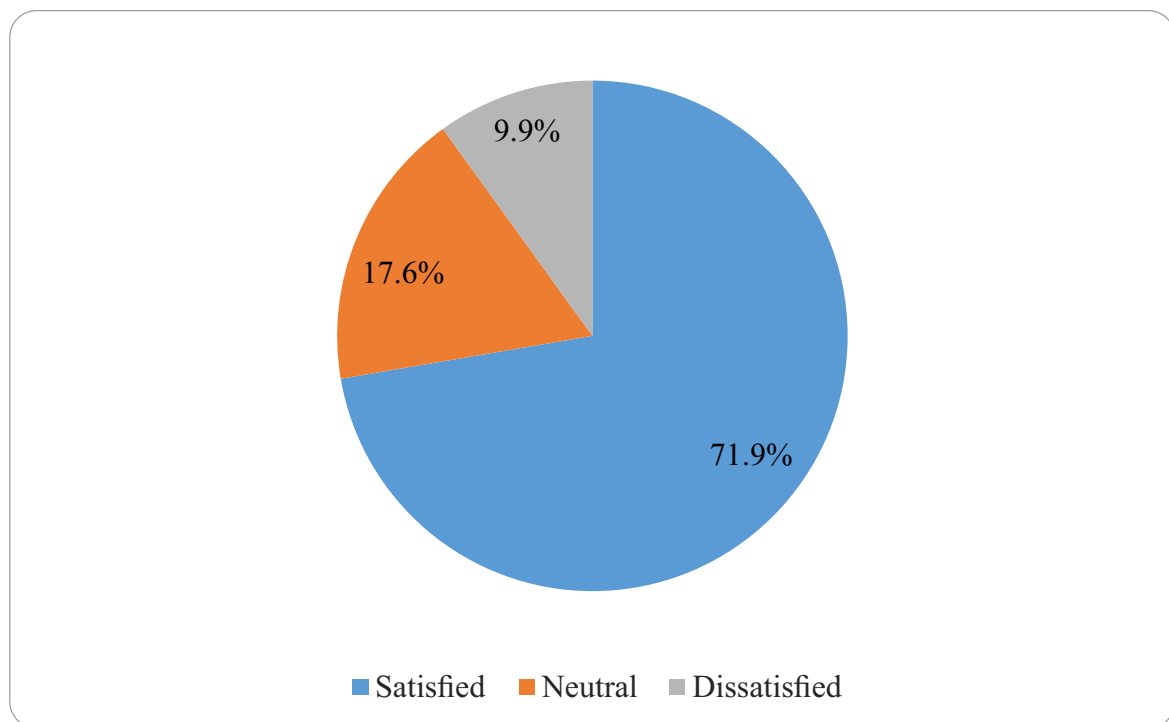


*Figure 77: United Nigeria punctuality and schedule adherence*

The assessment of United Nigeria Airline's booking and reservation processes from respondents revealed diverse viewpoints. A substantial portion, approximately 71.7% of respondents, expressed satisfaction with the airline's booking and reservation procedures, indicating positive experiences during this phase of their journey. Around 15.2% of respondents remained neutral. Conversely, about 12.9% of respondents expressed dissatisfaction, highlighting areas where the airline might need to address concerns or improve its booking and reservation procedures to enhance customer satisfaction and streamline the booking experience.

#### **Punctuality and Schedule Adherence:**

Respondents' perceptions regarding the United Nigeria Airline's punctuality and schedule adherence from 186 respondents were varied, as depicted in the following breakdown:

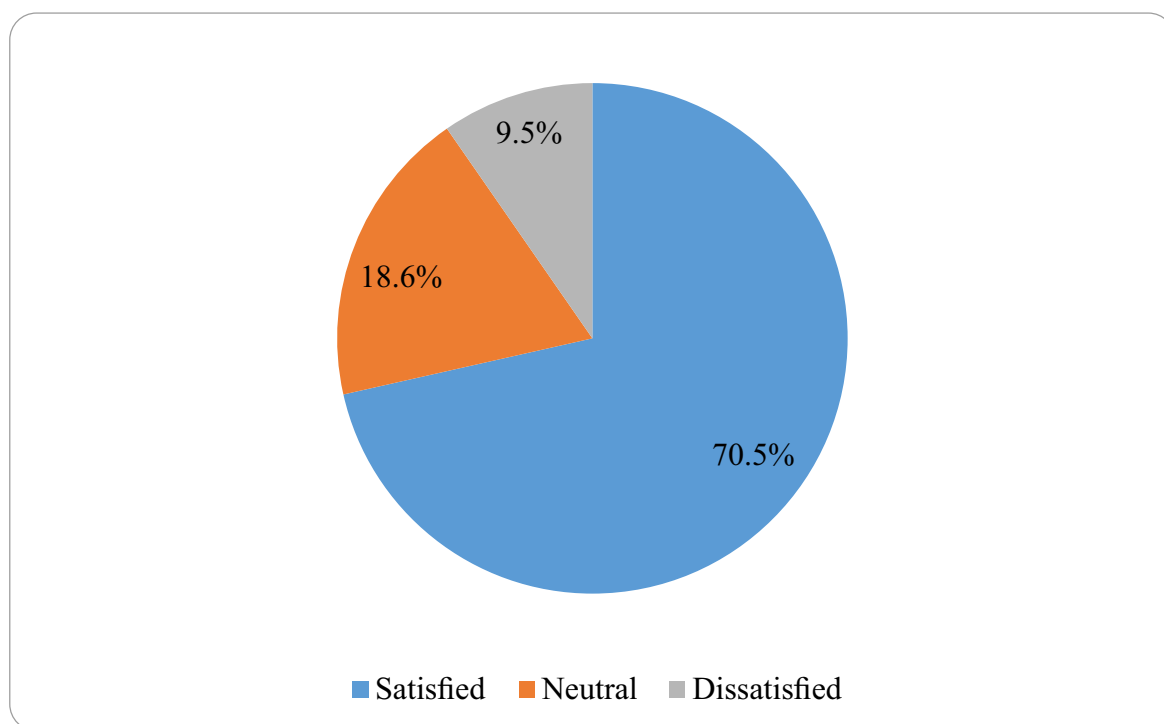


*Figure 78: United Nigeria baggage handling chart*

The evaluation of United Nigeria Airline's punctuality and schedule adherence from respondents reflected diverse viewpoints. Approximately 55.6% of respondents expressed satisfaction with the airline's punctuality and schedule adherence, indicating positive experiences with timeliness and adherence to flight schedules. Around 19.5% of respondents remained neutral. In contrast, about 23.8% of respondents expressed dissatisfaction, signaling areas where the airline might need to focus on improving punctuality and schedule adherence to enhance customer satisfaction and reliability.

### **Baggage Handling:**

Respondents' perceptions regarding the United Nigeria Airline's baggage handling from 186 respondents were varied, as depicted in the following breakdown:



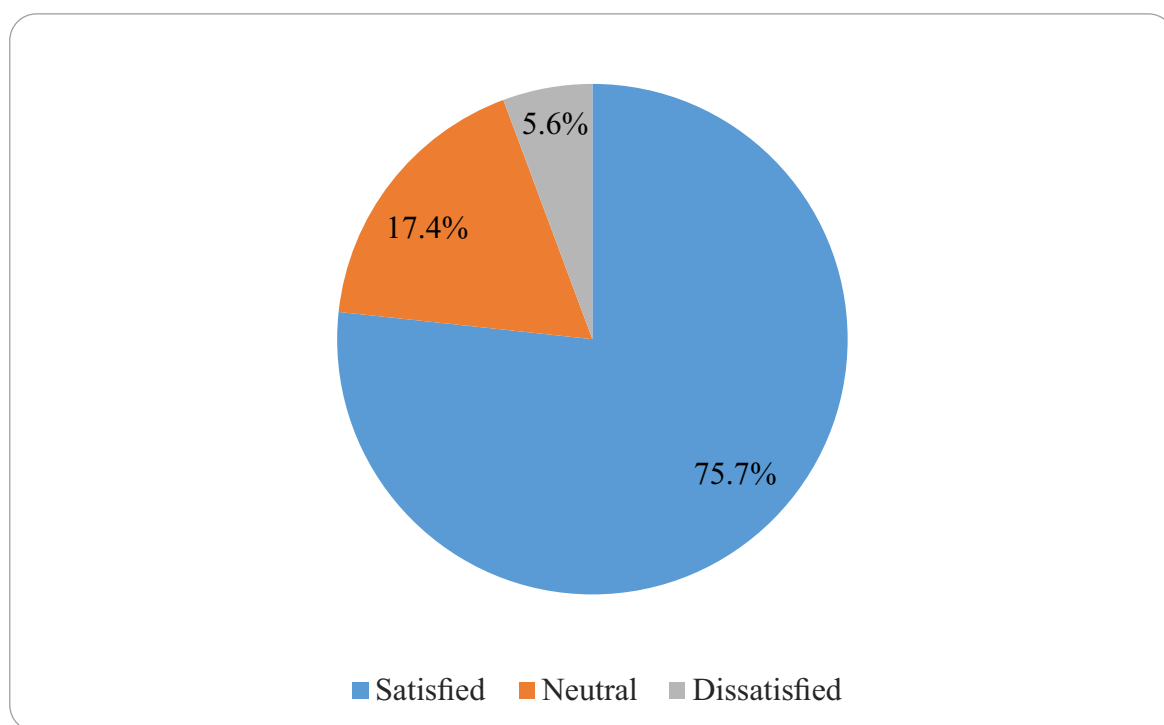
*Figure 79: United Nigeria customer service and support chart*

The evaluation of United Nigeria Airline's baggage handling from respondents presented a spectrum of opinions. Around 71.9% of respondents expressed satisfaction with the airline's baggage handling, indicating positive experiences with the handling of luggage. Approximately 17.6% of respondents remained neutral. However, about 9.9% of respondents expressed dissatisfaction, highlighting areas where the airline might need to focus on improving baggage handling processes to enhance overall customer satisfaction and experience.

#### **Customer Service and Support:**

Respondents' perceptions regarding the United Nigeria Airline's customer service and support from 186 respondents were varied, as depicted in the following breakdown:



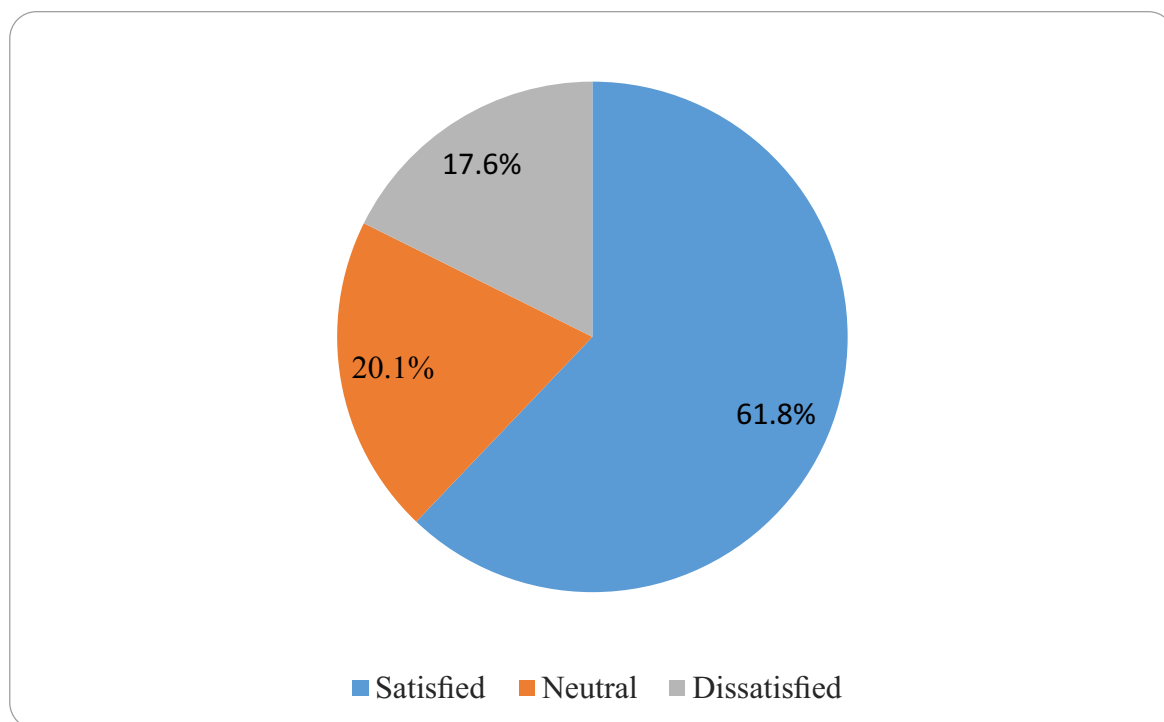


*Figure 80: United Nigeria safety and security chart*

The assessment of United Nigeria Airline's customer service and support from respondents revealed diverse perspectives. Approximately 70.5% of respondents expressed satisfaction with the airline's customer service and support, indicating positive interactions and experiences with the support staff. Around 18.6% of respondents remained neutral. However, about 9.5% of respondents expressed dissatisfaction, suggesting areas where the airline could focus on improving its customer service processes to enhance overall customer satisfaction and loyalty.

### **Safety and Security:**

Respondents' perceptions regarding the United Nigeria Airline's safety and security measures from 186 respondents were varied, as depicted in the following breakdown:



*Figure 81: United Nigeria inflight service chart*

The evaluation of United Nigeria Airline's safety and security measures from respondents yielded diverse viewpoints. Around 75.7% of respondents expressed satisfaction with the airline's safety and security measures, indicating a high level of confidence in the airline's commitment to passenger safety. Approximately 17.4% of respondents remained neutral. However, about 5.6% of respondents expressed dissatisfaction, highlighting areas where the airline may need to focus on enhancing safety protocols to address concerns and improve overall passenger satisfaction.

### **Inflight Services:**

Respondents' perceptions regarding the United Nigeria Airline's inflight services from 186 respondents were varied, as depicted in the following breakdown:

# VALUEJET

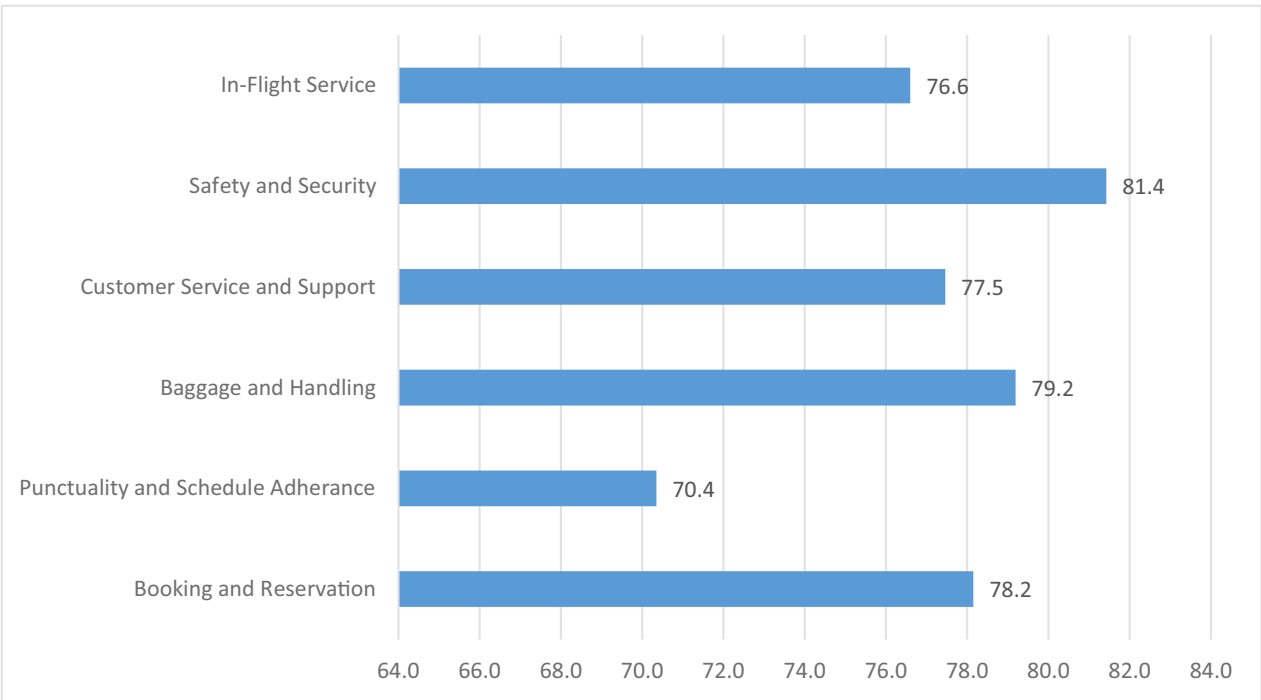
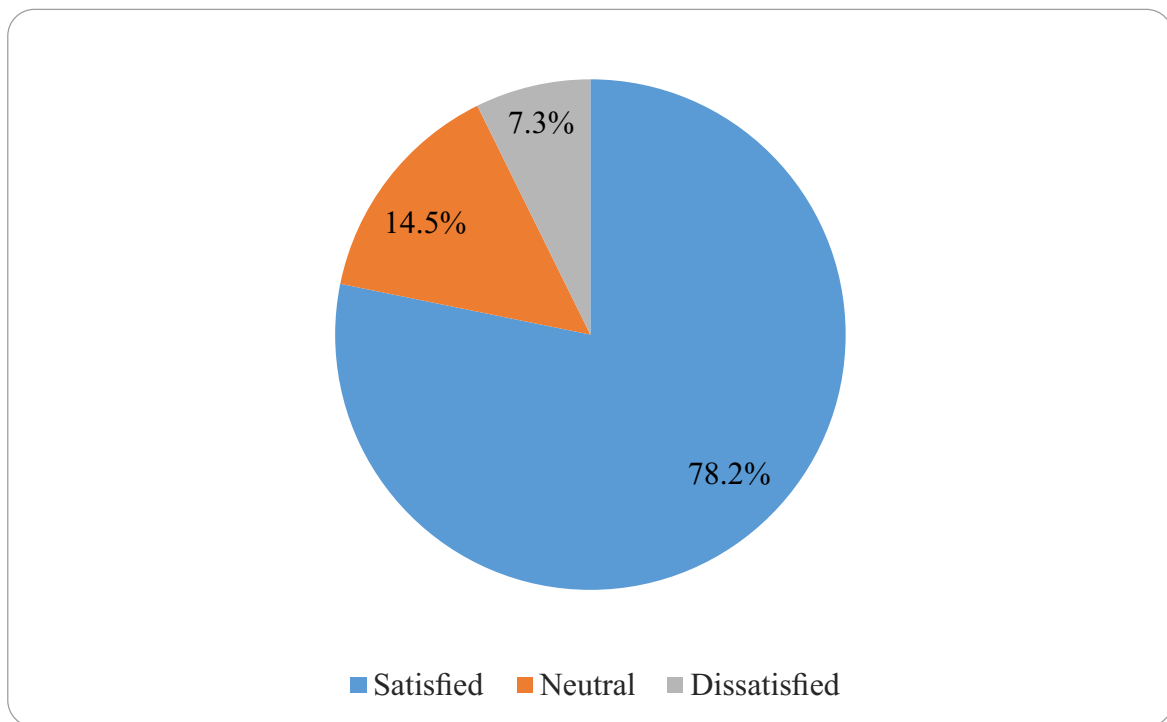


Figure 82: ValueJet satisfaction performance chart

ValueJet Airlines demonstrates remarkable performance across various service categories, surpassing the top 10th percentile benchmarks in booking and reservation (78.2%), punctuality and schedule adherence (70.4%), baggage handling (79.2%), and safety and security (81.4%). Its robust customer service and support (77.5%) also exceed the top 10th percentile value. While its in-flight service (76.6%) falls slightly below the top 10th percentile benchmark, the airline remains a top-performing airline, offering exceptional service quality and reliability to its passengers.

**Booking and Reservation:**

Respondents' perceptions regarding ValueJet's booking and reservation processes from 363 respondents were varied, as depicted in the following breakdown:

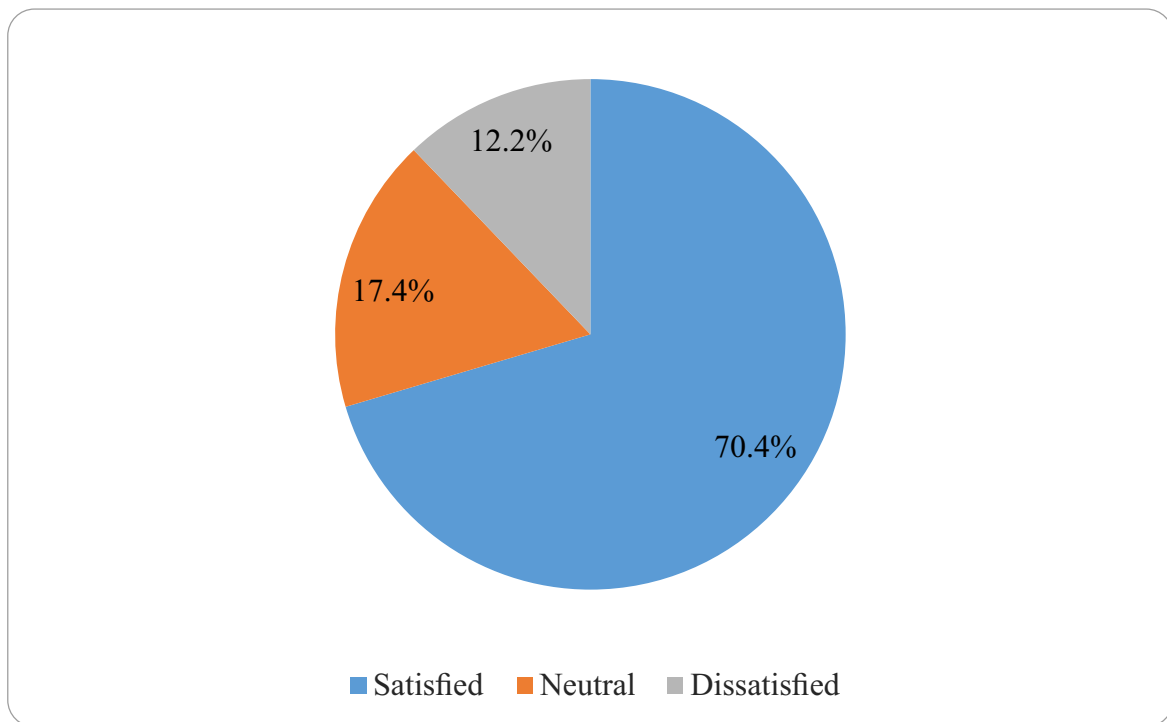


*Figure 83: ValueJet booking and reservation chart*

The assessment of ValueJet's booking and reservation processes, based on responses from individuals, reveals a mixed range of perceptions. The majority of respondents, constituting 78.2%, expressed satisfaction with ValueJet's booking and reservation procedures, indicating a generally positive experience. Meanwhile, 14.5% of respondents remained neutral. However, 7.3% of respondents expressed dissatisfaction, suggesting areas where the airline could potentially enhance its booking and reservation services to meet customer expectations and improve overall satisfaction.

#### **Punctuality and Schedule Adherence:**

Respondents' perceptions regarding the ValueJet's punctuality and schedule adherence from 363 respondents were varied, as depicted in the following breakdown:

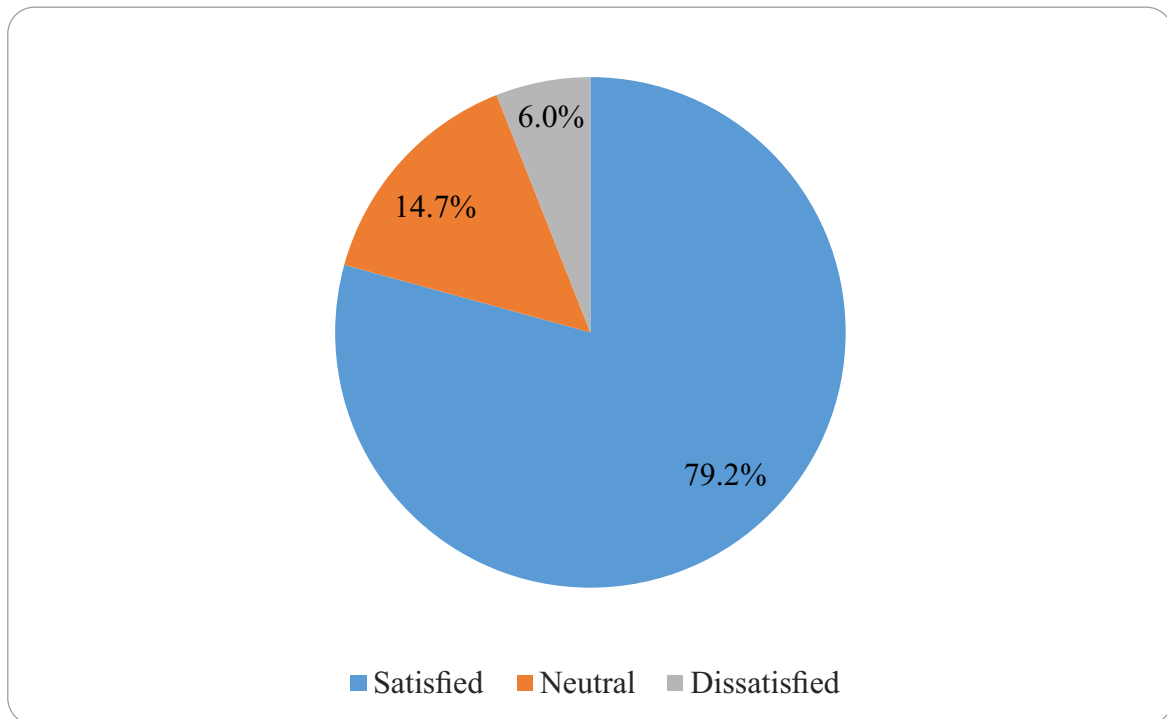


*Figure 84: ValueJet punctuality and schedule adherence chart*

The airline's performance in punctuality and schedule adherence, as perceived by respondents, exhibits a diverse range of opinions. Approximately 70.4% of respondents expressed satisfaction with the airline's punctuality and adherence to schedules, indicating a positive experience with timeliness. 17.4% of respondents remained neutral towards the airline's punctuality and schedule adherence. Conversely, 12.2% of respondents expressed dissatisfaction, highlighting areas where the airline could potentially improve its punctuality and schedule adherence practices to meet customer expectations and enhance overall satisfaction.

### **Baggage Handling:**

Respondents' perceptions regarding ValueJet's baggage handling from 363 respondents were varied, as depicted in the following breakdown:

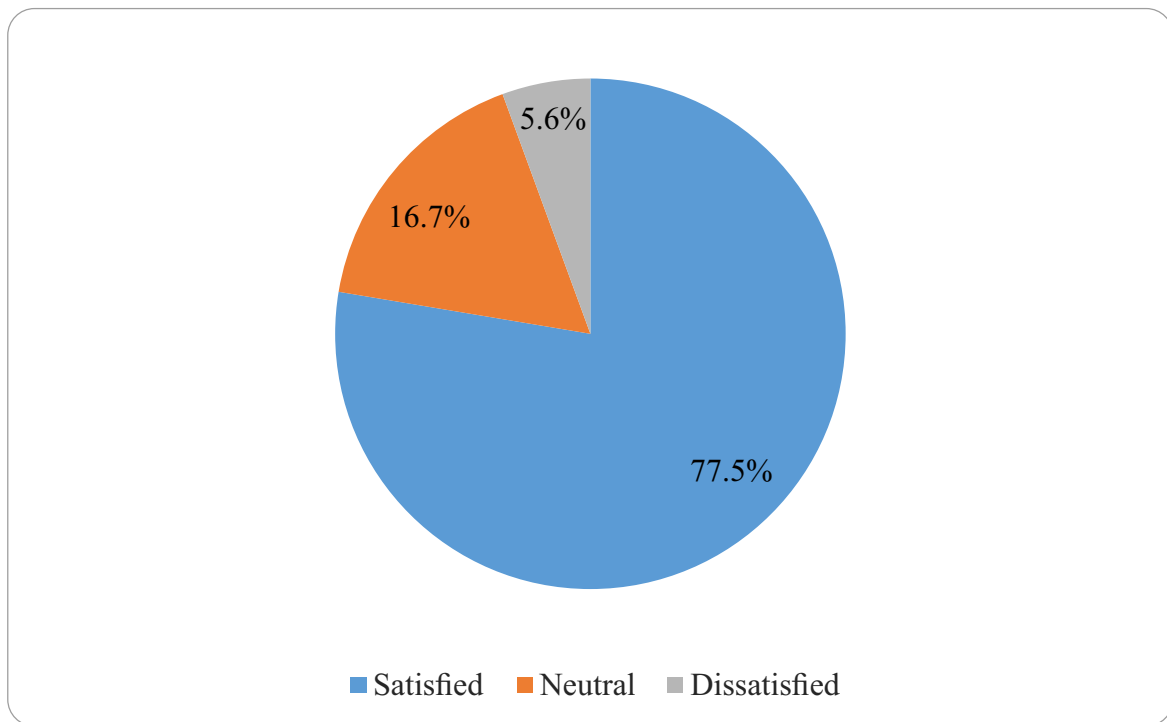


*Figure 85: ValueJet baggage handling chart*

ValueJet's performance in baggage handling, as perceived by respondents, reflects a diverse range of opinions. The majority of respondents, approximately 79.2%, expressed satisfaction with the airline's baggage handling processes, indicating a positive experience with handling luggage. Meanwhile, 14.7% of respondents remained neutral. Additionally, 6.0% of respondents expressed dissatisfaction, highlighting areas where the airline could potentially improve its baggage handling procedures to meet customer expectations and enhance overall satisfaction.

#### **Customer Service and Support:**

Respondents' perceptions regarding the ValueJet's customer service and support from 363 respondents were varied, as depicted in the following breakdown:

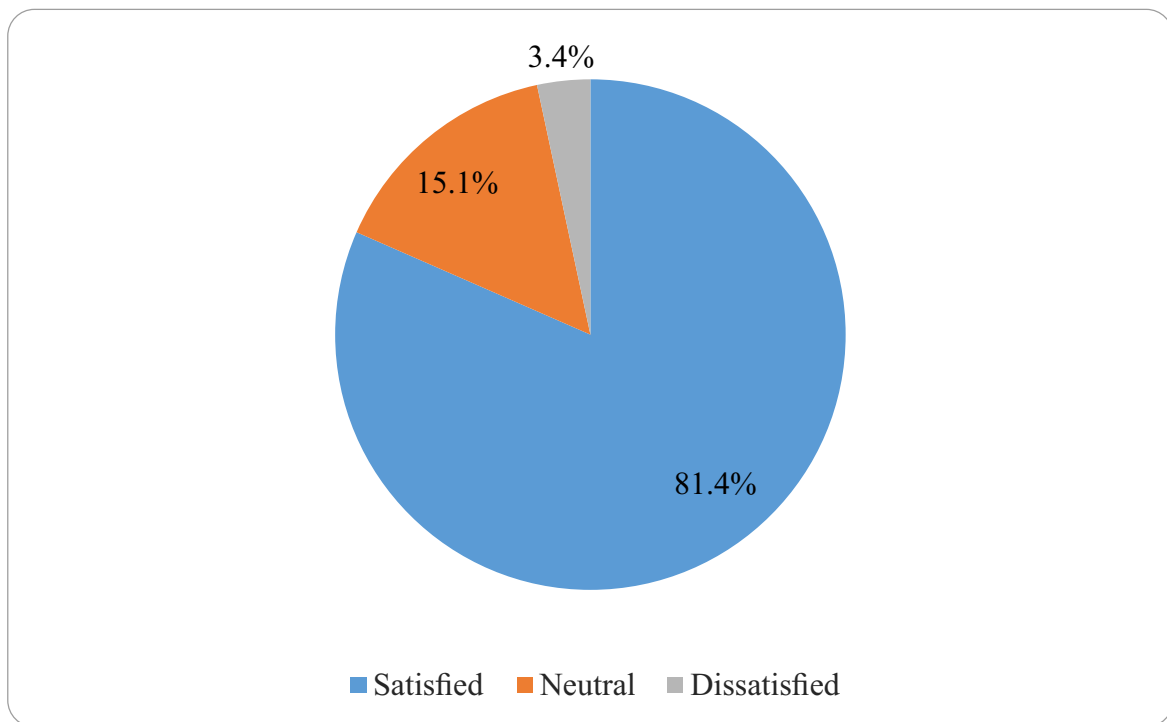


*Figure 86: ValueJet customer service and support chart*

ValueJet's customer service and support, as perceived by respondents, showcase a range of opinions. The majority, accounting for 77.5% of respondents, expressed satisfaction with the airline's customer service and support, indicating positive experiences with assistance and support services. Around 16.7% of respondents remained neutral. Additionally, 5.6% of respondents expressed dissatisfaction, signaling areas where the airline could potentially enhance its customer service efforts to address concerns and improve overall satisfaction levels.

### **Safety and Security:**

Respondents' perceptions regarding the ValueJet's safety and security measures from 363 respondents were varied, as depicted in the following breakdown:



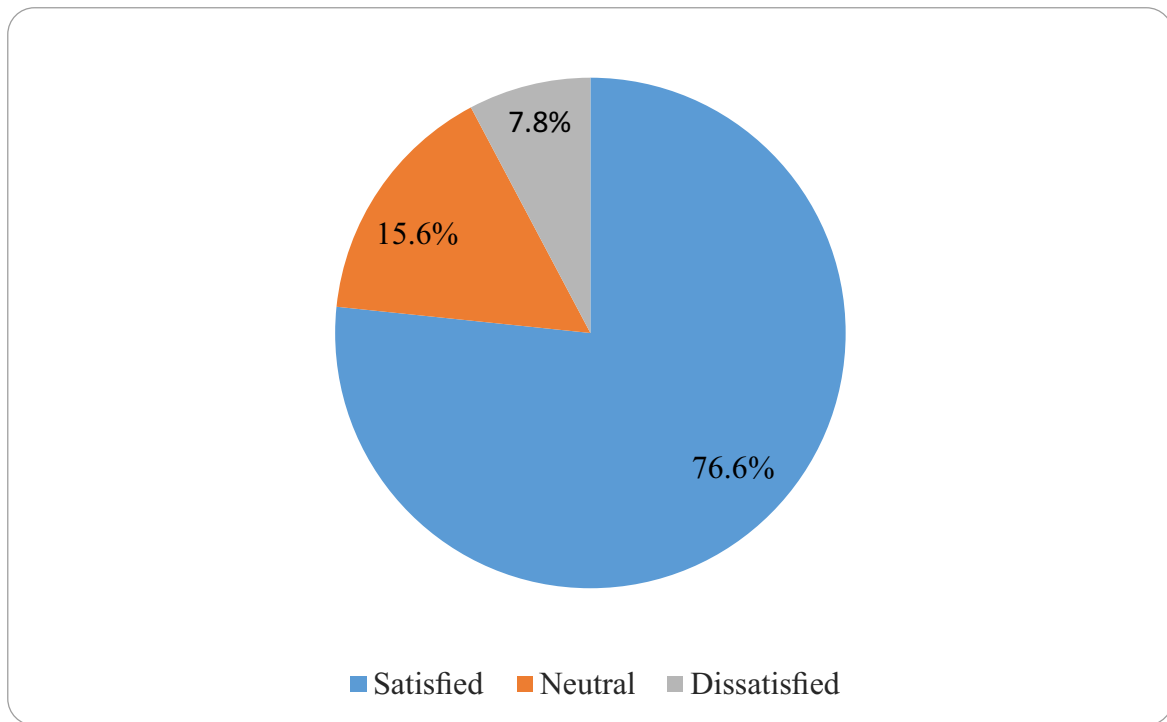
*Figure 87: ValueJet safety and security chart*

Among the respondents, perceptions of ValueJet's safety and security measures were diverse. A significant majority, comprising 81.4% of respondents, reported satisfaction with the airline's safety and security protocols, indicating a high level of confidence in the airline's commitment to passenger well-being. Around 15.1% of respondents remained neutral. Moreover, only 3.4% of respondents expressed dissatisfaction, highlighting a small portion of individuals with concerns that may warrant further attention from the airline to address and improve overall safety perceptions.

### **Inflight Services:**

Respondents' perceptions regarding the ValueJet's inflight services from 363 respondents were varied, as depicted in the following breakdown:





*Figure 88: ValueJet inflight services chart*

Among 363 respondents, perceptions of ValueJet's inflight services varied. The majority, constituting 76.6% of respondents, reported satisfaction with the airline's inflight services, indicating a positive experience during their flights. About 15.6% of respondents remained neutral. Additionally, 7.8% of respondents expressed dissatisfaction, indicating areas where the airline could potentially improve its inflight offerings to better meet passenger expectations.

## C H A P T E R F I V E

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### 5.0 CONCLUSION AND RECOMMENDATIONS

### 5.0 CONCLUSION AND RECOMMENDATIONS

#### 5.1 Conclusion

The primary aim of this study was to evaluate and enhance service quality in the Nigerian aviation industry, focusing on passenger satisfaction with twelve major airlines: Aero, Air Peace, Arik, Azman, Dana, Green Africa, Ibom Air, Max Air, Overland, Rano Air, United Nigeria, and ValueJet. The study prioritizes passenger-centric experiences by assessing satisfaction levels across six key drivers: Booking and Reservation Process, Punctuality and Schedule Adherence, Baggage Handling, Customer Service and Support, Safety and Security, and Inflight Services. Through comprehensive analysis, the study seeks to understand passengers' perceptions of these airlines' performance in delivering various services, identifying areas of strength and opportunities for improvement within each airline's service delivery to meet the evolving needs and expectations of travelers in Nigeria.

From the study, the following conclusions could be made:

- a. The data suggests that most passengers of domestic flights view the airlines as a secure mode of travel. This is so as the highest average satisfaction numbers were in the safety and security driver.
- b. Several pain points in the services delivered by these domestic airlines in Nigeria were identified.
- c. Punctuality and schedule adherence appeared to offer the largest opportunities for improvement, as its average satisfaction number was the lowest (i.e. 58.8%).
- d. Satisfaction numbers for booking and reservations of tickets were also relatively low compared to the other drivers. The service included the citizens' dissatisfaction with the ease of access to book tickets, pricing of the tickets and the overall convenience of passengers while reserving tickets.
- e. Customer service and support also appeared to be a challenge for these airlines.

#### 5.2 Recommendations

Based on the findings of the survey, the following recommendations are proposed:

1. **Enhance Communication:** Improve communication channels with passengers by providing timely updates on flight schedules, delays, and any changes in services. Clear and transparent communication can help manage passenger expectations and reduce dissatisfaction.
2. **Invest in Training:** Provide comprehensive training programs for airline staff to enhance customer service skills. This includes training on how to handle passenger inquiries, complaints, and requests effectively and professionally.
3. **Streamline Booking and Reservation Processes:** Simplify and streamline the booking and reservation processes to make them more user-friendly and intuitive for passengers. This can include optimizing online booking platforms, improving mobile booking apps, and offering flexible booking options.
4. **Improve Punctuality and Schedule Adherence:** Implement measures to improve punctuality and adherence to flight schedules. This may involve optimizing flight planning and scheduling, minimizing turnaround times at airports, and addressing operational bottlenecks that contribute to delays.
5. **Enhance Baggage Handling Procedures:** Review and optimize baggage handling procedures to minimize lost or mishandled baggage incidents. This includes investing in better baggage tracking systems, improving baggage handling infrastructure at airports, and providing better training for baggage handling staff.
6. **Prioritize Safety and Security:** Maintain a strong focus on safety and security protocols to ensure the safety and well-being of passengers and crew. This includes regular aircraft maintenance, adherence to safety regulations and standards, and continuous training for flight crew on emergency procedures.
7. **Improve In-Flight Services:** Enhance the quality of in-flight services to provide passengers with a more comfortable and enjoyable travel experience. This can include upgrading inflight entertainment systems, offering a wider range of food and beverage options, and improving overall cleanliness and hygiene standards.

By implementing these recommendations and prioritizing passenger satisfaction, all stakeholders in the Nigerian aviation industry can work collaboratively to create a thriving and customer-centric air travel sector that serves the nation effectively.

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## APPENDIX

*Table 17: Gender of Respondents*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No response	74	1.2	1.2	1.2
	Male	3338	54.7	54.7	56.0
	Female	2686	44.0	44.0	100.0
	Total	6098	100.0	100.0	
Missing	System	1	.0		
Total		6099	100.0		

*Table 18: Age of Respondent*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No response	51	.8	.8	.8
	18 - 26 yrs	943	15.5	15.5	16.3
	27-35 yrs	1499	24.6	24.6	40.9
	36-44yrs	1730	28.4	28.4	69.3
	45-53yrs	1226	20.1	20.1	89.4
	54yrs and above	648	10.6	10.6	100.0
	Total	6097	100.0	100.0	
Missing	System	2	.0		
Total		6099	100.0		

*Table 19: Education Level of Respondents*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No response	94	1.5	1.5	1.5
	Primary	49	.8	.8	2.3
	Secondary	416	6.8	6.8	9.2
	OND/NCE	989	16.2	16.2	25.4
	HND/Degree	3841	63.0	63.0	88.4
	Others	708	11.6	11.6	100.0
	Total	6097	100.0	100.0	
Missing	System	2	.0		
Total		6099	100.0		

## APPENDIX

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	18 - 26 yrs	943	15.5	15.5	16.3
	27-35 yrs	1499	24.6	24.6	40.9
	36-44yrs	1730	28.4	28.4	69.3
	45-53yrs	1226	20.1	20.1	89.4
	54yrs and above	648	10.6	10.6	100.0
	Total	6097	100.0	100.0	
Missing	System	2	.0		
Total		6099	100.0		

Table 19: Education Level of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
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	Primary	49	.8	.8	2.3
	Secondary	416	6.8	6.8	9.2
	OND/NCE	989	16.2	16.2	25.4
	HND/Degree	3841	63.0	63.0	88.4
	Others	708	11.6	11.6	100.0
	Total	6097	100.0	100.0	
Missing	System	2	.0		
Total		6099	100.0		

Table 20: Employment. Type of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No response	101	1.7	1.7	1.7
	Self-Employed	1723	28.3	28.3	29.9
	Civil Servant	1420	23.3	23.3	53.2
	Expatriate	131	2.1	2.1	55.4
	Student	565	9.3	9.3	64.6
	Private Sector	1089	17.9	17.9	82.5
	Politician/Public Servant	552	9.1	9.1	91.6
	Paramilitary	229	3.8	3.8	95.3
	Retiree	285	4.7	4.7	100.0
	Total	6095	99.9	100.0	
Missing	System	4	.1		
Total		6099	100.0		

Table 21: Airline

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Aero Contractors	145	2.4	2.4	2.4
	Air peace	2055	33.7	33.8	36.2
	Allied Air	32	.5	.5	36.7
	Arik Air	745	12.2	12.2	48.9
	Azman	240	3.9	3.9	52.9
	Dana Air	479	7.9	7.9	60.7
	Dornier Aviation Nigeria	6	.1	.1	60.8
	Green Africa	263	4.3	4.3	65.2
	Ibom Air	488	8.0	8.0	73.2
	Kabo Air	12	.2	.2	73.4
	Max Air	464	7.6	7.6	81.0
	Overland Airways	138	2.3	2.3	83.3
	TAT Nigeria	1	.0	.0	83.3
	United Nigeria Airlines	316	5.2	5.2	88.5
	ValueJet	363	6.0	6.0	94.5
	First Nation Airways	24	.4	.4	94.9
	Associated Aviation	7	.1	.1	95.0
	ASKY Airline	6	.1	.1	95.1
	Bellview Airlines	24	.4	.4	95.5
	Med-view Airline	55	.9	.9	96.4
	IRS Airlines	24	.4	.4	96.8
	Sosoliso Airlines	1	.0	.0	96.8
	Rano Air	186	3.0	3.1	99.8
	Delta	10	.2	.2	100.0
	Total	6084	99.8	100.0	
Missing	System	15	.2		
Total		6099	100.0		



Table 22: What Booking Method Do You Apply in Booking or Reservation of Your Airline Ticket

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	30	.5	.5	.5
	Direct	1468	24.1	24.1	24.6
	Online	4598	75.4	75.4	100.0
	Total	6096	100.0	100.0	
Missing	System	3	.0		
Total		6099	100.0		

Table 23: How Will You Describe Your Experiences with Booking or Reserving a Ticket with The Airline

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	15	.2	.2	.2
	Very Satisfied	2044	33.5	33.5	33.8
	Moderately Satisfied	2846	46.7	46.7	80.5
	Neutral	850	13.9	13.9	94.4
	Moderately Dissatisfied	262	4.3	4.3	98.7
	Very Dissatisfied	77	1.3	1.3	100.0
	Total	6094	99.9	100.0	
Missing	System	5	.1		
Total		6099	100.0		

Table 24: How Will You Describe Your Experience with Ticket Pricing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	12	.2	.2	.2
	Very Satisfied	1133	18.6	18.6	18.8
	Moderately Satisfied	2317	38.0	38.0	56.8
	Neutral	1275	20.9	20.9	77.7
	Moderately Dissatisfied	836	13.7	13.7	91.4
	Very Dissatisfied	523	8.6	8.6	100.0
	Total	6096	100.0	100.0	
Missing	System	3	.0		
Total		6099	100.0		

Table 25: How Will You Describe Your Experience with The Flight Schedule

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	6	.1	.1	.1
	Very Satisfied	1232	20.2	20.2	20.3
	Moderately Satisfied	2298	37.7	37.7	58.0
	Neutral	1239	20.3	20.3	78.4
	Moderately Dissatisfied	814	13.3	13.4	91.7
	Very Dissatisfied	503	8.2	8.3	100.0
	Total				

Total		6092	99.9	100.0	
Missing	System	7	.1		
Total		6099	100.0		

*Table 26: How Will You Describe Your Experience with The Security Measure Set in Place to Prevent Theft of Items from Your Luggage During the Baggage Check Process?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	2	.0	.0	.0
	Very Satisfied	1853	30.4	30.4	30.4
	Moderately Satisfied	2498	41.0	41.0	71.4
	Neutral	1279	21.0	21.0	92.4
	Moderately Dissatisfied	355	5.8	5.8	98.2
	Very Dissatisfied	109	1.8	1.8	100.0
	Total	6096	100.0	100.0	
Missing	System	3	.0		
Total		6099	100.0		

*Table 27: How Satisfied Are You with The Care Given to Your Luggage, Considering Whether There Was Any Noticeable Damage Upon Retrieval?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	16	.3	.3	.3
	Very Satisfied	1733	28.4	28.4	28.7
	Moderately Satisfied	2474	40.6	40.6	69.3
	Neutral	1297	21.3	21.3	90.6
	Moderately Dissatisfied	443	7.3	7.3	97.8
	Very Dissatisfied	133	2.2	2.2	100.0
	Total	6096	100.0	100.0	
Missing	System	3	.0		
Total		6099	100.0		

*Table 28: How Will You Describe Your Experience with Luggage Collection from The Arrival Hall?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	1	.0	.0	.0
	Very Satisfied	1704	27.9	28.0	28.0
	Moderately Satisfied	2493	40.9	40.9	68.9
	Neutral	1328	21.8	21.8	90.6
	Moderately Dissatisfied	416	6.8	6.8	97.5
	Very Dissatisfied	154	2.5	2.5	100.0
	Total	6096	100.0	100.0	
Missing	System	3	.0		
Total		6099	100.0		

Table 29: How Will You Describe Your Experience with The Responsiveness and Helpfulness of Ground Staff in The Airport?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	12	.2	.2	.2
	Very Satisfied	1710	28.0	28.1	28.3
	Moderately Satisfied	2605	42.7	42.8	71.1
	Neutral	1323	21.7	21.7	92.8
	Moderately Dissatisfied	320	5.2	5.3	98.0
	Very Dissatisfied	119	2.0	2.0	100.0
	Total	6089	99.8	100.0	
Missing	System	10	.2		
Total		6099	100.0		

Table 30: How Will You Describe Your Experience with Response to Your Enquiries from The Help Desk Officers in The Airport?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	22	.4	.4	.4
	Very Satisfied	1620	26.6	26.6	27.0
	Moderately Satisfied	2600	42.6	42.7	69.7
	Neutral	1394	22.9	22.9	92.6
	Moderately Dissatisfied	351	5.8	5.8	98.3
	Very Dissatisfied	102	1.7	1.7	100.0
	Total	6089	99.8	100.0	
Missing	System	10	.2		
Total		6099	100.0		

Table 31: How Will You Describe Your Experience with The Airline's Customer Support Services?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	63	1.0	1.0	1.0
	Very Satisfied	1502	24.6	24.7	25.7
	Moderately Satisfied	2640	43.3	43.3	69.0
	Neutral	1462	24.0	24.0	93.1
	Moderately Dissatisfied	331	5.4	5.4	98.5
	Very Dissatisfied	92	1.5	1.5	100.0
	Total	6090	99.9	100.0	
Missing	System	9	.1		
Total		6099	100.0		

Table 32: How Will You Describe Your Arrival Process into The Arrival Hall?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	60	1.0	1.0	1.0
	Very Satisfied	1667	27.3	27.4	28.4
	Moderately Satisfied	2667	43.7	43.8	72.1

	Neutral	1334	21.9	21.9	94.0
	Moderately Dissatisfied	281	4.6	4.6	98.7
	Very Dissatisfied	82	1.3	1.3	100.0
	Total	6091	99.9	100.0	
Missing	System	8	.1		
Total		6099	100.0		

Table 33: How Will You Describe Your Experience with The Landing Comfort of The Aircraft?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	38	.6	.6	.6
	Very Satisfied	1550	25.4	25.4	26.1
	Moderately Satisfied	2631	43.1	43.2	69.3
	Neutral	1467	24.1	24.1	93.4
	Moderately Dissatisfied	312	5.1	5.1	98.5
	Very Dissatisfied	93	1.5	1.5	100.0
	Total	6091	99.9	100.0	
Missing	System	8	.1		
Total		6099	100.0		

Table 34: How Will You Describe Your Experience at The Security Check-In Counter?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	35	.6	.6	.6
	Very Satisfied	1754	28.8	28.8	29.4
	Moderately Satisfied	2752	45.1	45.2	74.6
	Neutral	1206	19.8	19.8	94.4
	Moderately Dissatisfied	272	4.5	4.5	98.9
	Very Dissatisfied	69	1.1	1.1	100.0
	Total	6088	99.8	100.0	
Missing	System	11	.2		
Total		6099	100.0		

Table 35: How Will You Describe Your Experience at Security Check-In at The Boarding Point?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	27	.4	.4	.4
	Very Satisfied	1709	28.0	28.1	28.5
	Moderately Satisfied	2761	45.3	45.3	73.8
	Neutral	1250	20.5	20.5	94.4
	Moderately Dissatisfied	284	4.7	4.7	99.0
	Very Dissatisfied	59	1.0	1.0	100.0
	Total	6090	99.9	100.0	
Missing	System	9	.1		
Total		6099	100.0		

*Table 36: How Would You Describe Your Experience with The Safety Measures Put In Place, Such As Seatbelts, Emergency Procedures, And Security Checks?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	30	.5	.5	.5
	Very Satisfied	2083	34.2	34.2	34.7
	Moderately Satisfied	2600	42.6	42.7	77.4
	Neutral	1101	18.1	18.1	95.5
	Moderately Dissatisfied	223	3.7	3.7	99.1
	Very Dissatisfied	54	.9	.9	100.0
	Total	6091	99.9	100.0	
Missing	System	8	.1		
Total		6099	100.0		

*Table 37: How Will You Describe Your Experience with Your Safety and Security During the Flight?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	42	.7	.7	.7
	Very Satisfied	1844	30.2	30.3	31.0
	Moderately Satisfied	2595	42.5	42.6	73.6
	Neutral	1277	20.9	21.0	94.5
	Moderately Dissatisfied	272	4.5	4.5	99.0
	Very Dissatisfied	61	1.0	1.0	100.0
	Total	6091	99.9	100.0	
Missing	System	8	.1		
Total		6099	100.0		

*Table 38: How Will You Describe Your Experience with The Quality and Variety of In-Flight Services Such as Meals, Entertainment, And Cabin Crew Assistance?*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	14	.2	.2	.2
	Very Satisfied	1467	24.1	24.1	24.3
	Moderately Satisfied	2496	40.9	41.0	65.3
	Neutral	1340	22.0	22.0	87.3
	Moderately Dissatisfied	570	9.3	9.4	96.7
	Very Dissatisfied	204	3.3	3.3	100.0
	Total	6091	99.9	100.0	
Missing	System	8	.1		
Total		6099	100.0		

Table 39: How Will You Describe Your Experience with The Cleanliness and Maintenance of Aircraft and Facilities?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	21	.3	.3	.3
	Very Satisfied	1875	30.7	30.8	31.1
	Moderately Satisfied	2543	41.7	41.8	72.9
	Neutral	1214	19.9	19.9	92.8
	Moderately Dissatisfied	354	5.8	5.8	98.6
	Very Dissatisfied	84	1.4	1.4	100.0
	Total	6091	99.9	100.0	
Missing	System	8	.1		
Total		6099	100.0		

Table 40: Do You Have Any Suggestions or Comments to Help Us Enhance the Airline Service?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	2461	40.4	64.7	64.7
	Schedule	361	5.9	9.5	74.2
	Customer Service	220	3.6	5.8	80.0
	Security	78	1.3	2.1	82.0
	Pricing	199	3.3	5.2	87.3
	Food and Security	95	1.6	2.5	89.7
	Professionalism	316	5.2	8.3	98.1
	Comfortability	74	1.2	1.9	100.0
	Total	3804	62.4	100.0	
Missing	System	2295	37.6		
Total		6099	100.0		

Table 41: Is There Anything You Believe the Airlines Are Currently Missing in The Services Offered?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	2855	46.8	75.2	75.2
	Schedule	189	3.1	5.0	80.2
	Customer Service	165	2.7	4.3	84.5
	Security	48	.8	1.3	85.8
	Pricing	85	1.4	2.2	88.0
	Food and Security	117	1.9	3.1	91.1
	Professionalism	253	4.1	6.7	97.8
	Comfortability	84	1.4	2.2	100.0
	Total	3796	62.2	100.0	
Missing	System	2303	37.8		
Total		6099	100.0		